

PRIVATE UNIVERSITY EMPLOYEES' QUALITY OF WORK LIFE- SPECIAL REFERENCE TO HARYANA PRIVATE UNIVERSITY

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Abstract

Purpose- The aim of this study is to analyse the association between factors of quality of work life and demographic profile of employees of a private university.

Design/methodology/approach- The research has been undertaken on the Employees' Quality of Work Life of a Private University of Haryana. It identifies the quality of work-life of the College professors. The sample consists of 40 professors from a private university in Haryana using convenient sampling. The questionnaire was created using QWL elements.

Findings- Findings show that there was no significant relationship between gender and performance evaluation. However, there was a significant correlation between respondents' educational qualifications and the utilization of their skills. Additionally, there was a considerable association between working experience and the perception of good career prospects.

Originality/value- Quality of Work Life is concerned with a number of workplace variables, all of which contribute to effective human resource development. As a result, Quality of Workplace Life contributes to the improvement of human assets. In fact, QWL encourages and pushes individuals to grow and develop in their current and future responsibilities. QWL is a way by which an institute respond to employee needs by developing mechanisms that enable full participation in decisions that influence employees' working lives.

Keywords

Quality of Work Life, Human Resource, Workplace Conditions, Utilization of Skills, Employee Training, Management Support, Growth Prospects

1. Introduction

The purpose of the paper shed light on the quality of work life experienced by private university employees in the Indian state of Haryana. This study is motivated by the increasing significance of private educational institutions in the higher education landscape of the United States and the paucity of research concentrating on the well-being of employees in this sector. The academicians are the poles in the growth of any country as they put their efforts for growing the people who ultimately lead to a prosperous economy. To accomplish this, a mixed-method research approach was employed, involving surveys and qualitative interviews with a diverse sample of private university personnel. In the context of a private university in Haryana, the study's findings provide significant insights into the factors influencing the quality of work life, such as work experience & good career prospects, respondents' education qualification & skill utilization. This research contributes to the broader discourse on employee well-being in the education sector by providing valuable recommendations for enhancing the

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quality of work life for those committed to influencing the future of India's private higher education institutions.

Performance analysis and development, training and development, career planning and development, organisational transformation and development, and quality circles are examples of human resource development strategies. The term "Quality of Work Life" refers to a variety of factors of the workplace that aid in the efficient development of human resources. As a result, Workplace Quality of Life contributes to the growth of human assets. In fact, QWL encourages and inspires individuals to grow in their current and future positions (Chelte, 1983). QWL is a work environment that supports and promotes employee satisfaction by providing them with rewards, job stability, and career advancement chances (Lau, Wong, Chan, K.F. & Law, 2001).

Low remuneration, deprived working environment, poor terms of employment, inhumane behaviour by superior, and other factors irritate employees on the ground level, whereas management personnel is irritated by alienation over working conditions, interpersonal conflict, task conflict, employment pressure, a lack of independence in the workplace, and a lack of challenging work, among other things (Saraji & Dargahi, 2006).

Work Productivity, the work environment is the employees' life in an organization. It is the role of management to create an environment that encourages high performance. To avoid this risk of low productivity, management should create a positive working atmosphere in which workers may work without stress and where required information for work completion is readily available. The workplace is safe, and healthy, and the supervisor stimulates the employees, therefore adequate and fair compensation is provided.

1.1 Definition

QWL is described as the process through which an organization reacts to the demands of its employees by adopting systems that enable employees to participate fully in the decisions that form their working lives. Wheeler and Hunger assert that the Quality of Work Life focuses on enhancing the human element of work. To improve QWL, they should use participatory problem solving, restructure work, develop creative reward systems, and improve the workplace environment. When given with a high QWL, employees are more productive & effective (Janes & Wisnom, 2010). In addition, QWL has a direct influence on human outcomes & greatly reduces absenteeism, minor incidents, complaints, and resignations (Havlovic, 1991). QWL can create jobs & working conditions that are beneficial for people and the organization's financial health (Kanagalakshmi & Deve, 2003).

1.2 Meaning of QWL

Quality of Work Life (QWL) can be defined as a set of objective, organizational conditions and activities, or as an acronym for Quality of Work Life. If you look at it the other way around, QWL is the feeling that employees have when they believe that they are protected, generally happy, and capable of personal growth and development. By this, we mean that QWL is linked to the extent to which all of a person's needs are being addressed.

