

# INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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**A STUDY ON QUALITY WORK LIFE WITH REFERENCE TO ENGINEERING COLLEGES AT BANGALORE**

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**ABSTRACT**

*The Quality of work life in Engineering Colleges describes improvements which are defined as any activity which takes place at every level of an organization, even in educational institutions like engineering colleges which seeks greater organizational effectiveness through the enhancement of human dignity and growth. A process through which the stockholders in the organization management, unions and employees - learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of life at work for all members of the organization and greater effectiveness for both the company and the unions. The article discusses "A study on quality of work life with special reference to Engineering Colleges in Bangalore". For the present study, data was collected with the help of structured questionnaires from a total of 12 engineering colleges in Bangalore. Participants were working either at the level of Professors or at Assistant Professor Levels. Total 200 employees were asked to complete the questionnaires, out of which 120 returned the completed questionnaires. Thus, the response rate was 60 per cent. This approach conducted in the article motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.*

**KEYWORDS**

Quality of work life, enhancement, Human dignity.

**1) INTRODUCTION**

**H**uman Resource Development techniques include performance analysis, training, career planning and development, organization change and quality circles. Quality of work life deals with various aspects of work environment, which facilitates the human resource development efficiently. Thus, quality of work life helps for development of human resources. In fact, QWL includes and motivates the employees to learn further for present and future roles.

Employees at the grass-root level experience a sense of frustration because of low level of wages, poor working conditions, unfavorable terms of employment, inhuman treatment by their conditions of employment, inter-personal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenging work etc.

Certain values were attributed to work in the past. Work was worship and people had sincerity and commitment to work. But today's employee would not believe in such values of work. He works for his salary, he works hard if the conditions of work are conducive and terms of emolument are favorable to him. Where as, norms of work will not be static it keeps changing from time-to-time.

**QUALITY OF WORK LIFE****MEANING**

The term "Quality of work life" has coined during 1970's there is no generally acceptable definition about this term. However, some attempts were made to describe the term quality of work life which refers to the favorable or unfavorable job environment for people. QWL means different things to different people. Quality of work life improvements are defined as any activity which takes place at every level of an organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth... a process through which the stockholders in the organization management, unions and employees - learn how to work together better to determine for themselves what actions, changes and improvements are desirable and workable in order to achieve the twin and simultaneous goals of an improved quality of life at work for all members of the organization and greater effectiveness for both the company and the unions.

Richard E. Walton explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life. He proposed the same criteria for measuring QWL. Those criteria include:

- 1) **Adequate and Fair Compensation:** There are different opinions about adequate compensation the well suited definition of fair wages is "... the wage which is above the minimum wage but not below the living wage."
- 2) **Safe and Healthy Working Conditions:** Most of the organization provides safe and healthy working conditions due to humanitarian requirements and for legal requirement. In fact, these conditions are a matter of enlightened self interest.
- 3) **Opportunity to Use and Develop Human Capacities:** QWL provide for opportunity life autonomy in work and participation in planning in order to use human capabilities. "To the extent that the worker can exercise more control over his work, and degree to which the job embraces the entire meaningful task". but not a part of it.
- 4) **Opportunity for Career Growth:** Opportunities for promotions are limited in case of all categories of employees either due to educational barriers or due to limited opening at the higher level. QWL provide further opportunity continued growth and security by expending one's capabilities, knowledge and qualifications.
- 5) **Social Integration in the Work Force:** Social integration in the work force establishing by creating freedom from prejudice, supporting primary work group, a sense of community and inter-personnel openness, egalitarianism and upward mobility.
- 6) **Constitutionalism in the work Organization:** QWL provides constitutional protection to the employees only to the level of desirability as it hampers workers. It happens because the management's action is challenged in every action and bureaucratic procedures need to be followed at that level. Constitutional protection is provided to employees on such matters as privacy, free speech, equity and due process.
- 7) **Work and Quality of Life:** QWL provides for the balanced relationship among work, non-work and family aspects of life. In other words family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations etc.
- 8) **Social Relevance of Work:** QWL is concerned about the establishment of social relevance to work in a socially beneficial manner. The workers' self esteem would be high if his work is useful to the society and the vice versa is also true.

