

5. Regular announcement of best teacher, best researcher among the Staff members					
6. You are always honoured before all the staff members					
7. You are scolded individually and not at all before all					
8. Your college is having a separate motivation cell / cell for staff members					

**SA- STRONGLY AGREE, A- AGREE, DA-DIS AGREE, SDA- STRONGLY DIS AGREE**

Your suggestions about the improvement of quality of work life among the staff members in the educational institutions:

## **CHAPTER - I**

### **INTRODUCTION AND RESEARCH DESIGN**

#### **1.1 INTRODUCTION**

It was around 1900 that F.W. Taylor developed what are commonly known as the Principles of Scientific Management which till today form the basis for designing jobs in most organizations. The traditional job design of scientific management focuses mostly on division of labor, hierarchy, close supervision and the one best way of doing work. No doubt it has brought several benefits to society but its disadvantage has been its high human cost. The highly specialized jobs have made workers socially isolated from their fellow workers, weakened their community of interest in the whole product and deskilled them to such an extent that workers have lost pride in their work. The system of hierarchy has made workers totally dependent upon their superiors. It is always the superior and not his subordinates

who initiates actions and controls the work environment. Close supervision further accentuates workers' dependence on their superiors.

The result is high turnover and absenteeism. Quality declines and workers become alienated. Now, as workers are becoming more and more educated, skilled, affluent and unionized, the above dysfunctional consequences of work are becoming less and less acceptable. It is no longer possible to design jobs solely according to the needs of technology, completely overlooking the needs of workers. There is an all round demand for developing the humanized jobs which can satisfy workers' higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by an enriched job design.

This demand for redesigning of jobs has come to be known as Quality of Work Life. It enjoins management to treat workers as human resources that are to be developed rather than simply used. "Quality of life" may describe a person's or group's standard of living, environment, public health and safety, and/or general surroundings. The quality of a person's "work life" encompasses things that affect their well-being during the working day, such as salary and benefits, facilities, the potential for advancement, and work/life balance. The evolution of QWL began in late 1960s emphasizing the human dimensions of work by focusing on the quality of the relationship between the worker and the working environment. QWL as a discipline began in the U.S. in September 1972 when the phrase was coined at a conference on "democratization of work" held at Columbia University's Arden House to discuss two movements. The first was a political movement in Western Europe called 'Industrial Democracy'. Militant, socialist labor unions were lobbying the parliaments and assemblies of England, France, West Germany, Sweden and Italy to legislate worker participation in corporate decision-making.

The second movement was the emergence of a number of social science theories about “humanizing the workplace” in the U.S. This shows that the model that evolved during the early years called for formalizing labor-management cooperation at workplace by establishing joint committees at various levels to define, diagnose and devise solutions to day-to-day work problems. **“Employee Involvement”** refers to the involvement of employees at all levels of the organization in the running of the business. In an environment supportive of Employee Involvement:

Employees have the authority to make decisions and contribute to the business (*Authority*).

Employees have a good understanding of the business and how the organization operates (*Company Knowledge*).

Employees receive sufficient training and development opportunities (*Individual Knowledge*).

There is open and ongoing communication between management and employees (Information & Communication).

Employees receive recognition and rewards for their contributions to the Company (*Recognition & Rewards*).

There is a link between organizational rewards and performance (*Rewards-Performance Link*).

**“Quality Service”** means employees believe that meeting the needs of the customer and the delivery of quality service are core company values and priorities. An employee perceives that top management is committed to quality – both in words and action – (*Top Management Commitment to Quality*).

Top management’s commitment to quality, in turn, cascades throughout the organization so that there is an organizational-wide commitment to quality (*Quality Emphasis*).

Meeting the needs of the customer is the number one priority (*Customer Focus*); and, an employee routinely collects and uses customer feedback (*Customer Feedback*).

