

# AN EXPLORATORY STUDY OF QUALITY OF WORK AND SERVICES IN J&K UNIVERSITIES

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## ABSTRACT

*Quality of work life refers to the level of contentment or unhappiness with one's career. The purpose of this paper was to investigate the Five QWL variables which were examined namely 1) Adequate Income and Fair Compensation, 2) Safe and Healthy Working Conditions, 3) Rewards and Punishment, 4) Equity, Justice and Grievance and 5) Workload and job stress in the private Hospitals of Kashmir valley. Quality of Work Life is the essential concept of favourable conditions in a working environment. This study is an attempt to look into the Quality of Work Life among Workers with special reference to private Hospitals of Kashmir valley. The universe of the study includes four private Hospitals among the private hospitals of Kashmir division and sample size taken to conduct the research is 62 Doctors. For this study, the sampling technique is stratified random sampling as sample was chosen on the basis of experience, specialty and qualification of the doctors of these private hospitals of Kashmir Division. Structured questionnaire of twenty statements with alpha coefficient of 0.92 were identified from the literature to collect data from the doctors in order to assess QWL prevalent in these hospitals. Secondary data was collected from earlier research work, various published journals, magazines, websites and online articles. The results showed that employees were not happy with the variables of QWL such as Adequate Income and Fair Compensation, Safe and Healthy Working Conditions, Rewards and Punishment, and Workload and job stress provided by the management of the private Hospitals of Kashmir Division.*

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**Keywords:** *Quality of Work Life, Adequate Income, Rewards, Grievance and job stress*

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## INTRODUCTION

Quality of Life is the degree of relationship between individuals and organizational factors involved within the working surroundings. Quality of work life (QWL) is the extent to which workers convince important personal needs through their experiences in the organization. It is focusing strongly on providing a work environment conducive to satisfy individual needs. It is assumed that if employees have more positive attitudes towards the institution and its productivity increases everything else being equal, the organization should be more effective. Irrespective of professional role, good quality of work life has always shown a positive effect on the job satisfaction of employees and how they deliver to the customers and thus positive job satisfaction plays a key role in organizational effectiveness.

## QUALITY OF WORK LIFE

Globalization had led to changes with the result managing an organization has become more complex than ever before. There is a rivalry going on and stuck between corporations to create a center of attention and retain quality human resource in order to be in the lead of its contenders in a particular industry. With the result, Quality of Work Life (QWL) has appeared as one of the most significant feature of Job that guarantees a long term relationship of the employees with the employer of the organization. Quality of work life (QWL) point out to the pleasant or inhospitable environment around the job for the employees working in an institution. The age of scientific management which emphasise on area of expertise and effectiveness, has all together transformed as the demands and needs of the workers are changing with day by day. Organisations are making changes in the work environment and rebuilding jobs for betterment of the employees around the world. The Human Resource Management department has an important strategic tool which in now a day is called Quality of work

life as superior quality of work life is the need of the hour. Many terms and concepts are used to explain Quality of work life such as participative work, industrial democracy, etc But as in 1979 the American Society of Training and Development has explained QWL as a practice in the work organizations, which makes sure that within the organisation the employees should participate enthusiastically at all points and take part in changing the whole process of the company so to achieve goals that are organisations effectiveness and improving the overall working condition of the employees that is quality of work life.

According to Nadler and Lawler (1983) QWL is an approach of views about people, job and institution, its unique elements are the effectiveness of the organisation and the consequences of work on workers in the organisation. The power of decision making and taking part in organisational problems. According to the approach of Luthans (1981) explains QWL as overall climate of work. The term of QWL is the socio-technological approach to job design. However, QWL is not based on a particular theory, nor does it advocate a particular technique for application. It is concerned with overall climate of work. It has been defined as a process of joint-decision-making, collaboration and building mutual respect between management and employees. The reason is to modify the working environment at the job, so that the personal technological company interface directs to a better QWL.

