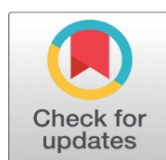


# IMPACT OF QUALITY OF WORK LIFE ON THE EMPLOYEE'S JOB SATISFACTION IN THE PRIVATE COLLEGES OF BANGALORE CITY

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## ABSTRACT

Teachers may not be able to show their dedication to effectively teaching the material and their talents may not be fully utilized if they are not satisfied with their current position. The study's primary goal is to investigate the variables influencing academic staff members' job satisfaction and work-life balance in private colleges of Bangalore City. To determine the outcomes for the hypothesis set, descriptive research approach was employed. Data was gathered through interviews and a structured questionnaire. All 75 private higher education institutions in Bangalore that provide management degrees were included in the sample frame. There were 172 lecturers in the sample. SPSS software is used for the analysis. To determine the link between the chosen variables, the regression equation tool was used for the investigation. The primary findings revealed that Promotion opportunity, Pleasurable work environment, Opportunity to share the idea, Respect for individual decisions, Participation in Mgt. Decision Making, Employees Unions, Employees Coordination, Proud to Work in an organisation, Career development, Reduced Frustration, Favourable legal policies, Self-Growth, Reputation of the organisation are the variables related to employees expected quality of work life have found significant with employee's job satisfaction in private colleges of Bangalore city. Employees wellbeing, Employees equal consideration, No discrimination, Employees wellbeing, Employer Caring, Awards and rewards, Appropriate Vision and Mission, Performance appraisal, Respect for new ideas, Friendly Ownership, Liberal organisation policies, Best Employees awards etc, Work assignment based on capacity, Followed Government rules in HR, Adequate infrastructural and ICT facilities are the variables related to owner's Characteristics have found significant with employee's job satisfaction in private colleges of Bangalore city.



**Keywords:** Quality of Work-Life, Colleges, Expected QWL, Owner's Characteristics, Job Satisfaction

## 1. INTRODUCTION

Since work plays a significant role in many people's lives, it is now essential for an organization to have happy employees in order to succeed and meet its goals. These conditions are likely to have an impact on employees' physical, social, psychological, and spiritual well-being (Boone D.K 2019). In every industry—education, tourism, services, manufacturing, finance, and more—achieving the objectives of the company is becoming increasingly dependent on the quality of work-life balance (Samikon SA, Dagogo B.H. 2022). Since it boosts a nation's economic potential and promotes its growth, higher education is essential to its success. Effectively and efficiently comprehending and transforming pupils' energy and knowledge is the responsibility of educational staff. Teachers can have a long, happy, and healthy career if they are satisfied with their jobs and have a good work-life balance (Ashwini J, Anand P.D. 2014). The process by which an organization responds to the requirements of its employees by creating systems that enable them to actively participate in the decisions that shape their life at work is known as Quality of Work Life (QWL). Organizational

identification, Job satisfaction, job participation, effort, performance, intention to leave, organizational turnover, and personal alienation are all impacted by QWL (Bassam Al-Daibat, 2018). Work Quality Workplace dedication, employee happiness, and life are increasingly closely related. Faculty members at higher education institutions serve as career reformers and nation builders by transferring knowledge and skills to the younger generation, which is ultimately in charge of ensuring the long-term viability of a nation like India. Currently, rather than output and economic growth, the term QWL is employed to describe certain environmental and human situations (Pandey A, Jha B.K. 2014). The effectiveness of an educational system depends on having highly qualified and reputable teachers. Teachers fulfill their duties and obligations efficiently to fulfill the national objective of educating children when they are content, driven, and dedicated (J. Vidhya, K. Kasthuri, 2021). The current study aids readers in comprehending the connection between job satisfaction and quality of work life (Kaur K. 2016).

