



Impact of QWL on Job Performance of Dual Career Couple's: A Study on Private Higher Education Institutions of Bhopal (MP)

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Abstract

The purpose of this research paper is to examine how the quality of work life (QWL) affects the performance of employees who are part of dual career couples in the private higher education institutions. Correlation analysis is employed to validate the hypotheses derived from different statements regarding the quality of work life. The outcomes demonstrate a significant association between the quality of work life and employee performance in dual career couples (DCC) within the private higher education institutions. These findings make a valuable contribution to the existing literature on the QWL for DCC and hold important implications for human resources (HR) in attracting talent to the private higher education institutions.

Keywords: QWL (Quality of Work Life), DCC (Dual Career Couple), WLB (Work Life Balance), HR, Performance

I. INTRODUCTION

Quality of Work Life:

QWL stands for "Quality of Work Life." It refers to the overall well-being, satisfaction, and fulfilment experienced by employees in their work environment. QWL encompasses various factors that contribute to the overall quality of an individual's professional life and their level of job satisfaction.

QWL recognizes that work is not just about earning a pay check but also about finding meaning and fulfilment in one's job. It takes into account the physical, psychological, social, and organizational aspects of work and aims to create a conducive and supportive work environment that enhances employee well-being and engagement.

Some key elements that contribute to a positive quality of work life include:

1. Work-life balance: Achieving a harmonious equilibrium between work and personal life responsibilities.
2. Job security: Feeling secure in one's employment, knowing that their job is stable and their contributions are valued.
3. Fair compensation: Receiving fair and competitive wages and benefits in relation to the industry and job role.
4. Health and safety: Ensuring a safe and healthy work environment that promotes physical and mental well-being.
5. Professional development: Opportunities for growth, learning, and skill enhancement, including training programs and career advancement prospects.
6. Work environment: Factors such as positive relationships with colleagues and supervisors, supportive teamwork, and a positive organizational culture.
7. Autonomy and decision-making: Having a certain level of control and involvement in decision-making processes related to one's job.
8. Recognition and rewards: Acknowledgment of employees' contributions & achievements through recognition programs, rewards, and incentives.
9. Workload & stress management: Managing workloads effectively, avoiding excessive stress, and promoting work efficiency and productivity.
10. Work engagement: Encouraging a sense of purpose, motivation, and enthusiasm in employees' daily work activities.

Improving the quality of work life can lead to higher employee satisfaction, increased productivity, lower turnover rates, and better overall organizational performance. It requires a proactive approach from both employers and employees to create a work environment that fosters well-being and satisfaction.

J. Richard and J. Loy state that Quality of Work Life (QWL) refers to the extent to which individuals in a workplace can fulfil their important personal needs through their experiences within the organization. Some individuals describe QWL as an industrial democracy that involves greater employee participation in decision-making processes. Others, especially managers and supervisors,

interpret it as a means to enhance employees' mental capabilities in order to improve efficiency. Workers and unions perceive QWL as fair distribution of profits, job security, and a humane working environment. QWL encompasses a broader perspective of transforming the overall organizational atmosphere by improving working conditions and enhancing structural and administrative systems. The term QWL highlights the positive relationship between personnel and the entire work environment. Harrison (1985) defines QWL as the extent to which the organization contributes to the material and psychological well-being of its members. It involves joint decision-making, collaboration, and mutual respect between management and employees. This approach aims to foster employee-management cooperation to resolve conflicts, enhance organizational performance, and increase employee satisfaction. According to the American Society of T&D (1979), QWL is a process within a work organization that empowers members at all levels to actively contribute to shaping the organization's atmosphere, practices, and outcomes. The ultimate goal of QWL is to achieve improved organizational effectiveness and an enhanced quality of life for personnel.

The diverse viewpoints of various authors and extensive research indicate that the "quality of working life" refers to the level of excellence resulting from job responsibilities and work environments that enhance overall satisfaction and performance, both for individuals and organizations.