**SPECIFIC ISSUES IN QWL**

Trade Union claims that they are responsible for improvement in various facilities to workers whereas management takes credit for improved salaries, benefits and facilities. However, HR manager has identified specific issues in QWL besides normal wages, salaries; fringe benefits etc. and takes lead in providing them so as to maintain higher order QWL. They are:

- (i) **Pay and Stability of Employment:** Good pay still dominates most of the other factors in employee satisfaction. Various alternative means for providing wages should be developed in view of increase in cost of living index, increase in levels and rates of income tax and profession tax. Stability to a greater extent can be provided by enhancing the facilities for human resources development.
- (ii) **Occupational Stress:** Stress is a condition of strain on one's emotions, thought process and physical condition. Stress is determined by the nature of work, working conditions, working hours, pause in the work schedule, worker's abilities and nature and match with the job requirement. Stress is cause due to irritability, hyper-excitation or depression, unstable behavior, fatigue, stuttering, trembling psychomatic pains, heavy smoking and drug abuse. Stress adversely affects employee's productivity. The HR manager, in order to minimize the stress, has to identify, prevent and tackle the problem. He may arrange the treatment of the problem with the health unit of the company.
- (iii) **Organizational Health Program:** Organizational health programs aim at educating employees about health problems means of maintaining and improving of health etc. These programs cover drinking and smoking cessation, hyper-tension control, other forms of cardiovascular risk reduction, family planning etc. Effective implementation of these programs results in reduction in absenteeism, hospitalization, disability, excessive job turnover and premature death. This program should also cover relaxation, physical exercise, diet control etc.
- (iv) **Alternative Work Schedules:** Alternative work schedules including work at home, flexible working hours, staggered hours, reduced work week, part-time employment which may be introduced for the convenience and comfort of the workers as the work schedule which offers the individual the leisure time, flexible hours of work is preferred.
- (v) **Participative Management and Control of Work:** Trade unions and workers believe that workers' participation in management and decision-making improves QWL. Workers also feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed to participate in the creative and decision-making process.
- (vi) **Recognition:** Recognizing the employee as a human being rather than as a laborer increase the QWL. Participative management, awarding the rewarding systems, congratulating the employees for their achievement, job enrichment, offering prestigious designations to the jobs, providing well furnished and decent work places, offering membership in clubs or association, providing vehicles. offering vacation trips are some means to recognizing the employees.
- (vi) **Congenial Worker-Supervisor Relations:** a harmonious supervisor-worker relation gives the worker a sense of social association, belongingness, achievement of work results etc. This in turn leads to better QWL.
- (vii) **Grievance Procedure:** Workers have a sense of fair treatment when the company gives them the opportunity to ventilate their grievance and represent their case succinctly rather than settling the problems arbitrarily.
- (ix) **Adequacy of Resources:** Resources should match with stated objectives; otherwise, employees will not be able to attain the objectives. This results in employee dissatisfaction and lower QWL.
- (x) **Seniority and Merit in Promotions:** Seniority is generally taken as the basis for promotion in case of operating employees. Merit is considered as the basis for advancement for managerial people whereas seniority cum-merit is preferred for promotion of ministerial employees. The promotional policies and activities should be fair and just in order to ensure higher QWL.
- (xi) **Employment on Permanent Basis:** Employment of workers on casual, temporary, probationary basis gives them a sense of insecurity. On the other hand, employment on permanent basis gives them security and leads to higher order QWL.

**2. RESEARCH DESIGN****2.1 STATEMENT OF THE PROBLEM**

A study on quality of work life with special reference to Engineering Colleges in Bangalore. The study pertains to quality of work life and job satisfaction.

**2.2 OBJECTIVES OF THE STUDY:**

- To know the quality of work life in engineering colleges in Bangalore.
- To know the job satisfaction level of the employees in the Institution.



