

# The Impact of Quality of Work Life on Organisational Performance of Academics

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*Abstract- Quality of Work Life (QWL) has become a key factor in determining what constitutes an ideal job. Salary and wages are not accurate measures of an employer's quality. When rating job conditions, the entire quality of work life, wages and salaries included—is taken into consideration. Therefore, ensuring that the working class has a higher quality of work life is also a part of effective management. The emphasis should be on the overall quality of living conditions for working people, not only the environment in which they work in the industrial unit. Employee leadership extends outside the workplace. The life beyond the workplace is equally important. In some cases, it could be more significant since an employee spends more time away from work than on it. Of course, whether management likes it or not, both will always have an impact on the caliber of the job. The management must establish a high-quality work environment to guarantee outstanding results. Ensuring that workers execute to the highest standard is contingent upon how the organization handles its workforce. Human resources are very dynamic, making management extremely challenging unless appropriate working conditions, decent pay, sufficient incentives, reduced job stress, job independence, and appropriate leadership style are provided. The degree of job satisfaction and optimal performance of employees are impacted by these factors. Based on evaluations of several academic research papers over the years, this paper aims to analyze and highlight the areas of academic anxiety, particularly those are critical and must be addressed to allow academic staff members to maintain a healthy work-life balance and a high organizational performance.*

*Indexed Terms- Academics, Organizational Performance, Quality of Work Life*

## I. INTRODUCTION

Quality of Work Life (QWL) has become a key factor in determining what constitutes an ideal job. Salary and wages are not accurate measures of an employer's quality. When rating job conditions, the entire quality of work life, wages and salaries included—is taken into consideration. Therefore, ensuring that the working class has a higher quality of work life is also a part of effective management. The emphasis should be on the overall quality of living conditions for working people, not only the environment in which they work in the industrial unit. Employee leadership extends outside the workplace. The life beyond the workplace is equally important. In some cases, it could be more significant since an employee spends more time away from work than on it. Of course, whether management likes it or not, both will always have an impact on the caliber of the job. To get excellent outcomes, managers must create an outstanding work environment.

According to Keith (1989), "quality of work life" (QWL) refers to how enjoyable or terrible a workplace is for an individual. Managerial staff members are dissatisfied with the working environment, interpersonal conflicts, role disputes, job pressures in industries, lack of freedom at work, lack of challenging tasks, etc., while lower-level employees are frustrated with inadequate compensation, unfavorable terms of employment, inhumane treatment by their management, and similar issues. It implies that excellent supervision, favorable working circumstances, competitive pay and benefits, and an engaging, demanding, and fulfilling career are all necessary for achieving high QWL. Organizations engage in QWL activities, which are methodical attempts to provide workers with more control over how they perform their jobs and contribute to the overall effectiveness of the

company. Globally, QWL is becoming more and more important in both industrialized and developing nations. Its reach appears to be wider in India than many labor laws (B. Bora, 2015).

Mostly academicians benefit from the quality of work-life situations that are sparked by quality practices. In their studies, researchers in the academic sector more specifically used a variety of components to measure the Quality of Work Life of employees. It may be inferred that the following 18 components are the most common ones that address employees' QWL, especially in the academic sector. The following are sufficient resources, fair and adequate compensation, freedom at work, emotional intelligence, employee attitude, amenities, opportunity for growth and advancement, leadership styles, the demands of work, occupational stress, relationships and co-ops, organizational commitment, workplace culture, training and development, and work environment.

Ensuring that workers execute to the highest standard is contingent upon how the organization handles its workforce. Human resources are very dynamic, making management extremely challenging unless appropriate working conditions, decent pay, sufficient incentives, reduced job stress, job independence, and appropriate leadership style are provided. The degree of job satisfaction and optimal performance of employees are impacted by these factors.

## II. LITERATURE REVIEW

The work-life balance, job satisfaction, and performance of employees are significantly correlated. The study also reveals that job satisfaction, rather than quality of work life, has a greater effect on employees' performance. Therefore, organizations should focus more on offering high-quality workspaces to boost employee satisfaction and improve overall organizational performance (M. Muthukumar).

According to Leitão et al. (2019), workplace efficiency among employees is influenced by several variables that impact their well-being, habits, and environment as well as their quality of work life

(QWL). Workplace medical services, a secure atmosphere at work, proper working hours, and a salary that aligns with one's needs are the four main axes of quality of work life (QWL), which is linked to job satisfaction, motivation, productivity, health, job security, safety, and well-being. Organizational performance is multifaceted, linked to goals and objectives, and can be summed up as the capacity of an organization to make effective use of its resources and generate outputs that are pertinent to its stakeholders and compatible with its aims. According to reports, social support—which reflects the way an individual fits into a social group—is a significant predictor of quality of life in the workplace. Each worker's emotional intelligence influences their conduct, which in turn influences their performance and accomplishments at work. Improving QWL will lead to increased productivity, and increased productivity will reinforce QWL.

