

Quality of Work Life of Female Employees in Universities of Haryana

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Abstract

To survive in an increasingly challenging and competitive world, the existence of efficient strong human resources is essential for an organization. In the present market 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. Quality of working life is an approach to management which enhances the prestige of employees, improve the culture of an organization and also improve the wellbeing of employees. It includes various aspects of work environment which facilitates the human development efficiently. In the present scenario, men and women are equal. Women are handling high posts in the offices. Now women are working as a doctor, engineer, teacher, astronaut and holding many other socially and economically vibrant posts. Quality of Work Life of female employees has now become extremely important for the successful management of a university. The aim of the study is to find the quality of work life among female employees in the Universities located in the State of Haryana. The research reveals that quality of work life of female employees prevailing in universities is pleasant and satisfying

Keywords: Quality of Work Life, Quality of Life, Job Security, Job satisfaction, Alternative Work Schedules, Social Integration

Field of Research: Human Resource Management.

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Introduction

Time has transformed from the one when husband used to earn, and the wife remains at home to the time when the husband works and the wife also works outside their homes. But now there is a paradox, wife still cooks food, takes care of the children and runs the house whereas the husband contributes very little in the household chore. (<http://www.indianmba.com>). So, making it difficult for her to balance her work with life at home? As time progressed, nuclear families increased. The so called "ideal home" in which the wife used to take care of the home has been faded away. With better education and employment opportunities for girls today, most homes are ones in which both husband and wife work. In order to retain their employees and to improve the productivity of the organisation it has become necessary for the employers to create amiable setting in which employees can establish equilibrium between the work and their personal needs (<http://www.indianmba.com>). And it has forced employers to introduce such schemes to attract and retain promising employees and to improve their productivity.

Today's working women are incessantly challenged by the hassle of work and when the day is completed at the workplace, they carry home more of the responsibilities and commitments. The majority of women is working 30-40 hours per week and is under pressure to achieve work-life balance. Their life has become a juggling act that included manifold responsibilities at work and the daily routine tasks of life and home. Effectively creating work-life balance will eventually create more contented employees that contribute to efficiency and success in the place of work. (<http://www.indianmba.com>). Employers can smooth the progress of WLB with many schemes that can catch the attention of female employees and fulfill their needs which is popularly known as Quality of Work Life.

Statement of the Problem

‘Work life’ is the radical efforts that employers are taking to provide policies and programmes that cultivate a supportive workplace atmosphere, in order to help employees accomplish balance in the often contending priorities of their work lives and private lives. The question is, how much effort has the Haryana government and Vice-Chancellors of the Universities put in this direction? In spite of the various conventions and recommendations made in favour of female employees, considering the role stereotyping that makes women face the challenges of ‘Work-life balance’ the most, the problems still persists world-wide, especially in developing countries like India. More prominent among the problems of most women at work is exerting themselves in combining work and home responsibilities and at the same time aspire towards self-

actualization in their career. The Universities in Haryana have a large population of women employees cutting across both the Teaching and Non-teaching staff.

The Conceptual Framework

Quality of Work Life (QWL) which was once a part of human resource management now becomes an independent subject. In the present scenario, Quality of Work Life is the subject of study throughout the world. There is no single answer to the question of “What is Quality of Work Life”? Researchers have offered a number of explanations for Quality of Work Life. Quality of work life is most conventionally defined as those perceived important personal needs, which an individual tries to satisfy by working in an organization. Its conceptual foundations were advocated by Chris Argyris(1975) in his famous work on Personality and Organization. The socio-technical systems theory, pioneered by Tavistock Institute of Human Relations, London during 1960s is considered as an important QWL construct. Quality of work life motivates the employees to learn further. Thus, quality of work life helps in human resource development. There has been much more concern today about wages, working hours, working conditions, formation of autonomous work groups and worker participation in management etc. Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999).Quality of work life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Straw & Heckscher 1984). Quality of work life encompasses mode of wages payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behavior towards employees (Islam & Siengthai 2009). Employees are spending major part of their life at their organizations. Naturally their Quality of Life will depend upon the Quality of Work Life which they get in their organizations.

Literature Review

Bolhari, Razaeen and Bolhari et.al (2012) discussed a range of correlation such as those between gender and quality of work life, age and quality of work life, work experience and quality of work life and income and quality of work life.

