

## Measuring Quality Work-Life of Teachers in Higher institutions – An Indian perspective

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### Abstract

*The research paper attempts to reveal the work-life balance among faculty working in educational institutions around rural Bengaluru. It also examines the factors affecting their work and personal life during their life span. The present study will bring new insights and their relationship between these factors and quality of work life (QWL). The variables taken for the study are organization support, job enrichment, job satisfaction, work domain, stress and work life. An exploratory and descriptive research design technique is adopted—the primary data collected through a structured questionnaire using Google forms. A five-point Likert-scale is used to measure the QWL variables. Among the five dimension of QWL, it is evident from the results that organizational support (R square value 0.67) is highly associated with QWL followed by Work condition (R<sup>2</sup> = 0.58). Through this study, the management can identify the variables that influence the QWL and try to overcome the issues, leading to employee performance, job satisfaction, retaining, and reduction in overhead. The main purpose of the study is to measure the Quality of Work Life of teachers of private institutions located at Bengaluru Rural region. Also, we analysed the Quality of Work Life across various variables among teaching employees of the private colleges/universities.*

**Keywords:** *Quality of work life, organization support, job enrichment, job satisfaction and stress.*

**JEL Classification:** M190, M100, M120.

### Introduction

Educational institutions in India, have large number of teaching employees working in private colleges and universities. Quality of Work Life of teachers has now become extremely significant for the successful administration of a university/colleges. In spite of many policies and settlements in favour of teachers, a majority of employees are struggling to balance between their work and personal life. Quality of Work Life affect employee's performance and efficiency, therefore effecting Quality of teaching will further lead to Quality of life in the society as a whole. Also, there have been very few studies in this context in Indian educational institutions such as schools, colleges and Universities and in Universities of Karnataka.

Economists say that wages and working hours are not the only determinants of job satisfaction. On top of them, there are promotion, job security, social security, and interpersonal relationship (Ezzat & Ehab, 2019). During the quality of work evaluation, three elements are to be considered: job satisfaction, family satisfaction, and the existence of an inter-role conflict. Among others, work is the central dimension for job satisfaction (Padovez-Cualheta et al., 2019). Life satisfaction is the end goal of the employees and manifests itself through health and a decreased turnover at the workplace. At the same time, the quality of work-life treats the issues related to workers and the work environment.

When these two factors are not in place, you start to experience poor production than ever before (Sekhon & Srivastava, 2021). Managers begin to complain about the absenteeism of employees, coming late at work, leaving early, or not completing the task on time due to lack of enthusiasm and low morale despite joy because they have work (Elnaga & Imran, 2014). The word joy also can be explained as happiness at work. To improve the work-life, some companies started to share their profit with their employees (Martel & Dupuis, 2006). The quality of work affects job satisfaction and influences other aspects such as family and social relationships.

### Literature review

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The theoretical background for the present study comes from (1) need satisfaction theory and (2) spillover theory. Maslow's hierarchy of needs (Maslow, 1954), achievement-motivation theory (McClelland, 1961), two-factor theory (Herzberg, 1966), and existence-relatedness growth theory (Alderfer, 1972) are the basic foundations of the need satisfaction theory.

According to the need satisfaction theory, employees whose basic needs are fulfilled through workplace experiences will derive satisfaction from the jobs they perform (Sirgy et al., 2001). Spillover theory posits that one domain will have a spillover effect on other domains. For instance if employees are satisfied at jobs, it may have a positive spillover effect on health, family, friends, colleagues, etc (Frischman, 2009). Based on need theory and spillover theory, it can be postulated that QWL affects job satisfaction and other variables which may affect other life domains such as family, colleagues, finance and leisure (Sirgy et al., 2001).

Many authors define job satisfaction in different ways. The literature review of QWL has mentioned the definition of Davis and Newstrom, 1999 that job satisfaction is a collection of favourable or unfavourable feelings of an employee relating to his job. Churchill et al., job satisfaction is job characteristics like work environment, rewards, etc., which give satisfaction to the employee. (García-Bernal et al., 2005). Every organization faces the issue of the work-life quality of an employee. It has become an integral part. Quality of work-life of employees will contribute directly to the improved productivity and achieve higher growth for the organization. Offering quality of work-life to their employees will boost organizational image and retains the employees (Noor & Abdullah, 2012).