It can be explained as the degree to which employees can develop their individual life during their work environment and experiences. The present time is a time of knowledge personnel and the world in which we are living has come, to be known as civilization driven by the knowledge of information in which ever case. The intellectual search has taken priority over the material labors. Several knowledge personnel work for more than normal working hours with a result of this, their personal hobbies and interest's conflict with their work. Life is a package that consists of all the threads collectively and hence the need to equilibrium work life with other associated problems. An employee must enjoy in the work place he should have fondness around and job in one's life to construct it fit for the worker. At present situation workforce don't consider in physical and material requirements. With the changing shift of the economy towards knowledge economy, the most important and strategic weapon for all the companies around the world is quality of work life. In the working environment the extent of associations between individuals and organizational factors is quality of work life. The word Quality of Work Life explains to the happiness or unhappiness of a sum of the job related environment for the employee. QWL (Quality of Work Life) plan are an extra means in which organizations be aware of their answerability to build up profession and working surroundings that are sparkling for employees as well as for economic wellbeing of the organization. Quality of work life (QWL) is the degree to which workers can accomplish important personal needs from their experiences in the corporation. It is an important aspect for providing an environment that is favourable to satisfy personnel requirements. As it is a known fact that workers with positive attitudes towards the company work harder and enjoy working in that company with the result productivity increases being everything else equal the effectiveness of organisation also increases. QWL (Quality of work life) is analyzed as that umbrella under which employees feel fully satisfied with the working environment and extend their sincere cooperation and support to the administration to improve productivity and work environment in the organization as a whole. Quality of Working Life (QWL) is a word which has the purpose for the organization and has been used to explain the larger job associated practices that employees has about their organization. Quality of work life can be explained as the quality of the relationship between employees and total working environment of the organization. Quality of work life varies from industry to industry .It is a process by which an organization responds to its workers needs and requirements and keeps the worker happy. It creates a positive environment in the organization and the employees also become positive towards there thinking and approach towards day to day activities. It is a phenomenon by which productivity increases in the organization. And also it improves standard of living of the employees in the organization by which standard of living increases within industry and as a result increases standard of living towards whole society at large.

After privatization, globalization and liberalization the environment of industries changed in India as these industries have to face competition for their survival so different tactics were made like financial, marketing human resource so to survive in the market. Every organization is facing distinctive problems, some organizations may have old technology, some may lag in economic strength and some may pause be having obsolete products, some may not have providing good working atmosphere, and some may not have job security but any of which may have an effect on the quality of work life. The fundamental point is to build up working environment which is better for the employees and also better for the overall economic well-being of the organisation. Quality of Work Life is fetching a gradually more well-liked concept in modern era. It fundamentally discussions on the subject of the methods in which an organization can make sure the holistic welfare of an employee as a substitute of just focusing on job-related aspects.

In 1972 the term Quality of Work Life was first given at a conference of international labour relations. General Motors and United Auto Workers started the programme for work reform which related to quality of work life. According to Robbins (1989) Quality of work life is a defined QWL as a practice by which an

institutions react to worker needs and contribute to giving power to employees so developing a system which gives the right in making the decisions that design their lives at work. The key concepts captured and discussed in the existing literature job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991; Scobel, 1975). Thus, QWL is defined as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities.

## COMPONENTS AND DIMENSIONS OF QUALITY OF WORK LIFE

Walton (1974) the concept of QWL had under gone various phases and many laws were enacted during in early twentieth century for the betterment and upliftment of the employers. These laws emerge to unionization movements in the early 1930's and 40's. these movements were the initial steps in the history of QWL. The most important determinant during those days were job security and economic welfare in 1950's and 60's the development of different theories were put forth by psychologist and observed that there is positive relationship between the morale of the employees and also enhance the productivity which in turn improves the human relations. In the 1970's the idea of QWL was conceived which according to Walton is broader than the early development. Walton proposed eight conceptual categories that together make up the QWL, which include the following.

- **Adequate Income and Fair Compensation:** Motivation experts believe that money is still an important motive, which makes people work on the job. However, people also want to see fairness and adequacy in their pay rewards. Equal pay for equal work and pay that is linked to responsibility, skill, performance and individual accomplishment are viewed with great importance.
- **Safe and Healthy Working Conditions.** An organization must create working conditions that are physically and psychologically safe for its workers.
- **Immediate Opportunity to Use and Develop Human Capacities.** Development of its workers involves training, skill developments, recognition, and promotion. Work assignments should be made challenging enough to expand skills, abilities,
- and knowledge
- **Opportunity for Continued Growth and Security:** There must be employment, which provides for continual growth and job & income security. Opportunities for training and advancement should be considered.
- **Social Integration in the Work Organization:** The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community interpersonal openness and the absence of stratification in the organization.