Shankar and Bhatnagar (2010) identified model on Work-Life Balance construct and its relationship with other variables such as employee engagement, emotional consonance/dissonance and turnover intention.

According to the **Business for Social Responsibilities (2006)**, Work Life Quality Programmes can enhance productivity.

American Business Collaboration (2006) concluded that after the salary, the factor next to job satisfaction for people in the age group of 30s was flexible work options for salaried men, while salaried women choose for work life balance which also includes flexibility in the work schedule.

Niombo (2006) reported that, ‘worldwide, women are under-represented in all decision making structures on information communication technologies (ICT) regulations and policy institutions, ICT ministries and management boards in private companies’. It was suggested that there should be efforts towards building women’s ability to manage the decisions that affect their lives.

In the findings of **Martin (2006)**, the QWL plays a very important role in resolving industrial relations problems.

Duxbury and Higgins (2005) in their survey conducted on QWL in Canada found that the role overload is one of the major organisational factors that puts so much pressure on the level of QWL of women employees. Role overload is the higher number of work hours that a woman is required to work either because of some compulsion or because of the organizational work culture.

The United Nations Department of Economic And Social Affairs, Division for Sustainable Development (2004), concluded that, in order to achieve full, equal and beneficial integration of women in all development activities, there must be, “programme to promote the reduction of the heavy workload of women and girl children at home and outside, through the establishment of more and affordable nurseries and kindergartens ---- social support systems and services, including day-care facilities and parental leave have to be put in place by the government, employers and other relevant organisations”.

Amabile (2002) in a longitudinal study lasting fourteen years discovered that time pressure do not have effect on the creativity of workers positively. It was thus suggested that if creativity is to be encouraged, among other impediments, time pressure has to be eliminated.

Johnsrud (2002) concluded that Quality of Work Life of administrative staff implies career support, working conditions, discrimination, intervention, diversity, recognition for competence, gender/race issues, intradepartmental relations and external relations

Considine, Gillian and Callus, Ron (2001) conducted the Australian Quality of Work Life (AQWL) survey in June, 2001. They have identified factors which affects overall quality of working life. These factors were just and reasonable pay, anxiety of losing one's job in the next 12 months, gender discrimination at the workplace, faith in superior management, fascinating and enjoyable work, recognition of efforts by immediate boss, future career prospects, amount of control over work, health standards at work, balance between the work and the family life, quantity of work to be done, job security and level of stress experienced at work.

Research Questions

The following research question will serve as a guide for this study:

What is the level of quality of work life of female employees in the Universities of Haryana?

Research Design and Methodology

Research methodology of the present study is as follows: -

1. **Research Design:** Research design of the present study is exploratory cum descriptive.
2. **Sample Design:** The sample design of the present study comprises the following elements:
 - **Universe** – All state universities in Haryana constitute the universe of the present study.
 - **Sampling Element:** Four universities namely, MDU, Rohtak and CCSHAU, Hisar, GJU, Hisar and PBDSUHS, Rohtak have been chosen for the present study.
 - **Sampling Unit:** - Sampling unit of present study consists of female employees of the universities under consideration.
 - **Sampling Technique:** - In the present study, Judgment sampling method was followed to gather the data from the targeted respondents.

3. Research Instrument

Adopted questionnaire is used as a research instrument. The instrument uses 5-point likert scale from: 5-strongly agree, 4-agree, 3-neither agree nor disagree, 2-Disagree, 1-strongly disagree. Questionnaire is administered to female employees in selected Universities of Haryana. This questionnaire incorporates 40 factors relating to Quality of work life in the form of 40 statements. In addition, 4 open ended questions have also been incorporated in the questionnaire so as to cover such aspects as: comments

of the respondents, problems of the respondents, expectation of new policy and suggestions to improve on quality of work life. By combining all these questions the study enables to take an in depth sight of quality of work life of the universities in Haryana.

Respondent's Profile

Out of 72 female, respondents 4% are below 25 years of age, 15% are 25-35 years of age, 30% are 35-45 years of age, 26% are 45-55 years of age and 25% are above 55 years. Among them 72% are married and 28% are unmarried. In terms of education of respondents 4% are Under Graduate, 46% are Graduate and 50% are Post- Graduate.

Results and Discussion

The data were analyzed to answer the following questions:

How do female employees perceive the quality of work life at University?

How are female employees spending their time and how would they prefer to spend it?