**2.3 PARTICIPANTS**

For the present study, data was collected with the help of structured questionnaires from a total of 12 engineering colleges in Bangalore. Participants were working either at the level of Professors or at Assistant Professor levels. Total 200 employees were asked to complete the questionnaires, out of which 120 returned the completed questionnaires. Thus, the response rate was 60 per cent.

**METHODOLOGY**

**2.4 PROCEDURE**

The first step, in the direction of data collection was to seek approval from the organizational heads for collecting the data from their organization. For this, a request letter was prepared mentioning the objective of the research and with the assurance that collected data will not be disclosed to anyone and anywhere except this study. This letter was sent to the heads of the concerned organizations to seek their approval for collecting the data. After the permission was granted, employees were contacted personally and good rapport was established with them. The participants were also informed about the research purpose and assured regarding the confidentiality of their responses.

Following this, the questionnaires were distributed to all the subjects with important instructions. Though there was no time limit for completing the questionnaires but participants were asked to complete in about 5-6 minutes. Participants were asked to give first response that comes in their mind after reading the statement because usually the response that comes first in mind is regarded as the best response. Before collecting the completed questionnaires, participants were asked to check thoroughly whether they have left any item unanswered. If they left any statement unanswered then they were asked to fill up the left item with the appropriate response. After completion of this task, all of the completed response sheets were collected back and the respondents were given thanks for their help and cooperation.

**2.5 LIMITATIONS AND SCOPE FOR FUTURE RESEARCH**

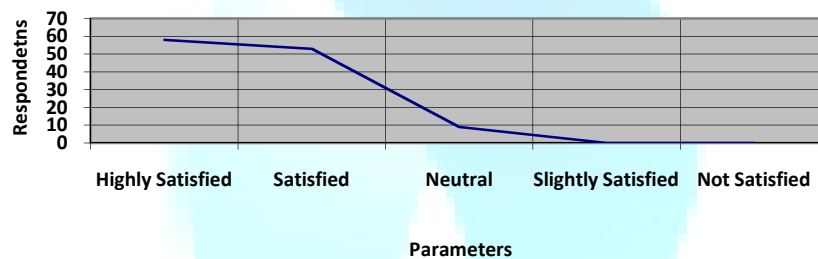
The present research has certain limitations attached to it. The first limitation is related to the size of the sample studied. A sample of 120 respondents is not considered as large enough to generalize the findings of the study and to reach on some definite conclusions about the relationship between the variables studied. A larger sample would have been more appropriate for such kind of studies. Secondly, the sample has been chosen from a particular institutions in South Bangalore, and it still needs to be explored whether the findings of this study can be replicated on a representative sample from the whole state.

**3. ANALYSIS & INTERPRETATIONS**

**TABLE 1: EMPLOYEE'S OPINIONS ON FREEDOM IN DEALING WITH JOB ASSIGNMENT**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
58	53	9	0	0	120
48%	44%	8%	0	0	100%

**Graph No.1: Freedom with Job Assignment**



Source: Primary Data

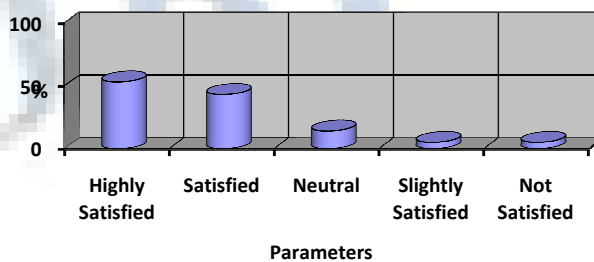
**Interpretation**

From the above table 48% of employees were highly satisfied on freedom in dealing the job assignment and 44% of employees were satisfied and remaining 8% were dilemma in justification of their freedom of work.