Dual Career Couples (DCC) -

A dual-career couple refers to a partnership in which both individuals are committed to pursuing their own professional careers simultaneously. It typically involves two individuals who are in a committed relationship, such as marriage or a long-term partnership, and both have their own distinct professional ambitions and goals. In a dual-career couple, both partners prioritize their individual careers and work toward achieving success and fulfilment in their respective fields.

This arrangement often requires careful coordination and balance between the demands of both careers, as well as effective communication and mutual support. Dual-career couples may face unique challenges, such as managing work-life balance, navigating career advancement opportunities, making decisions about relocation, and coordinating schedules and responsibilities. These challenges can vary depending on the specific professions, industries, and personal circumstances of the individuals involved.

Dual-career couples often seek ways to support each other's professional growth while also maintaining a healthy and fulfilling personal relationship. This may involve negotiating flexible work arrangements, sharing household and family responsibilities, seeking career development opportunities that align with both partners' goals, and finding ways to prioritize quality time together. Overall, a dual-career couple is characterized by two individuals who are committed to their personal and professional growth and strive to find a harmonious balance between their careers and personal lives.

Dual-career couples are couples who are married and have distinct professional paths, as stated in the HR Dictionary (2011, online). The task of balancing work obligations with personal and family responsibilities poses a significant challenge for both dual-career couples and working women, as pointed out by Jackson and Mathis (2007). This challenge becomes even more demanding when dual-career couples have children. The prevalence and enduring nature of dual-career couples, where both partners are simultaneously pursuing their careers, are a reflection of the rising educational accomplishments and career aspirations of women on a global scale, as highlighted by Smith (1997).

II. LITERATURE REVIEW:

In 1969, Rapoport & Rapoport coined the term "dual-career family," marking the beginning of the study on how occupation and family influence each other. Subsequently, other researchers such as Epstein (1971), Holmstrom (1973), Garland (1972), and Poloma (1972) conducted significant studies on the dual-career lifestyle. In India, families are experiencing new work-life patterns, and their environments have been greatly influenced by changing expectations, media-driven standards of living, increased expenses, and a desire for a better quality of life. The concept of a dual-earner couple reflects the growing educational and career aspirations of women in the modern world. Women from all backgrounds and beliefs have made progress in their professions, setting new standards for themselves and others. They have recognized their independence and self-sufficiency, enabling personal growth and a determination to achieve their goals. Alongside their traditional roles of bearing and raising children and managing households, Indian women are taking on new challenges and roles in their professional lives. The increasing presence of women in the workforce in India has led to significant changes in their activities, obligations, and responsibilities, necessitating a re-evaluation of the household environment. However, this shift often creates conflicts and stressful situations as working mothers and wives struggle to balance their professional and domestic responsibilities. Working couples frequently find it challenging to manage the various roles in their daily lives.

Achieving a balanced and fulfilling life is a universal aspiration, but dual-career couples often find it challenging to synchronize their work and home lives seamlessly. Modern couples not only strive for success and recognition in their professional endeavors but also desire to be ideal partners in their domestic roles. According to Hassan (2010), there are differences in work and family practices between eastern and western countries due to variations in cultural backgrounds, household structures, and social norms. India, with its rich cultural heritage and strong emphasis on family, places significant demands on individuals' attention and time within the family sphere. Dual-career couples face the complex task of balancing work and family responsibilities, which entail conflicting demands, pressures, and circumstances in their daily lives. Buddhapriya (2009) discovered that Indian employees bear greater family-oriented responsibilities, resulting in work-family issues significantly impacting the emotional well-being of working professionals in India. Perlow (1998) noted that the increasing number of women in the workforce has not only led to a rise in dual-career couples but has also pushed them into specialized and executive positions, thereby subjecting them to long working hours. Consequently, their time commitments become exceptionally demanding. Rout et al. (1999) observed that women

in India experience higher levels of stress when performing household duties alongside professional responsibilities. Due to the heavier workload, women in India find it challenging to fulfill traditional roles at home as expected. For self-employed women in India, the situation is even more arduous, as societal arrangements discourage men's active participation in domestic chores. While the situation is gradually changing in modern India with increased awareness and education, some men are sharing household responsibilities. However, they also struggle to meet the demands of work and family. Mathew and Panchanatham (2011) highlight several key work-life balance (WLB) issues faced by working women, including their personal well-being, work overload, time management, dependent care concerns, and the lack of sufficient support systems.

