

Determinants of Quality of Work Life and Job Satisfaction in Private Degree Colleges

Narasimha Raju K

Assistant Professor, Department of Commerce and Management Studies, Government First Grade College, Srinivaspur Taluk, Karnataka, India

Abstract: *Unless the teachers are happy with their current job, they might not be able to demonstrate their commitment in delivering the contents efficiently and there may not be complete utilization of the skills of teachers. Quality of Work - Life leads to create motivation, loyalty and flexibility in the workforce. All these factors are crucial for competitiveness of the organizations and also Quality of Work - life leads to reduce absenteeism, turnover rate and increase their Job Satisfaction. Job satisfaction is one of the significant factors that impact relationship between teachers and students. The main objective of the study is to examine the factors affecting quality of work life and job satisfaction among academic staff of private degree colleges in Karnataka. Descriptive research methodology was used to find out the results for the hypothesis set. Structured questionnaire and interview method was used to collect the data. Sample frame consisted of all the management teachers teaching in 86 private higher educational institutions in Karnataka offering management degree. The sample size consisted of 264 lecturers. The analysis is carried out by SPSS software. The main results revealed that, Employees expected QWL and factors relating to organisational commitment in creating quality of work - life in a private degree colleges have significant relationship with job satisfaction. Regression equation tool was applied for the analysis to find the relationship between the variables selected.*

Keywords: Higher Education, Work - Life, Institutions, Job Satisfaction, Private

1. Introduction

Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, tourism, service sector, manufacturing, banking sector and other (Samikon SA, Dagogo B. H.2022). These days, for an organization to be successful and achieve its organizational objectives, it is imperative that its employees are satisfied with their work, since work occupies an important place in many people's lives, such conditions are likely to affect not only their physical but also a high level of social, psychological, and spiritual well - being (Boone D. K 2019). Quality of Work Life (QWL) as a process by which an organization respond to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. QWL affect employee's work responses in terms of organizational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organizational turnover and personal alienation (Bassam Al - Daibat.2018). Higher education is the key to a country's prosperity, as it increases the country's economic potential and leads to its development. It is the job of educational personnel to effectively and efficiently understand and transform the energy and knowledge of students. Higher education institution faculty members act as nation builders and career reformers by imparting knowledge and skills to the young generation which is ultimately responsible for the sustainable development of a country like India. For an educational system to be successful, highly reputed and quality teaching staffs is required. When teachers are satisfied, motivated and committed, they carry out their tasks and responsibilities effectively to achieve the national mission of educating students (J. Vidhya, K. Kasthuri.2021). At present, the term QWL is used to explain specific conditions related to environment and human beings rather than output and economic growth (Pandey A, Jha B. K.2014). The present study helps the readers to understand the relationship between

the Quality of Work Life and the job satisfaction (Kaur K.2016). Job satisfaction and work - life balance can help teachers have a long, happy, and healthy career (Ashwini J, Anand P. D.2014). Quality of Work Life is more connected towards the work place, commitment and satisfaction of the employee.

2. Literature Review

Quality of Work Life

Increasing attrition rates and increasing demand for work - life balance have forced organizations to look beyond run of the mill Human Resources interventions. As a result, initiatives such as flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities and employee assistance programs have become a significant part of most of the company benefit programs and compensation packages (Pereira D.2019). Quality of work life is the quality of relationship between employees and the total working environment, with human dimensions, technical and economic consideration (Bashir B.2018). Work life quality has also been found to influence worker's responses with respect to institutional recognition, work contentment, employment participation, job performance, organizational dedication, intention to quit, organizational income, individual hostility, institutional commitment, and created equilibrium between the needs of work place and individual's life (Amin S.2022). Previous results showed that there was a significant positive relationship between the quality of work life, job stress, job satisfaction and citizenship behaviour. QWL was significantly associated with personnel education level and work experience (Adikoeswanto D.2020). These organisational rewards may be direct or indirect, financial or non - financial and distributed on individual or group basis. Popular dimensions of QWL include compensation and benefits, work - life balance, safe and healthy environment, social relation and career development (Hans A. A.2015). It

