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Quality of work life and employee engagement of school teachers of Assam

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Abstract---Quality of Work Life and Employee Engagement are important aspects in an organisation. These two aspects to a large extent determine the efficiency and involvement of the employees in an organisation which in turn affects an organisation's effectiveness. In recent times a lot of initiatives are also undertaken by organisations in order to enhance quality of work life and employee engagement amongst their employees for better functioning of organisations. Despite this, there is a dearth of research work in the said area specially among school teachers of Assam. Therefore, this paper aims at studying the relation between quality of work life and employee engagement of the secondary school teachers teaching in private and state government schools of Assam. A sample of 40 private and 40 state government school teachers (N=80) have been taken for the study. Quantitative analysis has been done in order to analyse the data obtained for the study.

Keywords---employee engagement, quality of work life, organisation, school teachers.

Introduction

Quality of Work Life (QWL) is an important aspect of an organisation. Quality of work life refers to how one feels about one's job. It is the overall working conditions that prevails in the workplace including economic rewards and benefits, security, growth, freedom at work, interpersonal relationships and organisational relationships. It is the employees' performance that determine the success of an organisation. Therefore, it is essential on the part of an organisation to make sure that its employees are satisfied with their work, working conditions,

pay, incentives, career growth and freedom in order to obtain high performance from them.

Robbins (1989) defined quality of work life (QWL) as, "A process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". Luthans (1973) defined quality of work life (QWL) as, "Quality of work life is more concerned with overall climate of work. It is a concern about the impact of work on people as organizational effectiveness and an idea of participation in organizational problem solving and decision making". Different factors at the work place may influence the QWL of employees like job design, nature of the job, level of freedom or autonomy, work environment, level of safety, job security, health and safety protection from disease and injury both within and outside the work spot, healthy and safe working conditions, occupational stress, wages and rewards, work life balance, job stratification etc.

Quality of work life is very important for the betterment of the employees and the efficiency of the organisation at large. Thus improving the quality of work life is very necessary and should be a priority of an organisation. Quality of work life determines an employee's performance and commitment towards work (Nayak, T.; Sahoo, C.K., 2015). Therefore, quality of work life is also important for employee engagement. Employee engagement is very crucial for an organisation. It determines the overall functioning and effectiveness of the organisation at large. It is the employees that are the heart and soul of an organisation. Thus, engagement of an employee towards his/her work is very important for the better functioning of the organisation and maximum output. Employee engagement is crucial because organizations are becoming more demanding from their workers than ever before (Sahoo & Mishra, 2012).

Hewitt (2005) defines engagement in very specific behavioural terms- as the state of emotional and intellectual involvement that motivates employees to do their best work. According to him, the employees are engaged when they i) Say - speak positively about the organization to co-workers, potential employees and customers ii) Stay - have an intense desire to be a member of the organization and iii) Strive - exert extra effort and are dedicated to doing the very best job possible to contribute to the organization's business success.

Therefore, quality of work life and employee engagement of a particular organisation is very important and play a significant role in an organisation's effectiveness and efficiency. There exists a relationship between quality of work life and employee engagement in an organisation. The employees' quality of work life and employee engagement of the employees are related. Engagement of the employees towards work is very important for better performance and maximum output of the employees. Employees with better quality of work life will result in positive perceptions and appraisals which in turn will help in developing commitment and engagement towards work among the employees. This in turn will enable to have employees regard their job positively and be engaged and committed. Such an organisation will be having employees with a better sense of work commitment and will be engaged in their work with full dedication and sincerity. An organisation that provide good quality of work life like good working

conditions, job security, rewards and incentives will have better motivated employees who in turn will have better commitment towards work and high level of work engagement.

Purpose Of The Study

The purpose of this research was to the study of quality of work life and employee engagement amongst the private school teachers and state government school teachers teaching at the secondary level in schools of Assam and analyse whether there exists a relationship between quality of work life and employee engagement amongst the teachers.

Objective

To find out the relationship between quality of work life and employee engagement amongst the teachers of private and state government schools of Assam.