Many factors affect job satisfaction and quality of work-life. Many mediating and moderating variables contribute to job satisfaction and quality of work-life, and it is evident with the current literature survey. Author has proved in their study that a workplace that involves learning as a primary priority will give more satisfaction to the staff. And he also mentioned learning organization influences both job satisfaction and job performance (Dekoulou & Trivellas, 2015).

There is a positive relationship between employee job satisfaction with work-life balance programs and flexible working conditions (Shujat & Bhutto, 2011). Freedom in work time, workplace flexibility, and freedom in making work-related decisions increase the quality of work-life of the employees (Rastogi et al., 2018). Job satisfaction plays a significant role in explaining the quality of work-life. Also, improved quality of work-life encourages job satisfaction and decreases stress (Noor & Abdullah, 2012). In his literature study, the author (Dhamija, Gupta and Bag, 2019) identified that socio-demographic factors, i.e., age, gender, education, marital status, etc., also affect job satisfaction and quality of work-life. Age acts as a confounder that moderates the positive relationship between service length and job satisfaction (Sarker et al., 2003). In-depth analysis will show the differences in gender in the level of satisfaction (García-Bernal et al., 2005).

The level of job satisfaction is also influenced by job level or rank; higher rank employees are more satisfied than lower rank employees (Oshagbemi, 1997). There is a significant relationship between work environment, happiness at work, and employees' job satisfaction (Butt et al., 2021). Job satisfaction is strongly associated with workplace characteristics determined as the "need for self-actualization." (Bowen & Cattell, 2008). By adopting Veenhoven's matrix of the four qualities of life to the work setting, (Gaucher & Veenhoven, 2021) obtained four qualities of work life liveability of work conditions, work-ability of the worker, utility of work, and satisfaction of work.

(Kasdorf & Kayaalp, 2021) examined the employee perceptions of development (EPD) and intent to stay process with potential intervening variables (i.e. job satisfaction and supervisor support). (Valk & Yousif, 2021) studied the role of motivation and job satisfaction of employees in the hospitality industry in Dubai, using Herzberg's two-factor theory of motivation.

(Pio, 2021) Studied the effect of mediation on quality of work life (QWL) and job satisfaction in the relationship between spiritual leadership and employee performance on nursing staff of private hospitals in North Sulawesi. Study found that spiritual leadership has a relationship to employee performance, only if the employee has the quality of worklife. (Memon et al., 2021) examined the impact of employees' satisfaction with human resource management (HRM) practices on work engagement and employee turnover intentions. As per the survey of (Royuela et al., 2009) highest values of quality of work life was

found in service sectors particularly in financial services and public administration. Large firms had more index compared to smaller firms and self-employed have average levels.

(Bharadwaj et al., 2021) explored employer branding research by investigating the role of job satisfaction and organizational identification as predictors of employee retention, and their mediating role between employer branding and employee retention. (Bamfo et al., 2018), in their study found that role of frontline employee job satisfaction in the relationship between abusive customer behavior and employee turnover intentions in the banking sector. (Shujat, 2011), studied the impact of WLB on employee job satisfaction in private sector banks of Karachi and found a positive relationship between them. (Bajpai et al., 2015) found that there is a relation between these two variables, and the job stress impacts the determination of the level of job satisfaction. If the employee is motivated and satisfied with work conditions, happy individuals contribute the best in their job.

(Meena & Dangayach, 2012), in their study revealed the relationship between employee satisfaction and office environment. The organization often attempts to satisfy its employees to gain their needs and loyalty. (Yao et al., 2017), in their paper found first, the findings indicate a pivot range in which people move from self-assessed "survival" to "decent" income. (Caponnetto et al., 2018), examined association between interventions for the four outcomes stress, work motivation, burnout, and quality of life. They found that the pre-test's mean value was significantly different from the mean value in the post-test for the perceived stress scale, euro quality of life, and visual analogue scale.