Table given in the appendix contains the results of the survey. The table shows the mean, percentage, and standard deviation in respect of quality of work life in four universities of Haryana. In assessing the level of Quality of Work Life 40 corresponding items were identified in the questionnaire and the respondents' perception in selected universities was accordingly scored. According to the table, the mean score for item 2 is 4.24 which depicts female employees feel pride in working with their respective university. Almost 75% of female respondents agreed that university is generally committed to promote the development of female employees by providing them a conducive environment to learn. Specifically, item (1) with mean score of 4.12 revealed that higher level of cleanliness and transparency in working atmosphere. It is also a fact, that universities have the basic infrastructure like own building, good location and good facility. The survey clearly indicates that 76% of respondents are satisfied with the promotion policy of the universities.

Findings

Female employees are satisfied with the promotion policy of their respective university. This psychological feeling affects the working attitude of female employees in these universities. The prevailing benefit schemes are also playing a significant role in job satisfaction of female employees. The leadership style is also a significant variable affecting QWL perception of female employees. All amenities like gym or health care centers and medical facilities, provision of accommodation and transport facilities are playing a significant role in attraction of non

teaching female employees. The provision of a hygienic cafeteria also makes the female employees comfortable in the work premises. Non-teaching females are having more stress because they have to take care of their house, household work apart from their job profile. Female employees are not very much efficient for handling critical situations. Sometimes female employees feel certain restrictions in their work area. Female employees feel job satisfaction and job security as the significant factors affecting quality of work life. They feel pride in working with their respective university.

Conclusion and Suggestions

The main objective of this study was to investigate the prevalent Quality of Work Life of female employees in universities of Haryana. The results of this study show that Universities provide opportunities to attain higher qualifications, allots good accommodation in the campus, water and electricity are available round the clock, all sports facilities are here for entire family, good and committed workers are highly respected. The quality of work life in universities is very good in comparison to other Govt. offices according to the perceptions of female respondents. Considering all these facts, it is said that universities must follow these steps to improve themselves:

- The management of university should focus on role clarity and appropriate job distribution among female employees. The stress should be minimized and autonomy granted to female employees.
- Universities should give weightage to recognition of work done by female employees.
- Alternatives like career breaks, flexible working arrangements and friendly employment policies for non-teaching female employees should be there to maintain their work life balance.
- Universities should provide training regarding information technology to female employees.

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Table : The Survey Results

Statements	N	Mean	Std. Deviation	SA	A	N	DA	SD
1. Working atmosphere	72	4.12	.473	13(18.1%)	55(76.4%)	4(5.6%)	0	0
2. I feel pride in working with the university.	72	4.24	.428	17(23.6%)	55(76.4%)	0	0	0
3. University provides facility for the self improvement of their non teaching employees.	72	3.75	.707	3(4.2%)	54(75%)	11(15.3%)	2(2.8%)	2(2.8%)
4. The chances for promotion are good.	72	3.56	.902	0	55(76.4%)	7(9.7%)	5(6.9%)	5(6.9%)
5. I have each and every facility that I need to do my work right.	72	3.85	.573	5(6.9%)	53(73.6%)	12(16.7%)	2(2.8%)	0
6. I am satisfied with my job.	72	3.97	.649	12(16.7%)	48(66.7%)	10(13.9%)	2(2.8%)	0
7. At work, my opinions seem to count.	72	3.94	.441	4(6.9%)	58(80.6%)	9(12.5%)	0	0
8. Promotions are handled fairly.	72	3.72	.655	15(6.9%)	45(62.5%)	19(26.4%)	3(4.2%)	0
9. I am aware of the daily operations within my department.	72	4.14	.454	13(18.1%)	56(77.8%)	3(4.2%)	0	0
10. I feel certain restrictions in my work area.	72	4.10	.832	2(2.8%)	50(69.44%)	24(33.3%)	22(30.56%)	2(2.8%)
11. My university is having positive attitude towards me.	72	4.15	.465	14(19.4%)	55(76.4%)	3(4.2%)	0	0
12. My supervisor is helpful to me in getting the job done.	72	4.24	.544	21(29.2%)	47(65.3%)	4(5.6%)	0	0
13. University enhances self esteem and dignity of workers.	72	3.83	.581	7(9.7%)	46(63.9%)	19(26.4%)	0	0
14. When I do my job well, I am likely to be praised by my supervisor or employer.	72	3.92	.666	10(13.9%)	49(68.1%)	10(13.9%)	3(4.2%)	0
15. I feel that the income from my job alone is enough to meet my family's usual monthly expenses and bills.	72	3.68	.747	6(8.3%)	43(59.7%)	17(23.6%)	6(8.3%)	0
16. I maintain balance between work and family life.	72	2.11	.430	5(6.94%)	14(19.44%)	19(26.39%)	34(47.22%)	0
17. An opportunity provided by the job for the development of the non teaching employee is satisfactory.	72	3.74	.503	0	55(76.4%)	15(20.8%)	2(2.8%)	0
18. Sometimes I feel stressful and overloaded.	72	3.60	.944	2(2.8%)	42(58.3%)	15(20.8%)	9(12.5%)	4(5.6%)
19. University improves the physical and emotional well being of its employees.	72	3.72	.451	0	52(72.2%)	20(27.8%)	0	0
20. On my job, I know exactly what is expected from me.	72	4.24	.489	19(26.4%)	51(70.8%)	2(2.8%)	0	0
21. At the place where I work, I am respected.	72	4.36	.484	26(36.1%)	46(63.9%)	0	0	0
22. I trust the management at the place where I work.	72	4.06	.528	12(16.7%)	52(72.2%)	8(11.1%)	0	0
23. In my job, I take part with others in making decisions that affect me.	72	3.74	.839	10(13.9%)	41(56.9%)	13(18.1%)	8(11.1%)	0
24. I get correct information about my work, duties, responsibility and authorities.	72	4.12	.473	13(18.1%)	55(76.4%)	4(5.6%)	0	0