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was observed in most of the research that occupational stress is inversely affecting QWL, but in few cases the research result was just opposite. Studies identified that quality of work life (QWL) has statistical effect on organizational commitment. The reward systems motivate employees in organisations. Workers do what satisfy their needs. Before doing anything, they look for the reward in terms of salary increases, benefits, desirable job assignments etc. which organisations control (Hyde A. M.2018). The Quality of Work Life is level to which the employees are given freedom to take decisions that impacts the employees' work environment. Quality of work life has implication on employees' attitudes, behaviours, wellbeing as well as organisational effectiveness (Akram M, Amir M.2020). Job satisfaction and Quality of Work Life of teachers are one of the important construct of any education institutions. Job satisfaction is a psychological state or an individuals' feelings concerning to the type of their job. The origin of job satisfaction is not only the work but it also developed from co-operative workplace, superior support, culture of the organization and interpersonal relationship (Saran S, Kumar RM.2017). Work environment, Compensation and Rewards, Training and development, Job security on the performance of employee has been major issue of Quality of Work Life confronted by staff of higher education institution in India (I. Swamy D R.2013).

The QWL is more synonymous with such concepts as autonomous work groups, job enrichment, on the design of new plants as integrated social and technical systems. QWL as a movement seems to be more of an ideological statement about the nature of work and the worker's relationship with the organization (Bano K, Ishrat A.2019). Quality of work life is used for increasing motivation when following a strategy of job enrichment and it includes domains such as job protection, satisfaction, ease and build trust in employees (Paje R. C.2017). QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians' experiences, attitudes and behaviour (Fessehatsion P. W.2016). A healthy worker registers a high productivity. Employees are cheerful, confident and may prove an invaluable asset to the organisation. It consists of safe physical and mental working situations and determining logical working hours (Husain S. S.2022). Work environment is a place that one works. It is a social and professional environment in which employees are supposed to interact with a number of people, and have to work with coordination in one or the other way. Safe and healthy working conditions ensure good health, continuity of services, decreased bad labour management relations (Nanci J.2022). The management of organizations tries to treat workers in a safe and helping manners and open new supportive channels at all higher to lower levels and offer labourers opportunity to take part in decision making process and give them power to carry on with their assignments (Dahie A. M.2017) Walton recognized eight aspects of this construct as proper salaries and fair rewards, safe and secure working circumstances, the developed human capacities which are used to get opportunities, the opportunities for regular growth and safety, communal incorporation in the working institute, the laws

which govern working organizations, work and whole life, and communal relationship of working life (Chakrabarty. D 2020).

QWL increases the interpersonal relationships among the stakeholders and institutions because they share their ideas, rules and regulations, and other matters with workers. Organizations are involved in increasing labours' QWL which try to insert in workers the feelings of safety, satisfaction, fairness, democracy and autonomy (Solomon V. V.2015). Private degree colleges have not been an exception to this growing phenomenon. Organizations need to seek ways of improving their employees' QWL through healthy and safe working conditions, better conditions of service, and adequate and fair compensation among other factors (Chakrawarti. N.2021). QWL dimensions such as work-family interference, quality of relationship, meaningfulness, pessimism about organizational change, self-competence, impact, self-determination, access to resources, time control, and support were used to test the relationships of QWL with job satisfaction (Fessehatsion P. W.2016). With regard to hygiene factors, academics were most satisfied with interpersonal relationships inherent in being a faculty member and least satisfied with the level and method used to determine their salary (Haryono S, Pamungkas Y.2020). Analysis of various research papers examined the influence of different factors on the QWL of the teachers. Some of factors responsible for the influences on the QWL of teachers are job satisfaction, job security, salary and benefits, opportunities of growth and development, emotions towards staff, principal and school, relevance of job, quality of work-life, job involvement, support culture, achievements, task culture, and bureaucracy (Egvide B.2017).

Various studies conducted on QWL include, employment conditions, employment security, income adequacy, profit sharing, equity of pay, worker autonomy, commitment, social interaction, self-esteem, democracy, worker's satisfaction, employee involvement, advancement, relations with peers and supervisors and job enrichment (Sareena Umma M. A. G.2020). Researchers found that, the academics were most satisfied by the work itself and least satisfied with their opportunities for advancement.

