

# AN EMPIRICAL STUDY ON QUALITY OF WORK LIFE AMONG STAFF MEMBERS WITH SPECIAL REFERENCE TO JKEDI

Shahid Ali<sup>1</sup>

Arousa Javaid<sup>2</sup>

Dr Asif Iqbal Fazili<sup>3</sup>

**Abstract:** Quality of work life (QWL) is a multifaceted concept implying concern for the members of an organization. This present study aims at analyzing the quality of work life of male as well as female staff members working in the Entrepreneurship Development Institute, Kashmir. The analysis has been done by classifying the teachers into gender and designation categories. The findings of the study would have great importance in understanding the prevailing quality of work life and the need for improving the same and the ability to increase the competence of Quality of Work Life (QWL).

**Keywords:** Quality of Work-life, JKEDI, Chi Square Analysis.

## 1. Introduction

Quality of work life (QWL) can be defined as an extent to which an employee is satisfied with personal and the working needs through participating in the workplace while achieving the goals of the organization. Louis and Smith (1990) research identified the importance of QWL in reducing employee turnover and employee well-being impacting on the services offered. According to Harrison (1985), QWL is the degree to which the working organization contributes to material and psychological well-being of its members. According to the Margolis American Society of Training and Development (1979), it is a process of work organization which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcome. Trehan Ruchi (2004) concluded that employees in service industry discharge their duties with commitment and involvement only if their quality of work life is improved. Rose et al., (2006) concludes that three exogenous variables are significant: career satisfaction, career achievement and career balance in QWL.

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<sup>1</sup> Research Scholar, Dept. of Management Studies, Islamic University of Science and Technology, J&K, India

<sup>2</sup> MBA Student, Dept. of Management Studies, Islamic University of Science and Technology, J&K, India

<sup>3</sup> Sr. Asst. Professor, Dept. of Management Studies, Islamic University of Science and Technology, J&K, India

Subrahmanian M and Anjani N (2010) studied the meaning of QWL; it was found that from the research pointed out some areas with respect to the factors of Quality of Work Life in both the industries that need special attention. Hackmen and Oldham (1980) highlight the constructs of QWL in relation to the interaction between work environment and personal needs. Putt and Springer (1980) analyzed about the nine independent variables by using bi-variant and/or multivariate analysis in assessing their impact on professional satisfaction. Normala and Daud (2010) concluded that the quality of work life of employees is an important consideration for employers interested in improving employee's job satisfaction and commitment. Islam & Siengthai, (2009) concluded that there is a positive and significant relationship between QWL and employees' job satisfaction.

JKEDI has been established by the Government of Jammu and Kashmir in March 1997 to effectively enable entrepreneurship development in the state of Jammu and Kashmir. The institute started its regular activities from February 2004 and has positioned itself as a learning Centre par excellence with the art regional centers across Jammu, Kashmir and Ladakh. Besides, JKEDI Community Organizers are in all of the 22 districts enabling entrepreneurship and promoting development at the grassroots. The major schemes of Jammu and Kashmir entrepreneurship development institute are Youth start-up loan scheme (YSLS), Seed capital fund scheme (SCFS), Himayat self-employment component & National minorities development and finance corporation (NMDFC) schemes.

Swamy et al., (2015) investigated the dimensions of Quality of Work Life of employees in Mechanical Manufacturing Small and Medium sized Enterprises (SMEs) in Karnataka, India. The following nine significant dimensions were identified as follows: Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, autonomy of work, adequacy of resources. The present study has focused on these dimensions to determine the QWL of staff members of JKEDI.

## **2. Objectives**

1. To study the need and importance of quality of work life of employees.
2. To study the perception level of the staff members of JKEDI regarding the quality of work life (QWL).
3. To suggest the appropriate measures to improve the quality of work life of the staff members of JKEDI.

### 3. Hypothesis

H<sub>10</sub>: There is no significant difference between the gender and quality of work life of the respondents.

H<sub>20</sub>: There is no significant difference between the designation and quality of work life of the respondents.

