

# AN EVALUATION OF THE QUALITY OF WORK LIFE: A STUDY OF THE FACULTY MEMBERS OF PRIVATE UNIVERSITIES IN BANGLADESH\*

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## Abstract

In Bangladesh, Quality of Work Life (QWL) is still a new concept to emerge although four decades have passed since its inception. Very few initiatives have been taken to identify employee QWL in different sectors of Bangladesh (i.e. banking, hospitals, tobacco, schools, etc.) and the private higher education sector is still unexplored. Thus the current study aims to explore the perception of the faculty members of private universities in Bangladesh about their QWL. The study looks in detail at the prospects and problems of QWL and its related dimensions. A quantitative survey of 72 full-time faculty members from 11 private universities is conducted based on a structured questionnaire designed with a 5-point Likert-scale. First, a validity and reliability test is conducted. According to the factor mean values, three most positively perceived QWL dimensions are social relevance of work life, safe and healthy working condition, and social integration in the work organization. Correlational analysis reveals a significant relationship between QWL and its dimensions. Several nonparametric t-tests are conducted to explore whether the QWL of the faculty members vary due to the differences in gender, faculty/department, education, job position, experience, and marital status. The results reveal significant differences about the perception of QWL exist in terms of gender and faculty/department of the university. At the end step-wise regression analysis reveals, social relevance of work life, adequate and fair compensation, and constitutionalism, are three dimensions of QWL which work as predictor variables to determine the QWL of the faculty members in private universities.

**Keywords:** quality of work life, private universities, faculty members

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## บทคัดย่อ

คุณภาพชีวิตการทำงานในบังคลาเทศยังคงเป็นแนวคิดใหม่แม้ว่าได้เริ่มต้นมาตั้งแต่เมื่อ 4 ทศวรรษที่ผ่านมา ได้มีความคิดริเริ่มเพียงเล็กน้อยในการระบุคุณภาพชีวิตการทำงานของผู้จ้างในธุรกิจภาคต่าง ๆ ของบังคลาเทศ เช่น ธนาคาร โรงพยาบาล โรงงานยาสูบ โรงเรียน เป็นต้น และยังไม่ได้มีการสำรวจคุณภาพชีวิตการทำงานในสถาบันอุดมศึกษา ดังนั้นการศึกษาวิจัยนี้จึงมีวัตถุประสงค์เพื่อสำรวจการรับรู้ของบุคลากรของมหาวิทยาลัยเอกชนในบังคลาเทศเกี่ยวกับคุณภาพชีวิตการทำงานของตนเอง โดยมุ่งศึกษาโอกาสและปัญหาของคุณภาพชีวิตการทำงานและมิติอื่น ๆ ที่เกี่ยวข้อง การวิจัยนี้ใช้การสำรวจอาจารย์ประจำ จำนวน 72 คน จากมหาวิทยาลัยเอกชน 11 แห่ง โดยใช้แบบสอบถามระดับความพึงพอใจ 5 ระดับ มีการทดสอบความถูกต้องและความน่าเชื่อถือของแบบสอบถาม การสำรวจพบว่าไม่มีมิติการรับรู้เชิงบวกในคุณภาพชีวิตการทำงาน 3 มิติ คือ ความเกี่ยวข้องกับสังคมของชีวิตการทำงาน ความปลอดภัยและสุขอนามัยในที่ทำงาน และการปรับตัวเข้ากับสังคมในองค์กร การวิเคราะห์เชิงสหสัมพันธ์แสดงความสัมพันธ์อย่างมีนัยสำคัญระหว่างคุณภาพชีวิตการทำงานและมิติต่าง ๆ มีการทดสอบความแตกต่างระหว่างคุณภาพชีวิตการทำงานของบุคลากรที่แตกต่างกันไปตามเพศ คณะหรือสาขาวิชา การศึกษา ตำแหน่งงาน ประสบการณ์ และสถานภาพสมรส ผลการทดสอบพบว่า การรับรู้เกี่ยวกับคุณภาพชีวิตการทำงานมีความแตกต่างอย่างมีนัยสำคัญตามเพศและคณะหรือสาขาวิชา และผลการทดสอบการวิเคราะห์เชิงถดถอยพบว่า ความเกี่ยวข้องกับสังคมของชีวิตการทำงาน ค่าตอบแทนที่เพียงพอและเป็นธรรม และการสนับสนุนการใช้รัฐธรรมนูญ เป็นตัวแปรสำคัญของคุณภาพชีวิตการทำงานที่สามารถทำนายคุณภาพชีวิตการทำงานของอาจารย์ในมหาวิทยาลัยเอกชน

## INTRODUCTION

Quality of Work Life (QWL) is probably the most powerful type of reward that managers can offer to employees in today's competitive business world (Dargahi & Yazdi, 2007). QWL can be defined as a favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities (Lau, Wong, Chan & Law, 2001). Employees, who are provided a high QWL, are more productive and effective (Janes & Wisnom, 2010). Moreover, QWL has a direct impact on human outcomes and

it significantly reduces absenteeism, minor accidents, grievances, and resignations (Havlovic, 1991). QWL can develop jobs and working conditions that are excellent for people as well as for the economic health of the organization (Kanagalakshmi & Devei, 2003). In fact, individual's quality of working life directly influences the quality of life value (Ruzevicius, 2007) as the factors of QWL could be defined as physical and psychological results of the work which affect the employee (Arts, Kerksta, & Van-der, 2001). Thus QWL provides healthier, more satisfied and more productive employees, which in turn increases the efficiency, productivity and prof-

