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***“An Empirical Study on Quality of Work Life in Private School  
Teachers with Special Reference to Karur District”***

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**Abstract**

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In present competitive scenario, balancing Work and Life is challenging almost all sectors. The vast changes in educational pedagogy throws difficulty to balance by the teachers at large. The present study is an endeavour to observe that the Quality of Work Life in private school teachers and compare the same with teachers working in public schools in Karur region. The objective of the study is to identify the factors affecting Quality of Work Life of school teachers and to study the impact of Quality of Work Life. This study also analyses on overall job satisfaction level and motivational level among teachers in schools. The universe of the study comprises of faculty members working in private schools. Schools were selected on the basis of quota Sampling and respondents were selected on the basis of random sampling. Major findings of the study showed that public sector employees are motivated if supportive Work environment is provided. They make positive choices and do not follow rat race. They want respect in their Work and Quality time. Public Sector school teachers were found to be satisfied with co-workers behaviour and job security.

**Keywords:** Work Life, Quality, satisfaction, motivation, Work environment.

### **I- Introduction**

Origin of Quality of Work Life is dated back in industrial revolution. When higher productivity is emphasized to such an extent that Workers were considered as machines or we can say human factor is totally misplaced. Soon the negative results of this practice became prevalent in the form of absenteeism, low turnover, poor morale and occasional sabotage, boredom, fatigue, accidents resulting from inattention, alcoholism, drug addiction, etc. Therefore In early 20th century Legislation was enacted to avoid job-injuries and dangerous Working conditions. Job

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security was stressed in the unionization movement (1930-1940), mainly because of the production process and economic gains for the Workers. During 1950s and 1960s, various theories were developed by psychologists suggesting a “positive relationship between morale and productivity”, and the possibility that improvement in human relations would lead to enhancement of both.

The term “Quality of Work Life” has appeared in 1970’s in the Research Journals and press in USA. Louis Davis coined the term Quality of Work Life. In 1972, the first International QWL conference was held in Toronto and in the same year, the international council for Quality of Work Life was established. Quality of Work Life refers to “the favorableness or unfavorableness of a job environment for people”<sup>1</sup>. QWL means the sum total of values, both material and non-material, attained by a Worker throughout his career Life. QWL includes aspects of Work-related Life such as wages and hours, Work environment, benefits and services, career prospects and human relations, which is possibly relevant to Worker satisfaction and motivation<sup>2</sup>.

One way equates QWL with a set of objective organizational conditions and practices (e.g., promotion from within policies, democratic supervision, employee involvement, safe Working conditions). The other way equates QWL with employees’ perceptions that they are safe and relatively well satisfied, they have reasonable Work-Life balance, and they are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met<sup>3</sup>.

QWL encompasses every aspect of a person’s Work which includes Working condition, job security, pay and allowances, recognition, appreciation, development, interpersonal relation,

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etc. and its effect on his Life outside Work. Therefore, it can be concluded that QWL is concerned with improving Life not only at Work but also Life outs

### **Rationale for Quality of Work Life**

An institution is made of people who possess skills, ability, aptitudes that create competitive advantage for it. Various functions of an institute is planned, executed and controlled by human resource. So it is essential for the institution to do proper management of human resource in order to achieve its objectives efficiently and effectively. The management of human resource plays a key role in opening up new opportunities for promoting the growth of both individual and institutional. Through 'Quality of Work Life' the institute Works in the same direction.

Now-a-days, jobs are so demanding that it imbalance the family and Work Life due to job pressure and conflicting interests. So it is essential for the institution to develop Quality relation between its employees and Working environment.

In order to attract and retain employees, an organization has to develop a high Quality of Work Life. Organizations by adopting QWL programmes ensure to create excellent Work condition and job for its employees. Hence, QWL seeks to create such a Work environment where the employees Work co-operatively and make positive contribution in achieving organizational objectives



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### Importance of Quality of Work Life

Quality of Work Life (QWL) is a fact that an individual's Life can't be compartmentalized and any disturbance on the personal front will affect his/her professional Life and vice-versa. A good Work Life balance is also what motivates an employee the most to perform well at his or job and also spend Quality time with the family. Therefore, organisations have started to focus on the overall development and happiness of the employee for their motivation and reducing his/her stress levels without jeopardizing the economic health of the company.

