

## Association of Demographic Variables (Gender and Salary) On Quality of Work Life of Teaching Employees in Private Technical Institutions in Bareilly Region

**Dr. Rajeev Mehrotra**

Associate Professor  
Bareilly College Bareilly

**Mr. Vinay Khandelwal**

Research Scholar  
Bareilly College Bareilly

### ABSTRACT:

The success and survival of any organization depends upon the potential and motivation of the employees working in it. The motivation of the employees is directly associated with the Quality of work life (QWL) they experience in the organization to continue to attract and retain employees. To survive in an increasingly challenging and competitive world, the existence of efficient strong human resource is essential for an organization. In the present scenario quality of work life has come under limelight due to stiff competition where organizations are trying to carve competitive advantage through the human factor. Profitability of an organization can be achieved by managing the quality of work life of employees and by improving employee satisfaction. It includes various aspects of work environment which facilitates the human development efficiently. There is impressive contribution by technical institutions to the development of technology and economy of our nation. The sample consists of 110 teaching employees of a technical institution. The research reveals that female employees are more satisfied than male employees Chi Square test show that there are significant relationship between demographic characteristics (Gender and Salary) of employees and QWL.

**Keywords:** Demographic factors, quality of work life, technical institutions, teaching employees.

### INTRODUCTION

**Quality** of Work Life is a prescriptive concept it attempts to design work environment so as to maximize concern for human welfare. Quality of work life is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization. It refers to the favorableness or unfavorable ness of a job environment for people. A high Quality of work life is essential for organization to continue to attract and retain employees. Quality of work life is philosophical which holds on a set of principles that people are the most important resource in the organization as they are trustworthy responsible, and capable of making contributions and that they should be treated with dignity and respect. QWL is necessary for this competitive environment for maintaining qualified and skilled employees. High QWL would help to fulfill employee's needs, thereby fulfill the organizational goals effectively and efficiently. Quality of Work life is a dynamic multi dimensional construct that includes concepts such as job security, reward systems, training and career advancements opportunities and participation in decision making (Saraji and Dargahi 2013)

**Reyan** (1995) believes that most studies done on the Quality of work in 60s focused on psychology of individuals and their perception of the industrial environment. **Huzzard** (2003) also points out that the concept

of Quality of work life in 80s was a general term to include a set of conditions in different fields such as organization, work environment, and partnership. Quality of work life was an equivalent to concepts such as “humanization of work” in Germany, “improvement in working conditions” in France. These differences imply different views to aspects of Quality of working life. In other words, in the 80s the concept of quality of working life detached psychology and approached a social approach, which was a technical perspective of organization and team. Moreover the concept of Quality of work life is related to the social technical systems in job enrichment which is associated with employees.

Technical education plays an important role in becoming a competitive player in the global knowledge economy. To improve the quality of education in these sectors skilled, Knowledgeable, experience faculty is very important resource. Because of the influence of present socio economical factors retention rate of faculties day by day is reducing. In order to maintain this resource QWL interventions are more important. To reduce attrition rate and to maintain skilled and talented teaching faculties in this competitive environment is the big problem. From the different researchers study it is identified that QWL directly effects the organizational performance. The present study is to identify the perception of the employees towards QWL in a technical institution and the association of demographic variables such as gender and salary on Quality of Work Life of Teaching employees in Private Technical Institutions in Bareilly region. The study helps the college teachers to know the level of perception towards QWL and to enhance the same by educational administrators.

## **LITERATURE REVIEW**

### **QUALITY OF WORK LIFE (QWL)**

Before resuming with objectives the researcher has gone through past studies on the topic and present as review of Literature. A number of researchers and theories have been paying attention in the QWL concept and have tried to identify the different kinds of dimensions that determine the QWL (Mirvis and lawler, 1984; Che Rose, 2006; Saraji and Dargahi, 2006; Rethinam and Maimunah 2008; Stephen 2012) The literature reveal the factors that contribute to QWL, dimensions of QWL and employees perception of QWL within their organization. However there is no study on QWL at technical institutions considering nine important components of QWL like Work environment, Organization culture and climate, Relation and cooperation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and job Security, Autonomy of work, Adequacy of resources. This research has made an effort to fill the research gap with the help of proposed research model.

### **Dimensions of QWL**

For the current research, based on the literature review and brain storming with academicians nine important components were identified. They are work environment, organization culture and climate, Relation and cooperation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job Security, Autonomy of work, Adequacy of resources.

