

**YANGON UNIVERSITY OF ECONOMICS
MASTER OF PUBLIC ADMINISTRATION PROGRAMME**

**FACTORS INFLUENCING ON THE QUALITY OF WORK LIFE:
A CASE STUDY OF
MARITIME EDUCATION AND TRAINING CENTERS**

**Nang Lon Lon Nyo
EMPA-35 (16th Batch)**

DECEMBER, 2019

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A thesis submitted in partial fulfillment of the requirements for the degree of
Master of Public Administration (MPA)

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ABSTRACT

Quality of Work Life (QWL) has become a hot topic for concerning in Higher Education Institutions. The main objective of this study is to identify the level of the quality of work life in Maritime Education and Training Centers (METCs) for both private and public opened training centers in Yangon. To achieve this objective, a quantitative and qualitative approach and descriptive method were used to analyze the data. A survey was conducted on 200 respondents chosen by using a simple random sampling method and this study was carried out at the four maritime education and training centers in Yangon. In order to measure the level of QWL at METCs, it was found that the level of QWL in METCs revealed in medium mean score. All findings of this study resulted between 2.5 and 3.4 in mean scores. Therefore, an assumption can be made that there was some substandard parts in quality of work life of METCs. It was also found that respondents are not disengaged in decisions making process which affect them in their area of work. The results of the studied also indicated that most respondents were provided adequate facilities and flexibility for employees to adjust their work with their family time by their employers. The views and perceptions of employees are important information for defining how they perceive their QWL. These findings proved that QWL in METCs is indeed neither unsatisfactory nor excellent.

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LIST OF ABBREVIATIONS

CoC	Certificate of Competency
EU	European Union
HEI	Higher Education Institutions
HOD	Head of Department
ILO	International Labour Organization
LFS	Labour Force Survey
METCs	Maritime Education and Training Centers
MMEA	Myanmar Marine Engineering Association
MMMC	Myanmar Mercantile Marine College
MMU	Myanmar Maritime University
NPM	New Public Management
NQF	National Qualification Framework
PDPs	Personal Development Plans
QWL	Quality of Work Life
RIS	Research Information System
SDA	Skill Development Act
STCW	International Convention on Standard, Training, Certification and Watchkeeping
TQM	Total Quality Management
U.S.A	United States of America
UK	United Kingdom
UNDP	United Nations Development Programme
WHO	World Health Organization
WRQWL	Work Related Quality of Work Life
WWMETC	Wise Wish Maritime Education & Training Center

CHAPTER 1

INTRODUCTION

1.1 Rationale of the Study

In these years, Quality of Work Life (QWL) has been a big issued for concerning in Higher Education Institutions (HEIs). The topic was captured the attention by employees and employers; moreover, it was due to workplaces competing for suitably qualified and competent employees. Employers utilized the QWL factors as a tool for attracting and retaining talented employees. Higher education institutions should not be an exception to this growing phenomenon. Most of the organizations need to seek the ways of improving their employees' QWL through healthy and safe working conditions; better conditions of service; and adequate and fair compensation amongst other factors. The public institutions of higher education in Myanmar, which is the focal point of this study, have to adopt these QWL factors in order to survive in the competitive environment when compared to private education centers. Universities need to apply their autonomy to develop and maintain QWL by offering a wide range of support systems to address issues such as absenteeism, sick leave, and turnover to improve performance (Nataranjan & Annamalai, 2011).

The study is in the field of public management and it intends to provide an extensive understanding of the variables that affected and determined quality of work life in the public and private organizations within the context of higher education institutions. The target of the study was to identify the factors influencing on the quality of work life of employees of METCs. The study project also aimed to understand the factors that affected the quality of work life of employees of METCs, with the aim of improving performance and working conditions of those employees. The study can be achieved by acting upon the concerns that are raised by employees and providing feedback to enhance the workplace environment, where employees feel that they are valued. The findings of the study will assist in mapping out a retention strategy for the institution.

A mutually beneficial relationship between work, home, the individual and the organization is the Quality of work life (QWL). However, there are individual needs such as remuneration, security and wellness that the organization needs to satisfy to keep the individual happy and motivated (Bagtatos, 2011). It is also critical to keep employees happy so that in turn they can be able to serve the clients better, increase morale and their performance.

A standard shift in higher education institutions came with the additional challenges to the employees which included (i) increased workload, (ii) high stress levels, (iii) inadequate resources, and (iv) increased job related pressures. To mention here, the METCs are also no exception about the changes in organizational restructuring, staffing and resourcing. These transitions could possibly lead to increase in unfit applications, higher cases of unofficial leave, a high number of resignations and an unsatisfactory working environment to those impacts on QWL.

Furthermore, with the restructuring of higher education in Maritime Education, there should be an urgency to develop policies and procedures. Another challenge should be the need for consistency in implementing, monitoring and evaluation of these policies and procedures. METCs may not have a progressive programme as part of employees QWL and consequently this might have affected employee job satisfaction and led in employees seeking employment elsewhere. There is an obligation for research in QWL to determine the needs of employees which can be met to improve performance and retention. However, the needs of the institution and the needs of the employees should be interrelated. With a focus on QWL, there are the six dimensions of QWL to decide the needs of employees. They are (i) job and career satisfaction, (ii) general wellbeing (iii) home-work interface, (iv) stress at work, (v) control at work, and (vi) working conditions. The study seeks to understand the perceptions of staffs on QWL of METCs. The institution can effectively being function if it takes into consideration the needs of its employees. Moreover, another assumption can be made that there was a strong positive relationship between QWL and organizational commitment of employees (Normala, 2010).

