

# A Study of Employment and QWL Satisfaction for Higher Secondary Teachers and Organisational Commitment

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## Abstract

The research examines the possible consequences of teachers' current QWL status in schools and their spill over effect on their involvement, satisfaction, dedication, performance and shockingly the position of schools. The findings showed that among teachers, growth and development, compensation and recognition and balance of work life followed by amicable combinations were the highest evaluation components of QWL. Organizational assistance was the most appealing element in the event of work contentment. The main reason for instructors' engagement was because of their on-going dedication to the organisation. The findings from the SEM predicted the beneficial impact of QWL, by means of job-satisfaction, on the organisational commitment and found that job satisfaction was part of the intermediary between the two. Furthermore, the age and assignment of demographic factors were shown to impact QWL entirely; while Job Satisfaction was influenced by age and just the degree that affected OC. The findings of the present research thus revealed mixed results in the event of population data. The research findings will provide important insights for the schools in identifying the major problems surrounding their workplace, in order to promote methods for dealing with the quality of their working conditions and to increase teachers' happiness and dedication to their schools. In this way, the quality of working life of faculty instructors must be taken into consideration. Although several parts of the teacher's work quality were studied, but at exceptionally rudimentary level, no thorough investigation was carried out into their work satisfaction and organisational involvement with special reference to the college teachers in India, despite the fact that it forms an important part of their social examination.

**Keywords:** *Employment, QWL Satisfaction, Higher Secondary Teachers, Organisational Commitment, Organizational assistance, organisational involvement.*

## 1. INTRODUCTION

"The employee was satisfied with a variety of requirements through assets, exercises and outcomes from an interest in the workplace," nobody was usually aware of a criteria for job quality. The motives behind the study in view of the Sirgy definition characterise quality of working life as "not exclusively employee assumptions, attitudes and assumptions about their job but also understanding, all equivalent and employee satisfaction requirements, just as their feeling of this satisfaction and conditions." The main concepts found in QWL are job stability, improved award systems, greater pay, growth opportunities, and participatory meetings. Quality of working life that represents the way the company can deal with employee problems will have a decisive impact on work behaviour. If the employee doesn't think how to solve his problems, he becomes physiological and mental emotions that everything is good about the world. The quality of a good working life creates a sense of satisfaction, so that workers may participate in companies that have been donated. Employees who inspect working quality are acceptable, thus they wish to continue to display their call because of their passionate proximity to the call (Affective Commitment). In any event, to develop the capacity to recognise the responsibility to carry out tasks (Standard Commitment), it may live the appeal since many benefits are gained throughout the call (Continuance Commitment).

## 2. WORK LIFE BALANCE

The concept of balance between work/life includes three terms, for example works, life and balance, and incorporates a genuine emphasis on the work (vocation and desire) from one viewpoint and life (well-beings, happiness, relaxation, family and the other world of events). It may imply, however, how much a person can balance the values, behaviour and time requirements of paid jobs, families and private responsibilities, with a unique balance between different people. It is a situation in which workers are fit to provide ideal time and effort for their job as well as for their lives without work. Job-life balance is usually to be achieved when a person is fully recognised and considered to live in and out of paid work. A few groups may mention flexible work-play plans, allowing both guardians and non-guardians to take advantage of work-place action programmes that balance labour and individual responsibilities. It encourages the pleasant and comprehensive integration of work, family and social life and individual life, and is the degree to which individuals are equally involved and likewise pleased with their work and family work.

In the widest sense, work-life balance may be defined as the degree of contentment, inclusion or similarity of a person among the several occupations in life. The ideal personal balance of work-life will be continuously different over the long run. For a single person now, the appropriate balance is probably different later on. As such, the ideal balance between work and life is varied since everyone has different requirements and characteristics. For the most part, the work-life balance means satisfying real and perceived individual and working obligations and in so doing, it does not imply a balance equal in the work of many who fulfil the essential needs of both themselves and others who are determined to assist.

