

Relationship between Quality of Work Life and Performance Effectiveness of University Teachers

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ABSTRACT

In this research study the researcher examined the relationship between quality of work life and performance effectiveness of university teachers at Rohtak district in Haryana. Quality of work life is a systematic process of work organizations, which empower its members of all levels to participate in shaping the organization and its work related environment. This study examined the elements of quality of work life program as a contributing factor to quality of life that can influence teacher's performance. This study was descriptive in nature, carried out in 4 universities which are located in Rohtak district, Haryana. The target population comprised 966 teachers out of which a sample of 170 respondents was selected. In order to assess modified questionnaire was used and correlation test has been applied. The result indicated that there was a positive and significant relationship between quality of work life and performance effectiveness.

Keywords: Quality of work life, effectiveness, performance, correlation.

INTRODUCTION

Quality of Work Life is a concept which conveyed the complete environment of work as well as effect that the work has on its complete work force along with institutional productiveness. Proper participation of employees in decision making or problem solving, in aspects interconnected to their works, helps improve the quality of work life. Quality of Work Life represents the complete happiness obtained by the work force by the job. Growth in performance enhancement in human satisfaction are the main aspect of working environment and content of firm, management practices, skill, knowledge, employees attitude.

Quality of Work Life is an ideology, which is a bunch of principle, explaining that employees are great influential resources in an institution because of their reliable, accountable as well as competent of making valuable contribution therefore all the employees should get respect for their contribution in work. (Straw & Heckscher 1984)¹.

The important aspect to a person's Quality of Work Life covers the appointment, working system, civic environment of institution, stratagem and relation between existence as well as job. (Cunningham and Eberle 1990)².

Quality of Work Life explains to the favorableness or unfavorableness of work condition of an individual. Main motive is to form work environment which offer perfectness to people and institution both. Quality of work life also known as QWL. The higher Quality of Work Life will make the participation of each and every person helping institution to reach the goal. High performance is the heart of a successful organization and high level of performance achievement is hard but most managers struggle to ensure they control various dimensions that affect their organizational performance effectiveness and QWL is a state of balancing situation in which the demand of personal life and professional life are equal.

ORIGIN

Let us see the origin of QWL over a long period of time to know how it was establish by many researchers and in what way observed and collected at that time.

The scientific management approach eloquent by **F.W. Taylor**³ gave significance to much aspect like specialization, responsibility and minimum authority etc. and giving more preference to managerial point of view rather than worker point of view. In order to remove these limitations caused by the behavioral approach had emerged.

Elton Mayo⁴ studied the workers attitude and behaviors relationship and the company productivity in 1933 at Western Electric's Hawthorne plant and as an upshot need hierarchy approach of Maslow, theory X and Y of McGregor, two factor theory of Herzberg had contributed meaningful to this behavioral of human relation approach and this human relation approach had its own limitations since human requirements and expectations remain changing according to the changing in work environment, advance technologies introduce and knowledgeable work force etc. New concept of quality of work life was appeared to reduce the gap through the social technical approach it's a combination of the human relation approach and scientific management approach.

This approach remained insignificant in 1950s and the jobs become even more contaminated in 1960s with the spectacular progress of service sector and in 1960s this approach was also supported by Swedish Unions, main political parties or employers. (**Martel and Dupis 2006**)⁵

The quality of work life firstly used in General Motors by an employee **Irving Bluestone** which is represented as an initiative point by many researchers, employees, unions of employees and employers. (**Goode 1989**)⁶.

1960s to 1970s was fertile period for research on QWL and the concept of quality of work life is invented in the International Conference Democratization of work at Columbia University Adrden House, New-York after that on quality of work life the International Council was held in 1973 to promote research and the term QWL life through obtained more preference from 1973, research and publication study exploration on this topic. Today many authors discovered about quality of work life constructs and contributed wide to the data base of quality work life.

In recent years, the concept of quality of work life is achieving more importance from small to big concerns in India.

EXPERIENCE OF INDIA, IN DEVELOPMENT OF QUALITY OF WORK LIFE PROGRAMMES

India which is far behind from under development, which is proved by the fact that many things in private sector can still be adored which may sound arrogant but this can be proved by pointing out that it has been shaped by the training of common man and the society in India. Indian employee and Employee Unions are presently very defensive as they are mostly questioning on the preservation of their jobs then on how to enhance their QWL in the working environment therefore it is easily understandable why the significance of QWL is lost. The QWL Movement attracts "attention to every individual" requirement for proper and relevant work as well as their participation in decision making relating working situation as only working is creation experience either boosting or limiting people's growth and development by different reasons affecting complete life of man because of his journey during job outside and inside. Today, the balance between working life and family is completely disturbed due to job burden and dispute arises as well as socializing above the level which develops ego problems which leads to conflicts inside other people's head and work policies introduced on every individual created a lot of pressure and control which are created by head and all these rules are same for all the individuals. At that time in India a lot of changes had been implemented in the Government policies like privatization and the Government institutions which are not properly managed incurring because of great loss on public money and also because of corruption by bureaucrat's or influence of politicians and leaders of Trade Unions and their concerned political parties by the purpose of election winning and scope for change of tech. has increased investment inflow from globalization and privatization which provides a lot of opportunities for many unemployed persons by decreasing hardness of the problem. Therefore improvement in the QWL in the country is completely necessary to create better working conditions. The restricting of jobs and work in the organizations impact Quality of Work Life. However, Indian companies are guided by an important assumption that under developed countries have largely not been able to solve the question of social and economic justice and therefore the focus is not shifted to workers inner life, as that there exists high degree of inequality in these societies. At job level the workers should be allowed to play a crucial role in taking the decisions, otherwise, civic competence skills of their workers may be affected in job involvement. The other components of work life are differences in the wage payments or high income inequality causes hostility and resentment. The fruits of development are to be distributed among the workers. So, the re-designing jobs and organizations on socio-technical principles are to be adopted. The socio-technical approach to job design is concerned with the interface of the harmony between personnel, social and technological functioning and QWL becomes both ends as well as means which is why it is significant in developing countries like India. In the goal of development, it is highly significant component in QWL as it is end itself. It becomes a means because of experience of participation in the decision-making that at the work place and of progressive learning-help. Workers acquire the civic competencies and skills on which a country developing in the social democratic made must