itability of the organization (Sadique, 2003). Most organizations today view QWL as an important mechanism, but do not formally link it to any of their strategic or business plans (Periman, 2006), which affects the employee job satisfaction and retention (Havlovic, 1991; Newaz, Ali, & Akhter, 2007). This scenario has created an urge for the private university policy makers to identify and evaluate the underlying situations and reasons and has brought them to the consideration of the QWL issue. Faculty members play the key role in manipulating their services through providing better education and building the nation, thus faculty turnover has a crucial effect on the ultimate education system of any country (Hasan, Chowdhury, & Alam, 2008). Due to the importance of this sector, it is a necessity to assess the QWL of the faculty members of private universities. Because if any employee feels that QWL is not adequate in the organization, he or she may leave the job and seek a better QWL. It is accepted that through good human resources practices an organization can lead to a high QWL for the employees, which increases the performance and satisfaction level of employees and ultimately lowers the intention to leave the job. As QWL can help ensure better employee commitment and retention, the primary concern of the study is to examine the QWL of faulty members in private universities in Bangladesh.

## **OBJECTIVES OF THE STUDY**

The study purports to explore and gain a better understanding of the QWL of faculty members of the private universities in Bangladesh. By conducting this study, the findings should help both management and

faculty members of the private universities to understand QWL, which is an emerging issue in human resource management. Specifically, the objectives are to,

- investigate which factors affect the overall perception of QWL of the faculty members;
- examine the problem areas of QWL in private universities of Bangladesh;
- explore whether there is any significant difference among the faculty members' perception about QWL issues due to the differences in gender, faculty, teaching experience, job position, marital status, etc.

## **LITERATURE REVIEW**

### **QWL and its Dimensions**

The evolution of QWL began in the late 1960s emphasizing the human dimensions of work that was focused on the quality of the relationship between the worker and the working environment (Rose, Beh, Uli, & Idris, 2006). QWL is a concept of behavioral science, and the term was first introduced by Davis at the Forty-Third American Assembly on the Changing World of Work at Columbia University's Arden House. The selected participants assembled there concluded in their final remarks that "improving the place, the organization, and the nature of work can lead to better work performance and a better quality of life in the society" (Gadon, 1984; Wyatt & Wah, 2001; Sadique, 2003; Islam & Siengthai, 2009). Since the phrase was pioneered, the method of defining QWL has varied and encompassed several different perspectives (Loscocco & Roschelle, 1991). Robbins (1989) defined QWL 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". According to Feuer (1989) QWL can be described as the way an individual perceives and evaluates the characteristics intrinsic to his/her past experience, education, race and culture. Lau and Bruce (1998) defined QWL as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers.

It is difficult to best conceptualize the QWL elements (Seashore, 1975). Walton (1975) proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediate opportunity to use and develop human capacities, (4) opportunity for continued growth and security,

(5) social integration in the work organization, (6) constitutionalism in the work organization, (7) work and total life space and (8) social relevance of work life (see Table 1). QWL efforts include the areas of personal and professional development, work redesign, team building, work scheduling, and total organizational change (Gadon, 1984). The key elements of QWL include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational performance (Havlovic, 1991).

According to Lau and Bruce (1998) QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements opportunities, and participation in decision making. Arts, Kerksta and Zee (2001) focused on the following factors: job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress, work load, burn-out, etc.

**Table 1: Walton's Criteria and Indicators of QWL**

Criteria	Indicators of QWL	
1. Fair and appropriate compensation	- Internal and external fairness - Justice in the compensation	- Allotment of productivity profits - Proportionality between wages
2. Work conditions	- Reasonable hours of working - Safe and healthful physical environment	- Absence of unhealthy
3. Use and development of capacities	- Autonomy - Relative self-control	- Multiple qualities - Information on the total process
4. Chance of growth and security	- Possibility of career - Personal growth	- Perspective of wage advance - Job Security
5. Social integration in the organization	- Absence of prejudice - Equality - Mobility	- Relationship - Communitarian sense
6. Constitutionalism	- Rights of protection to the worker - Personal privacy - Labor laws	- Freedom of expression - Impartial treatment
7. Work and the total space of life	- Balanced paper in the work - Stability of schedules	- Few geographic changes - Time for leisure of the family
8. Social relevance of the work in the life	- Image of the company - Social responsibility of the company	- Responsibility for the products - Job practices

**Source:** Campos and Souza (2006)

According to Saraji and Dargahi (2006), QWL refers to the things an employer does that add to the lives of employees. Those “things” are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work. According to Royuela, Tamayo and Suriñach (2007), the European Commission (EC) proposed ten dimensions for QWL, which are (1) intrinsic job quality, (2) skills, life-long learning and career development, (3) gender equality (4) health and safety at work, (5) flexibility and security, (6) inclusion and access to the labor market, (7) inclusion and access to the labor market, (8) social dialogue and worker involvement, (9) diversity and non-discrimination, and (10) overall work performance. Skinner and Ivancevich (2008) urged that QWL is associated with adequate and fair compensation, safe & healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and workflow, better union-management cooperation, and less structural supervision and development of effective work teams. According to Sadique (2003), a high QWL exists when democratic management practices are prevailing in an organization and all the managers, employees, workers, union leaders share organizational responsibility. QWL is defined as the favorable condition and environment of employees’ benefits, employees’ welfare and management attitudes towards operational workers as well as employees in general (Islam & Siengthai, 2009).