Job Satisfaction

Job satisfaction as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. The employees who enjoys their work and perform it well will have a sense of fulfilment in other words, Job Satisfaction. It is the degree to which a work provides enjoyment, accomplishment and gratification of the employee (Stalin X. J 2021). In today's business world, job satisfaction is key determinant in the achievement of organisational goals. As a result, organisations look for different ways of motivating their employees, in order for them to give their best to the organisation. Job satisfaction is a focal point in any establishment (Intan S, Ishak D, Razak NA, et al.2018). Salary, social status, advancement, ability utilization, administrative - employee relationship, creativity, and security are the main factors that determine job satisfaction amongst education sector employees (Yadav V. K.2020). Impact of pay and promotion on Job Satisfaction in the Higher Education Institutes in India found that pay has significant

influence on job satisfaction but promotion has less influence and partially significant to the job satisfaction (Michael E.2022).

Research Problem

The working circumstances of its employees are likewise significantly different from those in other businesses. As a result, it is necessary to comprehend the significance of the QWL architecture for educational institutions. Today in many organizations, employees are not satisfied with their work. Quality of work life has become one of the organizational issues in the modern era. The most valuable asset available to an organization is its people, thus retaining staff in their jobs is essential for any organization. The ability to hire and retain effective faculty remains a serious problem for institutions of higher education. Today in many organizations, employees are not satisfied with their work. Quality of work life has become one of the organizational issues in the modern era. To retain the highly quality and efficient teachers, they must understand the elements that is related with teaching quality and retention. One of the major elements is Quality of Work Life and Job satisfaction. Based on the review of literature relatively a very few studies targeted on management lecturers in private colleges of Bengaluru with related variables. Keeping the above statements in mind the following objectives have been formulated. The effectiveness of higher education institutions is mainly depending on academic and staff members because the infrastructure and technology is lesser required in comparison to other industries. So the educational employees' quality of work life is an important element for improving our nation. The education sectors major necessity is to attract and retain the highly quality and efficient teachers.

Research Objectives

- 1) To examine the association between employees expected QWL and job satisfaction in private degree colleges.

- 2) To evaluate the relationship between institutional Commitment in Creating QWL and its impact on job satisfaction in private degree colleges.
- 3) To provide suggestions for the improvement of quality of work life and the job satisfaction in private degree colleges.

Hypothesis

- H1: There is a significant relationship between Employees expected QWL and job satisfaction in private degree colleges.
- H2: There is a significant relationship between institutional Commitment in Creating QWL and its impact on job satisfaction in private degree colleges.

3. Research Methodology

The journals, web sources, books are used as secondary data for the research. The Cronbach's alpha is applied to test the scale's reliability. Descriptive research design is utilized in the research. The respondents participated for the study is from private degree colleges from all the districts of Karnataka. The sample size consisted of 264 lecturers. The analysis is carried out by IBM SPSS software. Regression equation tool was applied for the analysis to find the relationship between the variables selected. Personal interview was carried out by the researcher and based on the information collected from the respondents, a structured questionnaire was prepared and distributed to collect the data. The internal consistency of the questionnaire is $\alpha = 0.91$. It is observed that, the Cronbach's alpha ranges from $0.9 > \alpha \geq 0.8$, therefore the internal consistency is good. Purposive Sampling method is utilized to collect the samples. Sample frame consisted of all the management teachers teaching in 86 private degree colleges in Karnataka offering commerce degree.