Researchers have recognized various categories of families where both partners pursue careers simultaneously. In 1971, Rapoport & Rapoport classified dual-career families into four types: familistic, careerist, conventional, and coordinate. Familistic couples prioritize their involvement in household matters, whereas careerist couples primarily focus on their professional growth. Conventional couples adhere to traditional gender roles, with the woman sacrificing her career aspirations to support the man's ambitions. Coordinate families feature a career-oriented male who actively participates in household responsibilities, alongside a female partner who balances family priorities with her own career goals. Additionally, Hall and Hall (1980) also identified four general types of dual-career couples: accommodators, adversaries, allies, and acrobats. These categories are distinguished based on the degree of involvement in both family and career domains, encompassing both high and low levels of contribution and addressing challenges that arise.

Dual-career couples face an ongoing struggle to balance their work and family responsibilities, while also navigating the interconnectedness of their professional pursuits. The choices and involvement of both partners in their careers are bound to influence one another. Challenges arise in dual-career couples when competition arises, especially when they attempt to align their career advancements and personal achievements. Parker and Arthur (2004) define the challenge for these couples as effectively managing two separate careers while ensuring that both partners contribute to each other's successes.

Numerous studies have established a consistent and positive relationship between fulfilling and rewarding work and various individual outcomes, such as job satisfaction. Extensive research on the characteristics of occupations supports this claim, as evidenced by the works of Hackman and Oldham (1980), Karasek and Theorell (1990), Karasek (1979), and Lawler and Hall (1973). For instance, there is strong evidence indicating that having autonomy in the decision-making process is associated with higher job satisfaction and lower turnover rates (Hom and Griffeth, 1995). However, employers often express concerns that granting individuals more independence or control over their work may negatively impact overall efficiency, as highlighted by the findings of Batt and Valcour (2003). Conversely, recent investigations conducted by Bailyn and others (Bailyn, 1993; Bailyn et al., 2000; Perlow, 1997) suggest a different perspective. These studies found that excessive working hours impede employees' personal lives, creating a detrimental cycle of long hours, increased stress levels, reduced productivity, and work-life conflicts.

To summarize, thorough research indicates that dual-career families, specifically women, face the combined negative impacts of overwhelming domestic responsibilities and work demands. They are required to constantly maintain a delicate equilibrium to shield themselves from the frequent adverse effects of stress and pressure.

III. OBJECTIVE OF THE STUDY:

To analyze the impact of quality of work life (QWL) on employee performance in dual career couples (DCC) in private higher education institutions (HEI) of Bhopal (MP)

Hypotheses of the Study:

Null Hypotheses (Ho) : There is no significant impact of QWL on employee performance in DCC
Alternative Hypotheses (Ha) : There is a significant impact of QWL on employee performance in DCC

IV. RESEARCH METHODOLOGY:

This research primarily incorporates primary data, utilizing a questionnaire as the primary data collection tool to gather responses. The present research combines exploratory and descriptive approaches to examine a particular subject. The research was conducted during the last quarter of FY_22-23, i.e. from Jan'2023 to Mar'2023. The questionnaire utilized a 5-point Likert scale for rating responses. Subsequently, the data was coded, tabulated, and analyzed. The outcomes and conclusions are condensed and visualized through tables & charts.

Target Population or Universe : Dual Career Couple (DCC) working in private universities/colleges in city of Bhopal (MP).
Sampling Method : Stratified Random Sampling
Sample Size : 40 participants (DCC)

Research Design:

This study examines the difficulties encountered by couples who pursue academic careers simultaneously while striving to maintain a work-life balance. The research methodology involves an empirical analysis using primary data collected through a

questionnaire. To ensure the internal reliability of the study, Cronbach's Alpha was employed, and the obtained values were analyzed using SPSS (version 22.0).