### **Importance of QWL**

A low QWL may affect the quality of services and organizational commitment (Von de

Looi & Bender, 1995). This indicates that employees who commit themselves fully to achieving the organization’s objectives should experience a high Quality of Work Life (Kotzé, 2005). Employees who feel a great deal of work related well-being and little job distress are expected to have a good QWL (Riggio, 1990). It is evident from past researches that QWL programs can lead to greater self-esteem and improved job satisfaction (Suttle, 1977) and satisfied employees are more likely to work harder (Yoon & Suh, 2003) and provide better services, which can lead to increased customer satisfaction (Johnson, 1996; Griffith, 2001). On the other hand, absence of QWL leads to dissatisfaction with the job, absenteeism, lack of motivation and morale, increased accident rates, lack of productivity, etc., which are the major reasons for poor organizational performance (Stephen & Dhanapal, 2012). As Walton (1975) mentioned, “dissatisfaction with working life is a problem which affects almost all workers at one time or another, regardless of position or status. The frustration, boredom, and anger common to employees disenchanted with their work life can be costly to both individual and organization”.

Singh and Srivastav (2012) linked QWL with organizational and individual efficiency in their recent work. According to these scholars, “a good QWL leads to enhanced organizational efficiency as well as individual efficiency of employees. Organizational efficiency is enhanced through better working conditions, improvement in organizational environment, reduction in costs and improved productivity. Individual efficiency and productivity is enhanced and leads to the development of competencies at work through HR practices leading to enhanced motivation, job com-

mitment and satisfaction”.

### **Past Researches on QWL in Bangladesh**

In Bangladesh, there were not many direct studies on QWL. Moreover most of the research did not explore the QWL among the faculty members of private universities. According to Uddin, Islam and Ullah (2006), with QWL being a relatively new concept, most of the work done in this area is rather theoretical, dealing mainly with its proper identity, its dimensions and its measuring methods. Most studies focus on the relationship of QWL with some of the result variables such as performance, productivity, job satisfaction, etc. (Joshi, 2007). Tabassum, Rahman and Jahan (2010) found in their study that male employees perceived higher QWL than their female colleagues. In another study conducted by the same authors, it was found that there is a significant difference among the QWL of the employees of local private and foreign commercial banks of Bangladesh (Tabassum, Rahman, & Jahan, 2011). Hoque and Rahman (1999) found that QWL is important for job performance, job satisfaction, labor turnover, labor management relations which play a crucial role in determining the overall well-being of any industrial organization. They found in their study that workers in private sector textile mills perceived significantly higher QWL than the workers in public sector textile mills. Islam and Siengthai (2009) found that QWL has impact on the organizational performance of the garments enterprises of DEPZ. Sadique (2003) conducted a study on the employees of sugar mills and explored a significant difference between the white collar and blue collar employees' QWL. Hossain and Islam (1999) found a positive relationship between

QWL and job satisfaction among government hospital nurses in Bangladesh. Uddin, Islam and Ullah (2006) also found a positive relationship between QWL and job satisfaction. Elias and Saha (1995) found in their research that female workers' quality of working life was significantly lower than that of their male counterparts in the tobacco industry. Wadud (1996) found that QWL was notably higher among private sector women employees than their counterparts in the public sector. Kumar and Shanubhogue (1996) analyzed and compared the existing and expected QWL in universities and found a considerable gap.

### **Private University Sector of Bangladesh**

The private university sector plays an important role in developing human resources, the economy and society of Bangladesh. Due to the massive destruction during the liberation war in 1971, the overall socio-economic conditions of the newly born nation were in serious turmoil. In addition, massive destruction of the institutional infrastructure, the high growth rate of the population, natural disasters, and political instability all made the situation of a new nation even worst. The huge impacts of these conditions had a profound impact on every socio-economic aspect of the new country including the education system (Joarder & Sharif, 2011). So the government of Bangladesh put in a constant effort to bolster the country's higher education sector. With the opening up of private universities in 1992, the number of private universities reached a total of 54 (UGC, 2008). Bangladesh in this regard, has been a very successful nation in terms of expanding higher education in the private sector within a short span of time (Joarder & Sharif, 2011). Ac-

cording to a survey in 2002, nearly 20,000 students got admission for their higher education in private universities in Bangladesh which indicates the growth of the private universities and the entire education system of our country. The number has dramatically increased to 1,24,267 students in 2006 (Mannan, 2009). In fact, the growth rate of students' enrolment is high in private universities as compared to public universities (Joarder & Sharif, 2011).

Around 4,821 full time faculty members are working in the 51 private universities of Bangladesh (UGC, 2008). Though such a large number of human resources are employed in this sector, it has failed to gain recognition as sustainable an employment provider (Hasan, Chowdhury, & Alam, 2008), as faculty turnover is high in these private universities (Akhter, Muniruddin, & Sogra, 2008). In fact, the faulty turnover rate in private universities is much higher as compared to public universities of Bangladesh because of poor QWL (Mannan, 2009). Akhter, Muniruddin and Sogra (2008) also explored the reasons for leaving the jobs; lack of opportunities for career development, lack of flexibility & freedom, lower compensation, discrimination in rewards and benefits, conflict between management and faculty members, lack of academic and research environment, limited opportunity in job designing, etc.