In the view of the above it is imperative that QWL has a major contribution in reshaping the organization by providing support, job enrichment, and other factors which make them happy. However, this requires a concerted effort to address the complexity of human nature, regulatory and societal challenges.

The Purpose is to measure the impact of various factors influencing the Quality work life of the teachers among the higher educational institutions in Indian perspective.

### Purpose of the Study

The main aim of the study is to measure the Quality of Work Life of teachers of private institutions located at Bengaluru Rural region. Also, we analysed the Quality of Work Life across various variables among teaching employees of the private colleges/universities. This study will further highlight the areas where the institutions can enhance the Q.W.L. of teachers to balance their personal and professional lives.

The Purpose is to measure the impact of various factors influencing the Quality work life of the teachers among the higher educational institutions in Indian perspective. To understand the various factors, we developed the conceptual model shown in the figure 1

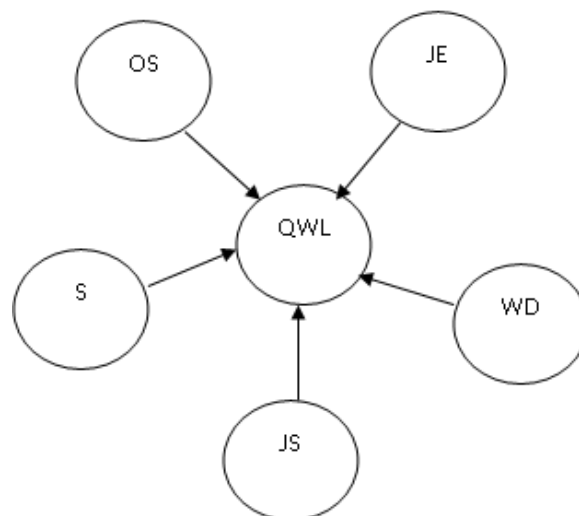


Figure 1. Conceptual model of QWL

OS – Organization support, JE – Job Enrichment, WD- Work Domain

JS – Job satisfaction, S – Stress, QWL – Quality work life

### Research Hypotheses

H<sub>1</sub>: OS will significantly influence QWL

H<sub>2</sub>: JE will significantly influence QWL

H<sub>3</sub>: WD will significantly influence QWL

H<sub>4</sub>: JS Will significantly influence QWL

H<sub>5</sub>: Stress will significantly influence QWL

### Methods

The sample was collected using convenient sampling technique by using questionnaire of google form consisting of ninety five teachers of higher educational institutions in Bengaluru rural area in India. The majority are females with 52% and remaining are male(48%). The highest qualification of the respondents were doctoral holders and lowest were master's degree holders. Nineteen (38) of the respondents were permanent staff, seventeen (34) of them on contract appointment and others are consolidated. 34% of the respondent have 5 to 10 years of experience, 32 % of them are having below 5 years of experience and remaining 34 % of them are above 10 years of experience Mean, standard deviation and alpha values (table1) are shown, and for further analyse regression analysis was conducted for the study.

Five domains of the Q.W.L. scale adopted from a Work-Related Quality of Life (WRQoL) scale developed by Easton and Van Laar, psychology professors the University of Portsmouth, UK in 2007. The questionnaire used in the survey will be refined after the expert's suggestions and pilot survey, which included 24 statements in the five sub-domains of Quality of Work Life i.e. Org. support, Job Satisfaction, Job Enrichment, Job stress and work conditions. These statements are rated on a five-point Likert scale, from 1 (Highly disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Highly Agree).

### Results

#### Reliability, and Descriptive statistics

The reliability test was used to verify the internal consistency of the instrument. Cronbach's alpha test is applied to understand internal consistency. The standard estimate in most of the existing research is 0.60. the result shows that all the values of the construct is greater than 0.60 and thus the internally the instrument is valid. The mean and standard deviation of each item is shown in table 1 along with alpha estimate.

