

Impact of quality of work life on dual career couple's performance in academic sector. An empirical study on Private Universities of Jaipur City, Rajasthan

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Abstract: The objective of the study is to analyse the impact of quality of work life on employee performance in dual career couples in academic sector. Correlation analysis is used to prove the hypotheses base on the various statements related to quality of work life. Results reveal that quality of work life has significant relationship between employee performance in dual career couples in academic sector. These findings contribute to the literature relating to quality of work life of dual career couples and have HR implications for bringing traffic into academic sector.

Keywords: Quality of work life, dual career couple, academic sector.

1. Introduction

Quality of work life

According to **J. Richard and J. Loy**, "QWL is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation". Some people explain QWL as an industrial democracy with higher employee involvement in the decision-making procedure. While others, predominantly managers and supervisors, the term indicates enhancement in the mental capability of employees to improve efficiency. Workers-union infer it as unbiased distribution of profits, employment safety, humane working environment. QWL is considered as a wider view of shifting the whole organizational atmosphere by civilizing work atmosphere, and by enhancing the structural and administrative systems. The term QWL discusses the degree of constructive association between personnel and the entire working environment. According to Harrison (1985), QWL is the degree to which the working organization contributes to material and psychological well-being of its members. QWL as "a procedure of joint decision making, collaboration and building mutual respect between management and employees"; it is linked with increasing employee management cooperation to resolve conflicts, enhancing organizational performance and employee satisfaction. According to the American Society of Training and Development (1979), QWL is a process of working organization that empowers its members at all levels to actively contribute in shaping the organization's atmosphere, approaches and results. Quality of work life is intended at fulfilling the dual goals of improved effectiveness of the organization and enhanced quality of life for personnel.

The varied perspective of different writers and the significant investigations lead us to the conclusion that "quality of working life is the degree of excellence brought about by work and working conditions which contribute to the overall satisfaction and performance, both at the individual level and at the organizational level".

Dual Career Couples

Dual-career couples have been defined as — “a married couple where both husband and wife have different careers” (HR Dictionary, 2011, online). — “For dual-career couples and working women, balancing work demands with personal and family responsibilities is difficult to do” Jackson and Mathis, (2007), and the situations becomes even more challenging where dual career couples have a child or children Dual-career couples where both partners are pursuing simultaneous careers is a prevalent and lasting phenomenon that reflects the increasing educational achievements and career aspirations of women worldwide (Smith, 1997).



2. Review of Literature

Rapoport and Rapoport, introduce the term "dual-career family" in 1969, initiated the study of the influence of occupation and family on each other. Their exploration was followed soon afterwards by other decisive studies on the dual-career lifestyle by other researchers like Epstein, 1971; Holmstrom, 1973; Garland, 1972; Poloma, 1972 etc. Indian families are undergoing new work life patterns. The family environments have been broadly influenced with new expectations, the standard of living set by mass media, costlier lifestyle and an endeavor for higher quality of life. The dual-earner couple is a new concept that exhibits the growing educational and career ambitions of women in today's world. Globally Women of all class or creed have progressed in their profession and set new standards of life for themselves and others. Women have recognized their autonomy and self-sufficiency for their personal growth, they are in enhanced circumstances to express themselves, and are determined to achieve their aims. In addition to conventional roles and responsibilities of bearing and rearing children and managing household, Indian women are taking up new challenges and new roles in their professional life. The employment status of working mothers and wives entails an essential change in their activities, obligations and responsibilities, which requires a reconsideration of the household environment. The involvement rate of women in workplace has increased in the recent times in India. At the same time, women have to struggle in balancing professional life with domestic responsibilities that often results in conflict in personal relations and creates stressful situations. Working couple often find it hard to manage diverse roles of everyday life.

Everyone desires to live a balanced and satisfying life but it turns out to be very difficult for the dual-career couples as it's a difficult situation for them to perfectly synchronize both work and home spheres. Modern couples not only strive for success and appreciation on the one hand but also, they wish to be the perfect spouses at home. Hassan (2010) explained that people in eastern countries, have different practices on work and family when compared with western countries. This is due to differences in cultural backgrounds, domestic structures and social establishments. India has a rich culture heritage and value system that has a strong bearing on family sphere demanding lots of attention and time to it. Dual-career couples has to face

these challenges of balancing work-life as they have the twin tasks of handling both work and family with contradictory demands, pressures and circumstances in their everyday lives. Buddhapriya (2009) found that Indian employees face higher family-oriented responsibilities and henceforth, work family issue has a serious impact on the emotional well-being of Indian working professionals. Perlow (1998) found that the growing no of women in workforce has increased not only the number of dual-career couples, but also their entrance into specialized and executive ranks and has therefore forcing them to face the long working hours. The demands on their time schedules are therefore exceedingly high. Rout et al. (1999) observation shows that that in India women experience higher level of stress in performing household duties along with professional duties. In India, because of higher work-load women finds it difficult to perform the conventional roles at home as expected. A self-employed women's life in India is more difficult as social arrangement discourage the active participation of men in domestic chores. Situations are changing in modern India with awareness of education, some men share the responsibilities at home but they also suffer from the problem of meeting the needs of work and family. Mathew and Panchanatham (2011) observes that the important WLB issues that the working women have to face are individual well-being, work overload, time management, dependent care issues and lack of adequate support systems.