## RESEARCH METHODOLOGY

### Development of the Measuring Instruments

The most common assessment of QWL is individual attitudes (Loscocco & Roschelle,

1991). This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness and the effectiveness of their work organizations (Rose, Beh, Uli, & Idris, 2006). Thus a structured questionnaire was designed based on Walton's (1975) theory of QWL for achieving the objectives of the study. As indicated in the literature review, several authors and researchers (Islam & Siengthai, 2009; Sadique, 2003; Havlovic, 1991; Royuela, Tamayo, & Suri ach, 2007) considered Walton's theory for determining QWL in their studies.

The questionnaire used in the survey consisted of two sections. The first section, including 51 statements, was designed to measure the perception by faculty members on eight dimensions of QWL and job satisfaction. Respondents were asked to rate their level of agreement on each statement from "1" as "strongly disagree" to "5" as "strongly agree". The last section was demographic information about respondents, namely: gender, age, marital status, number of children, education level, income level, position, years of service in the respective university and in higher education sector. To increase reliability and to assure the appropriateness of the data collection instrument, the questionnaire was subject to a pilot test conducted with 10 faculty members working in private universities in Bangladesh. The English language of the questionnaire was reviewed. Some statements were subject to a refinement of language proficiency and to provide workplace and cultural sensitivity.

### Data Collection and Sampling Procedure

Data were collected by visiting the private university premises and distributing the

questionnaires. The questionnaires were distributed and collected within October 2010-December 2010. Two stage cluster sampling was considered to implement the focus of the research interest which was obtained by first selecting a sample of a cluster and then selecting again a sample of elements in the sampled cluster. In the present context, the set of private universities resemble the primary sampling units and the corresponding faculty members employed in that particular set of universities serve the role of the secondary sampling units.

In Bangladesh, the total number of private universities is 51 where about 4,821 full-time faculty members are employed (UGC, 2008). Out of them, 41 private universities are located in the capital representing the largest fraction in this concern. The target population was, then, concentrated in these uni-

versities situating in the capital city for both greater proportionate roles as well the convenience of the researchers. Out of these 41 universities, 5 were deducted from the list, including the University in which the researchers are currently employed, for reducing the subjective bias as the personal involvement is relatively high in those 5 cases (see Table 2, the shaded universities were eliminated from the sample). Thus finally  $41 - 5 = 36$  is the reduced size of the “Target Population”.

The target population was divided into three clusters in the following way so that inter-heterogeneity would be confirmed in the aspects of academic fee, location of the university, number of admitted students and also the number of courses. To other ways, the clusters were externally more or less homogeneous in terms of total number of universities and faculty members (see Table 3). Moreover, in case of cluster

**Table 2: Target population - Private Universities of Bangladesh**

BRAC	NSU	IUB	AIUB	UIU	EWU	ULAB	SEU	Daffodil	Stamford
Royal	Northern	IUBAT	SUB	Asia Pacific	Prim-asia	ASA	Eastern	Ahsa-nullah	Presi-dency
Bangla-desh	MIU	World	Prime	IBAIS	Darul Ihsan	BUBT	UODA	Green	Dhaka
City	Uttara	Victoria	People's	Asian	Islamic	South Asia	UITS		

**Table 3: Clustering the Target Population- Forming of Primary Sampling Unit**

	1 <sup>st</sup> cluster	Total number of faculties	2 <sup>nd</sup> Cluster	Total number of faculties	3 <sup>rd</sup> Cluster	Total number of faculties
1	BRAC	140	IUB	137	AIUB	235
2	NSU	150	EWU	128	SEU	118
3	UIU	119	ULAB	47	Stamford	215
4	Daffodil	162	Primeasia	77	Royal	22
5	Northern	154	Ahsanullah	219	IUBAT	82
6	ASA	60	Presidency	48	SUB	65
7	Bangladesh	87	World	136	Asia Pacific	107
8	BUBT	70	Prime	64	Dhaka	85
9	Asian	129	IBAIS	75	City	32
10	Victoria	21	UODA	174	Uttara	67
11	Millennium	25	Islamic	48	UITS	81
12	Atish	77	South Asia	29	Shanto	90
	<b>Total</b>	<b>1194</b>		<b>1182</b>		<b>1199</b>



sampling, only the sampled clusters are considered instead of taking representation from each stratum, all three clusters were formed in such a way that each of them can be a miniature of the target population.

By applying the method of simple random sampling technique procedure, the 1<sup>st</sup> cluster was selected out of those three (see Table 3, the shaded one). This first stage sampling unit consists of 12 universities having a total of 1194 full-time faculty members serving.

Then in the second stage, Probability Proportional to Size (PPS) sampling technique was adapted. Considering the Confidence Level of 95% and Confidence Interval of 10, the sample size of 89 was found for 1194 full-time faculty members.

After a rigorous effort by the data collection team, a total of 72 completed questionnaires were found out of 89 total distributed questionnaires. From Victoria University no response was found after several unsuccessful attempts (see Table 4).

### Statistical Tools of Data Analysis

The study is based on the data collected

to measure the faculty members perception about their QWL. The measurement tool is the “Likert scale” specially designed for rating of perception of the respondent which can be considered as numerical scale.

