

## A STUDY ON QUALITY OF WORK LIFE (QWL) IN JORDANIAN UNIVERSITIES

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**ABSTRACT:** *This study is aiming at assessing the quality of work life for academic staff in Jordanian universities. And to identify the possibility of the existence of a statistical significant difference in their attitudes as it relates to quality of work life, which can be attributed to the variables of gender, age, academic rank, and experience. Academic staff were asked to fill questionnaire assessing the following QWL indicators: fair compensation, safe and healthy environment, work-life balance, social integration and career advancement towards university. The research most important findings and conclusions are: The arithmetic mean of the estimates of academic staff in the Jordanian universities towards quality of work life were moderate. Besides, there were no statistical significant on quality work life the due to variables (gender, age, academic qualification, experience).*

**KEYWORDS:** QWL, quality of work life, compensation, safe environment, work-life balance, organizational involvement, social relations, Jordanian universities.

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## INTRODUCTION

Universities is the key of success of a community which promotes economic capacity of entire community potential leading to the nation development. Education is likely the greatest social equalizer in community and higher education plays a crucial role and thus provides a very beneath effect in building society, culture, and economic wellbeing of new generation (Shoemaker et al, 2011; Mirkamali & Thani,2011).The sector of higher education in Jordan plays a key remarkable role in the process of comprehensive development at various levels and areas.(BOHEA, 2015).

The effectiveness of higher education industry is mainly depend 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 (Khadr & Albashqali, 2015;Nair; 2013). Although vast literature exists about quality of work life in different countries ,but hardly very few studies have been conducted in Jordan to investigate QWL in higher education sector particularly in public universities. The study problem in its general form connected to the poor realization of quality work life at Jordanian universities, therefore this study seeks to declare the reality of QWL at Jordanian universities. The study problems may show through raising the following questions:

- What is the awareness degree about the QWL and its components at the Jordanian universities, from the standpoint of academic staff?
- What are the levels of fair compensation, safe and healthy environment, work-life balance, career advancement and social relations at the Jordanian universities?

- Are there any differences in the perception of respondents to the quality of work life due to demographic variables (gender, experience, age and academic rank).

## LITERATURE REVIEW

Nadler & Lawler (1983) define QWL as an individual's attitudes towards, his or her work and the total working environment. Robbins & Judge (2013) mentioned that QWL is the organization's response to its employees through the development of mechanisms that allow them to participate in decisions that contribute to the design of the working environment in which they work. Moreover, Srivastava & Kanpour (2012) stated that QWL Quality of work life is a process in an organization which enables its members at all levels to participate actively and effectively in shaping organizational environment, methods and outcomes. Furthermore, (Pandey & Jha, 2014) defined QWL as a human resource management concept which is used to improve the work life of employees. This in turn improves the employee's family and social life both.

The study of QWL can offer organizations a vigorous tool for accomplishing their strategic objectives outcomes related to job satisfaction and mental health (Nadler & Lawler, 1982). The QWL is related to several key organizational outcomes, such as organizational effectiveness, job satisfaction, organizational commitment and organizational performance. Al-Hashimi & Adayleh (2017) indicated that QWL has a statistical impact on organizational effectiveness at military hospitals in Riyadh. Moreover, according to Jin et al., (2015) quality of work life attributes showed significant and various linear impacts on job satisfaction among frontline hotel employees at Hong Kong. Beh, L. & Rose, R. (2007) mentioned in their study that there is a significant positive relationship between QWL and job performance. According to Hassan et al., (2017) QWL for staff at Malaysian automotive industry has a positive, large and significance relationship with employee loyalty. Furthermore, Farjad, H. & Varnous, Sh. (2013) concluded that quality of work life (QWL) has statistical effect on organizational commitment at communications and infrastructure Iranian company. Therefore, we assume that there are no statistically significant differences in the perception of respondents to the quality work life due to demographic variables (gender, age, academic qualification, experience).

**First main hypothesis:** there is no statistically significant effect ( $\alpha \leq 0.05$ ) of demographic factors (gender, age, academic qualification, experience) at quality of work life.

## QWL dimensions

The researchers did not agree on the dimensions that make up the quality of working life. Table (1) shows different views of researchers about QWL dimensions.

**Table 1. Quality of work life dimensions**

Researcher	Indices of QWL
Walton (1975)	Adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism worker's right, the total life space, social relevance.
Levine (1983)	Respect and confidence of managers to employees, variety of tasks, challenges in the work, fair promotions, work-life balance and self-esteem.
Hian and Einstein (1990)	employee experience, autonomous work groups, work rewarding environment and organizational involvement.
Danna and Griffin (1999)	pay and reward, clarity of goals, appraisal, recognition and personal development.
Royela et al. (2007)	Intrinsic job quality, skills and career development, gender equality, health and safety at work, flexibility and security, inclusion and worker involvement, diversity and non-discrimination, and overall work performance.
Padala and Suryanarayana (2010)	1- Classical dimensions(physical working conditions, employees' welfare, employee assistance, job factors, and financial factors). 2-Contrmporary dimensions(collective bargaining, industrial safety and health, grievance redressal procedure, quality circles, work-life balance, and workers' participation in management)
Boas and Morin (2013)	Work meaningfulness, Psychological well-being, psychological distress and presenteeism, Work engagement and organizational commitment, Work-life balance
Desoky (2015)	work conditions, job characteristics, wages and compensation, work groups, supervision method, and decision making participation.
Sojka(2014)	Financial reward, work load, content of work, social relations, work position and possibility for further development working conditions, enterprise localisation benefits corporate culture, enterprise image.
Al-Hashimi and Adayleh (2017)	job design, work environment, compensation and benefits, career development and work laws adherence.
The researcher(2018)	Fair compensation, work-life balance, safe and healthy environment, social integration, career development.