## 2. LITERATURE REVIEW

### QUALITY OF WORK LIFE

According to Bashir (2018), the quality of the interaction between workers and the whole workplace, including its technical, economic, and human aspects, is known as the quality of work life. Employee responses regarding institutional recognition, work satisfaction, employment participation, job performance, organizational dedication, intention to quit, organizational income, individual hostility, institutional commitment, and established equilibrium between the demands of the workplace and personal life have also been found to be influenced by work life quality (Amin S. 2022). Organizations are being driven to explore beyond standard HR interventions due to rising turnover rates and the growing desire for work-life balance. As a result, the majority of company benefit programs and compensation packages now include initiatives like flexible working hours, alternative work arrangements, leave policies and benefits in lieu of family care responsibilities, and employee assistance programs (Pereira D. 2019). Prior findings indicated a strong positive correlation between citizenship behavior, workplace stress, Job satisfaction, and work-life quality. Work experience and personnel education level were substantially correlated with QWL (Adikoeswanto D. 2020). Most studies found that occupational stress had an inverse effect on QWL, although a small number of studies found the exact reverse. Research has shown that organizational commitment is statistically impacted by quality of work life (QWL). Employees in organizations are motivated by their compensation schemes. Employees act in ways that meet their requirements. Prior to taking any action, they search for rewards that organizations control, such as pay raises, benefits, and attractive work assignments (Hyde A.M. 2018). These organizational incentives can be given to individuals or groups, be direct or indirect, and be monetary or non-monetary. Pay and benefits, work-life balance, a safe and healthy workplace, interpersonal relationships, and career advancement are all well-liked aspects of QWL (Hans A. A. 2015). One of the key components of every educational institution is the instructors' Job satisfaction and quality of work life. A person's psychological condition or sentiments regarding the nature of their work are known as job satisfaction. According to (Saran S. and Kumar RM. 2017), Job satisfaction has its roots not only in the work itself but also in the collaborative work environment, excellent support, organizational culture, and interpersonal relationships. The degree to which workers have the autonomy to make choices that affect their workplace is known as the Quality of Work Life. Employee attitudes, behaviors, and well-being, as well as the success of the organization, are all impacted by work-life balance (Akram M, Amir M. 2020). When implementing a job enrichment approach, quality of work life—which encompasses areas like job protection, contentment, ease, and fostering employee trust—is utilized to boost motivation (Paje R.C. 2017). Workplace conditions, pay and benefits, training and development, and job security have all had a significant impact on employees' quality of work life in Indian higher education institutions (I. Swamy D R. 2013). Concepts like self-governing work groups, job enrichment, and the design of new plants as integrated social and technological systems are increasingly closely associated with the QWL. According to Bano and Ishrat (2019), QWL appears to be more of an ideological statement on the nature of work and the relationship between employees and the organisation. In order to directly and indirectly influence academicians' experiences, attitudes, and behavior, QWL for academicians proposed five work environment domains: role stress, job characteristics, supervisory, structural, and sectoral characteristics (Fessehatsion P.W. 2016). The place where one works is called the work environment. It is a social and professional setting where workers must collaborate in one form or another and are expected to engage with a variety of individuals. Good health, service continuity, and a reduction in negative labor-management relations are all ensured by safe and healthy working conditions (Nanci J. 2022). A worker in good health records high levels of production. Workers are upbeat, self-assured, and might be a great contribution to the company. It includes establishing rational working hours and safe physical and mental working conditions (Husain S.S. 2022). Because they communicate their ideas, policies, and other issues with