Statistical Analysis

Table1: Shows relationship between Employees expected QWL and job satisfaction in private degree colleges

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.975 ^a	.950	.943	.25853		
ANOVA ^b						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	187.451	19	9.866	147.606	.000 ^a
	Residual	9.892	148	.067		
	Total	197.343	167			
b. Dependent Variable: Job Satisfaction						
Coefficients						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	- 0.584	0.135		- 4.344	0.000
	Growth in Job	0.102	0.061	0.095	1.673	0.088
	Job Security	0.010	0.036	0.011	0.276	0.874
	Stress free work	0.184	0.059	0.147	3.128	0.004
	Opportunity to express ideas	- 0.142	0.047	- 0.135	- 3.018	0.005
	Well organised work culture	0.026	0.036	0.026	0.729	0.472
	Management creativity	- 0.094	0.041	- 0.096	- 2.299	0.036
	Flexible working environment	0.050	0.032	0.049	1.575	0.120
	Training and Development	0.007	0.033	0.007	0.204	0.844
Child care centre at work place	0.000	0.037	0.000	0.000	1.000	

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate			
1	.975 ^a	.950	.943	.25853			
ANOVA ^b							
Model	Sum of Squares	df	Mean Square	F		Sig.	
1	Regression	187.451	19	9.866	147.606		
	Residual	9.892	148	.067			
	Total	197.343	167				
	Career growth		0.017	0.057	0.015	0.299	0.788
	Professional association and interface		0.072	0.027	0.081	2.644	0.011
	Social Integration		0.287	0.048	0.239	5.958	0.000
	Self - esteem work life		0.185	0.042	0.214	4.413	0.000
	Personnel education level and work experience		- 0.117	0.050	- 0.144	- 2.321	0.029
	Level of perceived occupational stress		0.056	0.038	0.069	1.480	0.143
	Constitutionalism worker's right		0.246	0.043	0.346	5.759	0.000
	Autonomous work groups		- 0.016	0.050	- 0.015	- 0.322	0.742
	Personal development		0.167	0.053	0.133	3.172	0.005
Enterprise image		0.104	0.040	0.102	2.618	0.023	
a. Dependent Variable: Job Satisfaction							

R² measure the variation explained by the regression model is (.950) being high indicating model fits the data well. Significant of F change is less than 0.05 which indicates Employees expected QWL have significant relationship with faculty Job satisfaction in private degree colleges. 19 variables of the factors related to Employees expected QWL were used to predict Job satisfaction in private degree colleges. The regression analysis shows that, the value of “R” indicates high degree of correlation co-efficient (.975^a) between Employees expected QWL and Job satisfaction.

Factors related to Employees expected QWL influencing Job satisfaction in private degree colleges =

$$(- 0.584) + (0.102 * \text{Growth in Job}) + (0.184 * \text{Pressure free management}) + (- 0.142 * \text{Opportunity to express ideas}) + (0.026 * \text{Well organised work culture}) + (- 0.094 * \text{Management creativity}) + (0.050 * \text{Flexible working environment}) + (0.072 * \text{Professional association and interface}) + (0.287 * \text{Social Integration}) + (0.185 * \text{Self - esteem work life}) + (- 0.117 * \text{Personnel education level and work experience}) + (0.056 * \text{Level of perceived occupational stress}) + (0.246 * \text{Constitutionalism worker's right}) + (0.167 * \text{Personal development}) + (0.104 * \text{Enterprise image}).$$

Since the above regression model indicates the factors of Employees expected QWL are < than p value 0.05. Therefore, hypothesis statement. i. e, H1: There is a significant relationship between Employees expected QWL and job satisfaction in private colleges is accepted.

Regression equation:

Results for the hypothesis statement

H1: There is a significant relationship between Employees expected QWL and job satisfaction in private degree colleges.

The employees expect management to all them to speak openly to express their ideas and views. Employees look forward to see institutions are well organised work culture. Participative decision making is found significant with the job satisfaction. Growth in Job such as promotion have significant influence on QWL. It is found that, those managements in private degree colleges doesn't create work pressure the job satisfaction will be more. The management or the institutions which provide flexible working environment found positive association with job satisfaction. The employees are happy or enjoy their jobs in private degree colleges due to memberships in various associations due to protecting self - interest. The social interaction and group involvement and friendly atmosphere in an organisations have found significant with job satisfaction. In any organisation dignity of labour or self - esteemed work life impact on quality of work life. Employees education level and work experience enhances the job satisfaction in private degree colleges which can also be said 'a right job for the right person'. Some employees work for personal development rather than earning money, in this context the personal development means knowledge gaining, self - esteem and the attitude of social service. Reputation or image of the private degree colleges found significant with employee's job satisfaction. As the results disclosed that the adequate or accepted level of stress at the work place must be tolerable, it goes beyond the tolerance the employees may dissatisfied with their jobs. Employees always look forward to get justification for the disputes happen in the institutions, the gain job satisfaction if the organisation protect their employees with constitutional framework.