From the previous studies, quality of work life is the umbrella which covers all the aspects of work life of employees. it has been shown that numerous researchers have suggested different QWL components. These different QWL dimensions are interrelated. In other words, there are interrelationships that exist among QWL. Particularly, the widespread dimensions include compensation and benefits, work-life balance, safe and healthy environment, social relation and career development. The five main components are presented as follows.

**Adequate and Fair Compensation:** compensation is one of the key elements of quality of work life (QWL). According to Ahmadi et al. 2011), compensation becomes one of the crucial elements for an employee to obtain the quality in work life. It can be gained through the satisfaction of wages, benefits, medical benefits and retire right (Ahmadi et al., 2011). According to Walton(1975) adequate and fair compensation contains sub-dimensions such as

fair remuneration, wage balance, participation in results and extra benefits. Similarly, various studies (Hlihel,2018; Mirkamali & Thani 2011; Kaur & Sharma.2016) confirmed Walton's proposition that compensation plays a critical role in determining the quality of work life (QWL). Thus, we assume that career planning systems have positive impact on organizational justice.

**Safe and healthy working environment:** health and safety of the employees are completely important in every organization(Pandey & Jha, 2014). It has been found that safe and healthy work conditions have a significant impact on quality of work life (QWL) of employees (Walton 1973). There are various forms which enable health and safety of the workers in the workplace. They include social security measures such as insurance of workers, compensation on disablement or death, etc. Dahie, et al.(2017) indicated that general well-being, and good working condition workplace have significant impact on quality of work life at university of Somalia. The results of Saraji &Dargahi. (2006) study showed that the majority of Tehran university of medical sciences hospitals' employees were dissatisfied with occupational health and safety.

**Work-life balance:** according to Greenhaus et al.,(2003) work–family balance is the extent to which an individual is equally engaged in equally satisfied with his or her work role and family role. The results of Saraji & Dargahi (2006) study showed that the majority of Tehran university of medical sciences hospitals' employees were dissatisfied with balance between the time they spent working and with family. Moreover, Boas & Morin (2013) concluded that there were differences between Canadian and Brazilian professors regarding work-life balance. Furthermore, Greenhaus et al.,(2003)showed that there is statistical relation between work–family balance and quality of life among professionals employed in public accounting at American institute of certified public accountants (AICPA).

**social integration:** 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. According to Walton(1975) social integration includes interpersonal relationship, team's compromise, ideas' valorization, and discrimination. A strong social integration into the organization results low absenteeism, reduce conflict rate and grievance and increases individual performance (Pandey & Jha, 2014). Furthermore, Alamri & Alyafi(2017) indicated in their study that the most important factor impact of the elements of quality of work life affecting the performance of the civil service employees is the relationship between the employees an his superiors and colleagues.

**career development:** a career is the sequence of employment positions that a person has held over his or her life (Decenzo& Robbins, 2010). By providing opportunities for growth and development, organizations can improve the quality of their employees' work experience, and realize the benefits of developing workers to their full potential. The result of ( Loo & Raduan.2006) indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, 63% of the variance in QWL.

## METHODOLOGY

**Content and face validity check:** In the present study, five academicians are consulted to judge the capacity of items to describe quality of work life and ensure that they are comprehensible to respondents. Some items were removed and others were reworded to keep away from confusion.

**Instrument reliability:-** the current applied Cronbach's Alpha measures the reliability of measurement in similar research. Cronbach's Alpha coefficient value of all dimensions of the study is (93%).

**Data collection:** Data was collected in 2018 in the Jordanian public universities from 367 academic staff representing 10 universities. Among the participants, 92 were female and 275 were male. Nearly (36.8%) of respondents are (31- less than 40 Years) years of age, 51.5% of the respondents were assistant professors. Moreover, 31.6% of respondents are (6-10) years experience.

**Study instrument:** the researcher reviewed the theoretical background and previous studies about quality of work life. The researcher also reviewed many questionnaires that used in the previous studies, and designed one that reflects quality of work life. The parts of the questionnaire are:

**Part one:** background information: - where respondents were asked to indicate their gender, age, academic rank, and experience.