employees, QWL fosters stronger interpersonal ties between institutions and stakeholders. Organizations seek to improve workers' quality of life by attempting to instil in them a sense of security, contentment, justice, democracy, and independence (Solomon V.V. 2015). Organizational management strives to treat employees in a safe and supportive manner, provide new avenues for assistance at all levels, allow workers the chance to participate in decision-making, and empower them to continue with their tasks (Dahie A.M. 2017). According to Chakrabarty (2020), Walton identified eight components of this construct: appropriate compensation and equitable benefits; safe and secure working conditions; human capabilities that are utilized to obtain opportunities; opportunities for consistent growth and safety; community integration within the workplace; laws governing working organizations; work and life in general; and the communal relationship of working life. Institutions of higher learning are not an exception to this expanding trend. Companies must look for methods to enhance the quality of life (QWL) of their workers by providing safe and healthy working environments, improved service conditions, and equitable and sufficient pay, among other things (Chakrawarti, N. 2021). The associations between QWL and job satisfaction were examined using QWL dimensions, including work-family interference, quality of relationship, meaningfulness, pessimism regarding organizational change, self-competence, impact, self-determination, access to resources, time control, and support (Fessehatsion P.W. 2016). Employment conditions, job security, income adequacy, profit sharing, pay equity, worker autonomy, commitment, social interaction, self-esteem, democracy, worker satisfaction, employee involvement, advancement, relationships with peers and supervisors, and job enrichment are some of the topics covered in the numerous studies on QWL (Sareena Umma M. A. G. 2020). Researchers discovered that academics were least happy with their prospects for promotion and most satisfied with the work itself. According to hygiene criteria, academics were least content with the level and process used to calculate their wage and most satisfied with the interpersonal interactions that come with being a faculty member (Haryono S, Pamungkas Y. 2020). Analysis of a number of research studies looked at how various factors affected the instructors' QWL. Job satisfaction, job security, pay and benefits, growth and development opportunities, feelings toward the principal, staff, and school, the relevance of the job, the quality of work-life, job involvement, support culture, accomplishments, task culture, and bureaucracy are some of the factors that affect teachers' quality of work life (QWL) (Egbide B. 2017).

## **JOB SATISFACTION**

In today's corporate environment, achieving organizational goals is largely dependent on work satisfaction. Consequently, companies seek out various methods to inspire their staff to provide their utmost effort to the company. In every organization, job satisfaction is a key concern (Intan S, Ishak D, Razak NA, et al. 2018). The pleasant or upbeat emotional state brought on by an evaluation of one's work or work experience is known as job satisfaction. Employees that take pleasure in and excel in their jobs will feel fulfilled, or satisfied with their jobs. It is the extent to which an employee feels satisfied, accomplished, and enjoys their work (Stalin X.J 2021). Research on the effects of salary and promotions on work satisfaction in Indian higher education institutions revealed that while salary has a major impact on job satisfaction, promotions have a smaller impact and are only marginally significant (Michael E. 2022). According to Yadav V.K. (2020), the primary determinants of work satisfaction among employees in the education industry are salary, social standing, progress, ability use, administrative-employee relationships, creativity, and security.

## **3. RESEARCH PROBLEM**

Since employees are an organization's most important resource, keeping them in their positions is crucial for all businesses. Higher education institutions continue to face significant challenges in recruiting and retaining qualified staff. In a lot of firms nowadays, workers are dissatisfied with their jobs. Nowadays, one of the organizational concerns is the quality of work-life balance. Additionally, its employees' working conditions differ greatly from those of other companies. Understanding the importance of the QWL architecture for educational institutions is therefore essential. In a lot of firms nowadays, workers are dissatisfied with their jobs. Nowadays, one of the organizational concerns is the quality of work-life balance. Since the higher education sector requires less infrastructure and technology than other sectors, its efficacy is mostly dependent on its faculty and staff. Therefore, enhancing the work-life balance of educational staff is crucial to the advancement of our country. Attracting and keeping highly qualified and effective teachers is a crucial requirement for the education industry. They must comprehend the factors associated with teaching quality and retention if they hope to keep their highly qualified and effective teachers. Job satisfaction and quality of work life are two important factors. Therefore, research focused on private colleges in Bengaluru with relevant to the impact of employees expected quality of work life and owner's characteristics on job satisfaction.

#### 4. RESEARCH OBJECTIVES

1. To study the relationship between employees expected quality of work life and job satisfaction in private colleges in Bangalore city.
2. To examine the influence of owner's characteristics on job satisfaction.
3. To provide the suitable suggestions to enhance the quality of work life leading to the job satisfaction.