Insight into the academia thus can be expressed in this quantitative basis with a continuous range of information. Though the data is in continuous format, the Probability-Probability plot (P-P plot) gave the view that it was not distributed normally which is very logical in the case of measurement of opinion. At first, factor analysis was applied for data reduction. Then, correlation analysis was performed to know about the feature and extent of the inherent linear relationship existing between the factors and quality of work life. As the data do not follow the normal distribution and the measurement was taken on attitude and behavioral sense, Spearman’s rank correlation technique was applied which is suitable for ranking data and also the test is non-parametric. Central value and dispersion of all factors was estimated to observe the main characteristics of distribution. Statistical Test was performed to know about the difference existing between the independent samples on the basis of different features of fac-

**Table 4: The Secondary Sampling Unit**

	<b>1<sup>st</sup> Cluster</b>	<b>Total Number of Full-time Faculty Members</b>	<b>Proportionate Size of Sampling Units</b>	<b>Completed Responses found Through Survey</b>
1	BRAC	140	10	8
2	NSU	150	11	10
3	UIU	119	9	8
4	Daffodil	162	12	10
5	Northern	154	11	10
6	ASA	60	4	4
7	Bangladesh	87	7	4
8	BUBT	70	5	4
9	Asian	129	10	8
10	Victoria	21	2	0
11	Millennium	25	2	2
12	Atish	77	6	4
	<b>Total</b>	<b>1194</b>	<b>89</b>	<b>72</b>

ulty members. As the data do not possess the normality criterion, non-parametric tests were considered instead of their parametric counterparts. Differences between two independent samples was judged through the Mann-Whitney test and in the same way for detecting the variation among more than two independent samples, the Kruskal-Wallis test was applied. Lastly, multiple regression analysis was considered as a relevant statistical tool for finding the model with the best parsimonious set of predictors influencing the overall QWL.

## **RESULTS**

### **Profile of the Respondents**

Seventy-two valid responses were received at the end of December 2010. Respondents are full-time employees in private universities of Bangladesh. Male and female constitutes 50% and 50% respectively; 55.6% were aged between 21 to 30 years, 37.5% respondents aged between 31 to 40 years and 6.9% respondents aged between 41 to 50 years. Three-fourth of the respondents (75%) were married. About 8.3% respondents obtained were Bachelor's degree holders, 83.3% completed Master's degree, and the rest were PhD holders. In terms of job titles, about 70.8% respondents hold a Lecturer job position and 20.8% are Senior Lecturers. About 45.8% of respondents are from the Business Administration department and 27.8% are from the Arts department. About 36.1% of the respondents get TK 21,000 - TK 30,000 as salary. According to the sample, 79.2% of the respondents have been serving in the current university for 1 to 5 years. In fact, 79.2% of the respondents have

been in the teaching profession for 1 to 5 years. It is found that around 28% of the respondents have either one or two children.

### **Validity and Reliability Analysis**

Hair, Black, Babin, Anderson and Tatham (2007) defined the validity as "the degree to which a measure accurately represents what it is supposed to". Validity is concerned with how well the concept is defined by the measure(s). There are three types of validity; content validity, predictive validity, and construct validity (Siddiqi, 2010). Content validity is the assessment of the correspondence between the individual items and concept (Duggirala, Rajendran, & Anantharaman, 2008). Content validity is also known as face validity (Malhotra, 2010). This study addresses content validity through the review of literature and adapting instruments used in previous research.

Reliability differs from validity in that it relates not to what should be measured, but instead to how it is measured. Reliability is the extent to which a variable or set of variables is consistent in what it is intended to measure (Hair, Black, Babin, Anderson, & Tatham 2007). As the current study uses multiple items in all constructs, the internal consistency analysis method is applied.

The Cronbach alpha with acceptable cut off point at 0.70 demonstrates that all attributes are internally consistent (Fujun, Hutchinson, Li, & Bai, 2007). The Cronbach alpha value for this study is 0.962 including all the item scales, which meets the criteria of cut off point. In fact, all the individual dimensions under QWL meet the criteria of cut-off point according to the internal consistency reliability, as all the values of Cronbach alpha are greater than 0.70. Thus all the item scales and dimensions of the study are

reliable. Table 5 represents the Cronbach alpha value of all the dimensions. To decide whether to continue with all the dimensions, principal component analysis is conducted with a varimax rotation. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy and the Bartlett's test of sphericity are pursued to test the fitness of the data. A KMO value greater than 0.5 is accepted.

According to the KMO test result and Bartlett's test result as presented in Table 6, it can be ascertained that the samples are ad-

equate enough to conduct further statistical analysis, as the KMO test value for all the dimensions are greater than 0.60. In fact, the Bartlett's test of sphericity supports the results of KMO's sampling adequacy test, as all the values are significant at 0.01.

### Estimation of Centre and Dispersion Measure

Table 7 represents the descriptive measures for all the dimensions of QWL and job

**Table 5: Cronbach alpha and Mean of QWL dimensions**

Dimensions of QWL	Mean	Cronbach Alpha
Adequate and fair compensation	2.86	0.795
Safe and healthy working conditions	3.14	0.911
Opportunity for continued growth and security	2.70	0.895
Opportunity to use and develop human capacities	2.99	0.707
Social integration in the work organization	3.11	0.792
Constitutionalism in the work organization	3.07	0.840
Work and total life space	2.99	0.847
Social relevance of work life	3.42	0.889
Overall QWL	3.44	0.962

**Table 6: KMO Measure of Sampling Adequacy Test Result**

Dimensions of QWL	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity Sig.
Adequate and fair compensation	0.638	0.000*
Safe and healthy working conditions	0.870	0.000*
Opportunity for continued growth and security	0.840	0.000*
Opportunity to use and develop human capacities	0.771	0.000*
Social integration in the work organization	0.725	0.000*
Constitutionalism in the work organization	0.791	0.000*
Work and total life space	0.703	0.000*
Social relevance of work life	0.699	0.000*