25.	In the last seven days, I received recognition or praise for doing good work.	72	3.49	.839	5(6.9%)	36(50%)	20(27.8%)	11(15.3%)	0
26.	I have authority and responsibility regarding my job.	72	4.06	.441	9(12.5%)	58(80.6%)	5(6.9%)	0	0
27.	I am appraised for my best performance.	72	4.11	.461	12(16.7%)	56(77.8%)	4(5.6%)	0	0
28.	I am satisfied with the formal evaluation process in my unit.	72	3.92	.436	4(5.6%)	58(80.6%)	10(13.9%)	0	0
29.	I am usually satisfied with the way in which I balance my professional and personal life.	72	2.88	.529	0	3(4.2%)	6(8.3%)	60(83.3%)	3(4.2%)
30.	I am satisfied with the working environment provided by the university.	72	3.96	.488	5(6.9%)	61(84.7%)	4(5.6%)	2(2.8%)	0
31.	I feel free to offer comments and suggestions to my colleagues as well as my authority/management.	72	3.82	.699	6(8.3%)	51(70.8%)	13(18.1%)	0	2(2.8%)
32.	University does a good job of linking rewards with job performance.	72	3.75	.727	3(4.2%)	55(76.4%)	9(12.5%)	3(4.2%)	2(2.8%)
33.	Idea given by me that brings changes in the organization is appreciated.	72	3.60	.705	3(4.2%)	41(56.9%)	26(36.1%)	0	2(2.8%)
34.	I usually get opportunities to improve my job.	72	3.81	.762	6(8.3%)	53(73.6%)	8(11.1%)	3(4.2%)	2(2.8%)
35.	Working Life in respective university is satisfactory.	72	3.89	.396	0	66(91.7%)	4(5.6%)	2(2.8%)	0
36.	All the members of the university have the sense of one community.	72	3.29	.113	3(4.2%)	37(51.4%)	14(19.4%)	14(19.4%)	4(5.6%)
37.	In university almost everyone knows who is working under whom.	72	3.82	.678	5(6.9%)	53(73.6%)	12(16.7%)	0	2(2.8%)
38.	Seniors/authorities pay attention to complaints of juniors/ subordinates.	72	3.72	.510	0	54(75%)	16(22.2%)	2(2.8%)	0
39.	My job enhances my social prestige.	72	3.96	.311	2(2.8%)	65(90.3%)	5(6.9%)	0	0
40.	The future of Quality of Work Life is bright	72	3.93	.484	3(4.2%)	64(88.9%)	2(2.8%)	3(4.2%)	0
Valid N (list wise)		72							

Source: Primary data through questionnaire

*SA-Strongly Agree, A-Agree, N-Neutral, D-Disagree, SD-Strongly Disagree