#### 5. HYPOTHESIS

H1: There is a significant impact of Employees expected quality of work life and job satisfaction in private colleges in Bangalore city.

H2: There is a significant influence of owner's characteristics on job satisfaction in private colleges in Bangalore city.

#### 6. RESEARCH METHODOLOGY

The study used a descriptive research approach. The study's participants were drawn from private universities spread throughout all of Karnataka's districts. The researcher conducted in-person interviews with the respondents, and based on the information gathered, a structured questionnaire was created and disseminated to gather data. Books, journals, and websites serve as secondary sources of information for the study. The reliability of the scale is tested using Cronbach's alpha. The questionnaire's internal consistency is  $\alpha = .78$ . There is strong internal consistency since the Cronbach's alpha runs from  $.9 > \alpha \geq .7$ . The samples were collected using the Purposive Sampling method; the sample frame comprised all management instructors teaching in 86 private higher education institutions in Karnataka that offered management degrees; the sample size was 172 lecturers; the analysis was conducted using IBM SPSS software, and the regression equation tool was used to determine the relationship between the variables chosen.

#### 7. STATISTICAL ANALYSIS

**Table1: Shows relationship between employees Expected quality of work life and job satisfaction in private colleges of Bangalore city**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.943 <sup>a</sup>	.961	.939	.24742		
ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.451	19	9.756	144.521	.000 <sup>a</sup>
	Residual	9.834	148	.062		
	Total	198.354	171			
<i>b. Dependent Variable: Job Satisfaction</i>						
Coefficients						
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.584	.133		-4.346	.000
	Promotion opportunity	.102	.059	.075	1.671	.096
	On role and permanent job	.01	.034	-.009	.274	.783
	Pleasurable work environment	.184	.057	.127	3.126	.002
	Opportunity to share the idea	-.142	.045	-.155	-3.02	.003
	Respect for individual decisions	.026	.034	.006	.727	.467
	Participation in Mgt. Decision Making	-.094	.039	-.116	-2.301	.023
	Adapt to work place	.05	.03	.029	1.573	.117
	Skill development programmes	.007	.031	-.013	.202	.839
	Children education	.02	.036	-.008	.279	.789
	Career advancement and education	.017	.055	-.005	.297	.765
	Employees Unions	.072	.025	.061	2.642	.009
	Employees Coordination	.287	.046	.219	5.956	.000
	Proud to Work in an organisation	.185	.04	.194	4.411	.000
	Career development	-.117	.048	-.164	-2.323	.022



	<i>Reduced Frustration</i>	.056	.036	.049	1.478	<b>.141</b>
	<i>Favourable legal policies</i>	.246	.041	.326	5.757	<b>.000</b>
	<i>Quality Circles</i>	-.016	.048	-.035	-.324	.748
	<i>Self-Growth</i>	.167	.051	.113	3.17	<b>.002</b>
	<i>Reputation of the organisation</i>	.104	.038	.082	2.616	<b>.010</b>
<b>a. Dependent Variable: Employees Job Satisfaction</b>						

The regression analysis shows that, the value of "R" indicates high degree of correlation co-efficient (.943<sup>a</sup>) between employees Expected quality of work life and Job satisfaction. R<sup>2</sup> measure the variation explained by the regression model is (.961) being high indicating model fits the data well. Significant of F change is less than .05 which indicates employees Expected quality of work life have significant relationship with faculty Job satisfaction in private colleges of Bangalore city. 19 variables of the factors related to employees Expected quality of work life were used to predict Job satisfaction in private colleges of Bangalore city.