\* Significant at the 0.01 level

**Table 7: Estimation of Centre and Dispersion of QWL Dimensions**

	Mean	Std. Dev.	Min.	Max.
Adequate and fair compensation	2.86	0.83	1.5	4.75
Safe and healthy working conditions	3.14	0.94	1.4	5
Opportunity for continued growth and security	2.70	0.92	1	4.57
Opportunity to use and develop human capacities	3.00	0.73	1.6	4.4
Social integration in the work organization	3.12	0.85	1.25	5
Constitutionalism in the work organization	3.08	0.80	1	4.5
Work and total life space	3.00	0.83	1.25	4.75
Social relevance of the work in the life	3.42	0.95	1	5

satisfaction. The highest mean value is observed in social relevance of the work in the life dimension and the lowest mean is found in opportunity for continued growth and security dimension. The entire distributions of dimensions are relatively consistent as none of them possess huge variation in observation.

### **Correlation between QWL and its Dimensions**

The Spearman correlation analysis is conducted in the special case of rating of perception of the respondent to identify whether

the dimensions of QWL are related with QWL and also to determine the extent of the relationship.

Table 8 shows that all the dimensions of QWL are significantly correlated with it at just 1% level of significance as the p-value for each of the cases is less than 0.01. The nature of the correlation is positive for all the cases, as the coefficient values are positive. So it can be ascertained that an increase in all the dimensions of QWL, i.e. adequate and fair compensation, safe and healthy working conditions, opportunity for continued growth and security, opportunity to use and develop human capacities, social integration in the work

**Table 8: Correlation between QWL and its Dimensions**

Variables		1	2	3	4	5	6	7	8	9
Overall QWL	Correlation Coefficient	1.00								
	Sig. (1-tailed)	.								
Adequate and fair compensation	Correlation Coefficient	0.62	1.00							
	Sig. (1-tailed)	0.00*								
Safe and healthy working conditions	Correlation Coefficient	0.56	0.62	1.00						
	Sig. (1-tailed)	0.00*	0.00							
Opportunity for continue growth and security	Correlation Coefficient	0.54	0.56	0.64	1.00					
	Sig. (1-tailed)	0.00*	0.00	0.00						
Opportunity to use and develop human capacities	Correlation Coefficient	0.30	0.38	0.46	0.63	1.00				
	Sig. (1-tailed)	0.00*	0.00	0.00	0.00					
Social integration in work organization	Correlation Coefficient	0.39	0.26	0.42	0.49	0.55	1.00			
	Sig. (1-tailed)	0.00*	0.01	0.00	0.00	0.00				
Constitutionalism in work organization	Correlation Coefficient	0.56	0.59	0.60	0.68	0.47	0.52	1.00		
	Sig. (1-tailed)	0.00*	0.00	0.00	0.00	0.00	0.00			
Work and total life space	Correlation Coefficient	0.40	0.51	0.68	0.65	0.56	0.52	0.65	1.00	
	Sig. (1-tailed)	0.00*	0.00	0.00	0.00	0.00	0.00	0.00	.	
Social relevance of work life	Correlation Coefficient	0.59	0.55	0.56	0.76	0.42	0.38	0.61	0.64	1.00
	Sig. (1-tailed)	0.00*	0.00	0.00	0.00	0.00	0.00	0.00	0.00	

\*Correlation is significant at the 0.01 level (1-tailed).

organization, constitutionalism in the work organization, work and total life space, and social relevance of work life can lead to an increase in overall QWL.

### Testing the Difference in QWL based on Gender

According to the Mann-Whitney U test result, it is evident that the perception of overall QWL differs between the male and female faculty members in private universities in Bangladesh. This finding is significant at 10%, as the p-value (0.020) is less than 0.10 (see Table 9). Besides only one dimension of QWL, adequate and fair compensation var-

ies among the male and female faculty members (p-value = 0.014;  $p < 0.10$ ). In most of the cases, the mean rank of female is greater than that of male, which indicates increased satisfaction of the female regarding the QWL dimensions compared to the male.

### Testing the Difference in QWL based on Faculty/Department

From the Kruskal-Wallis test at the 10% significance level, it is evident that the perception of overall QWL varies significantly in terms of different faculty or department of the private universities in Bangladesh (p-value = 0.088;  $p < 0.10$ ) (see Table 10).

**Table 9: Testing Difference in QWL Based on Gender - Nonparametric Approach**

Dimensions of QWL	Gender of the Respondents	Mean Rank	Mann-Whitney U Test Statistics (p-value)
Adequate and fair compensation	Male	30.44	430.000 (0.014*)
	Female	42.56	
Overall QWL	Male	31.19	457.000 (0.020*)
	Female	41.81	

\* Significant at the 0.10 level

**Table 10: Testing Difference in QWL Based on Faculty - Nonparametric Approach**

Dimensions of QWL	Faculty of the Respondents	Mean Rank	Kruskal-Wallis Test Statistics (p-value)
Adequate and fair compensation	Business	36.73	7.431 (0.059*)
	Engineering	49.05	
	Arts	28.02	
	Law	39.50	
Opportunity for continued growth and security	Business	42.64	6.374 (0.095*)
	Engineering	29.82	
	Arts	34.42	
	Law	25.56	
Social relevance of work life	Business	43.50	9.303 (0.026*)
	Engineering	26.27	
	Arts	29.00	
	Law	40.44	
Overall QWL	Business	37.20	6.555 (0.088*)
	Engineering	42.55	
	Arts	28.30	
	Law	45.81	

\* Significant at the 0.10 level

Significant difference was found in terms of the following dimensions of QWL; adequate and fair compensation, opportunity for continuous growth and security, and social relevance of work in life ( $p < 0.10$ ). In most of the cases, the Faculty/Department of Law's mean rank is found as greater than other faculties, which indicates an enhanced perception of employee QWL among the faculty members of the Faculty/Department of Law compared to the other faculties/departments.