Review Of Literature

The review of literature indicates the research done in the area of quality of work life and employee engagement by various researchers at different points of time. Baba and Jamal (1991) found and have listed the typical indicators of quality of work life, which include job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

Jain (1991) did a research study on different hierarchical levels in a private industry in order to identify the potential dimensions of Quality of Work Life and study its effects. It was found that there existed differences in terms of different hierarchical levels and higher was the level better was the perception of work life. Rossmiller (1992) conducted a study on quality of work life of secondary school teachers and principals. The results indicated that principals positively influenced the teachers, teacher participation in decisions, professional collaboration and interaction, use of skills and knowledge and the teaching learning environment. Saad et al. (2008) conducted a study in Tiruchirappalli city colleges and found that there is a significant association between quality of work life of teachers and working environment of teachers.

Islam, M.Z., and Siengthai, S. (2009) in their study studied quality of work life and organizational performance. The study was done on a sample of 216 and was exploratory in nature. It was found that the quality of work life although was positively related to organizational performance but it is not significant as hypothesized. Harter et al. (2002) stated that engagement is achievement of important business results and the engaged employees feels as if they have their own personal stake in the organization due to which they may perform exceptionally better and may exceed all the expectations of their superiors. Engaged workers are highly motivated and the senior or administration do not require to put in much pressure or energy to get work done from them. Engaged employees derive motivation from their own work and challenges at work and perform their work well.

Bharati and Kumar (2011) stated that below average QWL of teachers has an impact on teaching and research work and these are the basis for the progress of any society. Knight, R. (2011) conducted a study on employee engagement at Topaz South Dublin administration stations.. He studied the factors and results of engagement at work and found that engaged workforce is much more beneficial to a firm in comparison to a non- engaged workforce. They have a positive energy and bring that to work and make the working environment more friendly and workable. Babu, R. S. (2013) conducted a study on the different components of employee engagement in the private banks of Chennai with reference to ICICI bank. The study was conducted on 100 respondents. The results indicated that better the engagement levels of bankers, better was their performance and more satisfied were their customers.

Mishra, D. et al. (2013) in their study examined the different elements impacting the engagement among the banks in Kutch area of Gujarat. The sample consisted of employees of two public banks and two private banks. The different trends of employee engagement were examined and the respondents affirmed the significance of employee engagement. They also stated that employee engagement is an important area of Human Resource Management of an organisation and employees who are engaged in an organisation add to the betterment of the organisation and provide profits too. Vishwakarma et al. (2013) stated that factors such as salary and wages biasness between same qualified employees, low advancement opportunity for growth, salary and job security issues, bad relationship with administration and academicians, dissatisfaction regarding leave flexibility etc. are responsible for low QWL in employees of an organisation.

Research Methodology

The sample for this research comprises of teachers working in the private schools and the state government schools in Assam. The total sample size is 80 i.e. 40 teachers from private schools and 40 teachers from state government schools. The simple random sampling technique is used to select the sample under study. The personal information schedule along with The Quality of Work Life Scale by Santosh Dhar, Upinder Dhar, Rishu Roy (2005) and The Employee Engagement Scale by Santosh Dhar and Upinder Dhar (2017) was used.

Data Analysis

Pearson Product Moment Correlation was also calculated from the data obtained.

Results And Discussion

The objective of the study is to find out the relationship between quality of work life and employee engagement amongst the teachers of private and state government schools of Assam.

Table 1: Correlation Between Quality of Work Life & Employee Engagement
(Govt. & Pvt. Schools)

	Total_QOL	Pro Activity	Work Life Balance	Human Relations	Learning Organisation
Total_empl_engmnt	.769**	.770**	.741**	.737**	.735**
Positive Attitude	.744**	.745**	.706**	.731**	.719**
Organisation Commitment	.655**	.665**	.641**	.586**	.614**
Enthusiasm	.587**	.586**	.571**	.552**	.560**
Motivation	.522**	.520**	.503**	.473**	.536**
Job Involvement	.693**	.698**	.666**	.652**	.664**
Concern for Organisational Success	.726**	.726**	.707**	.699**	.677**
Job Satisfaction	.638**	.627**	.629**	.633**	.589**

*Significant at 5% level, **Significant at 1% level

In the above table 1, the correlation between Quality of Work Life and its sub-dimensions with Employee Engagement and its sub-dimensions (both govt and pvt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Quality of Work Life and Total Employee Engagement is $r = .769$ which depicts that the relationship is positively correlated and is significant at 1% level. Taking both the private and government schools the finding indicate that better the quality of work life of teachers higher is the engagement of employees and vice-versa. Therefore, it is important that good working conditions should prevail in order to have good employee engagement in an organisation.

