



Research Paper

# Quality of work life of Professional women of Bangladesh: A comparative study between corporate and Teaching Profession

Muhsina Aktar

Assistant Professor, Department of Business Administration, Manarat International University

**Abstract:** The aim of this study was to make a comparative analysis of Quality of work life of women employees between Corporate and Teaching Institutions. The sample consists of 350 executives and Faculty from the both the multinational corporations (MNCs) and the teaching institutions in sampling area. The researcher use five point likert model questionnaire to collect data from 205 corporate employees and 145 teaching employees. The result indicates that the women employees of the Teaching institutions are highly satisfied with the working relationship with their co-workers, participation in decision making, training and Compensation facility, Motivation and stress management where as women employee from corporate are satisfied with salary, job autonomy and Time management. These findings contribute to an understanding of ways by top management in attempts to attain a career fit between the needs of the employees and the needs of the organization. The role QWL plays in organizations is an understudied issue. The present study opens an avenue for more studies in this direction.

**Key words:** Quality of work life (QWL), career-related variables, Compensation, Promotion, Salary Structure.

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## I. INTRODUCTION

The quality of work life is a "broad expression covering a vast variety of programmes, techniques, theories, and management styles through which organisations and jobs are designed so as to grant workers more autonomy, responsibility, and authority than is usually done. To simplify somewhat, the general objective is to arrange organisations, management procedures, and jobs for maximum utilisation of individual talents and skills, in order to create more challenging and satisfying work and improve organisation effectiveness" (Jenkins, 1981: p.7). Emergence of concern for QWL can be traced to the revival of interest in the larger area of 'quality of life' in most of the countries of the world. This is so because the two terms are closely related to each other. Life at work is an integral part of total life space (Lawler III et. al, 1980). The QWL may therefore be conceptualised as a sub-set of the quality of life, which is all-inclusive notion of life and living conditions (Mukherjee, 1980; Szalai and Andrews, 1980). To quote Beinum (1974), it is the quality of the content of relationship between human beings and their work.

Women today form an important constituent of the labour force in Bangladesh. As the labour force participation of women increased over the years, especially in professions and services, so has the social scientists' and policy makers' concern with the linkages between QWL and gender issues. Walker's (1975) QWL involved the task, physical work environment and the social environment within the organisation, the administrative system of the establishment and the relationship between life and job. Sayeed and Sinha (1981) focussed upon economic benefits, physical working conditions, mental state, career orientations, advancement, job stress, effect on personal life, union management relations, self respect, etc. The sex composition of the workplace determines the extent and type of 'work life' that women and men experience at work. Gutek (1985) examined socio-sexual interaction in work settings in terms of sex-role spillover, which means the carryover into the workplace of gender based expectations for behaviour. The physical and social environment at the place of work affects the QWL. The effects on women are different in female dominated, male dominated, or in integrated workplaces.

To an employee on the assembly line it may simply mean a fair day's work, safe working conditions, and an authority who treats her with dignity. To the young professional it may mean equal opportunity for advancement, career promotion, being able to explore one's talents, Training facility etc. To an academician it may mean being able to satisfy important personal needs, etc. Thus, many factors contribute to QWL such as

- (a) Adequate and fair remuneration
- (b) Equal Opportunity advancement
- (c) Training of employment
- (d) Compensation
- (e) Promotion prospects
- (f) Job Flexibility
- (g) Natural justice and equity
- (h) Respect at work etc.

A review of the above factors reveals that often the conditions that contribute to motivation will also contribute to QWL. In the case of women employees special measures for their protection, availability of child care facilities, no discrimination in recruitment and equal treatment on the job, etc. assume additional importance.

Most research studies in the field focus on two sets of factors having a bearing on job satisfaction and motivation and ultimately on quality of work life: organisation driven factors and individual driven factors. Under the first category such policies and procedures that deal with retaining the employees such as training and education advancement opportunities, grievance handling, monetary benefits, participative management, safety and security, welfare measures and recognition and appreciation may be highlighted. To a large extent QWL in the organisation becomes conducive if policies on the above mentioned issues are designed and implemented in a proactive manner leading to high degree of satisfaction with them.

The second set of factors having a bearing on QWL may be identified self-driven factors. Self-driven factors are those that are very much governed by individual idiosyncrasies, likes and dislikes. These generally include management strategy, job assignment, communication and interpersonal relations. The quality of work culture, to a large extent is influenced by these variables as they directly deal with people management.

## II. OBJECTIVES OF THE STUDY

**Broad Objective:** The main objective of this paper is to make a comparative analysis the level of Quality of Work-life for Female Employees between Corporate and Teaching Profession sector in Bangladesh.