Factors related to employees Expected quality of work life influencing Job satisfaction in private colleges of Bangalore city =

$$(-.584) + (.102 * \text{Promotion opportunity}) + (.184 * \text{Pleasurable work environment}) + (-.142 * \text{Opportunity to share the idea}) + (.026 * \text{Respect for individual decisions}) + (-.094 * \text{Participation in Mgt. Decision Making}) + (.072 * \text{Employees Unions}) + (.287 * \text{Employees Coordination}) + (.185 * \text{Proud to Work in an organisation}) + (-.117 * \text{Career development}) + (.056 * \text{Reduced Frustration}) + (.246 * \text{Favourable legal policies}) + (.167 * \text{Self Growth}) + (.104 * \text{Reputation of the organisation}).$$

Since the above regression model indicates the factors of employees Expected quality of work life are < than p value .05. Therefore, hypothesis statement. i.e, *H1: There is a significant impact of Employees expected quality of work life and job satisfaction in private colleges in Bangalore city*, is accepted.

Regression equation:

$$\text{Employees Expected quality of work life influencing job satisfaction in private colleges of Bangalore city} = \alpha + \beta_1(\text{PA}) + \beta_2(\text{PWE}) + \beta_3(\text{OSI}) + \beta_4(\text{RID}) + \beta_5(\text{PMD}) + \beta_6(\text{EU}) + \beta_7(\text{EC}) + \beta_8(\text{PWO}) + \beta_9(\text{CD}) + \beta_{10}(\text{RF}) + \beta_{11}(\text{FLP}) + \beta_{12}(\text{SG}) + \beta_{13}(\text{RO}) + \mu$$

## RESULTS FOR THE HYPOTHESIS STATEMENT

Promotions and other career progress have a big impact on QWL. It has been shown that higher education institutions with management that doesn't put employees under pressure will have greater levels of job satisfaction. Employees anticipate that management will allow them to freely share their thoughts and opinions. Workers are eager to see that their workplaces are autonomous and well-organized. Job satisfaction is found to be significantly impacted by participatory decision making. Job satisfaction was positively correlated with management or organizations that offer flexible work arrangements. Employees in higher education institutions are content or love their employment since they are members of several associations that safeguard their own interests. Job satisfaction has been proven to be significantly impacted by social contact, group engagement, and a welcoming environment in an organization. In any organization, the quality of work life is influenced by the dignity of labour or self-esteem. In higher education institutions, employees' education and work experience improve Job satisfaction, which is also known as "a right job for the right person." According to the findings, employees may get dissatisfied with their employment if the acceptable or appropriate amount of stress at work exceeds their tolerance. Workers always expect an explanation for the conflicts that arise in the workplace, and they are more satisfied with their jobs if the company provides a constitutional framework for employee protection. Some workers work for their own personal growth instead of financial gain; in this case, personal growth entails acquiring information, developing one's sense of self, and adopting a social service mind-set. Employee work satisfaction was shown to be significantly correlated with the reputation or image of higher education institutions.

**Table2: Shows relationship between Ownership Characteristics in Creating quality of work life and Job satisfaction in private colleges of Bangalore city**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.732a	.532	.511	.73988		
ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	179.543	19	9.729	144.564	.000a
	Residual	9.935	149	.062		
	Total	198.367	171			
b. Dependent Variable: Job Satisfaction						
Coefficients <sup>a</sup>						
Model		Unstan- dardiz- ed Coeff- icients	Std. Error	Standardize d Coefficients Beta	t	Sig.
1	(Constant)	1.708	.227		7.528	.000
	Fair Compensation Policies	.157	.108	.179	1.446	.150
	Satisfied Remuneration	-.002	.100	-.002	-.021	.983
	Employees equal consideration	.063	.054	.078	1.179	.240
	Basic amenities and Facilities	.051	.137	.055	.375	.708
	No discrimination	.055	.097	.054	.572	.568
	Employees wellbeing	.219	.063	.262	3.454	.001
	Employees safety and security	.032	.100	.034	.316	.752
	Employer Caring	-.221	.078	-.201	-2.818	.005
	Awards and rewards	-.216	.097	-.233	-2.221	.027
	Appropriate Vision and Mission	.190	.081	.257	2.355	.019
	Performance appraisal	.096	.071	.110	1.342	.181
	Grievance redressal procedure	-.031	.084	-.034	-.365	.715
	Respect for new ideas	-.452	.077	-.533	-5.838	.000
	Friendly Ownership	.205	.078	.261	2.639	.009
	Liberal organisation policies	-.111	.070	-.124	-1.583	.115
	Best Employees awards etc	-.210	.101	-.200	-2.072	.039
	Work assignment based on capacity	-.231	.084	-.292	-2.746	.006
Followed Government rules in HR	.049	.063	.055	.781	.436	
Adequate infrastructural and ICT facilities	.589	.102	.706	5.797	.000	
a. Dependent Variable: Employees Job Satisfaction						