**“Quality of Work Life”** means that employees receive both personal and work-related support from the company. In a company supportive of a positive Quality of work life for employees is able to

balance their work and personal demands effectively (*Balance*); Have challenging but reasonable work loads (*Work Load*) ; Is treated fairly regardless of demographic differences such as gender and race (*Diversity*) ; Perceive a reasonable level of job security (*Job Security*) ; Have the tools, materials and equipment they need to perform their jobs effectively (*Resources*).

## **1.2 SIGNIFICANCE OF THE STUDY**

The quality of work life and quality of life are pivotal aspects in everyone's work-life. This also brings employee satisfaction. The employer can obtain staffs physical presence at a given place, and a measured number of skilled muscular motions per hour or day. But the enthusiasm, initiative, joy, loyalty, cannot be obtained by devotion of hearts, minds and souls. Apart from this, if the employee is provided with other extrinsic and intrinsic benefits then it will lead to higher productivity and results in employee satisfaction too. To introduce the hard practices into the organization, it is the important to have encouraging atmosphere. QWL is one of the most important factors, which leads to such favorable atmosphere. It produces more humanized jobs. It attempts to serve the higher order needs of employees who are considered to be human resources that are to be developed rather than simply used.

QWL leads to an atmosphere that encourages than to improve their skill. It also leads to have good interpersonal relations and highly motivated employees who strive for their development. QWL will ensure enthusiasm the employees in the work environment with opportunities for everyone to give their best. Such jobs will provide job satisfaction and will bring pride to the institution.

## **1.3 SCOPE OF THE STUDY**

At present in India, the educational institutions are functioning under three categories, namely government institutions, government aided institutions and self-financing institutions. However, some of the self-financing institutions offer very good salary package and good amount of fringe benefits to the teachers than the government institutions. It is not uniform in all the arts and science colleges. Hence, QWL perceived by the college teachers is not uniform in all educational institutions. The reason is that in self-financing and in the aided institutions, the management is the higher authority for all administrations. Moreover the QWL of college teachers of these institutions suffer due to the plenty of Human resources waiting to be recruited into this field as college teachers. Hence, the management is not considering the QWL of existing teachers and they refuse to fulfill their requirements. Proper quality of work life of the teachers will lead to dedicated educational service to the young generation of the society. Hence the scope of the study was to analyze the quality of work life of teachers of government aided and self financing colleges in Madurai district. This study is attempted to explore various dimensions of Quality of Work Life (QWL) and factors affecting QWL.

#### **1.4 STATEMENT OF THE PROBLEM**

A number of researchers and theorists have been interested in the meaning of the QWL concept and have tried to identify the kinds of factors that determine such an experience at work. A significant by-product of the approach to the quality of working life discussed has been the identification of those aspects of jobs and work environments that impact most strongly upon the job satisfaction, job performance, and life-long well being of those who are employed. The findings of a literature search for various features defining QWL led to an identification of two general factors namely work/work

environment and employee welfare and well being. Within the first factor are included such features as democracy, task content/physical features of the job, quantity and quality of leisure time created by the job, and promotion. The second broad QWL factor mainly emphasizes employee welfare and well-being. They emphasize the physical working environment including safe and healthy working conditions while stressing security, equity, and individuation of the employee as features of a quality working experience, job security, good pay, and benefits respectively. Healthy social relations and social integration were two other employee welfare features thought to comprise QWL.

The Culture for quality of work life of employees receives both personal and work-related support from the company. In a company supportive of a positive Quality of Work Life, employees are able to balance their work and personal demands effectively (Balance); Have challenging but reasonable work loads (Work Load); Are treated fairly regardless of demographic differences such as gender and race (Diversity); Perceive a reasonable level of job security (Job Security); and Have the tools, materials and equipments they need to perform their jobs effectively (Resources). The success of any organization is highly dependent how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. The world is moving with very high speed and managing an organization has become more complex than ever before. There is a competition going on between companies to attract and retain quality human resources in order to be ahead of its competitors in a particular sector. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspects of Job that ensures long term association of the employees with the organization.