### Ways to achieve Quality of Work Life

There are several ways to achieve to Quality of Work Life. The key elements can be described as below:

- 1. Providing Job Security:** If an employee is confident that his job is secure, they are much more relaxed and can perform better. It gives them a confidence that even if something goes wrong by mistake, their job will not be at stake.
- 2. Rewards and recognition:** If an employee is awarded for a good performance, it helps them to perform even better.
- 3. Flexible Work timings:** Flexibility during Working hours is something which is appreciated by employees. This gives employees a chance to do their Work and also Work on certain important

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personal commitments. This significantly contributes to improving the Quality of Work Life for an employee.

**4. Increased employee participation:** Involving employees in discussions, strategies & feedback is something which helps increase the employees QWL & contribution towards a particular role.

**5. Open communication:** Transparency between management and employees gives them confidence as they are updated with the business and also feel at ease being approachable

**6. Career growth plans:** Discussing the future of the employee in the company, interesting aspects of the job, career development etc are all appreciated by employees

**7. Job enrichment:** Companies which are able to enrich the job with new tasks, better learning & training, more opportunities etc are more likely to keep employees happy at Work.

## **II- LITERATURE REVIEW**

Quality of Work Life is based on performance. QWL has positive relations with performance and developing human capabilities and constitutionalism in the Work organization. The department chairpersons in the Esfahan medical university are in the high level concerning Quality of Work Life dimension (Behzad Shabhazi and Sadegh Hokrzad 2011).The relationship between qualities of Work Life and career related variables are positively related. Career

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achievement is positively related to Quality of Work Life (Raduan Che Rose and Loo See Beh 2006).

Quality Work Life among factory Workers will lead to better well being of the Workers and the society. The management's appreciation of the employees with high commitment and positive Work attitude would contribute greatly to firms' success and would create support for the Workers Quality of Work Life (Sarina Muhamad Noor and Mohamad Ali Abdullah 2012). The objective of the study is to compare the Quality of Work Life perceptions of blue collar employees with white collar employees in a large scale marble firm. The results showed that there was a significant relation between dimensions of Quality of Work Life. It indicates that positive emotions are the key factors for organizational performance and commitment.

Quality of Work Life facilitates employees to manage their personal Life. This study indicates that the human resources specialists in marble firms should improve each factor that affects the Quality of Work Life, especially with blue collar employees (Selahattin Kanten and Omer Sadullah 2012).

The Quality of Work Life affects the satisfaction level of employees. There is a high level of satisfaction among the employees regarding the Quality of Work Life in the organization where adequate income and fair compensation, safe and healthy Working conditions, constitutionalism in Work organization and Social relevance of Work exist. These factors are positively correlated with the Quality of Work Life in BSNL (Dr. Meenakshi Gupta, Parul Sharma 2011).

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Quality of Work Life is the degree to which members of a Work organization are able to satisfy important personal needs through their experience in the organization. The Quality of Work Life variables by itself insufficient to measure employees' job satisfaction. The researcher found that the average score for majority of the items tested for job satisfaction, sources of stress and job related aspects the satisfaction level is to be around 2.0 to 3.6 (scale of 1 to 5) only. (Chitra D and Mahalakshmi V 2012). Quality of Work Life can be explained by four factors (i) Work Life balance (ii). Social factors (iii). Economic factors and (iv) Job content. From the above expositions two conclusions are arrived.

Quality of Work Life is a multi dimensional concept and due to its multi dimensional nature, it is a relative concept which cannot be precisely defined and measured. (Zare, Hamid, Haghgooyan, Zolfa and Asl, Zahra Karimi 2012). Quality of Work Life – Linkage with Job Satisfaction and Performance is indeed a difficult task. The objective physical and structural design factors provide Work place setting and intervening policy factors that affect Work process of employees. It is possible to study the relationship between the immediate effects psychology of employees (positive attitude, commitment and satisfaction) and ultimate effects on performance of organization are being considered.

### **BENEFITS OF WORK LIFE BALANCE**

Working more productively and get more accomplished, leading to greater career success. Being able to effectively manage multiple responsibilities at home, Work and in the community without guilt or regret and able to Work in flexible ways so that earning an income and managing



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family/other commitments become easier in turn leads to improved recruitment, retention and reduced turnover. Being part of a supportive workplace that values and trusts staff, more fulfilment of Work and feel more rested and organized. Improving relationship with family and friends and more leisure time to spend time with the family or oneself.

