

The Quality of Work Life of the Faculty

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Quality of work life (QWL) is the favorable and unfavorable outlook of the employees towards his job and organization (Ananth and Bhat, 2015). It is one of the interventions used by human resource practitioners to motivate their people to improve performance and achieve organizational goals. This study was conducted to determine the quality of work life of the faculty in the state universities through the use of a quantitative research method with a total of 260 respondents. Based on the findings of the study, the majority of the respondents towards the quality of work life of the faculty was rated as moderate extent. However, the facilities got the lowest weighted mean. Hence, there is a need for the improvement on the facilities in order to increase the productivity of the faculty in achieving academic excellence and to continually attract and retain them to work in the state universities.

Keywords: quality of work life, state universities, human resource practitioners

I. INTRODUCTION

In this modern world, one of the main issues in academic organizations is the quality of work life of faculty (Hamidi, 2012). It depends on their personal lives and their work through their level of contentment, enthusiasm, cooperation and commitment in all organizational levels that also determine strategies and techniques to enhance its organizational effectiveness and achieve organizational goals and objectives (Chand, 2012). Moreover, to attract and retain faculty, it is essential for a university to have a high impact quality of work life. It is one of the interventions

used by human resource practitioners to motivate their people to improve performance and achieve organizational goals.

II. OBJECTIVES

This study aims to examine the present situation of the quality of work life of the faculty in terms of work environment, organizational culture and climate, relations and cooperation, training and development, compensation and rewards, facilities, job satisfaction and job security, the autonomy of work, and adequacy of resources. Moreover, the researcher can formulate an intervention in order to improve the quality of work life of the faculty and at the same to come up with strategies that could enhance their academic performance in providing quality education to its clientele and achieve organizational goals and objectives.

III. RESULTS AND DISCUSSIONS

Work Environment

The table below shows the data on the work environment of the faculty.

Table 1 The Work Environment of the Faculty

Criteria	Weighted Mean	Interpretation
1. My University work environment is good and highly motivating.	3.06	Moderate Extent
2. Working Condition is good in my university.	3.07	Moderate Extent
3. I can take time off during our work to take care of personal or family matters.	2.83	Moderate Extent
4. The university provides enough information to discharge my responsibilities.	2.88	Moderate Extent
5. I am given a lot of work empowerment to decide about my style and pace of work.	2.98	Moderate Extent
Factor Average	2.96	Moderate Extent

Table 1 presents the work environment of the faculty. The statement, “My university work environment is good and highly motivating” got a moderate extent rating with 3.06 weighted mean. The second statement, “working condition is good in my university” got the highest weighted mean of 3.07 contrary to the third statement, “I can take time off during our work to take care of personal or family matters” which got the lowest weighted mean of 2.83, but the two statements were rated as the moderate extent. It means that when it comes to family matters, the faculty members can’t easily leave their work. The fourth statement, “the university provides enough information to discharge my responsibilities” was rated as the moderate extent with a weighted mean of 2.88. And the fifth statement, “I am given a lot of work empowerment to decide about my style and pace of work” was rated as the moderate extent with a weighted mean of 2.98.

As to the work environment of the faculty, the overall rating was moderate extent with a factor average of 2.96. Thus, the findings of the study were connected to the statement of Raziq and Maulabakhsh (2015) they stated that the university provides a good working condition which improves the productivity, loyalty and job commitment of the faculty to achieve its and objectives. Also, Bornstein (2007) stated that good working condition increases productivity and has a positive impact on the delivery of service.

Organizational Culture and Climate

The table below shows the data on the organizational culture and climate of the faculty.

Table 2
The Organizational Culture and Climate of the Faculty

Criteria	Weighted Mean	Interpretation
1. There is cooperation among all the	2.95	Moderate Extent

departments for achieving the goals.		
2. I feel free to offer comments and suggestions on my performance.	2.98	Moderate Extent
3. I am involved in making decisions that affect our work.	2.85	Moderate Extent
4. The university administration communicates every new change that takes place.	2.95	Moderate Extent
5. I am proud to be working in my university.	3.37	Great Extent
Factor Average	3.02	Moderate Extent

Table 3 shows the organizational culture and climate of the faculty. The first statement, “There is cooperation among all the departments for achieving the goals” was rated as the moderate extent and with a weighted mean of 2.95. The second statement, “I feel free to offer comments and suggestions on my performance” was rated as the moderate extent and with a weighted mean of 2.98. The third statement, “I am involved in making decisions that affect our work” was rated as the moderate extent and got the lowest weighted mean of 2.85. The fourth statement, “The university administration communicates every new change that takes place” was rated as moderate extent and with a weighted mean of 2.95 and was tied to the second statement. And the fifth statement, “I am proud to be working in my university” was rated as great extent which got the highest weighted mean of 3.37. This implies that the respondents agreed and that they are experienced all the time of what expressed in the statements.