### Need for Work life balance

The results of flawed work-life balance looked in the everyday life are:

- **Stress:** Employees should perform and constantly find out how to adapt to the specific economic circumstances. In addition, the managers are constantly pushing them to achieve the goals. Employees thus have no other choice than to sacrifice their personal area. The whole cycle stresses the workers, who are the main drivers of many problems.
- **Physical issue:** Current conditions such as hypertension, diabetes or coronary failure have been substantially satisfied in the number of workers. Women workers are the most seriously affected by the long stressful working hours and face severe gynaecological problems, such as malignant growth and foetal removals, etc.
- **Relational issues:** Because staff are spending more energy at work than at home, compañeros, guardians, young people are not now, as it's late, they're deserving.
- **Hangover:** Builds employee cooperation for longer hours in the workplace. In general, employees (intellectually), but at home, stay in their work environment. The effect of the disappointment at home is transmitted.
- **Unethical practices:** Employees often use ethical activities such as drinking, smoking, narcotics, improper relationships and so on to cope with stress. In addition, the employee may rely on unrealistic intentions to do their job at last without any restraint..
- **Disturbed families:** The workers' families are the most noticeably worst hit. The fight against the goal achievement may sometimes lead to the family being ignored. The number of families separating has dramatically increased.
- **Decreased execution:** Association workers will never be settled. The problem in the workplace is a concern, and the opposite is the case. Unconsciously, the staff are deceived and cannot best offer their voice.

- **Organization in risk:** All starts with tension and the capacity and performance of the employees at the junction is at last. The result may be that the association cannot achieve its goals or that the employee is currently not pleased with the association. The whole relationship is nonetheless at risk.

### **WLB: Men Vs. Women**

In the last 20 years, our jobs and families have changed unprecedentedly. Uncommon numbers have been entered by women and their profit compared with males have been progressively developed. At the same time, men have begun sharing the traditional work of women's families and both have increased their time with young people. Be it that the problems of adapting a career and maintaining commitments are seriously damaged even as males spend more energy with their children. Three of five males declared a few or so times a high amount of stress recognised by the work-day balance, approximately 25% higher than in the latter part of the 1970's, via a review by the Family and Work Institute. (For women, the figures are essentially identical, at about 45%) These additional variables have not been identified in our workplace methods. In real fact we behave as the most important task of males being providers and of women being home-builders and supervisors of children and elderly people. Organizations and other associations that need to learn from and have dominating skills, as well as women, need to promote methods that allow their workers to be successful at home and at work. The notion of the balance of work and life being a problem for women not only fills the picture with a crass assumption which damages the image that it's also untrue in all events. The New Male Mystique has also discovered that males have greater difficulty as family than women in another study conducted by Families and Work Institute. Men come across the experiences of women when they first joined the job in historic numbers - the effort to 'do it all to have everything.' In this way, WLB is seen by all sorts of individuals from the current occupied globe as an important problem to look after.

### **3. WORK-LIFE BALANCE AMONG HIGHER SECONDARY SCHOOL TEACHERS WITH RESPECT TO AGE AND TEACHING EXPERIENCE**

Without the need to maintain an ideal agreement among the professional urgent elements and responsibilities at home, people are probably men or women in the fast running of human life. Teachers in schools believe the emphasis on work-life conflict is on balancing various work and work tasks. Keeping an excellent congruity and balance between work and individual life is becoming a first concern for teachers and different professionals. School duties are unique, arrange and combine in extracurricular form, discovering new strategies for further learning among students etc. Teachers should be energetic, enthusiastic and tolerant to customise difficult locations. In addition, the professor should develop an innovative way to educate all pupils together to successfully integrate information, to be attentive and to participate in topics. All of these situations indicate instructors' stresses and create work-life difficulties. Horden requests may also promptly fight between work and life. Professional urgent reasons include exclusive demands. Teachers must meet learning according to their needs, and cultural demands are made despite the workplace pressures, which further affect their educational output and cause imbalances between work and life. Human existence has grown unpredictable, and the economic circumstances have changed rapidly and have altered the concept of labour from one side of the globe to the other because of the many changes in each area of life. Professors are also powerless to address problems such as maladjustment, job imbalance and stress as a part of society. A few factors have been found with individual instructors and their calling to influence teachers' behaviour substantially.