QWL is a measure of how people feel about their work environment, specifically how pleasant or unpleasant it is. QWL-like activities tend to focus on employee skills training, reduced anxiety, and better labour management interactions (Ruzevicius, 2007).

2. Review of Literature

Pio (2022) evaluated the influence of mediation on QWL and job contentment in the link between spiritual leadership and employee performance in nursing staff in private hospitals in North Sulawesi. This study looks into a private facility in North Sulawesi. The population of this study consisted of 292 nurses employed in three research institutions. The structural equation modeling (SEM) study is used to validate the hypothesis. Primary data gathered through the distribution of questionnaires was used in

this study. For starters, spiritual leadership has little direct impact on staff performance. Second, consider the function of work-life quality as a moderator of the relationship between spiritual leadership and employee performance. Third, consider the role of Work life quality as a moderating variable in the relationship between spiritual leadership and employee performance. Given the significant positive coefficient, if mediated job happiness is also improved, the stronger the spiritual leadership, the greater the employee performance. Because the direct influence of spiritual leadership on employee performance is insignificant (with a positive coefficient), the use of quality of work life as a pure moderator suggests that spiritual leadership has a relationship with employee performance only if the employee has a good work life.

Mohammadi and Karupiah (2020) explored the association between academic staff performance and the quality of work life (QWL). 379 academics from Malaysian public and private institutions participated in this survey by completing a questionnaire. The findings revealed that dimensions of powerlessness and tolerance at work had an impact on performance at public colleges, whereas dimensions of finances, coworker connections, and tolerance at work had a strong beneficial impact on performance in private institutions. The findings suggest that university administrators should focus more on the significant characteristics and improve them among academic staff in order to achieve a high level of work performance.

In a study conducted by (Shweta & Kavita, 2020), "Determining Job Satisfaction among the Faculty Members in Private Education Institutions" discovered that job satisfaction among the faculty members is influenced by three variables namely leadership behavior of their heads, rewards they receives for the work done by them and the working environment of the organization.

Mohammad et al. (2012) used 120 samples to measure the quality of work-life and its elements among primary school teachers in Isfahan. In this study, eight aspects of work-life quality are addressed. They are employee participation, desire and incentive to work, job security, professional advancement, problem-solving skills, remuneration, and job pride. The findings suggested that elementary school teachers' work lives were not of high quality. Because their focus and a good attitude are so important for the benefit of the pupils and the nation as a whole, greater work-life balance must be considered. This type of research may be undertaken in non-educational institutions in the future.

In his study (Jerome, 2014), "A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur," he discovered that the workers' quality of life adds to their overall performance. The study also enables us to understand the Company's shortcomings in meeting the workers' basic needs, as well as how the workers are handled by management.

In their study, (Aarthy & Nandhini, 2016) looked at the "Influence of Demographic Factors on Quality of Work Life of Engineering College Faculty Members in Coimbatore District." The impact of faculty members' Quality of Work Life is substantial, affecting not just organizations but also students, who are the future pillars of the nation. The results of this poll indicate that faculty members experience a moderate Quality of Work Life.

Mudiraj (2017) conducted research to measure the quality of the work-life of private school instructors in terms of mental health. The study's hypotheses were that (1) there will be a positive alliance between mental health and work-life quality, and (2) certain components of work-life quality will have an impact on the mental health of private school staff. According to the findings, there is a positive and extremely low association between quality of work-life and teacher mental health. Furthermore, only three elements of quality of work-life, namely employee tenure stability, competent and skilled personnel, and difficult tasks, had an impact on the mental health of private school staff out of ten.

According to Muhammed et al. (2021) the well-being of employees in their workplaces is determined by the quality of their work-life. In order for them to maintain a good work-life balance, it is essential.

Furthermore, this paper's goal is to investigate the relationship between work-life quality, knowledge-sharing, and an innovative culture among Iraqi Kurdish university faculty. A total of 166 data points were collected from the region's public and private universities to accomplish this. The findings show that a university's innovative culture has a significant and positive impact on employee well-being. As a result, in order for academic departments to run smoothly, university administrators are advised to create a healthy work environment for their academic staff.