Various investigative tools were utilized in this study to match the nature, requirements, and suitability of the available data, focusing on analyzing the factors affecting the quality of work life for dual career couples. The collected data underwent appropriate tests to yield significant findings and results. Additionally, the study encompasses discussions on the implications of the findings, suggestions for improvement, limitations encountered, and potential areas for future research.

V. DATA ANALYSIS & INTERPRETATION:

Test of Reliability

Table 1: Reliability Statistics

Parameters	Cronbach's Alpha
Quality of Work Life (QWL)	0.730
Employee Performance	0.766

Source: SPSS 22 Output

As Cronbach's alpha is greater than 0.700 indicating a high level of internal consistency for chosen scale with the selected sample.

Table 2: Descriptive Statistics

Parameters	Mean	Std. Deviation	N
Quality of Work Life (QWL)	4.3577	0.36255	40
Employee Performance	4.0035	0.30902	40

Table 3: Results of the Multiple Correlation Analysis

Correlations			
		Quality of Work Life (QWL)	Employee Performance
Quality of Work Life (QWL)	Pearson Correlation	1	.445
	Sig. (2-tailed)		.008
Employee Performance	Pearson Correlation	.445	1
	Sig. (2-tailed)	.008	

Source: SPSS 22 Output

The provided data/table indicates a notable connection between the Quality of Work Life and Employee Performance. The analysis shows a Pearson correlation coefficient of 0.445 and a significance value (p-value) of 0.008, suggesting a statistically significant and moderately positive correlation between the quality of work life and employee performance within dual career couples in private higher education institutions.

VI. FINDING/S, RECOMMENDATION/S & CONCLUSION/S:

The research paper facilitated the examination of dual career couples working in private higher education institutions (universities/colleges) in Bhopal, Madhya Pradesh. The study encompassed the collection of data from 40 participants residing in Bhopal (MP). The opinions of these individuals were gathered through a well-structured questionnaire. Subsequently, data analysis and interpretation were employed to generate conclusive results. Based on the findings, the following conclusion/sis/were deduced i.e. the QWL plays a crucial role in the performance of employees who are part of dual career couples in the private higher education institutions. The study reveals that there is a strong correlation, with an r value of 0.455 ($p=0.008$), between the QWL and employee performance.

The concept of QWL emphasizes the importance of recognizing human beings as the primary asset in any organization. They bear responsibility and demonstrate competence by making valuable contributions, and therefore, they should be treated with dignity and respect. A noteworthy finding from this study is the high level of pressure experienced by dual career couples in maintaining a work-life balance due to limited personal and family time. The issue of work-life balance has emerged as a significant concern for both individuals and organizations, as it negatively impacts the quality of life and career aspirations of both men and women. The well-being of their spouses, both mentally and physically, has forced women in dual career couples to face a challenging decision between pursuing a fulfilling career or enjoying a fulfilling family life. This study focuses on dual career couples employed in private universities in Bhopal city, Madhya Pradesh, aiming to gain insights into the challenges they encounter while striving to balance their work and personal lives and how it ultimately affects their overall work experience.

The current study reveals that organizations must adopt supportive human resources practices and procedures, especially for employees with dual careers, in order to ensure a favourable work-life environment. To create a supportive workplace for employees, organizations can offer flexible working hours that accommodate personal commitments, the option to work from home, and a suitable leave policy to facilitate a healthy work-life balance. Additionally, on-site day-care facilities can be provided to assist women employees in balancing their responsibilities towards both their children and work. Moreover, policies such as maternity leave and mandatory annual health check-ups can be established to boost employee morale. Implementing work-life balance policies has the potential to improve employee self-esteem, job satisfaction, performance levels, and reduce absenteeism rates. In today's global market, organizations are embracing work-life balance programs to effectively manage a workforce with dual careers, resulting in mutual benefits for both employers and employees in terms of productivity and satisfaction.

Based on the preceding conversation, we can infer that an enhanced work environment has a favourable influence on employees' performance and organizational productivity. This research demonstrates that the quality of work life directly affects the performance of employees in the academic sector, particularly among dual career couples. Ultimately, an effective work-life quality leads to improved individual and organizational performance.

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