In this sense, stress and discontent at work have a strong effect on many aspects of teacher's job, family and personal life. "The imbalance of work and life caused by extra-extended working and oppressive times of workload" is documented. According to Kofodimos 'the imbalance between work and life has been shown to damage unique lifestyles and success.' This imbalance causes improper arrangement of training, timing, physical and psychological problems of well-being. This may lead to non-attention and other mental problems. Work/life balance is the most often used term in relation to working conditions, but calling also indicates overload due to work-related pressure and occupation problems these days. Many efforts were organised to take account of the different mixtures of work-life balance measures by many experts. Studies have defined a "balanced existence as satisfying meetings in all aspects of life. Time spend, energy consumption and job dedication contribute factors and are spread across each of the measures which are helpful to achieve good living. Clark later defined this as 'happiness and excellent performance at work and with a basic level of job fighting in the home.'

Four measures are used for the present study work-life balance. They are the following:

- **Work Satisfaction:**

A instructor who is satisfied with training, is fascinated and is very successful. Satisfaction at work is an essential element for any employee, especially instructors, who should be satisfied with their appointment. This word is mostly used for the assets and arrangements that may be accessed in schools. The person may be satisfied via suitable and helpful working circumstances, a sufficient reimbursement, freedom of use of gifts, motivation for the workmanship and opportunity for professional progress. These favourable circumstances are particularly helpful for the development of a better perspective for instruction and assist to improve the quality of working life. Better and more viable learning measures need the ability to live up to the quality of work, which is an excellent problem at present. I am more satisfied to show results of better quality teaching that helps students. As shown in the research, "teacher satisfaction may affect the non-admission, compensation and adequacy of the instructor."

- **Satisfaction with family/life:**

'Family and self-confidence satisfaction' is an absolute necessity to maintain an ideal and complete balance between life and work. A person who is able to allocate a decent measure of energy and calling to the two of his family can be satisfied. Work and family assets could differ from individual to individual; singular prosperity develops further when it is closely related to the family and daily environment is improved by the contribution to work. Therefore, you can accept that your individual life and career satisfaction can be fundamental to the degree of satisfaction and overall happiness. The pitch claims "Family satisfaction plays a crucial role in the work of people and can also affect the performance of employees. Better work satisfaction and usefulness at work would be the greater family satisfaction."

- **Institutional commitment:**

Commitment with an organisation provides advice on how much an employee wants to be connected with the company. Commitment is a motivator that encourages and encourages instructors to improve their performance to further increase achievement among pupils. It also helps to reduce the lack of visibility. This comfort encourages instructors to seek for ways of improving efficiency and to create a strong learning environment in which students may achieve their goals. According to Cohen, "engagement is a strong limiting force that binds every person to at least one objective." According to a review "it is an impression of connection with the institution, that is, of the capacity to live there; that the institutional characteristics and goals are taken to prepare it to exercise in the benefit of the foundation." The Business Dictionary defines authoritative commitment as "strongness, knowledge of particular expectations and dedication to an association's purpose and goals."

- **Change:**

Instruction is objective, both honestly and intellectually, has become a testing job. Teachers should be enthusiastic and energetic to fulfil school responsibilities on a daily basis as well as with individuals and families. The change refers to the adjustment cycle between confrontation and should be evaluated by working climate problems. To achieve a high standard of living, conquering problems of transition is essential. In the existing conditions, sound knowledge about teacher change measures is much needed, not only to enable a teacher to improve his/her performance, but to force a higher change and a strong student development. Changing teachers may be beneficial, and the educational framework improves. An extraordinarily transformed professor reported a high level of educational effectiveness. Estimating work-life balancing has to be focused on many factors, potentially abstract or objective, in principle, and examining different types of battles that arise between workouts which are necessary or necessary in one's normal daily lives.