Quality of work life of college teachers of self financing colleges and government colleges is considered to be the most critical aspect. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the institutions in order to maintain,

retain the employees as well to increase the productivity of the institution. Hence the management has to look upon the facilities which are not available and employees are dissatisfied with unavailability of such facilities. Because of the facilities that are unavailable will lead for low involvement, stress, dissatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher productivity of the institution. Therefore, the educational institutions are required to adopt a strategy to improve the employees' quality of work life' (QWL) to satisfy both the institutional objectives and employees' needs.

This study is attempted to understand and compare the QWL of college teachers of government aided and self financed colleges with reference to Madurai District. This case lets us discuss the importance of having effective quality of work life practices in Government aided and Self financing colleges in Madurai District and their impact on the performance of the teachers.

### **1.5 OBJECTIVE OF THE STUDY**

The following are the objectives of the present study.

- i. To examine the relationship between the selected socio-economic factors and Quality of work life of teachers of government aided and self financing arts colleges in the study area.
- ii. To know the perception of college teachers towards the various dimensions of Quality of work life and measures taken by the institutions to improve the quality of work life of the arts college teachers.
- iii. To analyse the determinants of Quality of work life of the college teachers working in government aided and self financing arts colleges.

iv To understand the disparity in Quality of work life of teachers of self financing and government aided arts colleges

v. To offer suitable suggestions to the findings of the study and pave the way for further scope of research.

## **1.6 HYPOTHESES**

The following hypotheses are framed to achieve the objectives of the study.

1. There is no significant difference between the quality of work life of government aided and self-financing arts college staff members.

2. There is no significant difference between the opinion of the respondents on various dimensions of QWL and the nature of college.

3. There is no association between the six dimensions of the quality of work life and the nature of college as well as Gender of the respondents.

4. There is no association between the six dimensions of the quality of work life and the nature of college as well as Marital Status of the respondents and

5. There is no association between the six dimensions of the quality of work life, the Gender as well as Marital Status of the respondents

## **1.7 AREA OF STUDY**

The geographical area of Madurai District is chosen for the study. The main reason for choosing Madurai District is that the investigator is located here and is familiar with the place.

## **1.8 RESEARCH DESIGN**

In order to analyse the research problem undertaken for the study, descriptive study using primary data is considered appropriate. To define the descriptive type of research, Creswell stated that the descriptive method of research is to gather information about the present existing condition. The emphasis is on describing rather than on judging or interpreting. The aim of the descriptive research is to verify formulated hypotheses that refer to the present situation in order to elucidate it. The descriptive approach is quick and practical in terms of the financial aspect. Moreover, this method allows a flexible approach, thus, when important new issues and questions arise during the duration of the study, further investigation may be conducted.

### **1.8.1 RESEARCH INSTRUMENT**

For the purpose of studying the objectives and testing the hypotheses, interview schedule is used as an instrument to collect the data. The interview schedule has been designed with appropriate questions to fulfill the objectives of the study. The first part captures the socio-economic profile of the respondents. The second part captures opinion from the respondents about the six dimensions of QWL like

- a. Quality of Monetary Benefits
- b. Quality of Working Environment
- c. Quality of Human Resource Management
- d. Quality of Infrastructure
- e. Quality of Relationship
- f. Quality of Recognition.

The items that capture each part are partly developed by the researcher and partly adopted from standardized questionnaires developed or used by earlier researchers. However, they are subjected to validity and reliability tests. Thus, the items and factors under study are finalised by the researcher.

### **1.8.2 VALIDITY TEST**

The interview schedule is subjected to face and content validity whose determination is judgmental. There are two schools of thought on the distinctiveness of face and content validity. The first one saw face validity as just an indirect approach to the measurement of content validity whereas the second one treated them as separate and different tests.