(Elizabeth et al., 2022) investigated the inescapable truth that poor work-life quality is a major concern in today's higher learning institutions, negatively affecting performance as well as attracting and retaining excellent employees. The goal of this study was to assess the level of quality of work-life among academic staff at public universities in Dar es Salaam, Tanzania, and to look into the elements that influence this level of quality. The study used a case study design to give detailed, in-depth, complete, and well-organized information about the understudied social group. A total of 138 respondents were chosen from a population of 210 academic and administrative staff members from Dar es Salaam and Mzumbe Universities. The relevant data was gathered via a questionnaire and interviews. The data revealed a poor level of job satisfaction. The study recommended that universities devise mitigation methods to lower academic staff workloads, as this was one of the most important factors affecting the accomplishment of high quality of work life.

2.1 Objective

To investigate the numerous elements influencing the QWL.

To examine the socio-demographic characteristics of the respondents

To identify relevant strategies for improving the Quality of working conditions

2.2 Hypothesis

There is substantial connection between performance evaluation and gender.

There is a substantial correlation between respondents' educational qualification and utilization of their skills.

There is a considerable association between working experience and good career prospects.

3. Research Methodology

Sampling: In this section, we provide details about the target population, research context, units of analysis, sampling method, and respondent profiles.

Target Population: The target population for this study comprised employees working in a private university located in Haryana, India.

Units of Analysis: The primary units of analysis were individual employees of a private university in Haryana. However, the study also considered department-level units within the university for certain analyses.

Sampling Method: We employed convenience sampling to ensure representation across a private university within Haryana. Stratification was based on university size, type, and geographic location. The sampling frame included both teaching and non-teaching staff. The total sample size was determined through power analysis to ensure statistical significance.

Data Collection

Data Sources: Data for this study were collected through a survey. The survey instrument was designed to capture quantitative data related to quality-of-life relevant factors.

Survey Administration: The survey is administered in paper form, based on the preferences of the respondents. Anonymity and confidentiality were assured to encourage candid responses.

Table: 1 Demographic profile of respondents

S. No.	Category	Options	Number of respondents	%age
1	Age	20-25 years	6	15
		26-30 years	13	32.5
		31-35years	10	25
		Above 35	11	27.5
		Total	40	100
2	Gender	Male	24	60
		Female	16	40
		Total	40	100
3	Educational Qualification	Graduate, Postgraduate	16	40
		Postgraduate, M.Phil.	3	7.5
		Post Graduate, M. Phill., NET	5	12.5
		Post Graduate, M. Phill., NET, Ph.D.	9	22.5
		Post Graduate, NET	7	17.5
		Total	40	100
4	Work experience	0-2 years	9	22.5
		3-5 years	13	32.5
		6-10 years	13	32.5
		Above 11 years	5	12.5
		Total	40	100
5	Monthly Income	10,001-20,000	0	0
		20,001-30,000	10	25
		Above 30,001	30	75
		Total	40	100
		Salary Increase	14	35

6	Factors	Promotion	5	12.5
		Motivational Talk	3	7.5
		Recognition	9	22.5
		Work Timings	2	5
		Work Load	1	2.5
		Subject Content	6	15
		Total	40	100

Based on the data presented in the table above, 32.5% of respondents are between the ages of 26-30 which shows that less number of youth working in private universities, 60% of the respondents are male which is more than the female employees in private universities, 22.5% of respondents are Post Graduate, M. Phill., NET, Ph.D., 32.5% of the respondents have 3-5 years and 6-10-years work experience, 75% of the respondents have their monthly income above 30,001.35% of the respondents are working for a salary which shows that most of the respondents work better if there is increment in their salary.

5. Data Analysis, Results and Discussion

Table: 2 Analysis of study factors

S. No.	Study Factors	Option	Frequency	%age
1.	Communication and Information	SD	0	0
		D	10	25
		Neither A & D	5	12.5
		A	20	50
		SA	5	12.5
		Total	40	100
2.	Skills of employees are utilized properly	SD	2	5
		D	12	30
		Neither A & D	5	12.5
		A	17	42.5
		SA	4	10
		Total	40	100
		SD	3	7.5
		D	8	20
		Neither A & D	15	37.5