## QUALITY OF WORK LIFE WITH SPECIAL REFERENCE TO SERVICE PROVIDERS

In the early nineties the service sector industries facing much more competitions due to liberalization and globalization. The expectation of customers in the wake consumerism, high technology and marketing strategies adopted by Foreign Service providers will be on the rise, and this necessitating the service sector to excel for customer loyalty. The service providers' offers various types of services and execute them with accuracy. The service providers realize that they have to function in a market driven environment. In order to meet out the external pressures i.e. customer expectation the total involvement of employees is necessary for generation of quality products and services as described by the customers. Motivation of employees is very important to make them committed to organizational goals, viz increased market share; extending quality services to customer's etc. these opportunities are however gradually shrinking. Hence QWL and its improvement in the organization may be the only way to retain the employee motivation. QWL refers to the approving or disapproving working conditions present in the work surrounding. The designing of the jobs are made which are more and more challenges with complete tasks and has the opportunities for the workers. Frederick Herzberg came out with two different factors viz., maintenance or hygiene and other motivational factors influence motivation. The maintenance factors include company policy and administration, quality of supervision, relations with superiors and peers, pay status, job security, working conditions etc. will keep the employee in a satisfied, neutral state while their absence creates negative feelings. The other motivation factors are achievements, recognition, advancement in work, possibility of growth responsibility etc.

## **SERVICE AND SERVICE QUALITY**

As we know, services have conventionally been hard to explain. A service is a work or presentation offered by one party to another party, even though the procedure may look like a material product, the performance is fundamentally intangible and commonly the consequence does not become the ownership of any product. The process of creation and delivering of services is difficult to understand since the whole process of incoming and outgoing of services are intangible, so it is very difficult to define it in normal sense of manufacturing of product like electronics ,garments ,etc. Services provide value to the customer at specific time and place. After acquiring a service, customers compare the service with what they have estimated to what in fact they obtained. They decide how pleased they are with service delivery and outcomes, and they also make judgments about the value.

Quality as a word came into the existence for the service literature at the starting of the 1980's. This is relatively in dissimilarity to the manufacturing sector wherein quality management has an extended and affluent past. In the second half of the twentieth century, in particular as the growing global rivalry forced many manufacturing companies to build up and take up quality management practices expected at growing competitiveness by eliminating misuse, rising efficiencies, dropping costs, increasing customer satisfaction and connecting every person of the organization in doing so.

However, from 1980's the attention in service quality has enlarged extremely. One explanation why service quality is flattering a significant subject is that all the developed countries as well as a number of developing countries have turn out to be service economies. In India service sector is the biggest contributor to GDP, in front of agriculture as well as industry sector. Another explanation for the growing significance of service quality is that it verifies to be a winning competitive strategy. A large number of companies and as such more companies are adding up to give emphasis to provide outstanding service quality in order to have a unique competitive advantage over their competitors. Service is a patch up activity to fulfil some one's need in the market. Service is something, which can be experienced but cannot be touched or seen.

## **LITERATURE FROM ACROSS THE WORLD**

Since the origin of the term in early 1970's, quality of work life (QWL) has become a focus of growing concern in work organisation. It is used in the context of certain environmental and humanistic values which got neglected in the process of excessive concern for economic development, materialism during a major part of the twentieth century. Quality of work life is bringing to work place democratic life style, balanced between the need of production and the need self-fulfilment. Quality of work life is an alternative control approach and the need of employees for self-fulfilment to managing individuals at work. The quality of work life considers people as an asset rather than cost, it believes that people perform better when they are allowed to participate in managing their work and making decision. This approach motivates people by satisfying not only their economic needs but also their psychological needs.