**Specific Objectives:** The specific objectives are:

- To assess the quality of work life for women employees in Corporate Sector.
- To evaluate the quality of work life for women employees in Teaching Profession'
- To analyze the association among different issues related to Quality of Work Life
- To Compare the Quality of Work life between University and Corporate Sector's Employee

## III. METHODOLOGY OF THE STUDY

**Research design:** The research is descriptive analytical and empirical Study

**Study Period:** February 2023 –November 2023

**Study Target Population:** Educational Institution and Multinational Company located in Dhaka and near Dhaka City were selected purposively as the target population of the study. It is to be noted that about 350 female employees of different institutions who are in operation in Dhaka and near Dhaka city are targeted for the study.

**Sampling Technique:** The sample was chosen using the snowball method (Singeton and Straits, 1999), whereby each respondent was asked to introduce two colleagues or friends. **Sample & Sample Size:** Total samples of 350 female employees of different Corporate and Educational Institutions. First, we selected 125 Female employees who are working at the different position in different institutions randomly and then each of 125 female employees was requested to introduce two colleagues or friends and so on. The sample was restricted to mainly female employees. From the survey response, a total of 350 fully completed questionnaire were considered for analysis.

**Data Collection Technique and List of variables for preparing a Questionnaire:** Data were obtained by using the five-point scale questionnaire extending from strongly significant to not at all significant, strongly satisfied to strongly dissatisfied, strongly agree to strongly disagree. They are interviewed by using a semi-structured questionnaire. After that, we give our questionnaire to other female workers. Though some findings are extracted from our observations.

**Sampling Technique:** The researcher use Non-probability purposive sampling technique to select their sample and to select the number of sample for Questionnaire Survey  $n_0 = \frac{z^2 p^2}{d^2}$ , formula is used. So the required sample was 384 and finally selected 350 respondents as sample size.

**Data Analysis:** To analyze data, the researchers use pie chart, percentage analysis, using Microsoft Excel and SPSS Software.

#### IV. LITERATURE REVIEW

**Sorabsadri& Conrad goveas (2013)** studied on sustainable quality of work life and jobsatisfaction among female employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi-square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees' perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

**Jang (2008):** It conducted a study titled "The relationship between work-life balance resources and the well-being of working parents." In the study, 27 working parents who were either disabled or unwell youngsters in New Jersey. The study was mixed, yielding both qualitative and quantitative data. The outcome discusses how employees with children, both generally and specifically those with a chronically ill or disabled kid, can improve their well-being with the help of both formal and informal workplace support.

**Berth Johnson's (2004):** Volvo is certain that there are many opportunities to develop more practical job design solutions. Early in the 1970s, a new approach to production technology and work organization was established. The idea of adaptable technology and teamwork has since been and a collaborative atmosphere has permeated all of the product groups. New technology, employee skill and knowledge, and a management style that maximizes the potential of competent labor must provide the foundation for this development. When possible, the shifted paths call for automation in manufacturing as well as a shift toward craftsmanship in assembly.

**Sirgy, et.al. (2001)** reported on the development of a new measure model (modification of Hackman and Oldham's model) of QWL based on both need satisfaction and spillover theories. The spillover approach to QWL said that satisfaction in one area of life may influence another area of life and need satisfaction Approach to QWL is that people have basic needs they seek to fulfill through work. The QWL model is designed to explain the determinants of satisfaction in the job life domain, satisfaction in other life domains, as well as overall satisfaction with life. The model didn't only capture need satisfaction but also employees' perceptions of organizational sources of need satisfaction. The survey results revealed strategic gaps in the organization's work environment, job requirements, supervisory behavior, and ancillary programs. QWL model helps management in identifying strategic gaps in the organization and take action to enhance the QWL of the employees.

#### V. DATA ANALYSIS AND FINDINGS

The demographic profile of the respondents: At the very beginning of our data collection, we classify the respondents based on their age, monthly family income, qualification, experience, and marital status for their responses regarding the quality of work life.

Table 2: Demographic factors of the respondents

Demographic factors	No. of Respondents	Percentage (%)
<b>Age:</b>		
a) Below 30 years	52	15%
b) 30-40 years	112	32%
c) 40-50 years	146	42%
d) 50 years above	40	11%
<b>Educational Qualification:</b>		
Diploma or Equivalent	84	24%
Graduation	101	29%
Post-Graduation	165	47%
<b>Experience:</b>		
Less than a year	24	7%
Less than 4 year	87	25%
Less than 7 year	139	40%

More than 7 years	100	28%
More than 7 years		
<b>Marital Status</b>		
a) Unmarried	95	27%
a) Married	255	73%
<b>Working Sector</b>		
A) Corporate	205	58%
b) Teaching Profession	145	42%

Table 2 presents that the age range of majority (42%) of female employees is between 40 to 50 years, 32% were between 30 to 40 years age group. 15% is in below 30 years age group, 11%, respondents were in age group of above 50 years respectively. The table also shows that most female employees (47%) are postgraduates. 29% are graduate and 24% have diploma, It is also clear from the table that 7% of the respondents had experienced less than one year, 40% had experience between 4-7 years, 25% of the respondents had 1-4 years of experience, and only 28% hold more than 7 years of experience. In this study, most of the female employees (73%) are married, 27% are unmarried. It is also seen that 58% respondents are from corporate sector and 42% from Educational Institutions.