### **Career Motivation versus Job Satisfaction**

There are different investigations which centre on connected problems, for example, instructor work happiness and afterward evaluating the results beneath the mark of motivation. This is understandable because the two wonders are firmly linked via the effect one has on the other. Nadler and Lawler try to explain the words 'professional motivation' and 'career satisfaction'. Motivation is by and large understood as indicating an improvement for behaviour and activity in the light of a particular setting, whereas satisfaction—and certainly dissatisfaction—is

usually read as meaning a consequence of conduct and activity in the light of a specific environment or climate. As a rule, the concept of professional motivation applies motivation theory to understanding career goals, practises and choices. Numerous experts have speculated about the substance of career motivation and the connection among career motivation, scenario characteristics, and practises. Pinder defines work motivation as 'a bunch of robust forces that begin both within just as past a person's being, to start job-related conduct and to determine its structure, direction, force, and term'. Likewise, London viewed professional motivation as a multidimensional construct that comprised three important spaces: career flexibility, career understanding, and career character. Career flexibility is the ability to adapt to changing circumstances.

#### **4. IMPROVING TEACHERS' WORK-LIFE BALANCE IN HIGHER SECONDARY SCHOOLS**

Higher secondary schools are an important part of Nigeria's style of thinking and education aims and of improving the nation in general, whether experimental, strategic, mechanical and other ways. Teachers are the key factors of educational standard and therefore an increase in the teacher's direct and state may lead to a better level of job satisfaction, resulting in a further established balance between work and life. Nwogu and Kaegon defined the balance of work-life as the arrangement for workers to reconcile actual working circumstances with their external work plan responsibilities and interests. The balance of work-life does not imply an equal work-life balance. It contains a genuine emphasis on progress between work and the family. The balance of work and life is essential for combating stress and ensuring that the two instructors and the school accomplish their goals.

There is excessive tension in the context of unequalled lives, affects use and creates a danger to the welfare of instructors. Teachers with a more advanced working-life balance are happier, better and better. The stress level will probably start at the moment when the job of the instructor and daily living are out of harmony. Maintaining the balance between work and life is not a simple task. A helpful balance of work-life may lead to stress, psychological disease, poor efficiency and high blood pressure.

The balance of work-life is a training that is concerned with enabling instructors to balance their job with their external tasks and interests. It gives them the ability, like school, to accommodate the competing situations of job and home. One way to better improve the balance of work and life for teachers is through provisions for leave. Leave is granted to teachers with the purpose of relaxation, wellness regeneration, study and a work-to-day balance. The main objective is to achieve a certain balance between work and family obligations which is unbiased and beneficial to both instructors and schools. It incorporates specific vacation plans; maternal vacation, parental leave and leave for father, annual vacations, study vacations and crisis leave. Maternity leave is explicitly gendered and is often only available to mothers (besides in a couple of situations where portion of the leave can be moved to different careers under particular conditions). Motherhood refers to the period when a woman stops working to cope with her baby. At the time of a pregnancy, a working mother is eligible for maternity leave, and school management cannot legally refuse a maternity leave, but many schools have different conditions, to the degree that the duration of a maternity break is legally taken into account by a teacher. Frans, Mortelmans and Masquillier believed that maternity leave is a measure of welfare and of government support that should guarantee the strength of the mother and the child that must be taken not long before, during and after work.

Because the qualification is so established and widely recognised the investigation of maternity leave is not frequent. Paternity leave, usually before lengthy, is only available to faders and proposes that the dad should spend energy with his friend, new children and established children. Paternity leave is a prize for working fathers, allowing them to take a short break after a child, usually related to providing support and support to the mother. In this audit, paternity leave is scarcely described as a short time after a child has been introduced and is available easily to dads. McKay and Doucet defined annual leave as the time that companies enable workers to use for what they want. Annual leave may also be seen as the exemption of leave granted to an employee on an annual basis by a company. Annual leave is an opportunity for workers to build up. This strategy should recognise the difficulties of instructors since they are unable to accommodate different workers every year. School managers may then use their tact to provide additional neglected or paid vacations.