#### **Testing the Difference in QWL based on Job Position**

Considering that the 10% significance level of the Kruskal-Wallis test is conducted and the result indicates no significant difference in the case of overall QWL among different job positions in the private universities of Bangladesh ( $p > 0.10$ ). Although sta-

tistically significant differences are found in terms of some QWL dimensions; these are adequate and fair compensation, opportunity for continuous growth and security, and social relevance of work in life ( $p < 0.10$ ) (see Table 11). The mean rank value of different groups produce a higher satisfaction rate among the Associate Professors regarding most of the QWL dimensions.

#### **Testing the Difference in QWL based on Education**

According to the Kruskal-Wallis test at the 10% significant level, the overall QWL does not vary based on the education of faculty members, as the p-value is greater than 0.10. But significant differences are found in terms of two dimensions of QWL; opportunity for continuous growth and security, and opportunity to use and develop human ca-

**Table 11: Testing Difference in QWL Based on Job Position - Nonparametric Approach**

Dimensions of QWL	Faculty of the Respondents	Mean Rank	Kruskal-Wallis Test Statistics (p-value)
Adequate and fair compensation	Lecturer	41.56	10.422 (0.015*)
	Sr. Lecturer	24.50	
	Asst. Professor	20.17	
	Assoc. Professor	26.83	
Opportunity for continued growth and security	Lecturer	37.32	6.309 (0.098*)
	Sr. Lecturer	28.27	
	Asst. Professor	40.17	
	Assoc. Professor	60.00	
Social relevance of work life	Lecturer	39.80	7.721 (0.052*)
	Sr. Lecturer	23.27	
	Asst. Professor	41.50	
	Assoc. Professor	41.50	

\* Significant at the 0.10 level

pacities ( $p < 0.10$ ) (see Table 12). In most of the cases, the mean rank values of the PhD holder faculty members are greater than the other faculty members. Thus it can be ascertained that PhD holder faculty members have more positive perception regarding their QWL and its related dimensions.

### Testing the Difference in QWL based on Experience in Teaching

In terms of teaching experience, no significant difference is found based on the dif-

ferences in number of years in teaching profession of the faculty members ( $p > 0.10$ ) according to the Kruskal-Wallis test at the 10% significance level.

Though differences are found in terms of three QWL dimensions; adequate and fair compensation, social integration, and constitutionalism ( $p < 0.10$ ) (see Table 13). The mean rank values indicate the faculty members who have teaching experience of less than 1 year are more positive about their QWL and its related dimensions.

**Table 12: Testing Difference in QWL Based on Education - Nonparametric Approach**

Dimensions of QWL	Faculty of the Respondents	Mean Rank	Kruskal-Wallis Test Statistics (p-value)
Opportunity for continued growth and security	Graduate	30.83	4.939 (0.085*)
	Masters	35.30	
	PhD	54.17	
Opportunity to use and develop human capacities	Graduate	51.00	7.748 (0.021*)
	Masters	33.45	
	PhD	52.50	

\* Significant at the 0.10 level

**Table 13: Testing Difference in QWL Based on Teaching Experience - Nonparametric Approach**

Dimensions of QWL	Faculty of the Respondents	Mean Rank	Kruskal-Wallis Test Statistics (p-value)
Adequate and fair compensation	Less than 1 yr	53.19	6.875 (0.076*)
	1 to 5 yr	34.91	
	6 to 10 yr	27.42	
	More than 10 yr	48.00	
Social integration in work organization	Less than 1 yr	53.94	7.877 (0.049*)
	1 to 5 yr	35.11	
	6 to 10 yr	25.08	
	More than 10 yr	45.00	
Constitutionalism in work organization	Less than 1 yr	50.38	7.294 (0.063*)
	1 to 5 yr	36.35	
	6 to 10 yr	23.25	
	More than 10 yr	13.50	

\* Significant at the 0.10 level

### Testing the Difference in QWL based on Marital Status

According to the Mann-Whitney U test at the 10% significant level, no significant difference is found in terms of overall QWL of the faculty members based on the differences in marital status. The only statistically significant difference is found in terms of work and total life space dimension of QWL among the married and unmarried faculty members ( $p$ -value = 0.023;  $p < 0.10$ ) (see Table 14).

### Multiples Regression Analysis: Seeking the Important Dimensional Features of QWL

To find out the predictors of QWL, a stepwise regression method was used. Stepwise Regression Method has been chosen as it is a combined procedure using both forward and backward elimination procedures. Based on the stepwise method used, only three predictors were found to be as significant in the case of multivariate analysis in

explaining QWL. The three predictors are social relevance of work life ( $X_1$ ), adequate and fair compensation ( $X_2$ ) and Constitutionalism in work organization ( $X_3$ ). The result of the above model in the table depicts that the estimated parameters are -Threshold amount  $\beta_0 = 0.033$ , Coefficients of  $X_1 = \beta_1 = 0.377$ , Coefficients of  $X_2 = \beta_2 = 0.375$  and Coefficients of  $X_3 = \beta_3 = 0.339$  (see Table 15).