### 4. Methodology of the Study

On the basis of Data collection method, it is a communication study, the questions were posed to the subjects i.e., staff members and collection of their responses through Self-completion questionnaires. On the basis of time dimension, it is a Cross-sectional study, as it was carried out once and represents a snapshot of one point in time. On the basis of topical scope of study, it is a Statistical study, as it attempted to capture a population's characteristics by making inferences from a sample's characteristics. Hypotheses were tested quantitatively. On the basis of research environment, it was a Field setting study, as it took place under actual environmental conditions. Likert five-point scale was used with "strongly disagree" as 1 and "strongly agree" as 5.

Sampling is the selection of some part of an aggregate or whole on the basis of which a judgment about the aggregate or whole is made. Simple random sampling method was used in this project. For a research study to be perfect the sample size selected should be optimal i.e. it should neither be excessively large nor too small.

Primary data was collected through questionnaires that were distributed to staff members of JKEDI. Convenience sampling method was opted to collect the primary data. The primary data was collected by means of a structured questionnaire. In the present study, the sample size for the data collection was taken 90. But the valid questionnaires received and filtered resulted in 76 valid samples and 14 invalid samples. The response rate was 84.44%. It was based on the no. of items in the questionnaire ( $18 \times 5 = 90$ ) as per Hair et al. (2010). Hair et al. (2010) suggested for 5 or 10 cases for per question or item in the study. Descriptive statistics and Chi-Square analysis was used through Microsoft Excel in order to analyse the data.

Table 1: Demographic Statistics

Demographic variable		No. of respondents	Percentage (%)
Gender	Male	57	75
	Female	19	25
Designation	Teaching	43	57
	Non-teaching	33	43

Table 1 represents the demographic profile of the respondents (staff members). 75 percent of the respondents are male and 25 percent of them are female. 57 percent of the respondents belong to teaching staff and 43 percent of them belong to non-teaching staff.

### **Chi Square Analysis**

#### **1. GENDER:**

**Table 3.1**

<b>Gender\QWL</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>total</b>
<b>male</b>	95	193	281	284	173	1026
<b>female</b>	24	68	99	88	63	342
<b>total</b>	119	261	380	372	236	1368

#### **Hypothesis:**

**Null hypothesis H<sub>10</sub>:** There is no significant difference between the gender and quality of work life of the respondents.

**Alternate hypothesis H<sub>1</sub>:** There is significant difference between the gender and quality of work life of the respondents.

**Table 3.2**

<b>OBSERVED(O)</b>	<b>EXPECTED(E)</b>	<b>(O – E)</b>	<b>(O-E) 2</b>	<b>(O-E) 2 /E</b>
<b>95</b>	89.25	5.75	33.06	0.37
<b>24</b>	29.75	-5.75	-11.5	-0.38
<b>193</b>	195.75	-2.75	-5.5	-0.02
<b>68</b>	65.25	2.75	7.56	0.11
<b>281</b>	285	-4	-8	-0.02
<b>99</b>	95	4	16	0.16
<b>284</b>	279	5	25	0.08
<b>88</b>	93	-5	-25	-0.26
<b>173</b>	177	-4	-8	-0.04
<b>63</b>	59	4	16	0.27
				<b>= 0.09</b>

#### **Result:**

The critical value for the chi-square statistic is determined by the level of significance (typically .05) and the degrees of freedom. The degrees of freedom for the chi-square are calculated using the following formula:  $df = (r-1)(c-1)$  where  $r$  is the number of rows and  $c$  is the number of columns. Here, the calculated value is 0.09 and the table value for degree of freedom is 4  $[(2-1)(5-1)]$  at 5% level of significance is 9.488.

Since Table value > Calculated Value, the data failed to reject Null Hypotheses and thus supports that there is no significant difference between the gender and quality of work life of the respondents.

## 2. DESIGNATION:

**Table 4.1**

Designation\QWL	1	2	3	4	5	total
teaching	72	151	209	204	138	774
non-teaching	47	110	171	168	98	594
total	119	261	380	372	236	1368

### Hypothesis:

**Null hypothesis H2o:** There is no significant difference between the designation and quality of work life of the respondents.

**Alternate hypothesis H2:** There is significant difference between the designation and quality of work life of the respondents.