The foundations of sustained business growth (SBG) and organizational success are worker efficiency, job satisfaction, and quality of work life (QWL). Many researchers have shown a correlation between SBG and QWL. A workforce's dedication to SBG is ensured by positive QWL characteristics. The QWL contains multiple aspects. The most prevalent ones are: (1) job satisfaction; (2) freedom; (3) physical working atmosphere; (4) compensation; (5) career progression; (6) collegial connections; and (7) relationship with supervisors. A position in banking has long been associated with prestige, wealth, stability, and contentment in one's employment. QWL elements have a big impact on job satisfaction, which in turn inspires people to give their jobs their all. Positive working relationships with management have a significant impact on employees' job satisfaction and general well-being (Ishfaq et al. 2022).

According to K.S. Sekhara Rao (2018), India is currently battling the challenges posed by growing competition in a number of sectors. Retaining workers in such an atmosphere is critical to survival. To survive in this situation, a leadership style that promotes quality of work life (QWL) is crucial. Instead of viewing employees as "costs," the QWL method views them as an "asset" to the company. Organizations must focus on job designs and work

structure in order to satisfy the workforce of the new generation. Employee engagement and dedication to attaining company objectives may provide new challenges. The educational institution can improve QWL by using the study's findings to better understand how students feel about it. The study's main goal was to determine the extent to which work-life quality affects job satisfaction. In order to determine if job satisfaction has an impact on work-life quality and whether there are any appreciable differences in work-life quality based on factors such as gender. The outcome showed that every variable positively affects the work-life balance. This implies that improvements in employee job satisfaction will reflect in how well employees in educational institutions live and work.

Deniz Koyuncu & Gokhan Demirhan (2021), found that there was a substantial positive correlation between the quality of work life and organizational commitment, as well as between the quality of work life and organizational citizenship behavior. showed a moderate positive correlation, and the organizational commitment and organizational citizenship behavior showed a moderate positive correlation. These findings suggest that a high quality of work life may foster an environment in which educators are deeply engaged with their companies, leading to higher standards of instruction. Education serves as a foundation for other fields and plays a vital part in the economic progress and prosperity of a country. Higher education is seen as an essential component that, via intellectual contribution, advances and grows various spheres of society. In this instance, the teaching staff is thought to contribute to broadening the body of knowledge that establishes the groundwork for advancing the state and enhancing society. First and foremost, teaching professionals should have improved and flexible working conditions in order to achieve a higher grade of education. Stated differently, the goal ought to be enhancing the standard of living that employees enjoy at work in order to support their job performance and keep the level of stress in the workplace low. Concepts such as organizational citizenship, organizational commitment, and quality of work life are interconnected. If the organization offers a democratic working environment with minimal or no formal procedures, teaching staff

members who find satisfaction in their work would prefer to remain there. Institutions ought to make an effort to reduce stress levels for staff members, allow them to spend adequate time with their families, and offer sufficient resources for their professional and academic growth. If these precautions were implemented, the success and development of the organization would increase along with the staff's quality of work life, organizational commitment, and organizational citizenship behavior levels.

#### *A. Quality of Work Life in general*

The term "quality of work life" describes how well or poorly an organization's workplace environment suits its employees. In addition to a job and a competitive salary, a quality work life also encompasses good physical and mental health, teamwork, education, leisure and recreation, and a welcoming work environment. Quality of work life aims to raise employee happiness and organizational performance. Since workers are an organization's most valuable asset, it is critical to comprehend their demands and create a work environment that promotes job satisfaction and advances both the organization and its workforce. "An organization's response to employee needs involves creating systems that enable them to fully participate in making decisions that shape their work lives," is how Robbins (1989) defined quality of work life. According to Harrison, QWL is the extent to which an organization's workforce enhances its employees' material and psychological well-being (Shalini Singh, 2021).

G Nasl Saraji and H Dargahi (2006), explained that QWL is an extensive program that spans the entire department with the goals of enhancing workplace learning, assisting staff in managing change and transition, and raising employee happiness. QWL is a dynamic, multifaceted construct that presently encompasses ideas like incentive structures, participation in decision-making, training and career growth chances, and job stability. The tactics, practices, and atmosphere of the workplace that uphold and foster employee pleasure to enhance working conditions for workers and organizational efficacy for employers are referred to as quality of work life.

Shefali Srivastava and Rooma Kanpur (2014), stated that a specific collection of organizational policies or procedures is known as quality of work life. This definition typically makes the case that using democratic management techniques, enriching work environments, treating employees with respect, and providing safe working conditions all contribute to high quality work-life experiences. The phrase "work-life quality" refers to the satisfaction, motivation, engagement, and dedication employees experience in their work lives. The extent to which people can meet their significant personal requirements while working for the company is known as their quality of work-life balance. Organizations looking to improve staff. The basic goal of quality of work life is to give employees a sense of internal democracy, safety, fairness, pride, ownership, freedom, accountability, and flexibility. They make an effort to treat staff members fairly and supportively, maintain open lines of communication at all levels, provide them with opportunities to weigh in on issues that affect them, and provide them the freedom to complete their tasks with a sense of ownership and accountability.