### **Objectives of the study**

- To compare the level of teachers of Workload in public and private schools teachers in Karur region.
- To compare the level of job satisfaction in public and private schools teachers.
- To compare the level of job satisfaction of teacher with references to their teaching experience.
- To compare the level of job satisfaction of teachers according to their qualification.
- To give suggestions and recommendations to teachers about their Workload and job satisfaction.

### **III-RESEARCH METHODOLOGY**

#### **RESEARCH DESIGN**

There are a variety of techniques to use when gathering primary data. For this study a well structured and specially designed questionnaire was used to measure the Impact of various factors on Work-Life balance. Responses were analyzed with quantitative methods by assigning numerical values. Each respondent was asked to respond to the 15 questions. The secondary data are those

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which have already been collected and passed through statistical process and was collected from websites. Items selected at random sampling from a population and used to test hypotheses about the population. A Sample size of 100 respondents was selected. Random sampling was used.

**IV- ANALYSIS AND INTERPRETATION**

This chapter deals with the analysis and interpretation of data. Data regarding views of teachers about Workload and job satisfaction in private school teachers were analysed through t test to get the results.

**Table 1. Distribution of response rate of teachers by their age**

<i>Age</i>	<i>Frequency</i>	<i>Percent</i>
22-30	42	42.0
31-40	38	38.0
41-50	10	10.0
50+	10	10.0

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Total 100 100.0

Table 1 indicates that distribution of response rate by age of teachers was 42.0% 22-30 years old, 38.0% years old, 10.0% 41-50 years old and 10.0% 50+ years old.

**Independent Sample T-Test for Comparison of Workload**

H<sub>0</sub>: There is no significant mean difference between Workload of public and private school teachers.

**Table 2. t-test for comparing difference in Workload with respect to school type**

<i>Variable</i>	<i>N</i>	<i>Mean</i>	<i>Df</i>	<i>t-value</i>	<i>Sig.</i>
Private	100	47.4	16	1.14	.001

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Table 2 indicates that the t value (1.14) is significant at the level of  $p \leq 0.001$  level of significance so, our null hypothesis is rejected and it is concluded that “There is significant mean difference between Workload of public and private school teachers”.

**Independent Sample T-Test for Comparison of the Level of Job Satisfaction**

H<sub>0</sub>: There is no significant mean difference between the level of job satisfaction of public and private school teachers.

**Table 3. t-test for comparing difference in the level of job satisfaction with respect to school type**

<i>Variable</i>	<i>N</i>	<i>Mean</i>	<i>df</i>	<i>t-value</i>	<i>Sig.</i>
Private	100	87.84	196	3.746	.002



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Table 3 indicates that the t value (3.746) is significant at the level of  $p \leq 0.10$  level of significance so, our null hypothesis is rejected and it is concluded that “There is significant mean difference between the level of job satisfaction of public and private school teachers”.

## V- FINDINGS

The following are noteworthy findings based on the analysis:

1. The percentage of receiving responses from private schools is lower than public schools.
2. The Private school teachers having heavy Workload.
3. Private school teachers having more Work load in the form of official paper Work than handling classes.
4. The private school teachers not having job satisfaction because of heavy workload.

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5. The private school teachers not having much experienced. Once they get experience shifted to some other schools.
6. The private school teachers are not satisfied with their increment or other extra-Work benefits.
7. The private school teachers not satisfied their working hours and working conditions .

## VI - RECOMMENDATIONS

As a result of conducting this study, the following recommendations have been suggested:

- Workload should be reasonable for every teacher.
- On the basis of additional Workload, rewards and incentives should be given.
- Short courses and seminar should be organized on monthly basis to refresh and motivate teachers.

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- Teacher's efforts should be highly appreciated by the school Principal and Correspondent.
- Teacher's grade and scale should be revised once in a year based on their performance.

## VII- CONCLUSION

“Women constitute an important section of the Workforce. However, the present situation of a large number of well-qualified women who due to various circumstances have been left out of their jobs needs to be addressed. The problems faced are several but significantly, most often the "break in their careers" arises out of motherhood and family responsibilities.” Achieving a good balance between Work and family commitments is a growing concern for contemporary employees and organizations. There is now mounting evidence linking Work– Life imbalance to reduced health and well-being among individuals and families.

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