**Table 4.2**

OBSERVED(O)	EXPECTED(E)	(O – E)	(O-E) 2	(O-E) 2 /E
72	67.3	4.7	22.09	0.32
47	51.67	-4.67	-9.34	-0.18
151	147.6	3.4	11.56	0.07
110	113.3	-3.3	-3.6	-0.03
209	215	-6	-12	-0.05
171	165	6	36	0.21
204	210.4	-6.4	-12.8	-0.06
168	161.5	6.5	42.25	0.26
138	133.52	4.48	20.07	0.15
98	102.4	-4.4	-8.8	-0.08
				<b>=0.51</b>

### Result:

The critical value for the chi-square statistic is determined by the level of significance (typically .05) and the degrees of freedom. The degrees of freedom for the chi-square are calculated using the following formula:  $df = (r-1)(c-1)$  where  $r$  is the number of rows and  $c$  is the number of columns. Here, the calculated value is 0.51 and the table value for degree of freedom is 4  $[(2-1)(5-1)]$  at 5% level of significance is 9.488.

Since Table value > Calculated Value, the data failed to reject Null Hypotheses and thus supports that there is no significant difference between the designation and quality of work life of the respondents.

**Weighted Average Score Analysis****Table 7:**

S. No.	Factors	Weight [x]	1	2	3	4	5	total	Weighted Average $\Sigma fx / \Sigma x$	Rank
1	Work Environment	Frequency [f]	8	30	47	48	19	152	33.07	5
		fx	8	60	141	192	95	496		
2	Organization Culture and Climate	Frequency [f]	1	12	29	64	46	152	39.87	1
		fx	1	24	87	256	230	598		
3	Relation and Co-Operation	Frequency [f]	10	24	45	43	30	152	34.33	3
		fx	10	48	135	172	150	515		
4	Training and Development	Frequency [f]	9	29	48	37	29	152	33.60	4
		fx	9	58	144	148	145	504		
5	Compensation and Rewards	Frequency [f]	21	32	31	40	28	152	31.87	7
		fx	21	64	93	160	140	478		
6	Facilities	Frequency [f]	37	43	33	22	17	152	26.33	9
		fx	37	86	99	88	85	395		
7	Job Satisfaction and Job Security	Frequency [f]	13	33	46	38	22	152	31.93	6
		fx	13	66	138	152	110	479		
8	Autonomy of Work	Frequency [f]	6	18	45	49	34	152	36.20	2
		fx	6	36	135	196	170	543		
9	Adequacy of Resources	Frequency [f]	14	40	56	31	11	152	29.40	8
		fx	14	80	168	124	55	441		

Table 7 depicts the importance of the factors on the basis of staff member's perception of the quality of work life in JKEDI. Organization culture and climate has the highest importance followed by the Autonomy of work, Relation & co-operation, Training & development, Work environment, Job satisfaction & Job security, Compensation & Rewards, Adequacy of resources and Facilities.

**5. Suggestions**

1. The institute needs to make sure that proper communication flow is made between the different departments which can lead to effective and efficient working of the institution.
2. By creating a friendly circumstance within the institute, the employees would enjoy working with their colleagues not considering any difference among them.
3. Employees should be satisfied by providing their appraisal/bonus/incentives on time which will make them happy at work in turn they will lead their life happily.
4. Among many other facilities that need to be there transportation facility should be given preference and make sure its benefit reaches out to all employees.

5. The institute can come up with social benefit schemes for the employees so that in turn the workforce can get more motivated.
6. The company can provide facilities to their employees to help them to balance their scales.
7. The institute can ultimately create a more satisfied workforce that contributes to productivity and success in the work place.
8. More training programs should be conducted for the employees.

## **6. Conclusion**

“A study on Quality of Work Life (QWL) among the staff members of JKEDI” focuses on analyzing the importance of Quality of Work Life. To conclude with the study, it is found that the Quality of Work Life among the staff members of JKEDI is moderate. From the research it is well identified that quality of work life is effectively among the staff members of JKEDI, yet there are certain areas that are still to be covered for better Quality of Work Life (QWL) and the management should take necessary initiatives to overcome these barriers. Based on the information collected from the employees, they are satisfied with the activities of quality of work life.

Even though the concept of Organizational Commitment may be a universally applicable concept, by nature of present study, it has got only a limited scope with reference to the organization studied. The busy work schedule of the employees and the short span of duration of communication with them was a constraint for the study. Respondents provided information in hurry so accuracy can't be expected. The findings were substantially based on information given by the respondents and in many cases, subjective bias cannot be completely ruled out.

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