**TABLE 2: OPINION POLL WITH REFERENCE TO JOB RECOGNITION & REWARDS**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
53	43	14	5	5	120
44%	36%	12%	4%	4%	100%

**Chart No.2: Job Recognition & Rewards**



Source: Primary Data

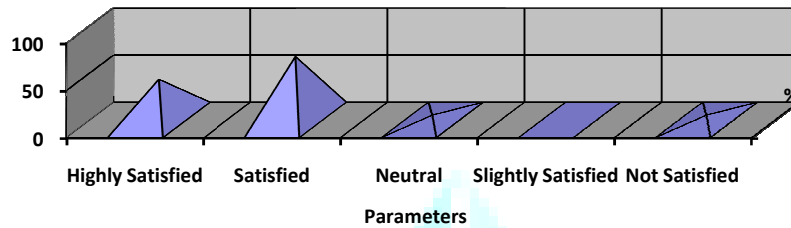
**Interpretation**

From the above table 44% of employees were highly satisfied with getting job recognition and rewards from their superiors and 36% were satisfied with recognition from their superiors and 12% were neutral in their opinion and 4% in slightly satisfied and not satisfied from superiors recognition and rewards.

**TABLE 3: DEGREE OF JOB SATISFACTION**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
43	67	5	0	5	120
36%	56%	4%	0	4%	100%

**Chart No.3:Job Satisfaction**



Source: Primary Data

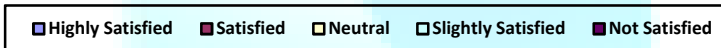
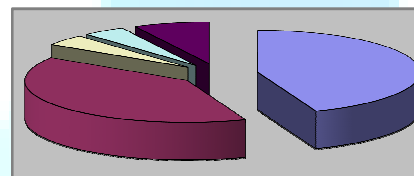
**Interpretation**

From the above table Majority of the people were satisfied and highly satisfied in terms of job satisfaction. It has come 92% of employees were satisfied with their job and remaining 8% in neutral and not satisfied with their job.

**TABLE 4: DEGREE OF SATISFACTION WITH REFERENCE TO SUPPORT & GUIDANCE**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
53	48	5	5	9	120
44%	40%	4%	4%	8%	100%

**Chart No.4:Support & Guidance**



Source: Primary Data

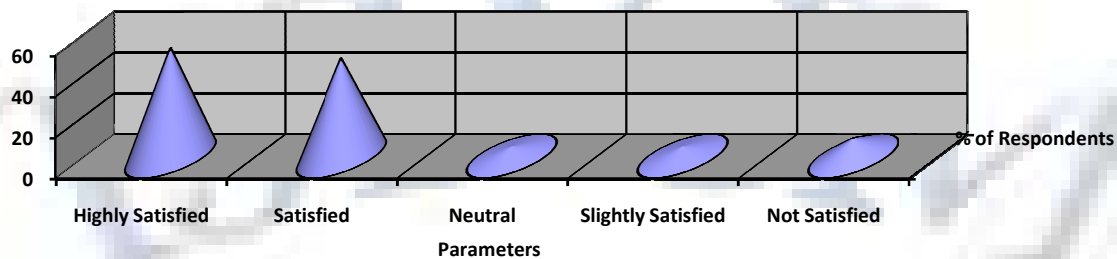
**Interpretation**

From the above table 44% of employees were satisfied with superiors for getting the support and guidance for research work and Excellency in teaching, 40% were satisfied, 4% were neutral and slightly satisfied and 8% were not satisfied with their superior support and guidelines.

**TABLE 5: DEGREE OF SATISFACTION WITH REFERENCE TO MONETARY EMOLUMENTS**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
53	48	5	5	9	120
44%	40%	4%	4%	8%	100%

**Monetary Emoluments**



Source: Primary Data

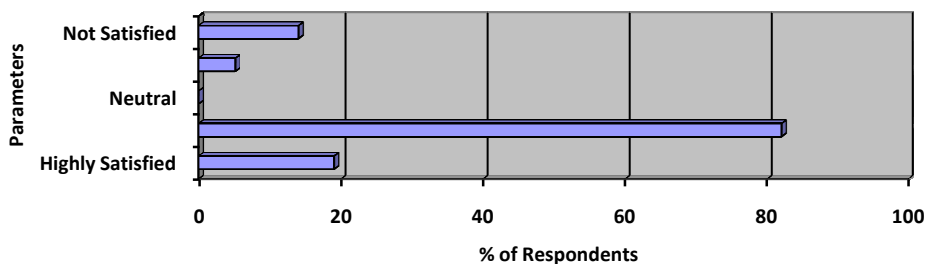
**Interpretation**

From the above table 44% of employees were satisfied with their remuneration what they have been paid for it, 40% were satisfied, 4% were neutral and slightly satisfied and 8% were not satisfied with their remuneration paid by the organisation.