The face and content validity is conducted with 10 experts. Then, the validity of each item in capturing the adequate information required for the study is questioned. Further, they are requested to offer their feedback on each of the items. Based on their feedback, it is found that all the items developed by the researcher are found to have adequate validity in analysing the QWL of the College teachers. A few statements are simplified so as to enable the respondents to understand it better.

### **1.8.3 PILOT STUDY**

After finalizing the number of items in the research instrument using face and content validity tests, a pilot study is undertaken for the following reasons:

- i) To assess the reliability of the items included under the six dimensions of Quality of work life
- ii) To study the influence of the above factors on the Quality of work life.

To conduct the pilot study, it is decided to select respondents who are working in the self-financing and government aided colleges in the study area. Accordingly, 50 respondents are identified and data is collected. The researcher also had discussions with the respondents in general about the

stimulus generated by the interview schedule in furnishing unbiased and unprejudiced response for the items in the schedule.

#### **1.8.4 RESULTS OF THE PILOT STUDY**

The exact responses of the respondents of pilot study are noted. The discussions with the respondents during the pilot study revealed that the instrument had adequate stimulus value to gather authentic responses from the respondents. Hence, it is concluded that the instrument used in the study would elicit the necessary data required from the respondents. It has been found that the respondents took between 20–25 minutes for completing the questionnaire.

### 1.8.5 RELIABILITY TEST

The variables constructed in the interview schedule are subject to reliability test. Cronbach Alpha test is used to measure the internal consistency of the instrument and the result is presented in the following table.

**TABLE 1.1**

**RELIABILITY CO-EFFICIENTS USING CRONBACH ALPHA**

<b>S. No.</b>	<b>Dimensions</b>	<b>Reliability Coefficients</b>
1.	Monetary Benefits	0.78
2.	Human Resource Management	0.83
3.	Working Environment Quality	0.75
4.	Infrastructural Quality	0.81
5.	Quality of Relationship	0.78
6.	Quality of Recognition / Stimulation	0.85

From the Table 1.1, it is found that the reliability coefficients for the variables chosen for this study are more than 0.60, which is an acceptable value. So, the items constituting each variable under study have reasonable internal consistency.

## 1.9. SAMPLING DESIGN

### 1.9.1 Sample Size

The sample size for the study is decided by using the GPower 3.1 package, which is universally used to determine the sample size based on the nature of tests used for analysis of data. For scientific researches power (1- $\beta$  err prob) 0.95 and for social science researches power (1- $\beta$  err prob) 0.85 is suggested by the researchers. The details of proposed tests and the suggested sample size are presented in the following table.

**TABLE 1.2**  
**DETERMINATION OF SAMPLE SIZE**

S.No	Test	$\alpha$ err prob	Power (1- $\beta$ err prob)	Total Sample Size
1.	Z – Tests	0.05	0.85	490
2.	F-Test MANOVA	0.05	0.85	201
3.	$\chi^2$ tests	0.05	0.85	160
4.	Correlation	0.05	0.85	96
5.	Regression	0.05	0.85	42

Source: COMPUTED THROUGH GPOWER 3.1

The above table shows that out of the five proposed tests the highest number of sample size is found relevant for the Z test. This sample size will be used for the study when the population of the study is infinite in nature. But for the present study the population is finite in nature i.e., 3000 staff

members are working in both government aided and self financing colleges. Hence, the following formula is used to determine the sample size.

$$N' = n \times N / (n + N - 1)$$

$$N = 3027 \text{ (Total Population)}$$

$$n = 490 \text{ (Calculated highest sample size)}$$

$$N' = 490 \times 3027 / (490 + 3027 - 1)$$

$$N' = 1483230 / 3516$$

$$N' = 422$$

Based on the result of the formula the researcher has decided to collect the data from 420 respondents.