Therefore, the estimated model is as below:

$$Y = 0.033 + 0.377X_1 + 0.375X_2 + 0.340X_3$$

Where,  $X_1$  = social relevance of work life,  $X_2$  = adequate and fair compensation,  $X_3$  = constitutionalism in work organization.

The Adjusted  $R^2$  of the model, 0.556, implies that the three predictor variables explain about 55.6% of the variance in the QWL. This is quite a respectable result in the practical case of data. This result reveals the fact that all the above three predictors significantly influence QWL in a positive way and QWL is radically dependent on these three aspects simultaneously.

**Table 14: Testing Difference in QWL based on marital status - Nonparametric approach**

Dimensions of QWL	Faculty of the Respondents	Mean Rank	Mann-Whitney U Test Statistics (p-value)
Work and total life space	Single	26.81	311.500 (0.023*)
	Married	39.73	

\* Significant at the 0.10 level

**Table 15: Estimates of coefficients for the model**

QWL dimension	B (Unstandardized Coefficients)	Std. Error	Beta (Standardized Coefficients)	t	p-value
(Constant)	0.033	0.383	0.086	0.931	
Social relevance of work life	0.377	0.136	0.327	2.759	0.007
Adequate and fair compensation	0.375	0.141	0.284	2.648	0.010
Constitutionalism	0.339	0.161	0.245	2.103	0.039

**Notes:**  $R = 0.746$ ;  $R^2 = 0.556$ ; Adj.  $R^2 = 0.537$ , Durbin-Watson = 1.671.



## **DISCUSSION**

In terms of the QWL of all the faculty members of private universities in Bangladesh; the faculty members perceive social relevance of work life as most positive (factor mean 3.42), safe and healthy working condition as second most positive (3.14), and social integration in work organization as third most positive (3.11). On the other hand, the faculty members perceive opportunity for continuous growth and security most negatively (mean value 2.70). The second most negatively perceived dimension is adequate and fair compensation (2.86) and third most negatively perceived dimension is opportunities to use and develop human capacities (2.99) and work and total life space (2.99).

Significant difference was found in terms of overall QWL between the male and female faculty members. This finding is consistent with research on QWL in the banking industry and tobacco industry of Bangladesh (Tabassum, Rahman, & Jahan, 2010; Wadud, 1996). The perceptions about adequate and fair compensation also differ between males and female faculty members. It can be quite natural as the males in Bangladesh tend to contribute most in the household income.

The overall QWL among the faculty members differs in terms of different faculties/departments. This may happen due to the differences in rules, procedures, and facilities across different faculties. Excessive work pressure in different departments may work as a factor for varying QWL among faculty members. Differences are found in terms of adequate and fair compensation, working conditions, opportunity for continuous growth and security, and social relevance of work in life among the faculty members of different

job positions. It can happen as pay packages and growth opportunities may differ in terms of different job positions of an organization. Differences are found in terms of opportunity for continuous growth and security, and opportunity to use and develop human capacities among the faculty members of different education level as well. This finding can be expected as human expectations regarding growth and development changes with increased education. Differences are also found in terms of adequate and fair compensation, social integration, job assignment, responsibility and constitutionalism between the faculty members of varied teaching experiences. It may happen as human expectations regarding pay package, freedom to express opinion, privacy, and interpersonal relationships may vary with the accumulation of experience. Significant difference is found in terms of work and total life space dimension of QWL among the married and unmarried faculty members. This finding is consistent, as the married faculty members may need more facilities to balance their personal and work life.

The QWL of the faculty members is mainly influenced by the three predictor variables; social relevance of work life, adequate and fair compensation, and constitutionalism. The nature of the influence is positive, which indicates that an increase in each of these variables can lead to an increase in QWL. Thus it can be said from an overall evaluation of QWL that privacy, employee welfare, freedom to express opinion, management consciousness about employee needs, competitive salary, financial benefits, performance based incentives, university reputation, equal employment opportunity, etc. can significantly influence a faculty member's QWL.

## **CONCLUSION, LIMITATIONS AND FUTURE RESEARCH DIRECTION**

This study provides valuable implications for the private universities of Bangladesh that have a growing interest in attracting and retaining quality faculty members to distinguish themselves in quality education. The study revealed the most positively and negatively perceived QWL dimensions by the faculty members of private universities. Thus the private university management should consider the policy implications based on the concerned issues of QWL improvement. It can be said, undoubtedly, that an improved QWL leads to a higher level of job satisfaction, which in turn reduces the employee turnover rate. That is why it will help to minimize the faculty member turnover rate that is currently prevailing in private universities in Bangladesh.

Faculty members of private universities play a significant role for economic growth by contributing their knowledge, skills and effort. So human resources policies using a combination of well-designed QWL initiatives for the faculty members will lead to competitive advantage as it will increase the job satisfaction of the faculty members. This in turn will motivate them to perform in a superior way, leading the universities and their stakeholders to a better future by yielding the expected outcome.

Although there are notable contributions from this study especially for employee retention by ensuring QWL, the results of this study need to be viewed and acknowledged in light of its limitations. First, the sample size was considerably low. Moreover, only a few universities were included in this study. Thus the findings cannot be generalized. Therefore, future research should be conducted on a

larger scale by considering more private universities to authenticate the faculty members' perceptions about QWL. Furthermore, to enhance the development of QWL initiatives in the HRM arena, the current QWL issues should be refined in terms of modern HR practices.

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