



## JOB DYNAMICS, WORKPLACE ENVIRONMENT AND WORK LIFE IN B-SCHOOLS

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### Abstract

Work life quality is associated with various issues like quality of work, work-life balance, inspiration and values, enabling environment, future growth / opportunities, and tangible rewards. This doctoral-level research aims at assessing the causal relations between workplace environment, job dynamics, work life quality and individual performance. Faculty of B-schools (University-affiliated) were surveyed.

**Keywords:** Workplace, Job Dynamics, Work Life, Performance.

### 1. Introduction

Work Life Quality (WLQ) (web 1) can be defined as "the quality of relationship between employees and the total working environment". WLQ is a process by which an organisation responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

The aim of WLQ is to identify and implement alternative programs to improve the quality of professional as well as personal life of an organisation's employees. WLQ (web 2) refers to the favourableness or unfavourableness of a total job environment for people. WLQ programs are another way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation.

The elements in a typical WLQ program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early WLQ efforts focus on job enrichment. In addition to improving the work system, WLQ programs usually emphasise development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

### 2. Need for the Research

Work life quality has mainly been researched in connection with either job-related factors or organisation-related factors or family-related factors. Family-related factors would come under the realm of Work-life balance in particular. Holistic studies which analyse the causal relations between workplace and job dynamics and work life quality are the need of the hour. Such studies would foster a more holistic model. The current conceptual framework goes a step further and assesses the impact of work life quality on the performance of individuals.

### 3. Review of Literature

Yadav & Dabhade (2014) studied the working atmosphere and women's insight about the work life balance and job satisfaction, who are employed in banking and education sector. This study also considered the consequences of work life balance on job contentment and proposals taken by the businesses for effectual work life balance and its link with the job satisfaction. This study stressed that the eventual performance of any organisation depends on the performance, equality in work of its workers, which consecutively depends on abundant factors. These factors can be linked to job contentment or family or both. Findings of the study recommended that work life balance can be attained by the factors accountable for job happiness for instance, helpful colleagues, and supportive operational conditions, emotionally challenging job, reasonable rewards and employee centric policies and so on.

Nirav & Dharmesh (2014) expressed that there were numerous factors influencing job pleasure of workers pertaining to transparency and communication. In order to inspect, the study attempted to recognize those factors and their control on job pleasure of an individual. This study has completed a lot of work in this region to realize the real grounds of job satisfaction or displeasure. Earlier studies have known their theory and moulds about job contentment and factors influencing job satisfaction of a worker in the organisation. This research work attempted to assess the legality of diverse factors influencing job satisfaction. The productivity of this study was recognized as a job contentment factors for management teachers. Hence to appreciate and keep valuable and familiar faculties, these factors are necessary and employer can employ these factors as defensive measures to keep talent and support them for performance.

Hora (2014) aimed to recognize the position of women and indicate factors hindering women from the participating in community. This study disclosed that the mainstream of women were having learning status of diploma and lesser non-



decision making and leadership locations, and scrutinized major blockades hindering women from public leadership. The findings of the study designated that if constructive conditions are set at place and women are afforded the position to direct, they are as effectual and victorious as or more than that of their male equivalents. It was concluded that women are not only reserved away from senior leadership places, but also from admission to higher instruction which makes them expand skills, and capacitate them with professional decision making methods, assist them increase self-confidence in holding leadership positions.

Renuka & Anil (2014) investigated the control of job contentment and demographic traits on organizational promise among teachers. This study also expressed that the main concerns of numerous employers and human resource management consultants is to create their employees extremely pleased so as to retain them in addition to to create them creative and committed to their organisation. The study disclosed that there was a noteworthy positive connection between job happiness and organizational promise; also there was a significant positive association between age and organizational promise; and there was a significant negative association between teaching and organizational promise. Based on the findings, it was suggested that so as to certify a high level of job contentment of teachers there is a necessity to improve their salary. This is required to gratify the pay want of the teachers and also develop the public picture and self-esteem of teachers. Teachers employed conditions should also be enhanced also so as to certify that highly qualified and very practised teachers are reserved in the schools.

Singh (2014) assessed the rank of occupational strain and insight of different occupational stressors among the faculty members of private medical and engineering colleges. The study also exposed that medical and engineering faculty members are evenly stressed and have widespread perception of stressors perhaps since as teachers their role and responsibilities are common. Employed in private sector may also guide to universal perception of stressors. Mainstream of the faculty members accounted reasonable level of stress, hence it will be easier to administer the stressors if these subjects are argued and included into faculty development programme. The findings of the study also revealed no noteworthy gender dissimilarity in the general perception of stress. This showed that with the transforms in socio-cultural standards, females are becoming evenly proficient in handling professional stress even though there can be field specific gender disparities in the awareness of stress.