Table 2: Shows relationship between institutional Commitment in Creating QWL and Job satisfaction in private degree colleges

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.726a	.527	.490	.73190		
ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.789	19	7.673	14.324	.000a
	Residual	130.705	244	.536		
	Total	276.494	263			
<i>b. Dependent Variable: Job Satisfaction</i>						
Coefficients ^a						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	1.708	0.227		7.528	0.000
	<i>Fair Remuneration</i>	0.157	0.108	0.179	1.446	0.164
	Fair compensation	- 0.002	0.100	- 0.002	- 0.021	0.972
	<i>Promotes gender equality</i>	0.063	0.054	0.078	1.179	0.243
	ICT Facilities	0.051	0.137	0.055	0.375	0.711
	<i>Unbiased and transparent policy framework</i>	0.055	0.097	0.054	0.572	0.562
	<i>Employees welfare schemes</i>	0.219	0.063	0.262	3.454	0.021
	Institution's Safety Measures	0.032	0.100	0.034	0.316	0.772
	<i>Organizational involvement</i>	- 0.221	0.078	- 0.201	- 2.818	0.006
	<i>Work rewarding environment</i>	- 0.216	0.097	- 0.233	- 2.221	0.032
	<i>Clarity in Institutional goals</i>	0.190	0.081	0.257	2.355	0.021
	<i>Method of appraisal</i>	0.096	0.071	0.110	1.342	0.132
	Grievance redressal procedure	- 0.031	0.084	- 0.034	- 0.365	0.614
	<i>Quality circles</i>	- 0.452	0.077	- 0.533	- 5.838	0.000
	<i>Supervision method</i>	0.205	0.078	0.261	2.639	0.001
	<i>Corporate culture</i>	- 0.111	0.070	- 0.124	- 1.583	0.118
	<i>Awards and recognition</i>	- 0.210	0.101	- 0.200	- 2.072	0.040
<i>Adequate Work load</i>	- 0.231	0.084	- 0.292	- 2.746	0.012	
<i>Liberal Rules and regulations</i>	0.049	0.063	0.055	0.781	0.442	
	<i>Provide access to resources</i>	0.589	0.102	0.706	5.797	0.001
<i>a. Dependent Variable: Job Satisfaction</i>						

R² measure the variation explained by the regression model is (.527) being high indicating model fits the data well. Significant of F change is less than 0.05 which indicates organisational commitment in creating QWL have significant relationship with faculty job satisfaction in private degree colleges. 19 variables of factors related to organisational commitment in creating QWL were used to predict faculty job satisfaction in private degree colleges.

The regression analysis shows that, the value of "R" indicates high degree of correlation co-efficient (.726a) between organisational commitment in creating QWL and job satisfaction in private degree colleges.

Organisational commitment in creating QWL were used to predict faculty job satisfaction in private degree colleges = (1.708) + (0.157* Fair Remuneration) + (0.063* Promotes gender equality) + (0.055* Unbiased and transparent policy framework) + (0.219* Adequate health and insurance programs) + (- 0.221* Organizational involvement) + (0.216* Work rewarding environment) + (0.190* Clarity in institutional goals) + (0.096* Method of appraisal) + (- 0.452* Quality circles) + (0.205* Supervision method) + (- 0.111* Corporate culture). + (- 0.210* Awards and recognition). + (- 0.231* Adequate Work load). + (0.049* Liberal Rules and regulations). + (0.589* Provide access to resources).

Since the above regression model indicates the factors of organisational commitment in creating QWL are < than p value 0.05.

Therefore, hypothesis statement. i. e, H2: There is a significant relationship between institutional Commitment in creating QWL and its impact on job satisfaction in private colleges. is accepted.

Results for the hypothesis statement:

H2: There is a significant relationship between institutional Commitment in creating QWL and its impact on job satisfaction in private degree colleges.