As to the organizational culture and climate of the faculty, the overall rating was moderate extent with a factor average of 3.02, which means that most of the faculty members were experienced most of the time of what expressed in all statements that the organization’s culture and climate affects the overall performance of the faculty and increases organizational

loyalty and commitment. These findings expressed how proud the faculty who were in the university. Katcher (2018) emphasized that proud employees are more engaged, more satisfied, more committed and stay longer in the organization.

Relations and Cooperation

The table below shows the data on the relations and cooperation of the faculty.

Table 3
The Relations and Cooperation of the Faculty

Criteria	Weighted Mean	Interpretation
1. There is a harmonious relationship with my colleagues.	3.07	Moderate Extent
2. There is a strong sense of belongingness in my organization.	3.04	Moderate Extent
3. The relationship between the dean and faculty are very good.	3.23	Moderate Extent
4. There is a very cordial relationship with my immediate supervisor.	3.23	Moderate Extent
5. There is a spirit of collaboration and cooperation within the university.	3.05	Moderate Extent
Factor Average	3.12	Moderate Extent

Table 3 shows the relations and cooperation of the faculty. The first statement, “There is a harmonious relationship with my colleagues” got a rating of moderate extent with 3.07 weighted mean. The second statement, “There is a strong sense of belongingness in my organization” got a rating of moderate extent with 3.04 lowest weighted mean. The third statement, “The relationship between the dean and faculty are very good” and the fourth statement, “There is a very cordial relationship with my immediate supervisor” was tied and

rated as moderate extent with a highest weighted mean of 3.23. And the fifth statement, “There is a spirit of collaboration and cooperation within the university” was rated as the moderate extent and with a weighted mean of 3.05.

As to the relations and cooperation of the faculty, the overall rating was moderate extent with a factor average of 3.12, which means that the respondents are experienced most of the time of what was expressed in the statements. These findings associated the statement of McConell (2015) about the 2012 survey that employees rated their relationship with their immediate supervisor as more imperative to their job satisfaction than benefits. It relates to the findings of the study where the relationship between faculty and the college deans within the university was enough good. Thus, when the immediate supervisor develops a good relationship with their employees, it will increase their production, create harmony among team members at the same time lead to happy employees (Dawn, 2018).

Training and Development

The table below reflects the data on the training and development of the faculty.

Table 4

The Training and Development of the Faculty

1. The university provides sufficient training opportunities to improve my skills and capabilities.	2.96	Moderate Extent
2. Training programs in our university help the faculty members to achieve the required skills to perform the job competently.	3.05	Moderate Extent
3. I feel that the training programs should be conducted frequently.	3.23	Moderate Extent
4. The university provides a scholarship program for continuous education.	3.12	Moderate Extent
5. I believe I will be able to develop a wide variety of skills by continuing my work in	3.17	Moderate Extent

this university.		
Factor Average	3.11	Moderate Extent

Table 4 shows the training and development of the faculty. The first statement, “The University provides sufficient training opportunities to improve my skills and capabilities” got a rating of moderate extent and has a lowest weighted mean of 2.96. The second statement, “Training programs in our university help the faculty members to achieve the required skill to perform the job competently” was rated as the moderate extent and with a weighted mean of 3.05. The third statement, “I feel that the training programs should be conducted frequently” got a rating of moderate extent and with 3.23 highest weighted mean. The fourth statement, “The University provides a scholarship program for continuous education” was rated as the moderate extent with 3.12 weighted mean. And the fifth statement, “I believe I will be able to develop a wide variety of skills by continuing my work in this university” was rated as the moderate extent and with 3.17 weighted mean.

As to the training and development of the faculty, the overall rating was moderate extent with a factor average of 3.11 which means that which means that the respondents were experienced most of the time of what was expressed in the statements. Hence, training and development were very important in the organization specifically to improve the skills and capabilities of the faculty members. As McKay (2017) explains how training programs were essential to the employees and organization which leads to increased motivation, morale, and productivity at the same time provide a higher profit as well to the organization.

Compensation and Rewards

The table below reflects the data on compensation and rewards of the faculty.