Ahluwalia & Preet (2014) identified and considered the factors that influence the job satisfaction amongst college and university faculties. The study revealed that the most significant factors that are accountable for job contentment among college and university teachers are likelihood of growth and administration after that monetary growth, after that sanitation and infrastructure, after that possibility of earnings, coordination and teamwork, interpersonal relations in profession and balanced administration. It has been proved that people are always concerned to work only at those organizations where they feel pleased. And if they are displeased from their work then this displeasure guides to lower level of job presentation, hence it augments employee's turnover, absence and many such difficulties. It was concluded that vocation development arrangement, job security and other job explicit factors assists to bring more job contentment to the faculty members.

Wambui et al. (2013) found that workplace diversity existed in all organizations in case employees would like to have social, economic and political advantages. This study found that workplace diversity augments originality, productivity, new outlooks, new language skills, global appreciative, new processes, and new clarifications to complicated problems. Greater alertness, better market insight, stronger client and commune loyalty, modernism, and enhanced employee enrolment and retention. Results of the study revealed that the businesses unit fail to perceive the significance of diversity and addition might find them incapable to draw and keep the kinds of customers, workforce, and business partners that will be a mandatory in the international human resource management. It was concluded that most workplaces are made up of varied cultures; hence organizations need to discover how to acclimatize to be triumphant.

Uma et al. (2014) tried to realize the outlook of faculty members working in self-financing engineering colleges on pay and performance assessment. Pay and performance assessment are very significant components of HRM. These factors not only inspire workers towards high performance but also augment their efficiency. These components generate employee participation and promise towards attainment. Many engineering colleges could not keep high-caliber faculty members because of deprived pay and performance assessment system. This study found many things that were crucial to worker performance, job security, satisfaction, confidence, commitment, attachment and attitude towards their work. It was concluded that colleges must produce a friendly ambience between management and faculty members which will assist for better preservation and constancy of the experienced faculty members.

Zare et al. (2013) deliberated the tempo of quality of work-life of faculty members. This study recognised the facets like factors linked to job content, job economic factors, work-social aspects, equilibrium between work and life. This study



stressed that quality of work-life actions persuade employees to direct their cleverness, expertise, skills, and abilities to such struggle as job plan, the associations of workers amongst themselves and with administration, the dimension of performance and the allotment of rewards, the distribution of power and status symbols, and the description of career paths. The results of the study showed that equilibrium between work and life has middle rank, the status of work economic aspects is unwanted and the factors linked to job substance and work social factors have attractive status. This study suggested that the directors of university should arrange the ground for happiness of faculty members.

Thirapatsakun et al. (2014) investigated the associations among job demands, work appointment, and turnover intent in the multiple groups of dissimilar levels of professed organizational support. The results exposed that there was an important, work engagement had mediating results on the association between job demand and turnover intention. In the meantime, work engagement mediated the association between professed organizational supports and turnover decisions. The results showed that numerous groups of dissimilar levels of professed organizational support had no moderating control. Therefore, it was concluded that professed organizational support had a circuitous influence on turnover intent through work appointment but had no moderating results. The study recommended that new theoretical advancement in the region of the multiple groups of diverse levels of perceived organizational support to preservation of good employees.

Roodpishi et al. (2013) revealed that recognising the effectual and connected factors to customer relationship management is very essential, since quality of work life programs is including any developments in communicating with client that support organisation growth. It was found that the subject of quality of work life and its association with customer relationship management is one of significant and crucial issues in contemporary organizations. Conversely, organizations as lively entities are born in atmosphere and are developing by essential facilities. They will supply environmental wants through providing precious products and services and will assist the course of growth and affluence of communities. Findings of the study concluded that rising customer relationship management is not a one-dimensional action, in its place it is a permanent work that as well as components of worker quality of work life are influencing other significant producing factors such as; linking employees, budding and empowering them, ensuring organizational fairness, and professional safety and so on.

Unal & Gizir (2014) identified the foremost career anchors of faculty member and inspected these fastens in regard to their academic rank, gender, marital position, and managerial position in their organisation. The study revealed that the foremost vocation anchors of the faculty members were protection, service and devotion, and autonomy independence. In addition, significant distinctions were observed in the career anchors of faculty members with regard to their academic position, gender, marital standing, and administrative position in their organisation. These results recommended that faculty members rate a career that not only certifies economic security and constancy but also permits preservation of a healthy work–life balance. It was concluded that faculty members sight their careers in terms of certain core values and motives that are chiefly concerned with work that endorses economic security and constancy in addition to a healthy work–life balance.

## **4. Methodology**

### **4.1 Objective of the Research**

To propose a conceptual framework and test the causal relations between workplace environment, job dynamics, work life quality and individual performance.