### **Work Environment**

Work Environment is a place in which one works. It is a social and professional environment in which employees are supposed to interact with a number of people, and have to work in co-ordination with one another. QWL for academicians is an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians experiences, attitudes and behavior (Winter et al., 2000)

### **Organization Culture and climate**

Organization culture is a set of properties and organization climate is a collective behavior of people that are part of an organization values, vision, norms etc. Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life (Cavry et al., 1995).

### **Relation and Co-Operation**

Relation and co-operation is a communication between management and employees, concerning workplace decision, conflicts and problem resolving. QWL is associated with career development and career is evolving from such interaction of individuals within the organization (CheRose et al., 2006)

### **Training and Development**

Training and development is an organizational activity aimed at bettering the performance of individual and groups. QWL enables the employees at each hierarchy to actively participate in building the organization environment by developing an organizational model to produce the achievements. This process is based on top goals 1) To improve organizational efficiency and 2) To improve the quality of working life (Skrovan, 1983).

### **Compensation and Rewards**

Compensation and rewards are motivational factors, the best performer is given the rewards, and this builds competition among the employees to work hard and achieve both organizational and individual goals. Quality of working life is associated with satisfaction with wages, working hours and working conditions, describing the “basic elements of a good quality of work life” as ; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement (Mirvis and Lawler, 1984).

### **Facilities**

Facilities like food service, transportation, security etc, play major role in actualization of the goals and objectives by satisfying both the physical and emotional needs of the employees. Many employers have found it beneficial to allow alternate work arrangements for their employees. This is one way to improve employee productivity and morale. The advantages of these alternate work arrangements extended to the employee include flexible work hours, shorter or no commute, and a comfortable working environment.

### **Job satisfaction & Job Security**

Job satisfaction is the favorableness or unfavorableness with which employees view their work. Like motivation, it is affected by the environment. Different aspects of the job, such as pay, promotion, supervision, fringe benefits, one’s co-workers support, and excessive working hours are associated with levels of satisfaction (Watson et al., 2003).

Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL. Employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life (Drobnic and Prag, 2010).

### **Autonomy of Work**

In autonomous work groups, employees are given the freedom of decision making, workers themselves plan, coordinate and control work related activities. If the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employee’s needs that contribute to the organizational performance (Rethinam, 2008)

### Adequacy of Resources

Resources should match with stated objectives otherwise, employees will not be able to attain the end result. This results in employee dissatisfaction and lower QWL. Adequacy of resources has to do with availability of sufficient time and equipment, adequate information and help to complete assignments (Chelte, 1983).

Literatures reviewed have shown that QWL is a multi-dimensional constructs, these constructs have to be considered during the job design process. The literature would also reveal the contribution of the nine important components of QWL which associated with the employee satisfaction and employees opinion on QWL in different sectors. In the view of the review of literature, in Indian context have limited literature and studies on QWL especially in the technical institution. Indian technical institution facing a high attrition rate problem, to find out the root cause, a study may be undertaken by considering the important nine components.

### Objective of the study

The study focuses upon the description of the perception of the employees about various factors towards Quality Work Life. Also demographic variables such as gender and salary play a vital role in the study of QWL on the employees. The study therefore, aims at investigating that whether there is any existing relationship/association between gender and salary or not.

### Research Methodology

This study attempts to explain the various characteristics related to QWL, QWL in teaching environment and to find out association between the selected variables and dimensions of QWL. In this study the researcher has selected the employees from the teaching staff of technical institution to find out QWL.

The researcher used convenience sampling method to select a sample of 110 respondents. The research methodology will make use of quantitative approach to identify the perception of employees towards quality of work life. The instrument used is structured questionnaire. The questionnaire focuses on 2 demographic variables viz. Compensation (salary) and gender.

The collected data were analyzed by using excel. Statistical tests were applied based on hypothesis (chi square test).

### Quality of work life of employees

Groups	No. of employees	%
Satisfied	60	54.54%
Unsatisfied	50	45.45%

**Table No. 1**

Among the 110 surveyed employees 54.54% are satisfied and 45.45% are not satisfied with the present quality of work life in technical institution.

### Data analysis and Interpretation

#### Quality of work life of employees

The weights for the respondent's choices are summed across all statements. The resulting total score may be interpreted normatively, with reference to some comparison group.