The American Society of training and Development established a task force on the quality of work life in 1979. This task force defined quality of work life as a process of work organisation which enables its members at all levels to actively participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organisations and improving of quality life at work for employees. A more specific definition by Cohen and Rosenthal (1983) describes it is an internationally designed effort to bring about increased labour management co-operation to jointly solve the problems of organisations performance and employees satisfaction.

From the above definitions it clearly emerges that worker involvement, total or partial in the affairs of the enterprise is essential ingredient of quality of work life. Also quality of work life leads to organisational and individual goal congruence. Quality of work life is relatively a new concept. It refers to the favorableness or unfavorableness of job environment for people (Davis and Newstrom, J.W.1985). It is a generic phase that covers persons' feelings about every dimension of work including economic rewards and benefits, security, working conditions organisational and interpersonal relationship and its intrinsic meaning in a person's life. The basic purpose of QWL is to develop work environments that are excellent for people as well as for production. It aims at "healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organisation" (Suttle, 1977).since people and environment have changed, increased attention needs to be given to improving the QWL. QWL is important for job performance, job satisfaction, labour turnover, labour

management relations and such other factors which play an important part in determining the overall well-being of any industrial organisation.

Robert H. Guest (1979), a noted behavioral scientist talk about feelings of an employee about his work while defining quality of work life. He further points out the effect of QWL on person's life. According to him, QWL is a generic phrase that covers a person's feelings about every dimensions of work, including economic rewards and benefits, security, working conditions organisational and interpersonal relationship and its intrinsic meaning in a person's life," and "it is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives."

Quality of service has been studied within the discipline of business management for years, because the market is increasingly competitive and marketing management has transferred its focus from internal performance (such as production) to external interests like customer satisfaction and customers' perceptions of service quality (Gronroos, 1992). However, the concept of service quality has only recently over last two decades have gained attention from sport and recreation providers and those who study them (Yong, 2000).

Parshotam (2005), examined the quality of work life and career change among online technical advisors. The study was exploratory in nature and was investigated through the qualitative method of interview. The author concluded that all the technical advisors who were interviewed found great satisfaction in making the change in career and this satisfaction spilled over into their personal lives, be it with their family or their personal demeanor.

Koonmee, et.al (2010), investigated the association between institutionalization of ethics, quality of work life, and employee job-related outcomes in the Thai work place. The data were collected by means of questionnaires mailed to human resource managers of 514 Thai companies listed on the Stock Exchange of Thailand. The findings of this research are generally consistent with those from previous studies on institutionalization of ethics that implicit institutionalization of ethics is shown to positively related to quality of work life and different job-related outcomes.

Moloi (2007), conducted a research to test the Job Characteristics Model (JCM) developed by Hackman and Oldham towards enhancing quality of work life. He selected 15 secondary schools with 12 educators, examined the level of the five core job dimensions (skill variety, task identity, task significance, autonomy and feedback) also to establish the level of the three critical psychological states (experienced meaningfulness of the work, experienced responsibility for outcomes of the work and knowledge of the actual results of the work activities), as well as the personal and work outcomes (only motivation and work performance), all these in relation to race and gender. He found that the core job dimensions of educators' job be improved especially with regard to autonomy and feedback, which they should know whether it is negative or positive. Katz, Kochan, and Weber (1985), accomplished a research to assess the relationships among characteristics of industrial relations systems, efforts to improve the quality of working life, and selected measures of organizational effectiveness. He has done this study in 25 manufacturing plants belonging to one company. The empirical results proved (1) strong evidence of an association between measures of the performance of industrial relations systems and economic performance, and (2) evidence that efforts to improve quality of working life have little impact on economic performance.

Ayesha T. (2012) estimated the quality of work life of the faculty members of private universities in Bangladesh with the purpose to investigate the factors affecting the overall perception of QWL.