C. Sinha (2012), explored that these days, employee satisfaction with work is essential for an organization to succeed and meet its goals. Since work plays a significant role in many people's lives, it is likely to have an impact on their social, psychological, and spiritual well-being in addition to their physical health. However, if workers are happy with their jobs and the way their company is run, and if they have a favorable perception of their Quality of Work Life (QWL), they will probably be in better health.

#### *B. Quality of Work Life and Organisational Performance in Academics*

Normala Daud et al. (2015), concluded that these days, giving lectures or teaching is not a "simple career." Many people once believed that becoming an educator was the best career choice for women, especially those who were married and had children, as it allowed them to manage work and family obligations. The task is growing more and more tough these days due to schools and universities enhancing their standing. In addition to giving lectures, academics are expected to supervise students' research, attend conferences, publish their findings, and perform other duties inside the

university. A positive work atmosphere and easily handled role conflicts will strengthen employees' loyalty to the company. Academics value constructive criticism, opportunities for personal development, and assignments that enhance their ability to contribute to society. A faculty member with strong affective and normative commitment will be more devoted to the institution if they receive strong departmental support.

According to Pooja Verma and Dipanker Sharma (2018), finding employment in the education sector today is competitive and challenging. It necessitates constant development, intense labor, frequent updates, and unwavering dedication. As a result, it can be difficult to balance one's personal and professional lives when pursuing a degree. When a worker's job is demanding, maintaining a decent QWL (Quality of Work Life)—that is, offering a satisfactory work environment together with psychological contentment—becomes challenging. A positive quality of work life (QWL) is evident in factors such as job satisfaction, dedication, hard work, involvement in the workplace, and commitment. Numerous studies and analyses of the QWL have been carried out in a variety of academic institutions, including colleges, universities, and schools. Financial reasons, promotion and appraisals, developmental concerns, a balanced personal life, the work environment, creativity, decision-making autonomy, job security, recognition and appreciation, etc. have been found to be key areas of concern in sustaining a good quality of work life.

Amauche Ehido et al. (2019), saw that academics at public colleges must demonstrate a high level of devotion due to the aforementioned obstacles in today's industry. In order to increase employees' organizational engagement and job performance, employers must thus have a thorough understanding of their quality of work life (QWL). Improving working conditions (from the employee perspective) and strengthening organizational performance and efficiency (from the organizational perspective) requires a high quality of work life (QWL) (Patil & Swadi, 2014; Rahman et al., 2017). Corporations that give their employees the quality of life they need to succeed can get higher performance and efficiency from their human resources.

## CONCLUSION

Academicians impart virtue, knowledge, and skills to their students. Teachers are regarded as the backbone of society because they inspire, encourage, and teach pupils to live successful and meaningful lives as well. So, it's critical to consider factors like instructors' overall work atmosphere, job satisfaction, and general well-being. A happy workforce will contribute to increased productivity, a positive work environment, a lower rate of employee turnover, and lower absenteeism, all of which will have favorable impact on job performance. Some influencing factors include giving employees a democratic work atmosphere, encouraging social contacts, a just and equitable compensation structure, and being accountable for administrative matters. Improved working conditions (from the standpoint of the employee) and improved organizational performance and efficiency (from the perspective of the organization) depend on a high quality of work life (QWL). QWL is crucial for the effective and seamless operation of enterprises because it fosters employee commitment and loyalty and allows for the full utilization of each person's potential.

The quality of work life and organizational performance have a strong positive association; Some of the contributing elements to these outcomes may include giving the employees a democratic work atmosphere, encouraging social contacts, a just and equitable compensation structure, and administrative responsibility. The study found a reasonably good correlation between organizational effectiveness and work life quality. As long as they have a democratic working environment with less complicated procedures, teaching staff members who enjoy their job would like to stay with the organization. Organizations should work to reduce stress among staff members, provide them ample opportunity to spend time with their families, and offer sufficient resources to support their professional and academic growth. By taking these precautions, the staff's organizational performance behavior levels and quality of work life will increase in tandem with the growth and success of the organization.

Teaching staff at educational institutions provide their knowledge, abilities, and labor to the economy

in a big way. Therefore it is very important to think that faculty members' job satisfaction will be high when the human resource policies that include well-designed QWL activities for faculty members will provide them a competitive advantage. In order to inspire their staff, educational institution promoters must take the initiative.

Certain aspects of the QWL dimensions—safety, positive workplace atmospheres, and equitable and adequate compensation—have an impact on the quality of work-life. However, compared to other QWL dimensions, it falls short. By giving university staff members the greatest incentives available, work-life quality can be raised. Reducing the complexity of the job load that university personnel have can improve their quality of life at work. In an effort to raise workers' contentment with their adequate and fair compensation. If the outcomes need to be improved, the organization should conduct a market analysis of the pay and consider changing the pay structure. Offering benefit plans to staff members increases job satisfaction. The Health & Safety Enhancing working conditions can involve encouraging measures to reduce employees' overall work hours and provide transportation options for when it's necessary.

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