Higher high schools gradually expand and expand their programmes for work-life advantage to help instructors with job and work-related demands. Kossek and Lambert identified work-life advantages as the explicit aid arrangements and methods provided by organisations to help teachers achieve a better working life. It also has a major role in the

instructors' degree of work-life balance. Work-benefit programmes include a range of methods to help instructors adapt the interest of work and individual life by assisting teachers to administer family responsibilities and problems. Work-life benefits initiatives may be decrypted as an indication that the school frequently thinks about teachers' prosperity in such a way as to strengthen the employee's relationship. The benefits of working life will enable instructors to work with their own commitments and interests. For three different reasons, Lambert felt the organisation of child care may be seen as a cure or positive drive: It would improve the gender balance in employment right away by reducing the weight of childcare to women; secondly, it would create educationally valuable conditions to promote the child through education; and thirdly, by giving services which comply with his business obligations, it would mitigate tensions on working guardians.

## 5. ORGANIZATIONAL COMMITMENT

In fact, the corporate commitment is defined as a viewpoint on the psychology of a member of an organisation towards the company for which it works. Organizational commitment plays a key part in determining whether a worker remains with the company for a longer time, and also has a passionate time to achieve the objective.

In the event that an organisational undertaking is established it may assist forecast employee happiness, employee dedication, leadership distribution, work performance, job instability and the like. The degree of commitment of an employee to his or her efforts is crucial to enable you to learn the management's capacity to regularly discover the devotion of your employees to their activities.

### Key benefits as well as advantages of organizational commitment

As the corporate engagement affects how long employees stay with your company, dedicated staff are really the asset of every organisation. Many of the key advantages and benefits of corporate engagement are indeed as follows:

- **High employee productivity**

Engaged employees are very efficient. You have faith, mission, vision, and the leadership objectives of the company.

These employees not only show great production levels, but also ensure their colleagues and staff do exactly the same.

- **Reduced absenteeism**

Both dedicated and motivated personnel will be considerably less absent than their colleagues. Committed staff look forward to the assignment, complete their work, support their duties and contribute to corporate goals.

- **Excellent staff players**

Because dedicated employees are heavily engaged in the organisation, and success is achieved, they work with teams well. They make a major contribution to increasing the productivity of the team.

- **Strong advocates**

Dedicated and committed employees think about their company, and thus their employer really supports positively and efficiently. They are ardent advocates and faithful of the goods, services and policies of their employers.

### Theory of organizational commitment

The Three Component Model will be a significant concept of organisational commitment (TCM). You will discover three distinct elements of corporate commitment on the basis of this specific concept:

- ✓ **Affective commitment**

This is the emotional connection to the organisation of a worker. This specific component of TCM says that an employee has a great deal of energy, therefore the danger of an employee remaining for the night with TCM is very

significant. Energy commitment also implies that a worker is not only enthusiastic but also interested in key contributions or ideas that assist the company, practical work ethics etc.

✓ **Continuance commitment**

This is the extent to which a worker thinks that it may be expensive to leave an enterprise. When a worker continues to work in his commitment level, he wants to stay in the organisation for a long time because he thinks they have to stay since he has spent a lot of power and feels linked to the organisation – an emotional and mental connection. For example, a short-term employee may develop a connection to his place of work and it may be one of the reasons why a worker does not want to leave up since he or she is emotionally investing.

✓ **Normative commitment**

In that sense, the degree to which an employee feels obliged to stay in the company, precisely as he or she thinks, is the ideal measure to do. What precisely are the elements leading to this kind of commitment? Could it be a moral duty to stay as someone else thinks about it? Or maybe they believe they were treated a bit here and they don't want to leave the organisation and search for themselves between the devil and the deep sea? This is a situation in which you believe you should stay.