### **1.9.2 Sampling Technique**

The sample for the present study is drawn from the 34 Arts and Science colleges functioning in the Madurai District, which are affiliated to the Madurai Kamaraj University. There are 3027 teachers, 1122 in Government aided colleges and 1905 in self-financing colleges working in the study area. Out of these 420 sample respondents, 240 from self-financing colleges and 180 from government-aided colleges are selected by using the disproportionate stratified random sampling technique. The details of the universe and sample size are presented in the following table.

**TABLE 1.3**

**NUMBER OF TEACHERS IN GOVERNMENT AIDED ARTS COLLEGES**

**IN MADURAI DISTRICT**

S.NO	NAME OF THE AIDED COLLEGES	AIDED COURSES		SELF FINANCING COURSES		TOTAL	
		M	FM	M	FM	M	FM
1.	Arul Anandar College*	44	5	45	28	92	30
2.	EMG Yadava Womens College*	-	20	-	131	-	151
3.	Fatima College*	-	94	-	70	-	164
4.	Lady Doak College*	1	85	2	145	3	230
5.	Madura College*	52	15	35	9	87	24
6.	Sri Meenakshi Government College for women*	-	151	-	-	-	151
7.	Thiagarajar College*	54	25	19	25	73	50
8.	The American College*	78	15	51	58	129	73
9.	Vivekananda College*	41	-	16	-	57	-
10.	NMSS Vellaichamy Nadar College *	49	26	34	107	83	133
11.	Yadava College*	34	10	48	71	82	81
12.	Saraswathi Narayanun College*	45	7	10	9	55	16
13.	Madurai Institute of Social Science College*	6	1	8	15	14	16
14.	Sourashtra College*	46	16	50	39	96	55

15.	Pasumpon Muthuramlinga Thevar college	32	8	49	40	81	48
16.	Manner Thirumalai Naicker College	25	13	33	82	58	95
17.	MSS Wakf Board College	40	9	26	24	66	33
18.	Government Arts College	54	6	8	9	62	15
19.	Senthamil College	1	4	5	3	6	7
20.	Sri Sathguru Sabgeetha Vidhalayam	3	7	1	5	4	12

**Source: Primary Data**

\* - Autonomous Colleges

**TABLE 1.4****NUMBER OF TEACHERS IN SELF-FINANCING ARTS COLLEGES****IN MADURAI DISTRICT**

<b>S.NO</b>	<b>NAME OF THE SELF-FINANCING COLLEGES</b>	<b>NO OF TEACHERS</b>	
		<b>M</b>	<b>FM</b>
1.	Ambiga College of Arts and Science	4	30
2.	CSI College of Arts and Science for women	-	40
3.	Mangaryarkarasi Arts and Science College	-	52
4.	PKN College of Arts and Science College for women	25	50
5.	NMS Sermathi Vasan Arts and Science	-	80
6.	Annai Fathima College of Arts and Science	17	20
7.	SLS MAVM Ayira Vysiar Arts and Science College	33	16
8.	Sourashtra College of Arts and Science for women	-	40
9.	ST George Jeyaraj Chelladurai Arts and Science for women	-	25
10.	Sri Nagalakshmi Ammal College of Arts and Science	19	18
11.	Senthamarai College of Arts and Science	14	19
12.	Maduai Gandhi NMR subburaman College of Arts and Science	-	25
13.	Subalakshmi Lakshmipathi College of Arts and Science for women	20	15
14.	Thiagarajar School of Management	14	11

**Source: Primary Data**

**TABLE 1.5**

**GENDER WISE NUMBER OF TEACHERS IN GOVERNMENT AIDED AND  
SELF-FINANCING ARTS COLLEGES IN MADURAI DISTRICT**

S.No	Nature of the Institution	Aided Courses		Self- Financing Courses		Total		Total
		Male	Female	Male	Female	Male	Female	
1.	Autonomous Colleges (14)	453	463	318	707	<b>771</b>	<b>1170</b>	<b>1941</b>
2.	Aided Colleges (06)	155	51	122	163	<b>277</b>	<b>214</b>	<b>491</b>
3.	Self Financing Colleges (14)	-	-	144	451	<b>144</b>	<b>451</b>	<b>595</b>
<b>Total</b>		<b>608</b>	<b>514</b>	<b>584</b>	<b>1,321</b>	<b>1,192</b>	<b>1,835</b>	<b>3,027</b>

**Source: Primary Data**

**1.10 PERIOD OF THE STUDY**

The data used for the purpose of analysis in this study are collected for a period of six months from October 2012 to March 2013.