**TABLE 6: DEGREE OF CLARITY IN THE INSTITUTION'S COMMUNICATION**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
19	82	0	5	14	120
16%	68%	0	4%	12%	100%

Chart No. 6: Clarity of Communication



Source: Primary Data

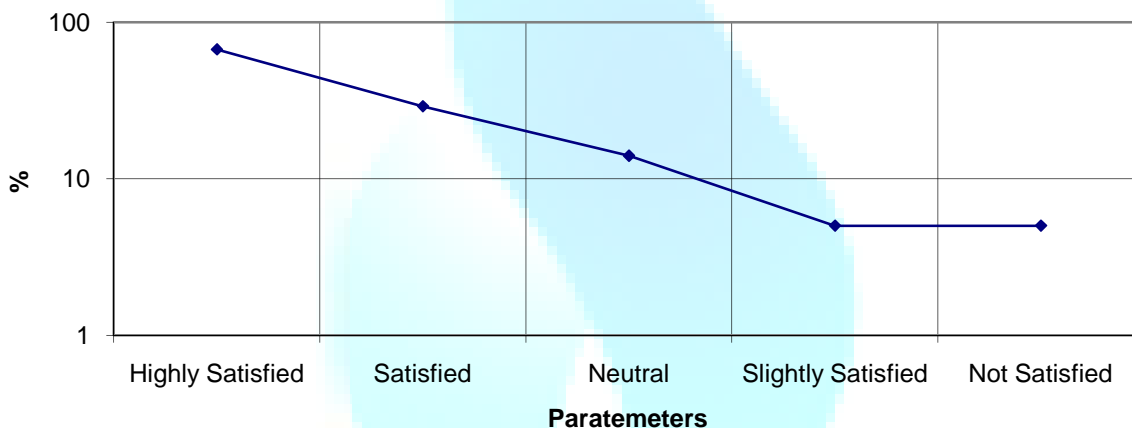
**Interpretation**

From the above table 16% of employees were highly satisfied with the clarity of communication between the superiors and subordinates, 68% of employees were satisfied between the communication, 4% of employees were slightly satisfied and 12% not satisfied with the communication between the boss and subordinates.

TABLE 7: SATISFACTION LEVEL TOWARDS WORKING CONDITIONS

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
67	29	14	5	5	120
56%	24%	12%	4%	4%	100%

Graph No. 7: Working Conditions



Source: Primary Data

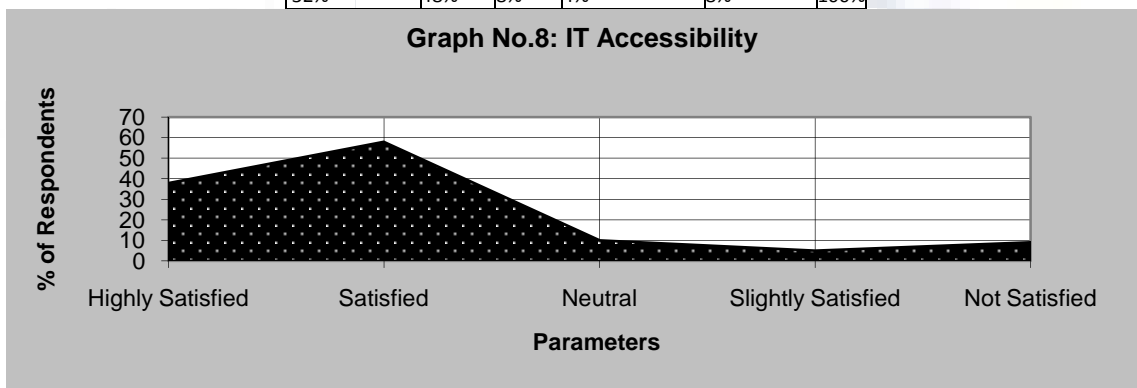
**Interpretation**

From the above table 56% of employees were highly satisfied towards the working condition of an organization and 24% were satisfied with the working condition of an organization.