Researchers have acknowledged diverse types of dual-career families. Rapoport and Rapoport (1971) identified four types of dual-career families: familistic, careerist, conventional, and coordinate. The couples who are active in the household sphere most of the time are familistic, while careerist is mainly concerned about professional growth. Conventional couples are those in which traditional household roles prevail; the female sacrifice her profession ambitions for fulfilling men's aspiration. Finally, coordinate families are categorized by a careerist male who is keen to play a part in the household and a family-oriented female with career goals. Hall and Hall (1980) also acknowledged four general types of dual-career couples: accommodators, adversaries, allies and acrobats. They are categorized by either high or low contribution with family and career problems.

Dual-career couples find themselves in a continuous demand of coping with the challenge of combining work-family roles. On the other hand, the occupations of both partners are extremely interconnected that

career selections and involvements of them are likely to affect each other (Parker and Arthur, 2004). Competition can create a problem in dual-career couples, particularly when partners try to relate each other's career progress and individual achievements (Paddock and Schwartz, 1986). Parker and Arthur (2004), describes the challenge for dual-career couples as to manage two independent careers as well as making sure that they both contributes to the accomplishments of each other.

Studies has shown reliable constructive link between essentially rewarding work and individual results such as job satisfaction. The vast literature on occupation characteristics shows that (Hackman and Oldham, 1980; Karasek and Theorell, 1990; Karasek, 1979; Lawler and Hall, 1973), for example, there is strong indication that independence in decision making process is related with greater job satisfaction and lesser chances to leave (Hom and Griffeth, 1995). Batt and Valcour (2003) also concluded that employers often worry, however, that greater individual self-sufficiency or control for individual personnel will decline its efficiency. Some current investigation by Bailyn and others, however, proposes otherwise (Bailyn, 1993; Bailyn et.al., 2000; Perlow, 1997) and found that long hours interfered with the employees' home lives, and caused a brutal circle of long hours, higher stress level, lower efficiency, leading to work-life conflict.

In summation, adequate research-investigation has revealed that dual-career families, particularly women are prone to the dual ill-effects of domestic and work-overload and are expected to maintain a continuous balancing act to protect themselves from the frequent negative consequences of stress and strain.

3. Objectives of the study

- To analyse the impact of quality of work life on employee performance in dual career couples in academic sector.

Hypotheses of the Study

H0: There is no significant impact of quality of work life on employee performance in dual career couples.

HA: There is a significant impact of quality of work life on employee performance in dual career couples.

4. Research Methodology

The current study is both exploratory as well as descriptive in nature. Primary and secondary methods have been used for collecting the data. For the purpose of gathering primary data structured questionnaire has been designed. The questionnaires were then distributed among 50 respondents of private universities in Jaipur city, Rajasthan. The stratified random sampling method is used in this process. The questionnaires were designed using 5point likert's scale. Afterwards coding and tabulation were completed and investigated by using SPSS software. Findings and results are summarized and presented in form of table and charts.

Table 1

1.	Target Population or Universe	Dual Career couple working in private sector universities in Jaipur City
2.	Sampling Method	Stratified Random Sampling Method

3.	Sample size	50 Dual Career couple working in private sector universities in Jaipur City
4.	Area of Survey	Different private sector universities in Jaipur City

Source of Data Collection

In the present study primary data is collected with the help of structured questionnaire. Questionnaires were filled by 50 respondents of dual career couple working in different private sector universities in Jaipur City, Rajasthan.

Research Design

Present study is an empirical analysis of “challenges faced by dual career academic couples in balancing work life”. The research design has been applied in accordance to empirical analysis based on primary data which has been collected through questionnaire. The inner reliability has been tested with the help of Cronbach's Alpha and value attained by using SPSS (version 22.0).

In the present study several tools of investigation are used depending upon the nature, need and appropriateness of the data available and to study the analysis of factors of quality of work life in dual career couples. Appropriate tests are applied on the collected data to get significant output and results. Findings, suggestions, limitations and further scope for the study are also discussed.

Test of Reliability

Table 4: Reliability Statistics

Reliability Statistics

Parameters	Cronbach's Alpha	N of Items
Quality of Work Life	.720	10
Employee Performance	0.756	12

Source: Output of IBM-SPSS 22

Reliability of Data: From the above table we can see that Cronbach's alpha is more than 0.700 which indicates a high level of internal consistency for our scale with this specific sample.

H₀₁: There is no significant impact of quality of work life on employee performance in dual career couples.