Similarly, the correlation between Total Quality of Work Life and other sub-dimensions of Employee Engagement like Positive Attitude is $r = .744$, Organisational Commitment is $r = .655$, Enthusiasm is $r = .587$, Motivation is $r = .522$, Job Involvement is $r = .693$, Concern for Organisational Success is $r = .726$ and Job Satisfaction is $r = .638$ which show that the variables are positively correlated and significant at 1% level. With good quality of work-life, teachers are more committed, motivated, enthusiastic and involved in their work. Moreover, they develop a positive attitude towards their work and strive for success of the organisation as whole and also develop a sense of satisfaction from their job.

It has been found that the correlation between the first sub-dimension of Quality of Work Life i.e. Pro Activity with Total Employee Engagement is $r = .770$ and with its sub-dimensions viz. Positive Attitude is $r = .745$, Organisational Commitment is $r = .665$, Enthusiasm is $r = .586$, Motivation is $r = .520$, Job Involvement is $r = .698$, Concern for Organisational Success is $r = .726$ and Job Satisfaction is $r = .627$ which show a significant positive correlation between the variables at 1% level of significance. The correlation between the second sub-dimension of Quality of Work Life i.e. Work Life Balance with Total Employee Engagement is $r = .741$ and its sub-dimensions viz. Positive Attitude is $r = .706$, Organisational

Commitment is $r = .641$, Enthusiasm is $r = .571$, Motivation is $r = .503$, Job Involvement is $r = .666$, Concern for Organisational Success is $r = .708$ and Job Satisfaction is $r = .629$ which indicate a significant positive correlation between the variables at 1% level of significance. The correlation between the third sub-dimension of Quality of Work Life i.e. Human Relations with Total Employee Engagement is $r = .737$ and its sub-dimensions viz. Positive Attitude is $r = .731$, Organisational Commitment is $r = .586$, Enthusiasm is $r = .552$, Motivation is $r = .473$, Job Involvement is $r = .652$, Concern for Organisational Success is $r = .699$ and Job Satisfaction is $r = .633$ which show a significant positive correlation between the variables at 1% level of significance. The correlation between fourth sub-dimension of Quality of Work Life i.e. Learning Organisation with Total Employee Engagement is $r = .735$ and its sub-dimensions viz. Positive Attitude is $r = .719$, Organisational Commitment is $r = .614$, Enthusiasm is $r = .560$, Motivation is $r = .536$, Job Involvement is $r = .664$, Concern for Organisational Success is $r = .677$ and Job Satisfaction is $r = .589$ which indicate a significant positive correlation between the variables at 1% level of significance.

From the findings of this research it is evident that school teachers who are proactive, have good work-life balance and human relations are found to be more engaged in their work and are very much enthusiastic, motivated and involved in their job. In addition, they have a positive attitude towards their work and are satisfied and are always motivated and strive for organisational success. Such qualities in a teacher are essential and instrumental in making the school a better place of learning for the students. Harter (2002) found in his study that engaged workers are highly motivated and the senior or administration do not require to put in much pressure or energy to get work done from them. Engaged employees derive motivation from their own work and challenges at work and perform their work well.

Table 2: Correlation Between Quality of Work Life & Employee Engagement (Govt. Schools)

	Total_QOL	Pro Activity	Work Life Balance	Human Relations	Learning Organisation
Total_empl_engmnt	.760**	.754**	.739**	.733**	.715**
Positive Attitude	.750**	.745**	.714**	.736**	.728**
Organisation Commitment	.742**	.738**	.741**	.676**	.680**
Enthusiasm	.420**	.417**	.421**	.415**	.345*
Motivation	.337*	.369*	.287	.271	.355*
Job Involvement	.722**	.718**	.707**	.693**	.667**
Concern for Organisational Success	.737**	.718**	.730**	.719**	.693**
Job Satisfaction	.595**	.579**	.600**	.583**	.532**

*Significant at 5% level, **Significant at 1% level

In the above table 2, the correlation between Quality of Work Life and its sub-dimensions with Employee Engagement and its sub-dimensions (govt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Quality of Work Life and Total Employee Engagement is $r = .760$ which depicts that the relationship is positively correlated and is significant at 1% level which means that better the quality of work life higher is the level of engagement of teachers in the government schools of Assam and vice-versa.