Table 5
The Compensation and Rewards of the Faculty

Criteria	Weighted Mean	Interpretation
1. I feel that I am given an adequate and fair compensation for the work I do.	3.16	Moderate Extent
2. The university will pay salary by considering responsibilities at work.	3.08	Moderate Extent
3. The university does a good job of linking rewards to job performance.	2.94	Moderate Extent
4. Promotions are handled fairly.	3.01	Moderate Extent
5. When I do my job well, I am praised by my supervisor.	3.11	Moderate Extent
Factor Average	3.06	Moderate Extent

Table 5 presents the compensation and rewards of the faculty. The first statement, “I feel that I am given adequate and fair compensation for the work I do” was rated as the moderate extent and got the highest weighted mean of 3.16. The second statement, “The University will pay salary by considering responsibilities at work” was rated as the moderate extent and with a weighted mean of 3.08. The third statement, “The University does a good job of linking rewards to job performance” was rated as moderate extent and with 2.94 lowest weighted mean. The fourth statement, “Promotions are handled fairly” was rated as the moderate extent with 3.01 weighted mean. And the fifth statement, “When I do my job well, I am praised by my supervisor” got the rating of moderate extent and with 3.11 weighted mean.

As to the compensation and rewards of the faculty, the overall rating was moderate extent with a factor average of 3.06. It means that the overall compensation and rewards were moderate extent and the respondents were experienced most of the time of what was expressed in the statements. Thus, employees who are compensated will be motivated in doing their job effectively which leads to an overall increase in the organization’s morale and achieve organizational success (Leonard, 2018).

Facilities

The table below shows the data on the facilities of the faculty.

Table 6
The Facilities of the Faculty

Criteria	Weighted Mean	Interpretation
1. Good transportation facilities are provided by our university.	2.81	Moderate Extent
2. Health and safety measures adopted by the university are good.	2.72	Moderate Extent
3. Physical facilities are excellent enough to provide high quality service.	2.49	Lesser Extent
4. Workplace amenities and facilities improved the productivity of the faculty members.	2.58	Moderate Extent
5. The university provides facilities for PWD/pregnant women/senior citizen.	2.60	Moderate Extent
Factor Average	2.64	Moderate Extent

Table 6 displays the facilities of the faculty. The first statement, “Good transportation facilities are provided by our university“ was rated as the moderate extent and with the highest weighted mean of 2.81. The second statement, “Health and safety measures adopted by the university are good” was rated as the moderate extent and with a weighted mean of

2.72. The third statement, “Physical facilities are excellent enough to provide a high quality service” was rated as the lesser extent and got a lowest weighted mean of 2.49. The fourth statement, “Workplace amenities and facilities improved the productivity of the faculty members” was rated as the moderate extent and with a weighted mean of 2.58. And the fifth statement, “The University provides facilities for PWD/pregnant women/senior citizen” was rated as the moderate extent and with a weighted mean of 2.60.

As to the facilities of the faculty, the overall rating was moderate extent with a factor average of 2.64. It means that the university has a good quality of work life in terms of facilities and the respondents were experienced most of the time of what was expressed in the statements. The findings of the relate with the study of Lackney (2018) “an operative school facility is responsive to the changing programs of educational delivery, and at a minimum should provide a physical environment that is comfortable, safe, secure, accessible, well illuminated, well ventilated, and aesthetically pleasing. It is also an integral component of the conditions of learning in providing quality education”.

Job Satisfaction and Job Security

The table below shows the data on the job satisfaction and job security of the faculty.

Table 7
The Job Satisfaction and Job Security of the Faculty

Criteria	Weighted Mean	Interpretation
1. I feel comfortable and satisfied with my job.	3.20	Moderate Extent
2. I feel that my work allows me to do my best in a particular area.	3.22	Moderate Extent

3. Condition on my job allows me to be as productive as I could be.	3.14	Moderate Extent
4. The job security is good.	3.19	Moderate Extent
5. A strong faculty union is required to protect the interest of faculty members.	3.27	Great Extent
Factor Average	3.20	Moderate Extent

Table 7 shows the job satisfaction and job security of the faculty. The first statement, “I feel comfortable and satisfied with my job” was rated as the moderate extent and has a weighted mean of 3.20. The second statement, “I feel that my work allows me to do my best in a particular area” was rated as the moderate extent and has a weighted mean of 3.22. The third statement, “Condition on my job allows me to be as productive as I could be” was rated as the moderate extent and got a weighted mean of 3.14. The fourth statement, “The job security is good” was rated as the moderate extent and has a weighted mean of 3.19. And the fifth statement, “A strong faculty union is required to protect the interest of faculty members” was rated as the great extent and got the highest weighted mean of 3.27.

As to the job satisfaction and job security of the faculty, overall rating was good with a factor average of 3.20. Thus, the result of the study emphasized that labor union plays the vital role in securing legislated labor protections and rights for employees’ compensation and benefits (Walters and Mishels, 2003). It also provides an overall satisfaction and lower turnover of the employees (Mayhew, 2018).