### **4.2 Research Design**

Causal research design was employed for the research. Causal research design is ‘*research that focuses on collecting either secondary or primary data and using an unstructured format, or informal procedures to interpret them*’ (Malhotra and Birks, 2006).

### **4.3 Sampling and Data Collection**

Faculty serving in University-affiliated colleges in Chennai, Tamilnadu were surveyed with the help of a structured questionnaire. Purposive or deliberate sampling (Malhotra and Birks, 2006) was employed for the study wherein only faculty serving in University-affiliated colleges offering full-time post-graduate Management programs were surveyed. The actual sample sizes were 278 (Anna University) and 351 (University of Madras) respondents.

### **4.4 Research Framework**

The research framework was compiled based on exhaustive review of literature and research gaps. The endogenous variables were Workplace Environment, Job Dynamics, Individual Performance, and Work Life Quality. The exogenous variables were Structure and Leadership, Equity and Fairness, Communication, Participative Management, Consideration, warmth and support, Initiative and Motivation to achieve, Promotion prospects, Relations with Peers (co-workers), Benefits, Superiors, Job security, Resources, Job Content and Clarity, Development of human capacities, Social relevance of work life,

Autonomy and control, Recognition (Rewards for work done), and Progress and development. All the mentioned antecedents were measured with help of 4-point scale (Table 1). The rating scale options comprised 1 (Lowest), 2, 3, and 4 (Highest).

**Table 1, Research Instrument**

Constructs	No. of items	Sample Item
Workplace Environment	6	Consideration, warmth and support
Job Dynamics	12	Development of human capacities
Overall satisfaction	3	Work Life Quality
Individual Performance	1	
Socio-demographics	6	Designation

Source: Compiled by Researcher.

## 5. Analysis and Results

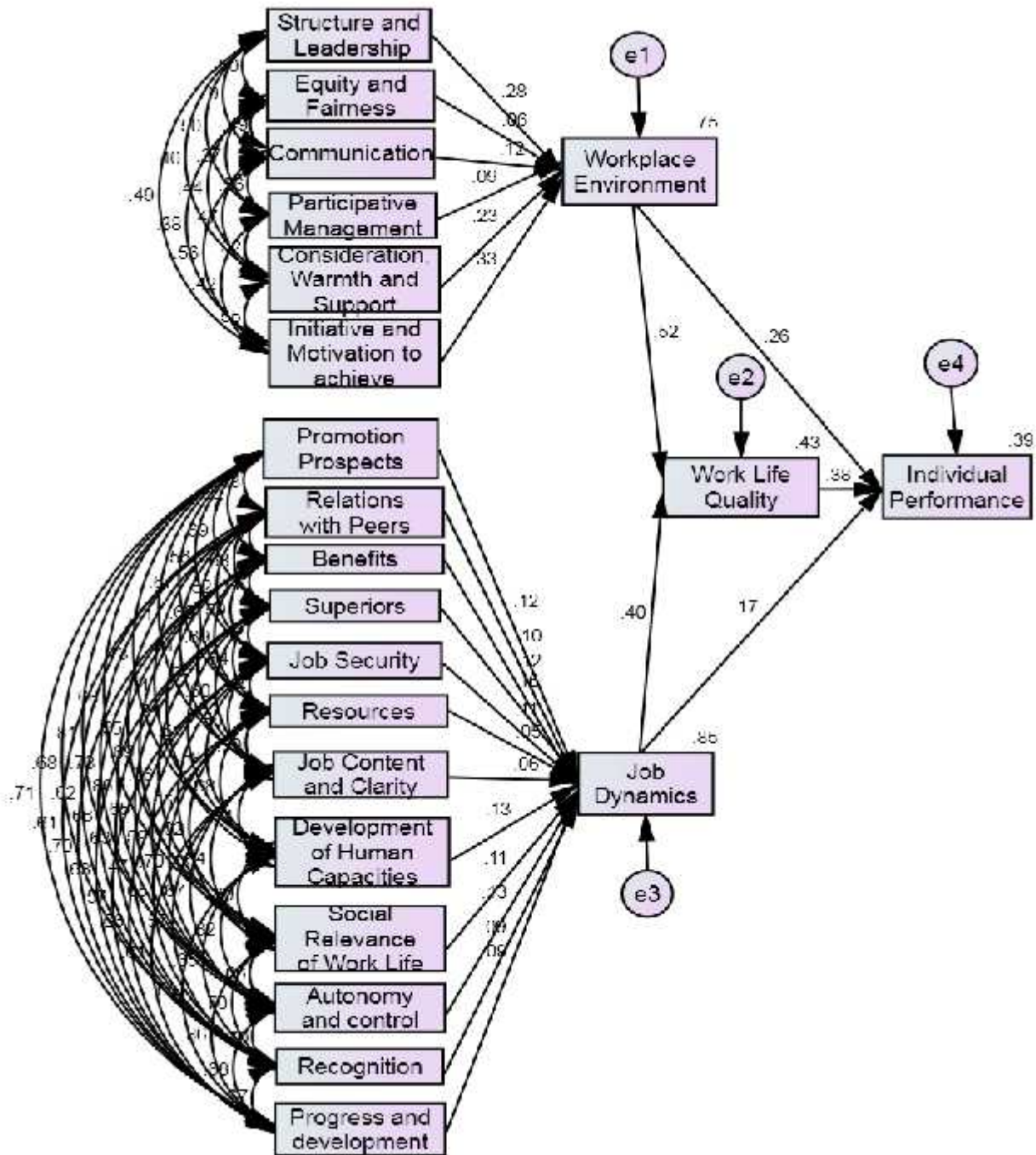
The output of Structural Equation Modelling (SEM) path analysis is summarised in Table 2 and Figure 1.