**Table 1.** Results of mean, standard deviation, alpha of various QWL statements.

S.No	Item code	Item Description	Mean	S.D	Alpha
1	JE 1	[I have a clear set of goals and aims to enable me to do my job]	3.6	1.049	0.931
2	JE 2	[I have the opportunity to use my abilities at work]	3.48	1.460	
3	JE 3	[My employer provides adequate facilities and flexibility for me to fit work in around my family life]	3.16	1.461	
4	JE 4	[I am encouraged to develop new skills]	3.56	1.127	
5	JS 1	[I feel well at the moment]	3.8	1.355	0.939
6	JS 2	[I am satisfied with my life]	3.64	1.351	
7	OS1	[My employer provides me with what I need to do my job effectively]	3.6	0.699	0.904
8	OS2	[My line manager actively promotes flexible working hours / patterns]	3.38	0.779	
9	OS3	[I work in a safe environment]	3.88	0.872	
10	OS4	[Generally things work out well for me]	3.6	0.880	
11	QWL1	[I am satisfied with the career opportunities available for me here]	3.42	1.126	0.947
12	QWL2	[I am satisfied with the training I receive in order to perform my present job]	3	1.385	

13	QWL3	[Recently, I have been feeling reasonably happy all things considered]	3.34	1.135	0.763
14	QWL4	[The working conditions are satisfactory]	3.56	1.090	
15	QWL5	[I am satisfied with the overall quality of my working life]	3.7	0.931	
16	S1	[I often feel under pressure at work]	3.2	0.903	
17	S2	[Recently, I have been feeling unhappy and depressed]	2.54	0.994	
18	S3	[In most ways my life is close to ideal]	3.08	1.139	0.898
19	S4	[I often feel excessive levels of stress at work]	2.84	1.201	
20	WD1	[I feel able to voice opinions and influence changes in my area of work]	3.42	0.882	
21	WD2	[My current working hours / patterns suit my personal circumstances]	3.42	1.108	
22	WD3	[When I have done a good job it is acknowledged by my line manager]	3.52	1.014	
23	WD4	[I am involved in decisions that affect me in my own area of work]	3.6	0.782	0.835
24	WD5	[I am involved in decisions that affect members of the public in my own area of work]	3.42	0.835	

The reliability of the measured instrument found to be accepted and reliable, the alpha values for JE(0.931), JS(0.939), OS(0.904), S(0.763) and WD(0.898) was found to be higher than the standard value.

#### *Regression analysis for QWL Model*

A multi-regression was conducted to determine whether the proposal model could analyse the quality of work life of teaching personnel. The regression analysis is utilized to verify the model to know the impact of free variables on a dependent variable. In this paper, five variables, organization support (OS), job enrichment (JE), work domain (WD), job satisfaction (JS), and stress (S) are independent. The model shows that organization support (OS), job enrichment (JE), work domain (WD), job satisfaction (JS), and stress (S), impact the quality of work life.

#### *Regression Model Analysis: QWL and OS*

Organizational support (OS) is the independent variable that significantly impacts the quality of work life (QWL), according to Table 2, the R square value of 0.678 indicates that OS explains 68% of the impact on QWL.

**Table 2.** Showing the result of QWL & OS.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	-.521	-1.311	.196
OS	1.054	10.060	.000

R = 0.824; R<sup>2</sup> = 0.678; F-value = 101.212

The model in Table 2 explains the organization support (OS) has the impact on QWL. The F value of 101.2, t value of 10.060 are significant with a p-value less than 0.05 (5%), hence H<sub>1</sub> is accepted.

#### *Regression Model Analysis for Job Enrichment (JE) and Quality Work Life (QWL)*

To analyse the model job enrichment is the independent variable and quality work life is Dependent variable. the impact of the independent variable on QWL is shown in Table 3

**Table 3.** Showing the result of QWL & JE.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	1.508	4.792	0.000
JE	0.523	6.265	0.000

R = 0.671; R<sup>2</sup> = 0.450; F-value = 39.25

According to the job enrichment fully explains the impact on QWL. R square value shows a 45 % effect on QWL. The model result found that F value of 39.25, t- value 6.26 for JE were found to be significant with a p- value less than 0.05 (5%) hence  $H_2$  is valid.

*Regression model analysis for work domain (WD) and quality work life (QWL)*

Work domain (WD) is the independent variable that significantly impacts the quality of work life (QWL). According to Table 4, the R square value of 0.586 indicates that WD explains 58% of the impact on QWL.

