

The Role of Constitutionalism, Relationship and Co-operation in Teacher's Lives in India – A Critical Commentary

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Abstract: *Constitutionalism as a dimension of the Quality of Work-life has been of paramount importance for the researchers mostly in the public sector institutions of Jammu and Kashmir because all the universities are public funded and therefore run by the Government. For the assessment of various parameters, the perception of the Teachers towards constitutionalism, and Relationship and Co-operation were measured by using a structured questionnaire prepared in light of the model developed by Parshuram in 1988. However, the dimensions were further refined and critically examined to further explore new insights in research in quality of work-life. The sample was taken from the four state run universities of Jammu and Kashmir to address the problems pertaining to higher education system. However, the history of constitutionalism incited a new thinking generally and its impact on several countries in particular. Moreover, the attainment of competitive advantage by any institution is linked to its interrelation between employees and employers, colleagues and bosses at work.*

Keywords: *Quality of work-life, Constitutionalism, Higher education.*

I. INTRODUCTION

Quality of work life is a person's response to, and satisfaction with, his/her work and the total working atmosphere. Robbins (1989) defined Quality of work life 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". Garvin (1984) has divided the concept of quality into five key groups which include, (1) transcendent (2) product-based (3) user-based (4) manufacturing-based (5) value-based and these concepts are defined as follows: (1) Transcendent means something that can be instinctively perceived but almost impossible to put in words such as beauty or love. This interpretation is subjective and related to concept of quality. (2) Product-based quality means the quality in the elements and characteristics of a product. It is objective and can be easily measured. (3) User-based quality has main focus on the customer satisfaction of the product. (4) Manufacturing concept of quality is based on the product configuration or structure so that the detailed description of the requirements of product design can be made. (5) Value-based quality means better value for the cost of the product/services. Cheng (1995) is of the opinion that "Education quality is the character of the set of elements in the input, process, and output of the education system that provides services that completely satisfy both internal and external strategic constituencies by meeting their explicit and implicit expectations". In addition to this Harvey and Green (1993) concluded five determinants of quality in education such as (1) quality in term of excellence (2) perfection/ consistency (3) fitness for purpose,(4) value for money (5) value-added activities. The indicators of quality as conceptualized in the service literature remain focused on perceived quality. Perceived quality is defined as the customer's opinion about a products/services overall brilliance or superiority (Zeithaml, 1987). It differs from objective quality which involves an objective aspect or attribute of an object or event (Garvin, 1983). Perceived quality is a type of mind- set, related to but not similar to satisfaction and resulting from a comparison of expected performance with actual performance.

II. LITERATURE REVIEW

Singh and Srivastav (2012) examined eight parameters of quality of work life that is tangibility, responsiveness, safety, communication, reliability, empathy, assurance and comfort. The research was based on SERVQUAL model. SERVQUAL gap model is usually used to measure the service quality in terms of the differences between perception of respondents and their expectation. These differences are measured from the evaluation by the customers from their perception of pre- consumption and post-consumption of a service using 22 items grouped into five dimensions. The measurement of these 22 items developed by Parasuraman et al (1988) is grouped in five categories such as assurance, responsiveness, reliability, tangibles and empathy. The results of the study concluded that the model provided for good validation for determining the degree of satisfaction with the quality of work life in an organization. They further observed that high job satisfaction

represents less gap between the employer perception and employee perception and low job satisfaction represents high gap between employer and employee perception on several dimensions of quality of work life. Valizadeh & Ghahremani (2012) studied the relationship between quality of work life and organizational culture of job holders in university set up. The research was based on Queen and Gareth model and Walton model of quality of work life dimensions, the study concluded that there is positive and significant relation between organizational culture and quality of work life of employees. These results depict that organizational culture has strong impact on indicators of quality of work life. Kheradmand and Nazim, (2010) found direct and significant relation between various factors of quality of work life like hierarchical, participative and rational organizational values and employee performance. Therefore in order to improve the performance of employees, managers should focus keenly on the aspects of quality of work life. Othman and Lieng, (2009) examined the relationship between Quality of work life and job satisfaction on the bases of twelve dimensions of quality of work life taken from Walton and Lewis dimensions of quality of work life, and found positive relationship between quality of work life dimensions and job satisfaction. Pugalendhi, et.al (2009) Studied the perception of teachers on Quality of work life in colleges and concluded that there is a significant association between quality of work life and quality of work life in teaching environment.