**1.11 STATISTICAL TOOLS USED FOR ANALYSIS OF DATA**

Chi-Square, Correlation, Multiple Regression, t – test, ANOVA, and MANOVA tests are used for analysis of data.

**1.11.1 Chi-Square test**

The Chi-Square test ( $\chi^2$ ) is one of the simplest and most widely used non-parametric tests in statistical analysis. The quantity  $\chi^2$  describes the magnitude of the discrepancy between theory and observation.

It is defined as,

$$\chi^2 = \sum (O-E)^2 / E$$

where, 'O' refers to the observed frequency and 'E' refers to the expected frequency.

Chi-Square test is used to test the goodness of fit, to test the independence of attributes and to combine various probabilities obtained from independent experiments to give a test of significance. Thus, in this study, the analysis pertaining to test of association are done using Chi-Square.

### **1.11.2 Correlation**

The most familiar measure of dependence between two quantities is the "Pearson's correlation". It is obtained by dividing the covariance of the two variables by the product of their standard deviations. A correlation is a single number that describes the degree of relationship between two variables. In this study, the direction of relationship between all the dependent variables and their corresponding independent variables is calculated using correlation coefficient.

### **1.11.3 Multiple Regression Analysis**

Regression Analysis is a mathematical measure of the average relationship between two or more variables in terms of the original units of the data. In regression analysis, there are two types of variables. The variable whose value is influenced or is to be predicted is called dependent variable and the variable, which influences the values or is used for prediction is called independent variable. In this

study, effect of relationship between all the dependent variables and their corresponding independent variables is calculated using multiple regression analysis.

#### **1.11.4 ANOVA**

The Analysis of Variance (ANOVA) is a powerful and common statistical procedure in the social sciences. It can handle a variety of situations. In statistics, ANOVA is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal, and therefore generalizes *t*-test to more than two groups. ANOVAs are helpful because they possess an advantage over a two-sample *t*-test.

#### **1.11.5 MANOVA**

MANOVA Test is framed to analyse the association between the Two Independent variables simultaneously with the dependent variables, since more than one independent variable is present in the study, multivariate *F* value involves matrix algebra and examines the differences between all of the dependent and independent variables simultaneously.

#### **1.12 PROFILE OF THE STUDY AREA**

Goddess Meenakshi was the daughter of the valourous Pandya king. This warrior queen dared to confront Lord Shiva, but when she discovered he was to be her spouse, she laid down her weapons. Lord Shiva is known to have visited Madurai, in the guise of Sundareswarar, to marry Goddess Meenakshi.

Madurai has been described as the Pandyan dynasty's seat of power, in the Sangam literature. It was home to the third and last Sangam (between 300B.C – 200AD). There are references to Madurai in Kautilya's Arthashastra and the Tamil epic, Silappadikaram. Megasthenes' account dating back to 3rd

century B.C refers to Madurai as “Methora” and there are references to the city in the works of Roman historians, Ptolemy and Pliny the Younger as well as in the Greek geographer, Strabo’s works.

Madurai remained under Kalhabra rule till mid 6th century, the Pandyas ruled it for the next four centuries and the Cholas ruled the area till the 13th century, with Madurai as the capital city. Soon after Madurai became a protectorate of the Delhi Sultanate, only to break away and become the independent Madurai Sultanate later. Madurai succumbed to the powerful Vijaynagar Empire in 1378, and it was later under the sway of the Nayaks (1559-1736) and then the protectorate of the Nawab of Arcot (1764-1801).