3.	Proper training is provided to enrich the skills	A	11	27.5
		SA	3	7.5
		Total	40	100
4.	Good career opportunities are given	SD	2	5
		D	6	15
		Neither A & D	11	27.5
		A	19	47.5
		SA	2	5
		Total	40	100
5.	One has the reasonable freedom to perform the duty	SD	1	2.5
		D	3	7.5
		Neither A & D	5	12.5
		A	23	57.5
		SA	8	20
		Total	40	100
6.	Working hours are satisfactory/comfortable	SD	1	2.5
		D	6	15
		Neither A & D	8	20
		A	14	35
		SA	11	27.5
		Total	40	100
7.	A feeling of security is there in the job	SD	1	2.5
		D	5	12.5
		Neither A & D	12	30
		A	16	40
		SA	6	15
		Total	40	100
8.	Goal and task are well defined	SD	0	0
		D	3	7.5
		Neither A & D	16	40
		A	18	45

		SA	3	7.5
		Total	40	100
9.	Enough chance is given to participate in decision making	SD	3	7.5
		D	6	15
		Neither A & D	17	42.5
		A	13	32.5
		SA	1	2.5
		Total	40	100
10.	Facilities provided are good-quality	SD	0	0
		D	6	15
		Neither A & D	11	27.5
		A	19	47.5
		SA	4	10
		Total	40	100
11.	Sufficient co – operation is there between the departments	SD	2	5
		D	4	10
		Neither A & D	13	32.5
		A	18	45
		SA	3	7.5
		Total	40	100
12.	Adequate support is given by the management/superiors	SD	3	7.5
		D	2	5
		Neither A & D	14	35
		A	17	42.5
		SA	4	10
		Total	40	100
13.	Performance is evaluated and rewarded in a right manner	SD	3	7.5
		D	7	17.5
		Neither A & D	13	32.5
		A	14	35
		SA	3	7.5

		Total	40	100
14.	Transport facilities are fine	SD	3	7.5
		D	3	7.5
		Neither A & D	5	12.5
		A	21	52.5
		SA	8	20
		Total	40	100
15.	Grade as compared to the organization served earlier	SD	3	7.5
		D	6	15
		Neither A & D	13	32.5
		A	15	37.5
		SA	3	7.5
		Total	40	100
16.	A reasonable time is given to complete the task	SD	0	0
		D	3	7.5
		Neither A & D	10	25
		A	26	65
		SA	1	2.5
		Total	40	100
17.	Hierarchy is well defined	SD	2	5
		D	5	12.5
		Neither A & D	12	30
		A	15	37.5
		SA	6	15
		Total	40	100

*Strongly Disagree = SD, *Disagree = D, *neither agrees & disagree =Neither A& D, *Agree =A, *Strongly Agree = SA

Table 2 shows that the study factors of the employees 50% of the respondents agreed that the communication and information flow among the department are adequate. 42.5% of the respondents agreed that universities provide training for elevating the skill of employees. 47.5% of the respondents are good career prospects in the universities. 57.5% of the respondents agreed that they are allowed free to perform their duty. 35% of the respondents agreed that the comfort with working hours of the university. It is also found that 40% of the respondents agreed that there is security in their job.

Table: 3 Relationships among the gender of the respondents and performance evaluation

Gender/Performance Evaluation	SD	D	Neither A & D	A	SA	Total
Male	2	4	5	11	2	24
Female	1	3	8	3	1	16
Total	3	7	13	14	3	40
Calculate Value	3.209		Table Value		5.246	

Research Hypothesis: There is a substantial connection between gender and performance evaluation.

Findings: The table provides a clear breakdown of the distribution of respondents based on their gender and their respective performance evaluation levels. To evaluate the research hypothesis, a calculated value of 3.209 is obtained, which is less than the critical table value of 5.246. This suggests that there is not a significant relationship between gender and performance evaluation among the respondents. In other words, the data does not provide enough evidence to support the hypothesis that gender plays a substantial role in influencing performance evaluations. (Agustina et al., 2022; Rana& Singh, 2022).

Table: 4 Relationship among the educational qualification of the respondents and the utilization of their skills

Qualification/skill utilization	SD	D	Neither A & D	A	SA	Total
Graduate, Post Graduate	0	6	2	5	3	16
Post Graduate, M. Phill.	0	2	0	1	0	3
Post Graduate, M. Phill., NET	0	1	1	3	0	5
Post Graduate, M. Phill., NET, Ph.D.	1	2	0	5	1	9
Post Graduate, NET	1	1	2	3	0	7
Total	2	12	5	17	4	40
Calculate Value	11.462		Table Value		9.075	

Research Hypothesis: There is a substantial correlation between respondents' educational qualification and utilization of their skills.