Similarly, the correlation between Total Quality of Work Life and other sub-dimensions of Employee Engagement like Positive Attitude is $r = .750$, Organisational Commitment is $r = .742$, Enthusiasm is $r = .420$, Motivation is $r = .337$, Job Involvement is $r = .722$, Concern for Organisational Success is $r = .737$ and Job Satisfaction is $r = .595$ which show that the variables are positively correlated and significant at 1% level. Better the quality of work life among government school teachers, higher is the level of commitment, enthusiasm, motivation, involvement and satisfaction among the government school teachers and vice-versa. Such teachers also develop positive attitude towards their job and are concerned for the organisation's success which is indeed essential for the growth of an organisation as a whole.

It has been found that the correlation between the first sub-dimension of Quality of Work Life i.e. Pro Activity with Motivation is $r = .520$ which is a positive correlation significant at 5% level. Teachers who are pro-active have a very strong motivation towards their work and are very much apt and do better in their job. Correlation between Pro Activity and Total Employee Engagement is $r = .754$ and with its sub-dimensions were found viz. Positive Attitude is $r = .745$, Organisational Commitment is $r = .738$, Enthusiasm is $r = .417$, Job Involvement is $r = .718$, Concern for Organisational Success is $r = .718$ and Job Satisfaction is $r = .579$ show a significant positive correlation between the variables at 1% level of significance. The correlation between the second sub-dimension of Quality of Work Life i.e. Work Life Balance with Total Employee Engagement is $r = .739$ and its dimensions viz. Positive Attitude is $r = .714$, Organisational Commitment is $r = .741$, Enthusiasm is $r = .421$, Job Involvement is $r = .693$, Concern for Organisational Success is $r = .719$ and Job Satisfaction is $r = .583$ which indicate a significant positive correlation between the variables at 1% level of significance. The correlation between work life balance and motivation is found to be insignificant. The correlation between the third sub-dimension of Quality of Work Life i.e. Human Relations with Total Employee Engagement is $r = .733$ and its sub-dimensions viz. Positive Attitude is $r = .736$, Organisational Commitment is $r = .676$, Enthusiasm is $r = .415$, Job Involvement is $r = .693$, Concern for Organisational Success is $r = .719$ and Job Satisfaction is $r = .583$ which show a significant positive correlation between the variables at 1% level of significance. The correlation between human relations and motivation is found to be insignificant. Government school teachers who are found to be pro-active and have good work-life balance are very much enthusiastic, committed and involved in their job and also derive satisfaction from the same. They indeed have a positive attitude towards their work and also strive for organisational success. However, such teachers show an insignificant level of motivation.

The correlation between fourth sub-dimension of Quality of Work Life i.e. Learning Organisation with Enthusiasm is $r = .345$ and Motivation is $r = .355$ is found to be positively correlated at 5% level. The correlation between Learning Organisation and Total Employee Engagement is $r = .715$ and its sub-dimensions viz. Positive Attitude is $r = .728$, Organisational Commitment is $r = .680$, Job Involvement is $r = .667$, Concern for Organisational Success is $r = .693$ and Job Satisfaction is $r = .532$ which indicate a significant positive correlation between the variables at 1% level of significance which indicates that higher the learning organisation in government teachers better the other dimensions and vice-versa.

Table 3: Correlation Between Quality of Work Life & Employee Engagement (Pvt. Schools)

	Total_QOL	Pro Activity	Work Life Balance	Human Relations	Learning Organisation
Total_empl_engmnt	.419**	.447**	.322*	.392*	.394*
Positive Attitude	.498**	.520**	.384*	.500**	.456**
Organisation Commitment	.743**	.732**	.743**	.673**	.681**
Enthusiasm	.391*	.406**	.321*	.281	.453**
Motivation	.425**	.346*	.472**	.372*	.413**
Job Involvement	.102	.145	.013	.078	.170
Concern for Organisational Success	.272	.340*	.185	.257	.150
Job Satisfasfaction	.477**	.469**	.414**	.487**	.404**

*Significant at 5% level, **Significant at 1% level

In the above table 3, the correlation between Quality of Work Life and its sub-dimensions with Employee Engagement and its sub-dimensions (pvt schools) has been calculated to find the relationship between the two variables. It has been found that the value of Pearson r of Total Quality of Work Life and Total Employee Engagement is $r = .419$ which depicts that the relationship is positively correlated and is significant at 1% level which indicates that better the quality of work life higher is the employee engagement and vice-versa.