**Hypothesis testing: Quality of work life of women professionals of Educational Institutions is perceived to be better than those women working in the corporate sector.**

Variables	Mann-Whitney	Mean Rank		Sum of the Rank		Z value	significance (two tail)	P value	Hypothesis
		Teaching	Corporate	Teaching	Corporate				
Satisfy	868.500	42.18	48.41	1771.50	2323.50	-1.557	.119	0.0595	H <sub>0</sub> Accepted
Regular	695.500	52.94	38.99	2323.50	1871.50	-3.57	.721	0.3605	H <sub>0</sub> Accepted
Fairness	887.000	48.38	42.98	2032.00	2063.00	-.341	.723	0.3665	H <sub>0</sub> Accepted
Connect	921.000	43.43	47.31	1824.00	2271.00	-1.142	.253	0.1265	H <sub>0</sub> Accepted
Employee opportunity	820.500	41.04	49.41	1723.50	2371.50	-1.600	.110	0.055	H <sub>0</sub> Accepted
Equal opportunity Advancement	916.000	43.31	47.42	1819.00	2276.00	-.131	.896	0.448	H <sub>0</sub> Accepted
Challenges	1000.000	45.31	45.67	1903.00	2192.00	-1.414	0.157	0.0785	H <sub>0</sub> Accepted
Participate	978.000	46.21	44.88			-1.656	0.098	0.049	H <sub>0</sub> Rejected
Training	601.000	55.19	37.02			-2.898	0.004	0.002	H <sub>0</sub> Rejected
compensation	887.500	48.37	42.99			-1.061	0.289	0.1445	H <sub>0</sub> Accepted
Salary	861.000	42.00	48.56			-0.419	0.675	0.3375	H <sub>0</sub> Accepted
Physically	951.000	46.86	44.31			-1.090	.276	0.138	H <sub>0</sub> Accepted
Mentally	919.500	47.61	43.66			-1.724	0.085	0.0425	H <sub>0</sub> Rejected
Congenial	914.500	43.27	47.45			-2.399	0.016	0.008	H <sub>0</sub> Rejected
Motivate	967.500	46.46	44.66			-0.588	0.557	0.2785	H <sub>0</sub> Accepted
Relation	940.500	47.11	44.09			-.909	0.36	0.1815	H <sub>0</sub> Accepted
Manage stress	681.000	53.29	38.69			-0.566	0.571	0.2855	H <sub>0</sub> Accepted
Time	827.000	41.19	49.27			-1.458	0.145	0.0725	H <sub>0</sub> Accepted
Autonomy	562.500	34.89	54.78			-2.082	0.037	0.0185	H <sub>0</sub> Rejected
Flexibility	809.500	40.77	49.64						

H<sub>0</sub>: X<sub>2</sub> ≥ X<sub>1</sub>  
H<sub>1</sub>: X<sub>2</sub> < X<sub>1</sub>

Here

X<sub>1</sub>=corporate  
X<sub>2</sub> = teaching

## **VI. FINDINGS OF THE STUDY**

The findings are presented based on different tools of analysis such as Simple Percentage analysis, Mann Whitney, mean rank method. The study consists of women working in corporate and Educational Institutions, in order to test these hypothesis 20 variables have been identified. As the variables are categorical a non- parametric test have been conducted. Independent sample test is done from where on the basis of z- score and p value a conclusion is made at 95% confidence level. From above analysis, it can be said that Quality of Work life of Women Employee in teaching profession is better than the Quality of Corporate sector

It is observed that the women employees of the Teaching institutions are highly satisfied with the working relationship with their co-workers, participation in decision making, training and Compensation facility, Motivation and stress management and highly dissatisfied regarding salary structure, Job Flexibility, and Job autonomy. Interestingly our study reveals that women employee from corporate are satisfied with salary, job autonomy and Time management.

## **VII. CONCLUSION AND RECOMMENDATIONS**

QWL is important not only for female employees' but for all, as well as it is necessary for organization to sustain in the competitive market. The study indicates that increase in quality of work life results in an increase in job performance & job satisfaction. The study reveals that only handsome salary can't be the measure to improve QWL. A better working environment, strong relationship with co-workers, autonomy, job flexibility, sense of participation, sense of job security etc. can make a healthy work-life for women employees. Hence it is suggested that the concerned authorities of the private sector undertakings may consider this factor to increase the quality of work life of the women employees

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