#### Comparison of quality of work life of male and female employees

Perception	No. of Male Employees	%	No. of Female Employees	%
Satisfied	25	55.55%	35	53.84%
Unsatisfied	20	44.44%	30	46.15%

**Table No.2**

From the above table it is inferred that female employees are more satisfied than the male employees with the present quality of work life in technical education institution.

**QWL of Teaching Staff with respect to Gender and Salary**

To find out the association of QWL of teaching staff F test was conducted which indicates that there is a significant association between genders with salary

**Ho:** There is No significant association between the gender and salary.

**H1:** There is a significant association between gender and salary.

**Null hypothesis:** Gender and Salary is not related.

		Observed value			
		Gender		Total	%
		Male	Female	Total	%
	<b>Satisfied</b>	25	35	60	0.545455
<b>salary</b>	<b>Unsatisfied</b>	20	30	50	0.454545

		Expected value	
		Male	Female
	<b>Satisfied</b>	13.63636	19.09091
<b>salary</b>	<b>Unsatisfied</b>	9.090909	13.63636

p=9.56453E-14

Null hypothesis is rejected at 5% level of significance so we conclude that there is association between gender and salary received.

**CONCLUSION**

Female employees are more satisfied than male employees, the chi square test confirms that the demographic variable gender and salary have an association with each other and therefore with the Quality of Work Life of Teaching staff in Private technical institutions.

**REFERENCES:**

1. Cavry, J., Wakefield, D., Price I., Mueller, C., Mcloskey, J. (1995). Determinants of turnover among nursing department employees. *Res Nurs Health*, 8, 397-411.
2. Che Rose, R., LooSee, B., Jegak, U., &Khairuddin, I. (2006). Quality of work life: Implications of career dimensions. *Journal of Social Sciences*, 2(2), 61-67.
3. Chelte, A. F. (1983). Organizational commitment, job satisfaction and quality of worklife. U.M.I. Dissertation information service
4. Drobnic, S., Behan, B., & Prag, P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social Indicators Research* , 99(2), 205-225
5. Hamidi, F., &Mohamadi, B. (2012). Teachers' quality of work life in secondary schools. *International Journal of Vocational and Technical Education*, 4(1), 1-5.
6. Huzzard, J. (2003). The Convergence of the Quality of Working Life and Competitiveness. A Current Swedish Literature Review, National Institute for Working Life, Stockholm.
7. Likert, R. (1932). A Technique forthe Measurement of Attitudes. *Archives of Psychology*, 140, 1-55.
8. Mirvis, P. H. & Lawler, E. E. (1984). Accounting for the Quality of Work Life. *Journal of Occupational Behaviour*, 5, 197-212.
9. Mukherjee, R. G. (2010). Quality of worklife and job satisfaction of a group of university employees, 209–216.
10. Rethinam, G. S., &Maimuhan, I. (2008). Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Sciences*, 7(1), 58-70.
11. Reyan G. M. (1995). Theoretical basic for the QWL concept. University of Siena: quality (esprit project 8162) 9 working paper.
12. Saad, H. S. et al., 2008. Employees ' Perception on Quality Work Life and Job Satisfaction in a Private Higher Learning Institution Saad , Samah&Juhdi. , 4(3), pp.23–34.
13. Saraji, G. N. &Dargahi, H. (2006). Study of Quality of work life (QWL), *Iranian Journal of Public Health*, 35(4), 8-14.
14. Skrovan, D. J. (1983). Quality of work life perspectives for business and the public sector [M]. London: Addison-Wesley.
15. Stephen, A. (2012). Quality of Work Life in Small Scale Industrial Units. *Employers and Employees Perspectives*, 28(2), 262–271.
16. Tabassum, A. (2012). Interrelations between Quality of Work Life Dimensions and Faculty Member Job Satisfaction in the Private Universities of Bangladesh, *European Journal of Business and Management*, 4(2), 78–90.
17. Tasmin, S. (2006). A study of primary schools in Bangladesh. University of Bergen, Norway.
18. Watson, I. J., Buchanan, I., Campbell, & Briggs, C. (2003). *Fragmented Futures: New Challenges in Working Life*. Sydney, New South Wales: The Federation Press
- Winter, R., T., Taylor.,&Sarros, J. (2000). Trouble at mill: quality of academic work life issues within a comprehensive Australian university. *Studies in Higher Education*, 25, 279-94.