The regression analysis shows that, the value of "R" indicates high degree of correlation co-efficient (.732a) between Ownership Characteristics in creating quality of work life and job satisfaction in private colleges of Bangalore city. R<sup>2</sup> measure the variation explained by the regression model is (.532) being high indicating model fits the data well. Significant of F change is less than .05 which indicates Ownership Characteristics in creating quality of work life have significant relationship with faculty job satisfaction in private colleges of Bangalore city. 19 variables of factors related to Ownership Characteristics in creating quality of work life were used to predict faculty job satisfaction in private colleges of Bangalore city.

Ownership Characteristics in creating quality of work life were used to predict faculty job satisfaction in private colleges of Bangalore city =

(1.708) + (.219\* Employees wellbeing) + (.063\* Employees equal consideration) + (.055\* No discrimination) + (.219\* Employees wellbeing) + (-.221\* Employer Caring) + (.216\* Awards and rewards) + (.190\* Appropriate Vision and Mission) + (.096\* Performance appraisal) + (-.452\* Respect for new ideas) + (.205\* Friendly Ownership) + (-.111\* Liberal organisation policies) + (-.210\* Best Employees awards etc) + (-.231\* Work assignment based on capacity) + (.049\* Followed Government rules in HR) + (.589\* Adequate infrastructural and ICT facilities).

Since the above regression model indicates the factors of Ownership Characteristics in creating quality of work life are < than p value .05.

Therefore, hypothesis statement. i.e, H2: There is a significant influence of owner's characteristics on job satisfaction in private colleges in Bangalore city, is accepted.

Regression equation:

*Ownership Characteristics in creating quality of work life and its impact on job satisfaction in Private colleges of Bangalore city* =  $\alpha + \beta_1(EW) + \beta_2(Eec) + \beta_3(Nd) + \beta_4(Ew) + \beta_5(Ec) + \beta_6(AR) + \beta_7(AVM) + \beta_8(Pa) + \beta_9(Rni) + \beta_{10}(Fo) + \beta_{11}(Lop) + \beta_{12}(Bea) + \beta_{13}(Wa) + \beta_{14}(Fg) + \beta_{15}(lct) + \mu$

## RESULTS FOR THE HYPOTHESIS STATEMENT

The findings showed that work satisfaction at higher education institutions is significantly impacted by the appropriate payment of salaries and financial benefits to employees. When men and women are treated equally at work, job satisfaction inside the company increases. Positive organizational policies that are implemented impartially will be positively correlated with work satisfaction. Institutions are putting in place health and insurance programs because they believe that workers' health plays a significant role in their Job satisfaction. The findings showed that in order to boost employee morale, higher education institutions are letting their staff members participate in decision-making. It is recognizing the fact that organizations are rewarding employees for their efforts or contributions. However, the intuitions' objectives also have a significant role in employment happiness. Employee morals may stray if the institution's objective is profit-making, but if it is service-oriented, employees are more likely to be satisfied with their jobs. Employees at educational institutions may experience hardship due to their work environment if they are subject to a strict performance assessment system. By putting quality circle ideals into practice, the organizations are pushing their staff to come up with innovative ideas. Employees want their work to be supervised in a welcoming and stress-free environment within the institutions. The mix of institutional policies, rules and regulations, fare payment practices, employee recognition and engagement, and other elements is known as the company culture, and it is considered a key determinant in employment satisfaction. In higher education institutions, assigning work according to individual capabilities is also seen as a crucial component of job satisfaction.