## **LITERATURE FROM STATE JAMMU AND KASHMIR**

Gani and Reyaz (1995), conducted study on QWL in central public sector undertaking located in J&K. It examines at empirical level various components and correlates of QWL, deriving their basis from theoretical expositions and empirical studies. These are combined in four categories, namely working Environment factors, relational factors, job factors, and financial factors. The study unfolds a grim story of the economic living conditions of workers. The results draw attention to the fact that adequate financial returns from the job, besides desire for job security, better working conditions and advancement opportunities continue to be the major consideration in employees working living. In spite of over two decades of research in the area, we have very little reliable information at the grass root level to serve as a basis of generalisation of what QWL means in Indian context and what its implications for action are. The present study conducted in a large central public

sector undertaking located in Jammu and Kashmir examines at empirical level various components and correlates of QWL, deriving their basis from theoretical expositions and empirical studies. These are combined in four categories: Working Environment Factors, Relational Factors, Job Factors, and Financial Factors. The study unfolds a grim story of the economic and living conditions of workers. The results draw attention to the fact that adequate financial returns from the job, besides desire for job security, better working conditions and advancement opportunities continue to be the major consideration in employees' working lives.

Muzafar et al. (2014) reward system helps generate work motivation among employees. Performance based pay is one of the reward system innovations in which individuals are compensated based on their work output. Furthermore, organizations are required to reward their employees equitably, fairly and consistently in accordance with their value to the enterprise. However, positive motivation technique encourages employees to produce more and quality work.

P. Arora et al. (2013) popularly believed that teaching is a stress-free vocation may not be true in real sense, teaching actually can be demanding, creating stressful conditions for the teachers. The impact may differ between the male and female teachers. The present study was designed to examine the experience of work life of male and female teachers of Jammu province. Results showed that Female teacher's reflected greater occupational stress, poor quality of life and poor social adjustment compared to male teachers.

M.N.Z Qureshi and J A Bhat (2015) Insurance services in India are passing through a sea change, opening up of the industry has placed numerous severe threats and challenges to Life Insurance Corporation of India (LIC), the only public sector life insurance service provider in the country. For success and survival in today's competitive environment, delivering quality service is of paramount importance for any economic enterprise. Therefore, service quality has become a highly influential coefficient in the aggressive competitive marketing. Life Insurance Corporation of India, the leading insurance company has set up 'benchmarks' in enervating the whole concept of service quality. The present study aims to measure customers' expectations and perceptions towards service quality of LIC in Srinagar district of Jammu and Kashmir by applying a framework adopted from earlier studies. The findings of the study indicate that there is a service quality shortfall i.e. perceptions are lower than expectations in all the six service quality dimensions of the study with Personalized financial planning followed by Competence and Assurance being more concerned dimensions.

According to J Bhasin et al. (2012) which studying Higher Education Institutions influence knowledge to encourage innovation, developing client service and help in accomplishing excellence. Regarding this necessary and strategic role of quality in Higher Education organizations, Human resource interference in academic institution's service quality becomes significant. The administrative executives and private executive, along with the teaching officers of the higher education organisation should pay concentration in developing their organisations in the light of various dimensions of students' quality perception of the services they are provided by the service providers. Analysis of the collected data has been done by using perceptual mapping for the responses and applying Chi-square test to determine the dependence of attributes. This study outlines administrative solutions to the problems and analyzes the dynamics of change by proposing a strategic HR intervention for achieving quality standards in Higher Educational Institutions.

## **NEED OF THE STUDY**

From the literature above it can be concluded that despite attempts have been made to study service quality and quality of work life (QWL) in business organization, in higher education/universities independently but there are fewer studies wherein an attempt has been made for the analysis and management of Service Quality (SQ) and Quality of Work life (QWL) in Universities in particular. Moreover, very little studies have been undertaken to study the relationship between the Quality of work life and SQ in the education segment of Jammu and Kashmir. Jammu and Kashmir is the northernmost state of India. It is situated mostly in the Himalayan Mountains.