rely. A specific issues relating to Quality of Work Life are employment pay and stability, job stress, Organizational Life programmes, optional time schedules, participative control and proper management, identification, good working relations, grievance system, and proper resources, superiority and qualification in promotion, employment on complete basis. The managers of human resource have to build and maintain Quality of Work Life by providing a wide range of fringe benefits and full security which will improve productivity, reduce absenteeism and alienation of employees. To summarize quality of work leads to good performance and job satisfaction which is solely based on contexts of quality of work life, memories full work, rewards, benefits, promotion, opportunity etc. job design, work environment, job security, creativity, etc.

OBJECTIVES

To find out relationship between quality of work life and performance of selected respondents of universities situated at Rohtak district in Haryana.

Variables' research

- A) The independent variable: QWL
- B) The dependent variable: performance effectiveness
- C) The moderating variables: age, gender education

Methodology Research Design

Research design is a comprehensive profile of how an investigation and research will take place and a research design comprise how the researcher is to be collected primary and secondary data for research study and what instruments will be necessary, how the instruments will be used and the calculated means for analyzing data collected. This Research study is descriptive in nature, as the name implies, the objective of these studies is to provide a wide and detailed explanation of the phenomena under research study. In this research study understanding and analyzing the views and opinions of teaching staff assess to various aspect of quality of work life.

Population

The total population comprised of 966 teachers from the universities table 1 shows the population

Population:

Sr. No.	Name of University	Total Number of Teaching faculties
1.	Maharshi Dayanand University	379
2.	Baba Mast Nath University	200
3.	State University of Performing And Visual Arts	45
4.	Pandit Bhagwat Dayal Sharma University of Health Sciences	342
	Total	966

Sample and sampling technique

In research paper work, it is not possible to work to pursue a study taking into consideration entire population so smaller chunks of a unit sample are chosen to represent the relevant attributes of the entire population and the sampling methods are used to select a sample from the population. They are prerequisite for removing bias in the selection process. Basically there are two types of sampling methods i.e. probability sampling method and non-probability sampling method. To cover whole characteristics of universe under study, the researcher used non- probability sampling method. The sample to be applied for the present research study has been selected through Non- Probability Sampling Method "Quota Sampling Method".

Research Instrument

For the measurement of Quality of work life and its impact on performance effectiveness of teaching faculty researcher used moderately adopt questionnaire is used as a research instrument. For the study the model developed by Walton is used in devising the questionnaire. All the variables of the model are put in the questionnaire and components of three pillars of

commitment model given by Allen and Mayer has been used in designing the questionnaire. In this questionnaire researcher uses 5-point Likert scale: 5 represents Strongly Agree, 4 represents Agree, 3 represents Neither Agree nor Disagree, 2 represents Disagree, 1 represents Strongly Disagree. Questionnaire is administered to teaching faculty in selected Universities situated at Rohtak. This questionnaire gives importance to all factors relating to Quality of work life and work performance. This questionnaire shows the opinions of teaching faculty in regard to each question. The questionnaire included 30 statements related to QWL and 10 statements related to work performance.

Finding pertaining to Research Objective

In this section correlation test is used to know significant relation between two variables and the dependent variable is work performance and the independent variable is quality of work life.

Table Showing the Impact of Quality of Work Life on performance

Correlations			
		quality_work	work_performance
quality_work	Pearson Correlation	1	.011
	Sig. (2-tailed)		.889
	N	170	170
work_performance	Pearson Correlation	.011	1
	Sig. (2-tailed)	.889	
	N	170	170

The coefficient value of 0.889 indicates strong relation between the two variables and the direction of relationship is positive which means that the change two variables occur together if the level of QWL increases, Performance also increases. This research study find out that all the factors of QWL have positive impact on the work performance. So organization can change the work environment for the benefit of the teaching faculty and when organization take proper and suitable measures to improve QWL of respondents ,their job performance also improves effectively.

CONCLUSIONS

The result based on the correlational data analysis supported it was found that in research study a significantly positive relationship between quality of work life and performance effectiveness among universities teachers at Rohtak in Haryana. Based on the data analysis, it was found that the Pearson's correlation coefficient between QWL and teaching faculty job performance is 0.889, significant value. This indicates there exists 88.9% positive relationship between QWL and teaching faculty job performance and direction of the relationship is positive (i.e., QWL and Performance are positively correlated), which means that the changes in the two variables occur together if QWL increases, Performance Effectiveness also increases.

According to the findings, the positive coefficient values indicate there exists a strong and positive relationship between QWL and teaching faculty job performance.

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