Table: Descriptive Statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Quality of Work Life	4.4688	.37366	50
Employee Performance	4.1146	.31013	50

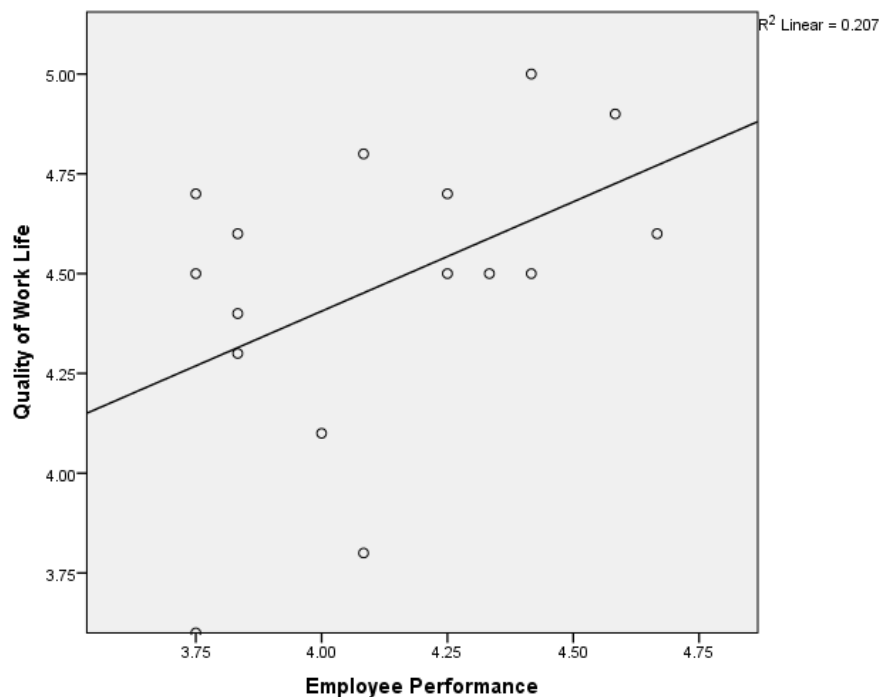
Table: Results of the Multiple Correlation Analysis.

Correlations		
	Quality of Work Life	Employee Performance

Quality of Work Life	Pearson Correlation	1	.455
	Sig. (2-tailed)		.008
	N	16	16
Employee Performance	Pearson Correlation	.455	1
	Sig. (2-tailed)	.008	
	N	16	16

Source: Output of IBM-SPSS 22



Fig: Scatter Plot

The above table revealed that there is a significant relationship between **Quality of Work Life** and **Employee Performance**. It has found that **Pearson correlation 'r' value 0.455** and **sigvalue (p value) is 0.008** which indicates that there is a statistically significant moderate positive correlation between *quality of work life* and *employee performance* in dual career couples in academic sector.

Discussion

Discussion concludes that quality of work life has a significant impact on employee performance in dual career couples in academic sector. It has found that quality of work life has r value 0.455 (p= 0.008).

5. Recommendations and Conclusion

Quality of Work Life (QWL) is a principle, a set of values, which indicates that human-beings are the most important resource in any organization as they are accountable and proficient in providing valuable contribution and thus should be treated with dignity and respect. The most significant feature that has been observed in this study is that dual career couples feel so much pressurized in maintaining work-life balance owing to lack of time for themselves and family. Work-life balance has become a major issue and a matter of concern for both individuals and organizations because it has affected the quality of life and career aspirations of men and women adversely. The concern for mental and physical well-being of spouse has compelled women in dual career couples to choose between a satisfying career or a joyful family life, which is again a very tough decision for career-oriented women. So, with this study on dual career couples working in private universities in Jaipur city, Rajasthan, we have tried to gain insight into the difficulties faced by dual career working couples in balancing their work life demands its eventual effect on their quality of work life.

It has been observed with the current study that organizations need to acquire supportive HR practices and procedures, particularly for dual career workforce to ensure that they get decent quality of work-life environment. To make workplace employee supportive, organizations can provide them with flexible working hours to fulfill their personal commitments, work from home facility, and an appropriate leave policy to help them maintain a good quality of work-life balance. In this regard day care facility can be provided in the workplace premises to help women employees to concentrate both on their children and work. Besides, the policies of maternity leave, necessary annual health checkups can be formulated for morale enhancement of employees. Work-life balance policies have the potential to enhance employee self-esteem, job satisfaction, increase performance level and decrease absenteeism rate. In today's universal marketplace, organisations are adopting supportive work-life balance programs to manage dual career workforce at workplace as these programs results in dual welfares in the form of employer's productivity and employee's satisfaction.

As per the above discussion, we can draw the conclusion that superior-quality of work life positively affect the performance of employees as well as the productivity of organisation. This study reveals that quality of work life in dual career couples in academic sector has a direct impact on employee performance. Effective quality of work life ultimately enhances the individual performance as well as organisation performance.

6. References

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