Autonomy of Work

The table below shows the data on the autonomy of work of the faculty.

Table 8

The Autonomy of Work of the Faculty

Criteria	Weighted Mean	Interpretation
1. My job allows me to use my skills and abilities.	3.35	Great Extent
2. The university allows us a flexi-time option.	3.05	Moderate Extent
3. A part of my job is allowed to be done at home.	3.01	Moderate Extent
4. I find my work more relaxing.	2.72	Moderate Extent
5. I am ready to take additional responsibilities with my job.	2.78	Moderate Extent
Factor Average	2.98	Moderate Extent

Table 8 illustrates the autonomy of work of the faculty. The first statement, “My job allows me to use my skills and abilities” was rated as the great extent and got the highest weighted mean of 3.35. The second statement, “The University allows us a flexi-time option” was rated as the moderate extent and has a weighted mean of 3.05. The third statement, “A part of my job is allowed to be done at home” was rated as the moderate extent and has a weighted mean of 3.01. The fourth statement, “I find my work more relaxing” was rated as the moderate extent and got a lowest weighted mean of 2.72. And the fifth statement, “I am ready to take additional responsibilities with my job” was rated as the moderate extent and has a weighted mean of 2.78.

As to the autonomy of work of the faculty, the overall rating was moderate extent and with a factor average of 2.98, which means that the respondents were experienced most of the time of what was expressed in the statements. Thus these findings were correlated with the study of Smith (2018) when he emphasized how satisfied the employees when they are empowered to do their job with their innovative ways of getting the work done and be more

competitive towards others. It also builds an organizational culture in respecting the work of individuals and a sense of job security.

Adequacy of Resources

The table below reflects the data on the adequacy of resources of the faculty.

Table 9
The Adequacy of Resources of the Faculty

Criteria	Weighted Mean	Interpretation
1. The university provides resources to improve my performance.	2.89	Moderate Extent
2. Communication and information flow between the university administration is excellent.	2.70	Moderate Extent
3. The HR department provides accurate and helpful information for my job.	2.65	Moderate Extent
4. The resources are adequate to provide excellent services.	2.68	Moderate Extent
5. I receive enough resources to do my job.	2.67	Moderate Extent
Factor Average	2.72	Moderate Extent

Table 9 reveals the adequacy of resources of the faculty. The first statement, “The University provides resources to improve my performance” was rated as the moderate extent and got the highest weighted mean of 2.89. The second statement, “Communication and information flow between the university administration is excellent” was rated as the moderate extent and with a weighted mean of 2.70. The third statement, “the HR department provides accurate and helpful information for my job” was rated as the moderate extent and got the lowest weighted mean of 2.65. The fourth statement, “The resources are adequate to

provide excellent services” was rated as the moderate extent and has a weighted mean of 2.68. And the fifth statement, “I receive enough resources to do my job” was rated as the moderate extent and has a weighted mean of 2.67.

As to the adequacy of resources of resources, the overall rating was moderate extent with a factor average of 2.72, which means that the respondents were amenable to the major part of what was expressed in the statements. This result is associated with the study of Bakker & Demerouti (2007), which states that enough resources enable them to complete their tasks and goals through their well-being and capacity to perform well. Thus, when the resources are adequate, the faculty performance will automatically improve.

II. METHODOLOGY

The method used to obtain results, associated with the problem, is quantitative research method in order to achieve a fact-finding result in determining the quality of work life of the faculty and the leadership styles of the college deans, the descriptive method is deemed appropriate in this study. The study also includes the focus group discussion in order to provide additional insights on the quality of work life of faculty.

The respondents of this study were the permanent faculty members of Surigao del Sur State University in the Province of Surigao del Sur which composed of six campuses with a total of two hundred sixty (260) faculty members. The researcher used the universal population. But beforehand, the researcher conducted a dry-run with at least 10 respondents in other school in order to test the reliability of the questionnaire and resulted to 0.695 or 70% reliability.

The instrument was adopted and modified from the study of Swamy et. al. (2015) entitled: “Quality of Work Life: Scale Development and Validation” and from the article of Daniel Goleman (2002) entitled: “Leading Resonant Teams”.

III. CONCLUSION AND RECOMMENDATION

The findings of the study were correlated to the anchored theories and concepts that the quality of work life of the faculty which are essential factors to effectively improve the productivity and performance of the faculty and the attainment of their personal and organizational goals and objectives. Therefore, there is a need for the improvement on the facilities to increase their level of satisfaction and motivation at the same time to enhance their academic performance in providing quality education to its clientele and achieve organizational goals and objectives.

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