The University-level education is provided by University of Jammu, University of Kashmir, Sher-e-Kashmir University of Agricultural Sciences and Technology of Jammu, Sher-e-Kashmir University of Agricultural Sciences and Technology of Kashmir, Shri Mata Vaishno Devi University, Islamic University of Science & Technology, Baba Ghulam Shah Badshah University, Central University of Kashmir and Central University of Jammu. Education sector is a significant and most important factor of prosperity of the country and is the most important indicator of socio-economic development. The National Education Policy of 1986, of Government of India has observed that "In sum, education is a unique investment in present and the future. According to UNESCO, higher education is no longer referred as an opulence in-fact it has become an essential tool for

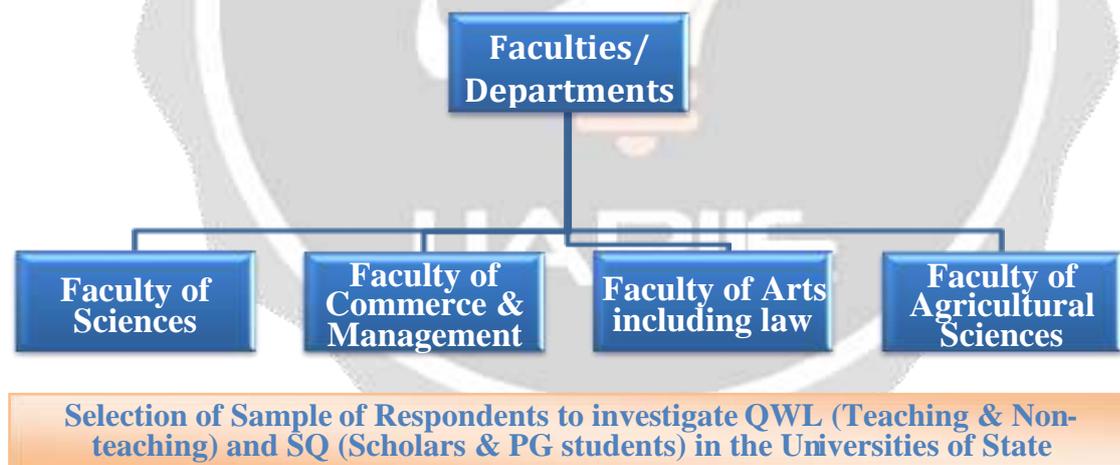
national, social and economic development. According to Education for All (EFA) as many societies strive to universalize basic education, they face the momentous challenge of providing conditions where genuine learning can take place for each and every learner. Quality must be seen in light of how societies define the purpose of education. (E.F.A., Global Monitoring Report, 2005).

Further, the services sector has been growing at a rate of more than 8% per annum in recent years with education sector contributing to it significantly and thus more than half of our GDP is accounted from the services sector. In services, service provider is in direct contact with the end user, likewise in higher education system while offering services the employees require to deal with students (customer) in groups. It is therefore imperative for the employees (teaching and non-teaching staff) of Universities to be provided with superior working environment that refers to QWL so that they deliver superior quality to the students (customers) which refers to SQ. As reflected not many studies have been carried out in Universities of J&K to examine QWL and SQ. In order to bridge the gap the present study is taken up in major Universities of the state in an attempt to analysis the perceptual response of the students and faculty (teaching and non-teaching staff) so to examine service quality (SQ) and quality of work life (QWL) respectively.

### SAMPLE FRAME

With a view to achieve objectives and test the hypotheses laid, the data has been collected through both primary and secondary sources. Primary data has been collected through a structured questionnaire administered to teaching, non-teaching staff and students from different Universities in Jammu and Kashmir.

The sample of respondents has been categorized on the basis of the faculty to which the students and employees belong as reflected in the Figure 3.1. The teaching staff and students has been divided into Faculty of Commerce & Management, Faculty of Sciences and Faculty of Arts which will also include law ,also as per requirement and demand the faculties will be chosen for example in case of Sher-e-Kashmir University of Agricultural Sciences and Technology only faculty of Agricultural Sciences will be taken in the sample. Further, in case of non-teaching staff only gazetted officers will be taken as per the deemed requirement of the sample.



**Figure 3.1. Selection of Sample of Respondent**

The result of the investigation has been based on the procedures developed from the past investigator done on the subject. Prior to the analysis of the data, the past researches done on the subject has been studied carefully so as to pursue a standard pattern of analysis. The statistical tools to measure QWL and SQ among respondents has included ranking, mean, Anova, standard deviation, correlation, etc.

### FUTURE STUDY

The study comprised of doctors from only four private hospitals of Kashmir province. The study should have been more extensive (we should have studies more hospitals of the state). The aspects left could be worth exploring in the future researches.

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