## **6. ORGANIZATIONAL COMMITMENT AMONG HIGHER SECONDARY SCHOOL TEACHERS**

Organizing commitment means that a person with the task is recognised evidence. Hierarchical involvement indicates the association's more dynamic employee engagement. Staff will dedicate themselves to the Association's success. "Mental express that binds one to the association" is the most often used interpretation of the hierarchical undertaking provided by Allen and Meyer. The organisational commitment of staff may be synthesised into three points: trust and sharing of the powers of authority, efforts for an association's sake and a desire to maintain the involvement of the association.' Various creators have tried to define and portray hierarchy as natural to them. The authoritative engagement of Sheldon is a mindset or a direction in the association that connects or incorporates the nature of the individuals. In Morrow's phrases, the hierarchical engagement refers to the conduct of the association towards investment. According to Salancik, the hierarchical commitment is a situation in which a person is restricted to beliefs supporting the exercises and its participation via his or her actions. Commitment includes a thought of participation; it reflects the individual's present situation; it has an extraordinary prescient potential to give expectations of certain aspects of execution, motivation to work, uncontrolled commitment and other related findings; it recommends that the motivational elements are of differential importance. Somewhere around three variables may fairly determine the overall strength of the connection and distraction of a person in a particular context: (a) a strong trust in the recognition of goals and characteristics of the association; (b) a determination to apply the association's critical efforts and (c) a strong desire to maintain the association in partnership.

Authoritative obligation refers to the "strength and dedication to the association of a person's feelings of connection with ID." It was initially conceptualised as "the strength of the relationship and inclusion of the individual in the particular partnership, represented by a solid belief in the recognition of the aims and qualities of a partnership; consistence to apply extensive efforts in the interest of the partnership and a strong desire to remain consistent with the hierarchical involvement." Blackwell defines a hierarchical commitment to three things: a strong trust in the association and recognition of its authoritative goals, its availability for the association to use outstanding efforts and its strong desire to continue being a member of the association. The Job word Burnout is a consequence of built up and widespread workplace stress and defined by the inability of a person to work effectively at work. Burnout refers to work-related stress, which influences professionals who have constant, focused and direct interaction with people, especially when a specialised co-op is involved. It is a mental situation in which people are experiencing passionate weariness, lack of individual performance and generally depersonalise themselves from their working environment. Schaufeli and Enzmann have found that it is more important to ameliorate burnout than to individual components for the existence of hostile authoritative aspects. The burnout of employment is a response to many stresses such as job assumptions, work difficulty, job ambiguity, job stagnation, overburdened employment, boring labour, pressure on work and insufficient assets. From a dedication to a cause, a lifestyle or a relationship which fails to provide typical rewards Freudenberger and Richelson have described the burnout as a state of weakness or discontent. Following the assessment of the associated writing, the experts wanted a study into the organisational commitment and burnout of the upper high school teachers because of the stress that teachers, in particular, are facing at the higher secondary

level. When stress is postponed, professional burnout is caused. The expert thinks that this stresses secondary teachers, which leads to burnout, which has a substantial influence on their engagement. Burnout may truly influence both the instructors' professional and personal lives. The special authoritative standards of personal behaviour of upper secondary school instructors must be considered afterwards. The general purpose of this study is to investigate the conditions and logical consequences of the burnout of employment in terms of the quality of life of high-school teachers.

## 7. CONCLUSION

The conclusion is also addressed with regard to the relationship between demographics and work-life quality, job satisfaction, and organisational commitment. Age and designation of the demographic factors have been shown to have a substantial impact on QWL, while age and degree of education have impacted satisfaction at work. The findings of the present study, therefore the unveiled results for demographics, show that it is not the foundational variables that have much to do with them, but are the factors that have a stronger impact on the quality of working life, such as work life balances, salaries, recognition, independence, employment challenges, social inclusion and so on. Therefore, educational institutions are pressured to strive constantly to comprehend and retain staff, staff happiness, self-esteem, inspiration, prizes and support their employees. The Structural Equation Modeling findings, moreover, anticipated a positive impact of quality of work-life on organisational commitment and work satisfaction and, consequently, our hypothesis of the effect of quality of working-life on the organisational commitment has been supported by employment satisfaction. Part of the way the connection between work-life quality and the corporate commitment was interwoven with job satisfaction. The results of this research provided insight into the processes of intercession that explain this effect. This is also the initial research in the HRM literature to the best of the author's knowledge, which looks at the important task of affecting the QWL-Organizational Engagement connection.

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