Findings: To determine the strength of the relationship between respondents' educational qualifications and skill utilization, statistical analysis was performed. The calculated value (11.462) was compared to the table value (9.075). Since the calculated value exceeds the table value, we can conclude that there is a substantial correlation between respondents' educational qualifications and the utilization of their skills. In summary, the data in Table 4 suggests that respondents with higher educational qualifications tend to perceive a stronger utilization of their skills. This finding supports the research hypothesis that there is a significant correlation between educational qualifications and skill utilization. This

information can be valuable for making informed decisions regarding education and training programs, career development, and skill utilization strategies. (Ali et al., 2022; Stephen & Festus, 2022).

Table: 5 Relationship among the working experience of the respondents and good career prospects

Working experience/ good career prospects	SD	D	Neither A & D	A	SA	Total
0-2 years	1	3	2	2	1	9
3-5 years	1	2	6	3	1	13
6-10 years	0	0	3	10	0	13
Above 11 years	0	1	0	5	0	5
Total	2	6	11	19	2	40
Calculate Value	15.283		Table Value		13.124	

Research Hypothesis: There is a considerable association between working experience and good career prospects.

Findings: The calculation of the Chi-Square value results in 15.283, while the table value for a significance level of 0.05 is 13.124. Since the calculated value is greater than the table value, we can conclude that there is a statistically significant association between working experience and respondents' perception of good career prospects. Upon examining the data, it is evident that respondents with 6-10 years of experience are more likely to "Agree" with the statement about good career prospects (10 respondents), while those with 0-2 years of experience are evenly split between "Disagree" and "Neither Agree nor Disagree." Additionally, respondents with 3-5 years of experience are more likely to "Disagree" (6 respondents), indicating a possible trend of scepticism towards career prospects during this mid-level experience range. In conclusion, the data analysis supports the research hypothesis that there is a significant association between working experience and good career prospects. This finding suggests that as individuals gain more experience in their careers, their perception of good career prospects tends to become more positive. This information can be valuable for organizations and career development professionals in understanding and catering to the needs and expectations of employees at different stages of their careers. (Ismail & Rishani, 2018; Beh & Idris, 2006).

Conclusion

This research paper examined numerous employee-related factors within the context of universities. 50% of respondents believe that communication and information flow between departments is competent, indicating a relatively favorable aspect of their work environment. In addition, 42.5 percent of respondents concur that universities provide training to enhance employees' skills, and 47.5 percent believe that universities offer excellent career opportunities. In addition, a sizeable proportion, 57.5%, feels liberated to perform their duties, indicating autonomy and satisfaction. Based on the data analysis, several key findings emerged. Firstly, it was observed that the majority of respondents were male, and a significant proportion of them had higher educational qualifications and several years of work experience. Most respondents had a monthly income above 30,001. The study factors analysis revealed that a substantial number of respondents agreed that communication, training, career opportunities, and freedom to perform their duties were positive aspects of their work life.

Regarding the research hypotheses, it was found that there was no significant relationship between gender and performance evaluation. However, there was a significant correlation between respondents' educational qualifications and the utilization of their skills. Additionally, there was a considerable association between working experience and the perception of good career prospects.

In conclusion, this research sheds light on the quality of work life among private university employees in Haryana. While gender did not have a significant impact on performance evaluation, educational qualifications significantly influenced skill utilization. Furthermore, working experience was found to be closely related to employees' perceptions of good career prospects.

Recommendations, Suggestions and Future Direction

Several recommendations can be made based on the findings of this study to improve the work environment for university personnel. To begin, colleges should prioritize improving communication and information flow between departments in order to enable effective collaboration and knowledge exchange. Increasing training options for employees and investing in career development programs can lead to higher job satisfaction and retention. Furthermore, institutions should think about assessing and modifying working hours to better correspond with employees' preferences and needs. Job-security efforts, such as creating clear performance evaluation criteria and tenure systems, can assist alleviate job-related fears. Institutions should also continue to analyse and rectify gender discrepancies in performance evaluation to maintain a fair and equitable work environment. Finally, while this study sheds light on several issues, additional research should be conducted to investigate other variables and to undertake longitudinal studies to examine the long-term effects of these recommendations on employee happiness and productivity in university settings. Further research could look into the precise methods and interventions that are most effective in resolving the mentioned difficulties and enhancing overall employee well-being.

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