Similarly, the correlation between Total Quality of Work Life with one of the sub-dimension of Employee Engagement i.e. Enthusiasm is $r = .391$ which show a positive correlation at 5% level. Total Quality of Work Life with the other sub-dimensions of Employee Engagement like Positive Attitude is $r = .498$, Organisational Commitment is $r = .743$, Motivation is $r = .425$ and Job Satisfaction is $r = .477$ which show that the variables are positively correlated and are significant at 1% level. However, the correlation of total quality of work life with job involvement and concern for organisational success is not found to be significant.

It has been found that the correlation between the first sub-dimension of Quality of Work Life i.e. Pro Activity with two sub-dimensions of Employee Engagement

viz. Motivation is $r = .346$ and Concern for Organisational Success is $r = .340$ which indicate a positive correlation significant at 5% level. Correlation between Pro Activity and Total Employee Engagement is $r = .447$ and with its sub-dimensions viz. Positive Attitude is $r = .520$, Organisational Commitment is $r = .732$, Enthusiasm is $r = .406$ and Job Satisfaction is $r = .469$ show a significant positive correlation between the variables at 1% level of significance. The correlation between pro activity and job involvement has been found to be insignificant. Private school teachers who are proactive in their work are also very motivated and concerned for the organisational success as a whole. Moreover, such teachers are very much engaged in their work with a positive attitude towards work, committed and at the same time enthusiastic and satisfied with their job.

The correlation between the second sub-dimension of Quality of Work Life i.e. Work Life Balance with Total Employee Engagement is $r = .322$ and its dimensions viz. Positive Attitude is $r = .384$ and Enthusiasm is $r = .321$ which indicate a significant positive correlation between the variables at 5% level of significance. The correlation between Work Life Balance and Organisational Commitment is $r = .743$, Motivation is $r = .472$ and Job Satisfaction is $r = .414$ which indicate a positive significant correlation at 1% level. The correlation of work life balance with job involvement and concern for organisational success is found to be insignificant. The correlation between the third sub-dimension of Quality of Work Life i.e. Human Relations with Total Employee Engagement is $r = .392$ and its sub-dimension Motivation is $r = .372$ which show a positive correlation between the variables at 5% level of significance. The correlation between Human Relations with the other sub-dimensions of Employee Engagement like Positive Attitude is $r = .500$, Organisational Commitment is $r = .673$ and Job Satisfaction is $r = .487$ which show a significant positive correlation between the variables at 1% level of significance. The correlation of human relations with enthusiasm, job involvement and concern for organisational success is found to be insignificant. The correlation between fourth sub-dimension of Quality of Work Life i.e. Learning Organisation with Total Employee Engagement is $r = .394$ which is positively correlated and significant at 5% level. The correlation between Learning Organisation with the other sub-dimensions of Employee Engagement like Positive Attitude is $r = .456$, Organisational Commitment is $r = .681$, Enthusiasm is $r = .453$, Motivation is $r = .413$ and Job Satisfaction is $r = .404$ which is found to be positively correlated at 1% level of significance. The correlation between learning organisation and job involvement and concern for organisational success is found to be not significant. Teachers of private schools who maintain good work-life balance, human relations and with good learning organisation are found to be enthusiastic, motivated and committed towards their work. As a result such teachers develop a positive attitude towards their work and also derive satisfaction from their work. Babu, R. S. (2013) conducted a study on the different components of employee engagement in the private banks of Chennai with reference to ICICI bank found that better the engagement levels of bankers, better was their performance and more satisfied were their customers.

Conclusion

Quality of work life and employee engagement are important aspects of an organisation necessary for an organisation's better functioning and effectiveness. This particular paper aims at studying the relationship between quality of work life and employee engagement of private and state government school teachers of Assam. It has been observed after analysing the data obtained that a significant positive correlation exists between the overall quality of work life and employee engagement of government and private schools of Assam. Therefore, it can be concluded that higher the quality of work better will be the level of employee engagement of the teachers and vice-versa.

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