**Table 4.** Showing the result of QWL & WD.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	0.199	0.500	0.619
WD	0.875	8.235	0.000

R = 0.765; R<sup>2</sup>= 0.586; F-value = 67.812

The model in table 4 explains the work domain (WD) has the impact on QWL. The F value of 67.812 , t value of 8.235 are significant with a p-value less than 0.05 (5%) hence  $H_3$  is accepted.

*Regression Model Analysis for Job Satisfaction (JS) and Quality Work Life (QWL)*

Job satisfaction (JS) is the independent variable that significantly impacts the quality of work life (QWL). according to Table 5, the R square value of 0.270 indicates that JS explains 27 % of the impact on QWL.

**Table 5.** Showing the result of QWL & JS.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	1.952	5.368	0.000
JS	0.383	4.211	0.000

R = 0.519; R<sup>2</sup> = 0.270; F-value = 17.737

The model in table 5 explains the Job satisfaction (JS) has the impact on QWL. The F value of 17.737, t value of 4.211 are significant with a p-value less than 0.05 (5%) hence  $H_4$  is verified.

*Regression Model Analysis for Job Stress (S) and Quality Work Life (QWL)*

Stress (S) is the independent variable that significantly impacts the quality of work life (QWL). according to Table 6, the R square value of 0.239 indicates that Stress explains 23 % of the impact on QWL.

**Table 6.** Showing the result of QWL & S.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	2.049	5.565	0.000
S	.447	3.886	0.000

R = 0.489; R<sup>2</sup> = 0.239; F-value = 15.098

The model in Table 6 explains the stress (S) has the impact on QWL. The F value of 15.098, t value of 3.886 are significant with a p-value less than 0.05 (5%) hence  $H_5$  accepted.

*Regression Model Analysis for Quality Work Life (QWL) And Overall Variables*

All the five independent variables, Stress, organizational support, job enrichment, work domain, job satisfaction and QWL regression model is shown in Table 7. It is evident that the R<sup>2</sup> value of 0.783 indicates that overall factors explains 78.3 % of the impact on QWL.

**Table 7.** Showing the result of QWL & overall factors.

Model Fit	Coefficient	t-value	Significant (p-value)
Intercept	-.842	-2.365	.023
S	.031	.394	.695
OS	.907	5.804	.000

JE	.226	2.629	.012
WD	.248	1.605	.116
JS	-.252	-3.079	.004
R = 0.885; R <sup>2</sup> = 0.783; F-value = 31.829			

### Hypotheses Results

The summary of the hypotheses results is shown in the Table 8, it is found that all the variables OS, JE, WD, JS and Stress influences significantly on the Quality work life of the employees.

**Table 8.** Hypothesis results.

Hypothesis	Construct (Hypothesis Path)	T value	Std. Co (β)	Significance (p) value	Result (S)
H1	OS → QWL	10.060	0.824	0.000	Accepted
H2	JE → QWL	6.256	0.671	0.000	Accepted
H3	WD → QWL	8.235	0.765	0.000	Accepted
H4	JS → QWL	4.211	0.519	0.000	Accepted
H5	S → QWL	3.886	0.489	0.000	Accepted

The hypotheses path, t value, standard coefficient(beta), p value and the results of each hypothesis presented in the Table 8. The outcome shows that H<sub>1</sub> (OS → QWL) is significant at 0.05 level of significance with a t-value of 10.060, beta of 0.824 and p value 0.00, which reveals that the employees work out well with the safe environment in the organisation. Similarly result are found in the existing literature (Oshagbemi, 1997) and (Dekoulou & Trivellas, 2015)

Whereas H<sub>2</sub> (JE → QWL), the path job enrichment and quality work life, is significant at 5% level of significance with the t-value of 6.256 and p-value 0.00. thus, indicating that the organization provides enough opportunity to employees to grow and enrich job related skills and abilities within the institution. Hence H<sub>2</sub> is valid.

H<sub>3</sub> (WD → QWL), the path work domain and quality work life are also significant at 5 % level of significance with the t-value of 8.235 and p-value 0.00, indicating that the work domain factors such as working hours, appreciation by the supervisor, employees involving in decision making plays a vital role in balance the work life in any organization.