Rosser (2004) studied the mid level leaders which include academicians as well as non-academicians within the structure of higher education institutions. The study concluded that quality of work life has an impact on morale, satisfaction and employee turnover of midlevel professionals. He further suggested that in order to retain employees of this level in higher education, institutions need to provide support for professional activities, career development, recognition of skills, competence and focus should be given to improve relationship between these professionals and students, seniors" faculty and public. The political interference should be minimized in order to improve the overall quality of work life. Tabassum, (2012) studied the association between Quality of work life indicators and job satisfaction among university teaching staff and found that the indicators of quality of work life are positively correlated with job satisfaction.

Brooks (2001) investigated that Quality of work life has two key objectives that is (1) to enhance the quality of the work experience of job holders and (2) to improve the overall productive outcome of the organization. In further studies Brooks has defined Quality of work life as the level to which employees can satisfy their personal needs and at the same time attain organizational commitments and requirements. Therefore, the concept of employee satisfaction is not only providing people with employment and monetary benefits but is about providing them with a place where they feel accepted, wanted and appreciated. Ian, (2000) studied the relationship between employees" participation and the quality of work life and result findings indicate that employees participation is important in decision making as employees feel good when included in the decision making process.

Sirgy et al (2001) concluded that the main indicators in defining quality of working life are: need satisfaction based on job requirements, work requirements, supervisory behavior, contributory programmes, and organizational responsibility. Therefore Quality of work life is based on satisfaction gained through fulfilling these needs. Furthermore Quality of work life not only influence work life satisfaction but also has an impact on individual's personal life, therefore the quality of work life instruments used in any organization should focus on the overall well being of an individual. The main parameters of Quality of work life are safe work environment, fair wages, and equal employment and advancement opportunities to all. Furthermore employee job satisfaction is related to wages, work hours and working conditions (Mirvis and Lawler, 1984). Cohen and Rosenthal, (1980) viewed Quality of work life as a deliberate attempt to bring an enhanced labour management, and co-operation among employees to look into the issues that hinders job satisfaction and organizational performance. In consistent to this, Keith (1989) defined Quality of Work Life as favourableness or unfavourableness of a job environment for people. His main focus was on those jobs which can develop human resource and improve production.

Research objectives

1. To assess the various parameters of quality of work life in higher educational institutions.
2. To measure the perception of teaching staff towards quality of work life in higher education.

III. RESEARCH METHODOLOGY

In the present study, both primary and secondary sources of data were used. The instrument used to collect primary data was structured questionnaire that was developed by the research team based on the literature review on the relevant topics of study. In addition to this secondary data was collected from journals, magazines, books and internet. The research design was adopted to address the aims and objectives which were both descriptive and analytical in nature. According to Leedy & Ormrod (2005), participants will be more truthful in responding to questions in a questionnaire as it allows the participants to remain anonymous as opposed to personal interviews therefore; the questionnaire approach was used as the main instrument. An

adapted version of quality of work life model developed by Walton 1975 and has been utilized for present study as it is an established framework for the measurement of general quality of work life. This framework has been extensively used and tested across a wide range of public and private sector services. The objective of the questionnaire designed was to gather the information related to perception of respondents about the quality of work life provided by the university administration in this research.

IV. DATA ANALYSIS

Hypothesis 1: Relationship and cooperation at work as a dimension of Quality of Work Life (QWL) is significantly poor in the Universities of J&K.

Relationship and cooperation at work place

The descriptive statistics in table 1 shows that overall mean score for dimension, relationship and cooperation of different sample universities has remained 3.77 with 0.71 standard deviation. Therefore it can be concluded that respondents perceived good level of satisfaction regarding relationship and cooperation at their respective institution. The Anova indicates that ‘p’ value for dimension relationship and cooperation (0.000) is less than 0.05 with F-value of 19.419, therefore alternate hypothesis is accepted, which depicts that quality of work life is significantly poor with respect relationship and cooperation at work. Moreover the variable wise descriptive statistics from the table 1 shows that the mean score ranged between 3.52- 4.02 with the variable willingness of management to solve problems and relationship with other colleagues scoring the least and highest. The attainment of competitive advantage by any institution is linked to its interrelation between employees and employers, colleagues and bosses at work. Employees build up optimistic attitudes when there is good cooperation and relationship at work places. Optimistic attitudes such as dedication and reliability may lead to increase in the level of effectiveness and efficiency pessimistic attitudes can result in poor performance and low efficiency.