TABLE 8: SATISFACTION LEVEL TOWARDS IT ACCESSIBILITY

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
38	58	10	5	9	120
32%	48%	8%	4%	8%	100%

Graph No.8: IT Accessibility



Source: Primary Data

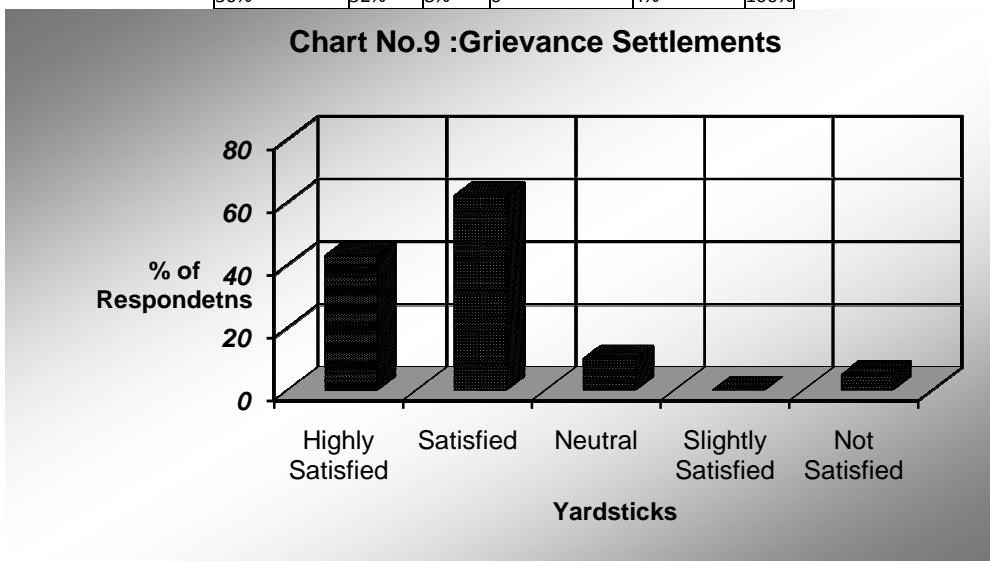
**Interpretation**

From the above table 80% of employees were satisfied with Information Technology accessibility in their work for updating the knowledge and new information regarding the subjects.

TABLE 9: SATISFACTION LEVEL TOWARDS GRIEVANCES SETTLEMENTS

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
43	62	10	0	5	120
36%	52%	8%	0	4%	100%

Chart No.9 :Grievance Settlements



Source: Primary Data

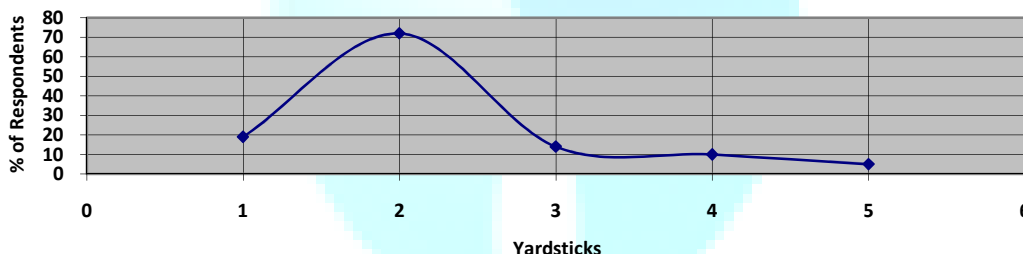
**Interpretation**

The table showing that 88% of employees were happy with their grievance settlement of an organisation. 8% were in dilemma to express their opinion and 4% of the employees were not satisfied the grievance settlement of an organization.