H<sub>4</sub> (JS → QWL), the path job satisfaction and quality work life are significant at 5% level of significance with the t-value of 4.211 and p-value 0.00, which reveals that employees enjoy working at the work place and satisfied with the work environment. The result is consistent with the previous study (Bowen & Cattell, 2008) (Butt et al., 2021)(Dhamija et al., 2019).

Finally, H<sub>5</sub> (S → QWL), the path stress and quality work life are also significant at 5% level of significance with the t-value of 3.886 and p-value of 0.000, indicating work stress is a part of life and need to manage at workplace and home. The organization has to induce training program in regular interval to eliminate stress and depression. Thus, leading to employee happiness. There is a strong evidence from the earlier study (Padovez-Cualheta et al., 2019),(Rastogi et al., 2018).

## Discussion

Improvements in the quality of work life may be described as a range of activities that occur at all levels of an organization, with the aim of enhancing organizational performance by promoting human dignity and personal development (Srivastava & Kanpur, 2014). As expected all the five factors (JE, JS, WD, OS and S) influence QWL. The outcome of the present study reveals that employees at higher educational institutions organization support, enriching the faculties, and work domain related factors are more likely to impact their QWL. The efficacy of employment interventions is contingent upon an organization's provision of Quality of Work Life (QWL) to its workers and its ability to effectively retain its workforce. (Ahmad, 2013). This results are consistent with previous studies (Dhamija et al., 2019; Domingo, 2023; Dorji, 2023), (Dekoulou and Trivellas, 2015). QWL indicates the level of individual satisfaction with their work and loved ones. Individuals report higher levels of QWL when they prioritize a positive work

environment over other factors like salary, benefits, and vacation time (Che Rose et al., 2006). The study of the QWL among teachers at Higher Educational Institutions is the need of the hour. It shows the important causes and consequences of the self-attitude at the work satisfaction. Many higher educational institutions determine QWL balance of their employees by imparting various training and supports to attract employees to retain in the organization. To assess QWL, numerous aspect of the job related issues were examined such as job enrichment opportunities, development new skills, encouragement by the superiors, support by providing flexible working hours, safe environment, good working conditions and also the stress level undergone by the employees. The QWL initiative helps higher institutions and employees. QWL activities provide employees with a sense of safety, satisfaction, and growth opportunities, enabling personal development (Raj Adhikari & Gautam, 2010). One of the realistic tools to assess the QWL adopted in this study. The purpose of the paper was to investigate the influence of various factors (JE, JS, OS, WD and Stress) on the QWL. It might be argued that the enhancement of Quality of Work Life (QWL) necessitates the adoption of a context-specific methodology (Vagharseyyedin et al., 2011). According to the results obtained from the t-test, Organization support (R-square is 0.67) is largely influencing the QWL followed by the work conditions (R-square is 0.58). However the employee performance, retention and attrition issue haven't discussed in the study and can be studied in the further research. The study will be useful for the HEIs to implement QWL strategies to improve the work and personal lives of the employees.

## Conclusion

As the purpose of the study is to measure the Quality of Work Life of teachers of private institutions located at Bengaluru Rural region. According to the objectives of this study that it has to validate the regression model fit, we observed that the dimensions 'Organization support', 'Job Enrichment', 'Job Satisfaction', 'Work Domain', 'Job Stress' are positively related to QWL, confirming the hypothesis H<sub>1</sub> to H<sub>5</sub>. However, the R square value for Job stress is comparatively very low than other dimensions. Results obtained from the regression model, Organization support (R-square is 0.67) is largely influencing the QWL followed by the work conditions (R-square is 0.58) It is believed that it is not possible to generalize the results, which accept the hypotheses H<sub>1</sub> to H<sub>5</sub> due the fact that its result has been uniquely designed for colleges and universities. Thus, the limitation of the study was carried out only to colleges and universities located in Bengaluru rural area and the small sample size. It is suggested further research from this study, through which can be increased the research range with some segments. We emphasize the importance of these factors related to motivation, which according to the conceptual framework is directly associated with QWL.

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