Table 1: Parametric statistics-Testing of hypothesis of dimension, relationship and cooperation at work place by using ANOVA

S. No	Dimension	Descriptive statistics overall		Anova		Testing of hypothesis Status
		M	S.D	F-Value	Sig	
1.	No discrimination	3.75	1.076	8.870	0.000	H1 accepted
2.	Relationship with other colleagues and bosses at work.	4.02	.802	3.088	0.027	H1 accepted
3.	Colleagues and team mates are committed to work	3.80	0.907	11.864	0.000	H1 accepted
4.	The management is always willing to listen and solve problems	3.52	1.077	33.127	0.000	H1 accepted
	Overall	3.7704	0.7150	19.419	0.000	H1 accepted

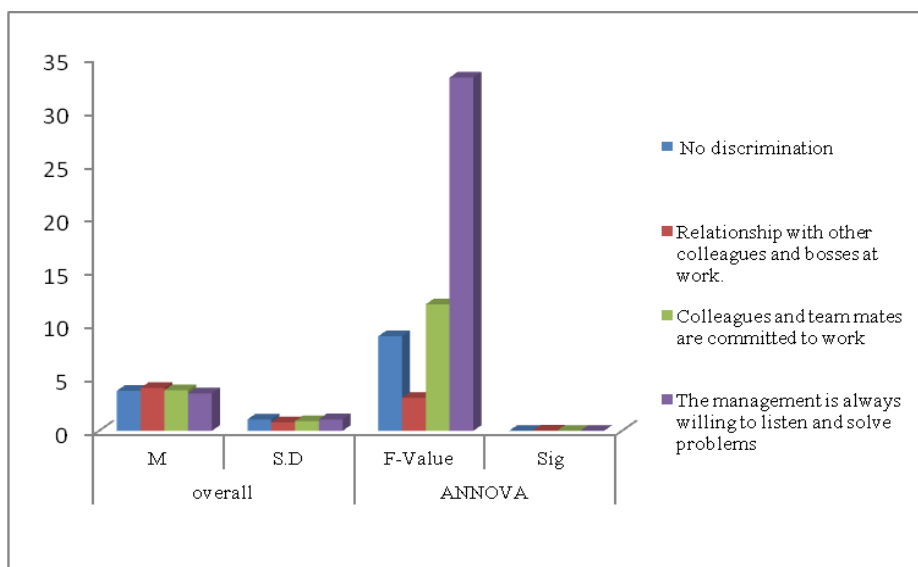


Fig 1: Parametric statistics-Testing of hypothesis of dimension, relationship and cooperation at work place by using ANOVA

Hypothesis 2: Constitutionalism at work place as a dimension of Quality of Work Life (QWL) is significantly poor in the Universities of J&K.

V. CONSTITUTIONALISM

The analysis of descriptive statistics from table 2 shows the mean score of dimension, constitutionalism ranged between 3.35 to 3.54, with freedom of expression and realistic statuses scoring the least and highest. Therefore it can be concluded that the respondents of all the four sample universities shows moderate level to satisfaction with regard to constitutionalism. Further statistical analysis revealed that the quality of work life is not significantly good as the significance for the dimension has remained 0.000 at 5% level of significance with F-value of 16.918, revealing that the alternate hypothesis has been accepted. Moreover the statement wise ‘p’ value for the dimension constitutionalism indicates, the significant difference on the variable, rights of the employees (0.00), freedom of expression (0.000), well equipped library (0.000) and arrangement for refreshment and entertainment (0.00), realistic and favorable employees (0.000) the difference in the perception of respondents of four sample universities can be attributed to the fact that these institutions might have following the different guidelines when it comes to legal aspects of quality of work life.