TABLE 10: SATISFACTION LEVEL TOWARDS PERFORMANCE APPRAISAL

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
19	72	14	10	5	120
16%	60%	12%	8%	4%	100%

Graph No. 10:Performance Appraisal



Source: Primary Data

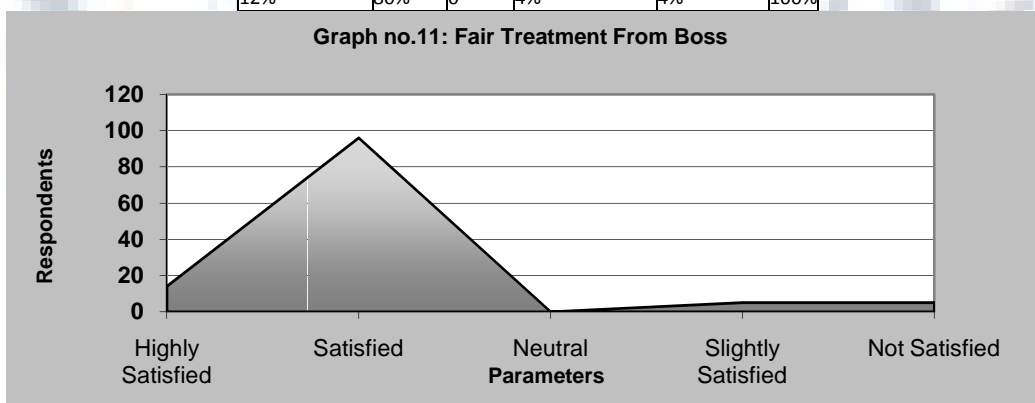
**Interpretation**

From the above table the organization has adopted 360 degree performance appraisal of the employees. The employees were happy with performance of the work. 76% of employees were satisfied with the performance appraisal what the organization has adopted and 24% of employees were other category of scale.

TABLE 11: SATISFACTION LEVEL TOWARDS FAIR TREATMENT FROM BOSS

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
14	96	0	5	5	120
12%	80%	0	4%	4%	100%

Graph no.11: Fair Treatment From Boss



Source: Primary Data

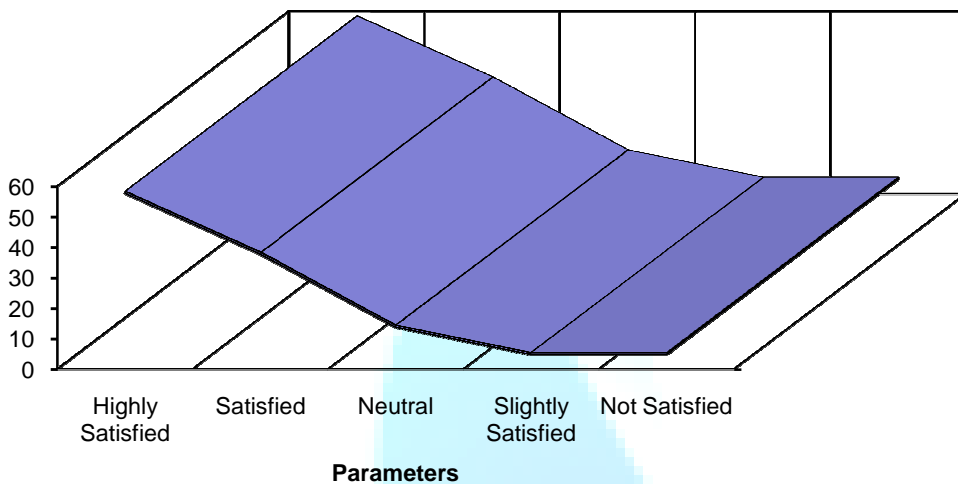
**Interpretation**

The above table said 92% of employees were towards fair treatment from boss and remaining 8% were slightly and not satisfied with the treatment of their boss.

**TABLE 12: SATISFACTION LEVEL TOWARDS COMPARATIVE SALARY ANALYSIS WITH OTHER INSTITUTION**

Highly Satisfied	Satisfied	Neutral	Slightly Satisfied	Not Satisfied	Total
58	38	14	5	5	120
48%	32%	12%	4%	4%	100%

**Graph No.12:Comparative Salary Analysis**



Source: Primary Data

**Interpretation**

From the above table the organizations salary is comparative good compare to in and around the premises of an organization. 80% of employees were satisfied with their salaries what they have paid for their work.