**Part two: QWL measure** the chosen sample in this research answered the QWL questionnaire. This questionnaire was based on Walton's factors (1975), and has been used and has been used by many researchers. QWL contains (30) items. QWL contains the secondary dimensions:- items from (H1 to H6) related to adequate and fair compensation, items from (H7 to H12) related to safe and healthy environment, items from (H13 to H18) related to work-life balance, and items from (19 to 24) related to social integration, and items from (25-30) related to career advancement.

## RESULTS & DISCUSSION

### The results related to first and second questions

- What is the awareness degree about the QWL and its components at the Jordanian universities, from the standpoint of academic staff?
- What are the levels of fair compensation, safe and healthy environment, work-life balance, organizational involvement and social relations at the Jordanian universities?

To answer these questions, the arithmetic mean and standard deviations were calculated for the study sample members' estimates, about QWL, as shown in table (2):

**Table 2: means and standard deviations of the level of quality of work life**

Rank	Dimension	Mean	Standard deviation	Degree of assessment
5	Fair compensation	2.29	.33	Low
3	Safe and healthy environment	3.50	.49	Moderate
4	Work life balance	3.23	.75	Moderate
1	Social integration	3.80	.63	High
2	Career development	3.78	.66	High
	Quality work life as a whole	3.32	.28	Moderate

It noticed from the table above that assessment level of quality of work life among members of study sample at Jordanian universities was moderate, with a mean of (3.32) and a standard deviation of (0.28) , which suggests the similarity of the responses of the participants of the study concerning QWL. Moreover, social integration came in the first rank with an arithmetic mean of (3.80) at a high degree, then career development came after social training with high degree and an arithmetic mean of (3.78), safe and healthy environment also came in the third rank at moderate degree and an arithmetic mean of (3.50), work life balance came in the fourth place with an arithmetic mean of (3.23) and a medium estimation degree. And finally fair compensation came in the fifth place with an arithmetic mean of (2.29) and a low estimation degree.

### Study Hypothesis Testing

**First main hypothesis:** there is no statistically significant effect ( $\alpha \leq 0.05$ ) of demographic factors (gender, age, academic qualification , experience) at quality of work life.

**Sub hypothesis:** there is no statistically significant effect ( $\alpha \leq 0.05$ ) of gender on academic staff perception towards quality of work life. To test the sub hypothesis, we used (T- test) for independent – samples.

**Table3: Independent Samples T- test of gender**

	Mean	Std. Deviation	Df	t	Sig
Male	3.34	.37	365	2.272	.119
Female	3.26	.44			

Table (3) indicates that the mean for male responses for QWL was (3.34) and the mean for female responses for quality of work life was (3.26). Besides, the Sig( is (.833) for QWL, so we accept the null hypotheses that there is no statistically significant effect ( $\alpha \leq 0.05$ ) of gender on academic staff perception towards QWL.

**Sub hypothesis:** there is no statistically significant effect ( $\alpha \leq 0.05$ ) of age, educational level and experience on workers perception towards QWL.



**Table (4) One – Way ANOVA test of the impact of age, academic rank, and experience.**

		Sum of Squares	Df	Mean Square	F	Sig
Age	Between groups	4.598	.360	5	1.798	0.481
	With in groups		.078	361	28.228	
	Total			366	30.025	
Academic rank	Between groups	4.812	.383	3	1.148	.083
	With in groups		.080	363	28.877	
	Total			366	30.025	
Experience	Between groups	2.244	.182	4	.726	.098
	With in groups		.081	362	29.299	
	Total			366	30.025	

Table (4) indicates that:

- There aren't differences among groups according to their age. Besides, the Sig is (.481), so there is no statistically significant effect ( $\alpha \leq 0.05$ ) of age on workers perception towards QWL.
- There aren't differences among groups according to their academic rank. Besides, the Sig is (.083), so there is no statistically significant effect ( $\alpha \leq 0.05$ ) of educational level on workers perception towards QWL.
- There aren't differences among groups according to their experience. Besides, the Sig is (.098), so there is no statistically significant effect ( $\alpha \leq 0.05$ ) of experience on workers perception towards QWL.

## CONCLUSION

- 1- The degree of quality of work life assessment level among members of study sample at Jordanian universities was moderate. social integration, and career development came at high degree of estimation. These findings suggest the awareness of study sample to the importance of quality of work life dimensions in the Jordanian universities. This result agrees with the result of Dahie et al., (2017) study, and the study result of Boas & Morin (2013).
- 2- Quality of work life dimensions such as safe and healthy environment, and work life balance came at a moderate degree of estimation. This result agrees with the results study of (Dahie et al., 2017). Furthermore, this result contradict with the results study of (Saraji & Dargahi, 2006).
- 3- The degree of fair compensation level estimation is at low level. This result agrees with the results study of (Hlihel, 2018; Mirkamali & Thani, 2011, Kaur & Sharma, 2016).
- 4- The results related to the first hypothesis shows that there is no statistically significant effect ( $\alpha \leq 0.05$ ) of demographic factors (gender, age, academic qualification, experience) at

QWL. Based on this result, the researcher believes that the employees have similar aware of QWL, regardless of their demographic factors.

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