Table 2: Parametric statistics-Testing of hypothesis of dimension, constitutionalism at work place by using ANOVA

S. No	Dimension	Overall	Descriptive	ANOVA		Hypothesis
		statistics	S.D	F	Sig	testing
	Constitutionalism	M	S.D	F	Sig	status
1.	Respects the rights of the employees.	3.47	0.978	12.813	0.000	H1 accepted
2.	Encourages freedom of expression.	3.35	1.026	18.966	0.000	H1 accepted
3.	Statutes are realistic and favorable to employees.	3.54	0.954	6.426	0.000	H1 accepted
	Overall	3.4528	0.80453	16.91	0.000	H1 accepted

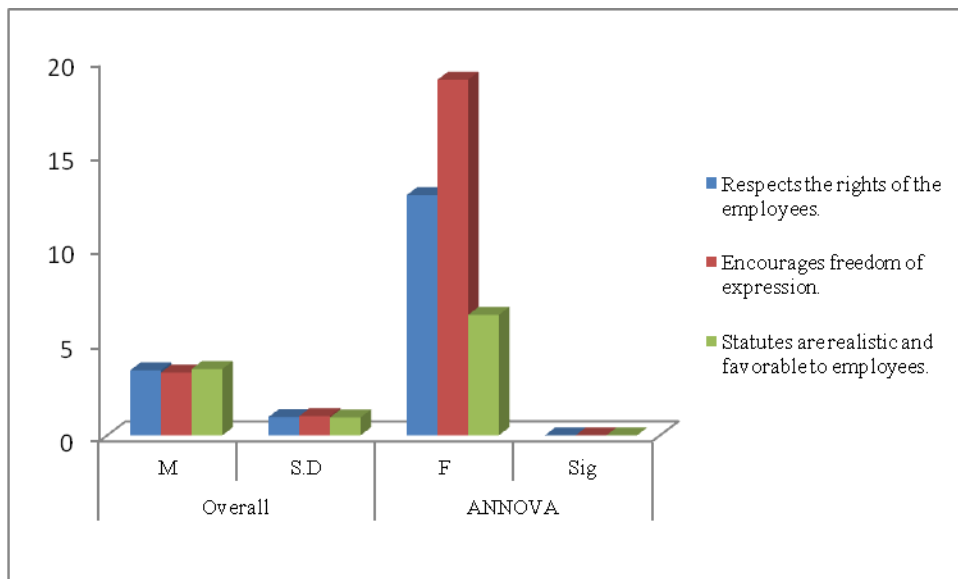


Fig 2: Parametric statistics-Testing of hypothesis of dimension, constitutionalism at work place by using ANOVA

VI. CONCLUSIONS

It can be concluded that respondents perceived good level of satisfaction regarding relationship and cooperation at their respective institution. The ANOVA indicates that ‘p’ value for dimension relationship and cooperation (0.000) is less than 0.05 with F-value of 19.419, therefore alternate hypothesis is accepted, which depicts that quality of work life is significantly poor with respect to relationship and cooperation at work. Moreover the variable wise descriptive statistics from the table 1 shows that the mean score ranged between 3.52- 4.02 with the variable willingness of management to solve problems and relationship with other colleagues scoring the least and highest. The history of constitutionalism incites a new thinking generally and its impact on several countries in particular. A fresh perspective is required to shed light on all the counties with a constitutional history. In our research the findings reveal that Sher-e-Kashmir university of Agriculture sciences and technology of Kashmir (SKUAST-K) has the highest mean score of 3.77 which depicts the good amount of satisfaction regarding employees’ rights, followed by Jammu University (3.74) which also shows a good level of

satisfaction. Sher-e-Kashmir University of Agriculture sciences and technology Jammu (SKUAST-J) and Kashmir University (KU) has the mean score of 3.56 and 3.03 respectively, which shows an average level of satisfaction regarding rights of the employees. In the sense the universities Act and bi-laws lack uniformity and needed to be revised. Also, the respondents of all the four sample universities show moderate level of satisfaction with regard to constitutionalism. Further statistical analysis revealed that the quality of work life is not significantly good as the significance for the dimension has remained 0.000 at 5% level of significance with F-value of 16.918.

VII. LIMITATIONS

Due to time and budget constraints, our samples used in this study are limited to academic staff only, other employees who work in the permanent as well as the adhoc capacities in different universities in Jammu and Kashmir were not included in the sample. To include them in the study, will require more resources. Therefore, the generalization of our findings is limited to teaching faculty only. Further study can focus on additional exploratory, qualitative, and empirical research on the impact of job satisfaction on quality of work life. Future studies may include many other aspects such as effect of quality work life on job performance, efficiency and effectiveness present in higher educational scenario.

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