The following is a brief summary of the findings of the survey:

- **Employee’s opinions on Freedom in dealing with job Assignment:**

Well about 48% of the employees are highly satisfied, they feel freedom in dealing with the job assignment, where as 44% of the employees are satisfied and 8% of the employees are neutral.

- **Opinion Poll with reference to Job Recognition & Rewards**

About 48% of the employees highly satisfied, with reference to Job Recognition & Rewards, where as 36% of the employees are satisfied 8% of the employees are neutral 4% slightly satisfied, 4% are not satisfied.

- **Degree of Job Satisfaction**

About 36% of the employees highly job satisfied in the institution, where as 56% of the employees are job satisfied in the institution 4% of the employees are neutral 0% slightly satisfied, 4% are not satisfied.

- **Degree of Satisfaction with Reference to Support & Guidance**

About 44% of the employees highly satisfied with support and guidance they get from the higher authority in the institution , where as 40% of the employees are satisfied in the institution, 4% of the employees are neutral 4% slightly satisfied, 8% are not satisfied.

- **Degree of Satisfaction with Reference to Monetary Emoluments.**

About 44% of the employees highly satisfied with in the institution , where as 40% of the employees are satisfied Monetary Emoluments they are getting in the institution, 4% of the employees are neutral 4% slightly satisfied, 8% are not satisfied.

- **Degree of Clarity in the Institution’s Communication**

About 16% of the employees highly satisfied, with reference to Clarity in the Institution’s Communication, where as 68% of the employees are satisfied 0% of the employees are neutral 4 % slightly satisfied, 12% are not satisfied.

- **Satisfaction level towards working conditions**

About 56% of the employees highly satisfied, with reference to working conditions, where as 24% of the employees are satisfied 12% of the employees are neutral 4% slightly satisfied, 4% are not satisfied.

- **Satisfaction level towards IT Accessibility.**

About 32% of the employees highly satisfied, with reference to IT Accessibility, where as 48% of the employees are satisfied 8% of the employees are neutral 4% slightly satisfied, 8% are not satisfied.

- **Satisfaction level towards Grievances Settlements.**

About 36% of the employees highly satisfied, with reference to Grievances Settlements, where as 52% of the employees are satisfied 8% of the employees are neutral 0% slightly satisfied, 4% are not satisfied.

- **Satisfaction level towards Performance Appraisal**

About 16% of the employees highly satisfied, with reference to Performance Appraisal, where as 60% of the employees are satisfied 12% of the employees are neutral 8% slightly satisfied, 4% are not satisfied.=

- **Satisfaction level towards Fair treatment from boss.**

About 12% of the employees highly satisfied, with reference to Fair treatment from boss, where as 80% of the employees are satisfied 0% of the employees are neutral 4% slightly satisfied, 4% are not satisfied.

- **Satisfaction level towards Comparative salary analysis with other institution**

About 48% of the employees highly satisfied, with reference to Comparative salary analysis with other institution, where as 32% of the employees are satisfied 8% of the employees are neutral 4% slightly satisfied, 4% are not satisfied.

**CONCLUSION**

The study indicated that QWL variables only are inadequate to measure employees’ job satisfaction. The findings from the study were partly contradictory with the previous research done in this area. However, any generalization made from the findings of this study must be made with extreme care as the respondents



seem to be somewhat hesitant in answering the questionnaire. Data collection for this study was done by giving out questionnaire collected through head of departments and through e-mail. We suggest that future studies in this area be made independent of the human resource or any department in the sample institution so that a fair response can be extracted. Future research on job satisfaction in the education industry should also include other dimensions of job satisfaction especially on the fundamental rewards and key performance indicators or the performance evaluation criteria used by the sample institution in evaluating their employees.

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### WEBSITES

4. [www.Qualitywork.com](http://www.Qualitywork.com)

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5. [www.google.com](http://www.google.com)

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