If the institution is service oriented, then employees tend to get job satisfaction at the same time, if institutional goal is making profit then the employees morality may deviate. Education institutions with the stringent performance appraisal system towards its employees, the employees may feel distress about of their work environment. The institutions are encouraging to generate new ideas from the group of employees in the form of implementing quality circle concepts. The results revealed that, the proper payment of salaries and monetary benefits to the employees have significant impact on job satisfaction in private degree colleges. Treating men and woman in an equitable manner at workplace enhances the job satisfaction in the organisation.

Favourable organisational policies and implementing without any bias will have positive association with job satisfaction. The work of the employees is expecting to supervise with friendly and stress free working environment in the institutions. Institutional corporate culture is viewed as significant factor for the job satisfaction, the corporate culture in this context is the combination of institutional policies, rules and regulations, fare payment policies, employee's recognition and involvement etc. allotment of work based on individual capability is also considered as significant factor for the job satisfaction in private degree colleges. Employees health is considered as an important factor for the job satisfaction so that the institutions are implementing health and insurance scheme. Results revealed that the private degree colleges are allowing their employees in decision making process in order to build employees morale. It is identifying that institutions are giving awards and rewards for the work or the contribution made by the employees. The goals of the intuitions also a considerable factor for job satisfaction however.

4. Suggestions

The private degree colleges should encourage teachers to have time for social activities and to balance their professional and social lives in order to improve their performance. Registered professional bodies should be opened to protect the interest of the employees within the institutions. Social especially professional gathering must be done where employees would feel the work environment like a family. Every employee must be respected and encouraged for the future growth. The institutions are advised to implement Growth in Job programmes by taking at most care. The private degree colleges should not pressurise any of its employees instead motivate them. Suggestion cell must be implemented to provide an opportunity to speak. Well organised infrastructure is to be available for the employees to deliver their best. Participative management system should be strengthened. The institutions should provide an opportunity to acquire additional qualification for their career growth. Stress free work environment should be created among the employees. Appropriate institutional policies should be created to enhance the job satisfaction of the employees in private degree colleges. Appropriate remuneration policies should be implemented in the institution.

Implantation of quality circles, friendly supervision methods and favourable corporate culture, prompt recognition of employee's efforts, adequate work load and flexible rules and regulations will enhance the quality of work life and job satisfaction in the private degree colleges. More importance for the gender equity among the employees must be given. Unbiased policy frame work and adequate health and insurance programmes must be implemented. Participative management system enhances the job satisfaction in the private degree colleges. Rewards and recognition systems should be implemented to increase the quality of work life of the employees. Institutions should communicate its vision to the employees to gain their confidence in achieving its goals. 360° performance appraisal and performance based appraisal system should be implement in the organisation to measure the outcome the employee's efforts.

5. Directions for the Future Research

Comparative analysis can be done between private and government private degree colleges in Karnataka. multi - dimensional analyses can be done by making use of advanced statistical tools. There is an opportunity to explore the factors other than Employees expected quality of work life and organisational commitment in creating quality of work life. The similar study can be conducted in other industry such as manufacturing industry and services industry. There may be other pertinent variables related to quality of work life which influence job satisfaction can be taken for the future study.

6. Conclusion

Efforts to improve the quality of life and changes healthy work environments have produced positive results not only in mental health of organizations, but also in participation rate and economic efficiency. Therefore, QWL of teachers at higher education level must be increased as these teachers are responsible for producing a generation who is directly involved in the upbringing of the nation. Higher educational institutions should implement range of supporting programmes to help employees integrate diverse aspects of employees in a way that of meeting their employee's requirements and liberalised control over the boundaries between quality of work life and job satisfaction. Organizations need to seek ways of improving their employees' QWL through healthy and safe working conditions, better conditions of service, and adequate and fair compensation among other factors. Importance must be given on Employees expected QWL and factors relating to organisational commitment in creating quality of work - life in a private degree colleges have significant relationship with job satisfaction. The private degree colleges should view the quality of work life from the point of view of both employees and organisation level to enhance the job satisfaction of the employees.

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