**Table 2, SEM Analysis and Outcomes**

Null Hypothesis	SC	p value	Result
H <sub>01.1</sub> : Structure and Leadership has no impact on Workplace Environment.	0.281	***	Rejected at 0.1%
H <sub>01.2</sub> : Equity and Fairness has no impact on Workplace Environment.	0.061	0.014*	Rejected at 5%
H <sub>01.3</sub> : Communication has no impact on Workplace Environment.	0.121	***	Rejected at 0.1%
H <sub>01.4</sub> : Participative Management has no impact on Workplace Environment.	0.091	***	Rejected at 0.1%
H <sub>01.5</sub> : Consideration, warmth and support has no impact on Workplace Environment.	0.230	***	Rejected at 0.1%
H <sub>01.6</sub> : Initiative and Motivation to achieve has no impact on Workplace Environment.	0.326	***	Rejected at 0.1%
H <sub>02.1</sub> : Promotion prospects has no impact on Job Dynamics.	0.116	0.007**	Rejected at 1%
H <sub>02.2</sub> : Relations with Peers (co-workers) has no impact on Job Dynamics.	0.105	0.002**	Rejected at 1%
H <sub>02.3</sub> : Benefits has no impact on Job Dynamics.	0.117	0.028*	Rejected at 5%
H <sub>02.4</sub> : Superiors has no impact on Job Dynamics.	0.163	***	Rejected at 0.1%
H <sub>02.5</sub> : Job security has no impact on Job Dynamics.	0.111	***	Rejected at 0.1%
H <sub>02.6</sub> : Resources has no impact on Job Dynamics.	0.046	0.049*	Rejected at 5%
H <sub>02.7</sub> : Job Content and Clarity has no impact on Job Dynamics.	0.064	0.017*	Rejected at 5%
H <sub>02.8</sub> : Development of human capacities has no impact on Job Dynamics.	0.134	0.008**	Rejected at 1%
H <sub>02.9</sub> : Social relevance of work life has no impact on Job Dynamics.	0.113	0.002**	Rejected at 1%
H <sub>02.10</sub> : Autonomy and control has no impact on Job Dynamics.	0.131	***	Rejected at 0.1%
H <sub>02.11</sub> : Recognition (Rewards for work done) has no impact on Job Dynamics.	0.086	***	Rejected at 0.1%
H <sub>02.12</sub> : Progress and development has no impact on Job Dynamics.	0.088	0.012*	Rejected at 5%
H <sub>03.1</sub> : Job Dynamics has no impact on Work Life Quality.	0.402	***	Rejected at 0.1%
H <sub>03.2</sub> : Workplace Environment has no impact on Work Life Quality.	0.521	***	Rejected at 0.1%
H <sub>04.1</sub> : Work Life Quality has no impact on Individual Performance.	0.378	***	Rejected at 0.1%
H <sub>04.2</sub> : Workplace Environment has no impact on Individual Performance.	0.258	***	Rejected at 0.1%
H <sub>04.3</sub> : Job Dynamics has no impact on Individual Performance.	0.170	***	Rejected at 0.1%

SC – Standardised Coefficient; p – Significance.

Figure 1  
 SEM Path Analysis



## 6. Conclusion

Structure and leadership, Equity and fairness, Communication, Participative management, Consideration, warmth and support, Initiative and motivation to achieve have a positive impact on Workplace environment. Promotion prospects, Relations with peers (co-workers), Benefits, Superiors, Job security, Resources, Job content and clarity, Development of human capacities, Social relevance of work life, Autonomy and control, Recognition (Rewards for work done), and Progress and development have a positive impact on Job dynamics. Workplace environment and Job dynamics have a positive impact on Work life quality. Workplace environment, Job dynamics and Work life quality has a positive impact on Individual performance.



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