## 8. SUGGESTIONS

It is recommended that colleges establish career progression programs with extreme caution. Instead of putting pressure on their staff, higher education institutions ought to encourage them. The implementation of a suggestion cell is necessary to give people a voice. Employees must have access to well-organized infrastructure in order to perform at their highest level. The system of participatory management need to be reinforced. In order for instructors to function better, higher education institutions should support them in finding time for social activities and balancing their personal and professional life. To safeguard the interests of the institutions' personnel, registered professional bodies ought to be established. Social gatherings, particularly professional ones, are necessary to make the workplace feel like a family to the employees. Respect and encouragement for future development are essential for every employee. Institutions ought to give students the chance to get more credentials in order to advance their careers. The staff should work in a stress-free atmosphere. Higher education institutions should develop appropriate institutional policies to improve their workers' Job satisfaction. The organization should put in place suitable compensation rules. Gender parity among employees has to be prioritized more. Adequate health and insurance programs, as well as an impartial policy framework, must be put into place. A participatory management method improves higher education institutions' employees' work happiness. Systems of rewards and recognition have to be put in place to improve employees' quality of life at work. Institutions should share their vision with their staff in order to inspire confidence in accomplishing their objectives. To gauge the results of employees' efforts, the organization should establish a 360° performance evaluation and performance-based appraisal system. In higher education institutions, the implementation of quality circles, amiable supervisory techniques, a positive corporate culture, timely acknowledgment of employees' efforts, a sufficient workload, and adaptable rules and regulations would improve work-life balance and Job satisfaction.

## 9. DIRECTIONS FOR THE FUTURE RESEARCH

Similar research may be carried out in other sectors, like manufacturing and services. Future research may include more relevant factors pertaining to work-life balance that affect job satisfaction. It is possible to compare Karnataka's government and private higher education institutions. Advanced statistical methods can be used to do multi-dimensional

studies. There is a chance to investigate elements other than workers' perceptions of their work-life balance and the organization's dedication to fostering such a culture.

## 10. CONCLUSION

A variety of support programs should be put in place by higher education institutions to assist staff in integrating their varied personalities in a way that satisfies their needs and gives them more freedom to draw boundaries between job satisfaction and work-life balance. The study's primary goal is to investigate the variables influencing academic staff members' job satisfaction and work-life balance in private colleges of Bangalore City. To determine the outcomes for the hypothesis set, descriptive research approach was employed. Data was gathered through interviews and a structured questionnaire. All 75 private higher education institutions in Bangalore that provide management degrees were included in the sample frame. There were 172 lecturers in the sample. SPSS software is used for the analysis. To determine the link between the chosen variables, the regression equation tool was used for the investigation. The primary findings revealed that Promotion opportunity, Pleasurable work environment, Opportunity to share the idea, Respect for individual decisions, Participation in Mgt. Decision Making, Employees Unions, Employees Coordination, Proud to Work in an organisation, Career development, Reduced Frustration, Favourable legal policies, Self-Growth, Reputation of the organisation are the variables related to employees expected quality of work life have found significant with employee's job satisfaction in private colleges of Bangalore city.

Employees wellbeing, Employees equal consideration, No discrimination, Employees wellbeing, Employer Caring, Awards and rewards, Appropriate Vision and Mission, Performance appraisal, Respect for new ideas, Friendly Ownership, Liberal organisation policies, Best Employees awards etc, Work assignment based on capacity, Followed Government rules in HR, Adequate infrastructural and ICT facilities are the variables related to owner's Characteristics have found significant with employee's job satisfaction in private colleges of Bangalore city.

## CONFLICT OF INTERESTS

None.

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