In 1801 Madurai was brought under the Madras Presidency by the British East India Company. In 1837, the fortifications around the temple were demolished, the moat was drained and the debris was used to construct the new streets - Veli, Marat and Perumaal Mesthiri streets, in order to accommodate the growing population. The city was constituted as a municipality in 1866.

Madurai played a significant role in the Indian Independence Movement. It was in Madurai that Mahatma Gandhi decided to switch to wearing a loin cloth after seeing agricultural laborers wearing it. Madurai was home to several leaders of the Indian independence movement like N. M. R. Subbaraman, Mohammad Ismail Sahib and Meer Niyamatullah Ibrahim Sahib. Post-independence (1947) Madurai was the second largest city of Madras State. Currently Madurai remains the most important and populous city in Southern Tamil Nadu.

Madurai is now on the world tourist map and is well connected by air, road and rail. It is approximately 400km from Chennai and 200km from Coimbatore. The world-class, modern airport is

about 15km from the city, with daily flights from Chennai, Bangalore and Coimbatore. The nearest international airport is at Thiruchirapalli (Trichy).

A vast rail network links Madurai with Mumbai, Delhi, Chennai, Bangalore etc. Madurai-Chennai is connected by the Pandian and Vaigai Express trains, and travel time can take between 8-10 hours. Sampark Kranti Express connects Madurai to Delhi, Anantpuri Express runs between Madurai – Trivandurum and Pearl City Express connects Madurai with Tuticorin.

Madurai is well-connected by ordinary and deluxe buses to all major cities. Most overnight and inter-state buses terminate at Mattuthavani Bus stand. Private buses are found closer to the city center near Periyar bus stand, also offering ticketing and reservation facilities at the bus stand itself.

Madurai is indeed a treat for lovers of history and architecture. Apart from the renowned Meenakshi temple, Madurai also boasts of several other temples. The Koodalazhagar Divya Desam is a Vaishnavite temple boasting of the Lord in three different postures, sitting, lying down and standing.

Tirupparankundram stands atop a hillock, about 8km from the city. Dedicated to Lord Muruga – Kartikeya, the inner chamber of the temple is carved out of the hill and the walls are lined with images of Hindu deities.

The Alagar Temple is about 20km away from the city centre, perched atop a hill. This Vaishnav temple nestles beside a natural stream descending from the hills, and is dedicated to the brother of Goddess Meenakshi.

Pazhamudir Solai, the temple dedicated to Lord Karthikeya, stands amidst the thick Solai jungles. Utsavam is held daily at 7pm, when the deity is taken out on a golden chariot.

### **1.13 LIMITATIONS OF THE STUDY**

The following are the few limitations of the study

- a. Since the study is based on the opinion of the selected respondents of the study area the result of the study is applicable only to the study area.
- b. The opinion of the respondents may be varied in future when they are more benefited in their working institutions. Hence the result is not a static one.

### **1.14 SCHEME OF CHAPTERISATION**

The research work has been arranged in seven chapters.

The First chapter describes the Introduction and Design of the Study. It includes significance of the study along with the research problem, objectives, methodology applied in the study. It describes the research design used for the study, data sources, the sample selection, the instrument design, and tools used for analysis in detail.

The Second chapter is devoted to review the past studies related to the present study to study the research gap.

The Third chapter presents the overview of Quality of Work Life

The Fourth chapter is designed to analyse the socio - economic status and factors influencing the quality of work life of college teachers

The Fifth chapter presents the analysis of dimensions of quality of work life of the college teachers.

The Sixth chapter analyses the quality of work life of self-financing and government aided college teachers under various dimensions.

The Seventh chapter presents the summary of findings, suggestions and conclusion of the study along with the implications for future research.

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