The issue of Quality of Work Life (QWL) has become the critical in the last 20 years, because of increasing competitiveness in the business world and the demands of the family structure (Bagtasos, 2011). According to May, Lau and

Johnson (1999), institutions that offer a better QWL are more likely to gain an advantage in attracting and retaining valuable employees. There is also an assumption that there is a strong positive relationship between QWL and organizational commitment of employees (Normala, 2010). The employers and employees have the common sense in expectation, such as performing, developing and obtaining organizational goals. To attract and retain qualified staffs, the employers have to fulfill the gaps that identified in the following factors: (i) minimizing work related stress, (ii) decreasing monotonous work, and (iii) upgrading the workplace facilities to continually improve the QWL.

There has been no previous study that has been conducted on QWL at Maritime Education and Training Centers (METCs). The outcomes of this research will help in learning about QWL of METCs' employees. The study also intends to explore and obtain a better comprehension of the QWL status in METCs so as to provide intervention strategies.

1.2 Objectives of the Study

The objectives of the study are as following. The main objective of this study is to identify the level of quality of work life in METCs. Under this main objective, there were two sub-objectives for this study. They are: (1) to determine the level of job satisfaction and the perceived causes of stress at work among METCs' employees and (2) to examine the factors influencing on the QWL within METCs.

1.3 Method of Study

This study has used quantitative and qualitative approach and descriptive method based on primary and secondary data. The survey was conducted by using well-structured questionnaire and Simple Random Sampling was used to select sample respondents from METCs, Yangon. The sample size was 200 for this study. In addition, the secondary data used in this study are collected from books, journals articles, and relevant topics from internet.

1.4 Scope and Limitations of the Study

This study only covers those who are working at METCs. And, it is only cover to the four Maritime Education and Training Centers. They are Myanmar Mercantile

Marine College, Myanmar Maritime University, Wise Wish Marine Engineering Training Center, and Myanmar Marine Engineering Association Training Center- that mostly emphasized on the specialization of Marine Engineering Subject. Because there are many training centers specialized in Nautical Subject and Marine Engineering Subject. This study is limited to cover about six dimension of QWL: (i) general wellbeing, (ii) stress at work, (iii) control at work, (iv) home-work interface, (v) working condition, and (vi) job satisfaction and career satisfaction.

1.5 Organization of the Study

This thesis consists of five chapters. Chapter one is introductory chapter including rationale, objectives, scope and limitations of study. Chapter two gives Literature Review including importance of quality of work life, concept of quality of work life, dimensions of QWL, and review on previous studies. Chapter three then focuses on work life balance in Myanmar, legal framework for labor, labor market conditions and the employment and skill development law, occupational health and preventive measures. Chapter four presents Survey Analysis containing survey profile and design, and analysis of survey findings on the factors influencing on the quality of work life in Maritime Education and Training Centers by using descriptive method. This thesis concludes with Chapter five where summary of findings and recommendations are given.

CHAPTER 2

LITERATURE REVIEW

2.1 Importance of Quality of Work Life

QWL is determined by employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the workplace. Hackman and Oldhams (1980 as cited in Muftah and Hanan, 2011) and Sirgy, Efraty, Siegel and Lee (2001) concur in terms of basing their definitions of QWL on the ‘needs’ of employees. The conventional workplace environment has evolved because of the current pressing needs of the employees like lifestyle values and therefore these needs should not be ignored in order to satisfy the QWL (Chitakornkijsil, 2009).

Nadler and Lawler (1983) defined QWL as a way of thinking about people, work and the organization. Its distinctive elements are a concern about the impact of work on people as well as on organizational effectiveness, and the idea of participating in organizational problem solving and decision making. Kiernan and Knutson (1990) on the other hand defined QWL as an individual’s interpretation of his or her role in the workplace and the interaction of that role with the expectations of others. The quality of one’s work life is individually determined, designed and evaluated. A quality of work life means something different to each and every individual and is likely to vary according to the individual’s age, career stage, and/or position in the industry”.

Most studies of QWL were perceptual, as Johnsrud (2002) indicated that whether the QWL in a certain institution is good or bad, the facts are not as important as perceptions held by employees. It is further assumed that perceptions matter (Bagtasos, 2011). Employees can be surveyed to assess their QWL and factors that influence QWL like job satisfaction, homework interface and stress at work. The information that is obtained from the assessment will be used to improve the QWL of employees (Edwards et al, 2009).

The objective of QWL is to improve performance and improve the working conditions of employees (Koruca, Stowasser, & Ozdemir, 2011). Modern lifestyle makes it difficult for employees to cope with work related pressure and balance demands at home, therefore job performance will be affected and employees will opt for another job. From the literature reviewed it is clear that QWL is a dynamic phenomenon that has various dimensions and it is also a perceptual subject that is dependent on the researcher. QWL includes factors such as organizational psychology and development, employee behavior patterns, organizational culture, sub-culture and traditions, motivational factors, morale and workplace facilities.

The relationship between work life and home life is an issue that is raising concerns, both in the private and public sectors (Wentzel, Buys & Mostert, 2009). Previous research indicates that attention should be paid to enhancing QWL at universities, as it appears to be poor (Edwards, Van Laar & Easton, 2009). Poor QWL factors such as emotional stress are caused by increased workload by administrative work and aligning curriculums together with policy and procedures and lack of organizational support indicated the most significant factor of burnout amongst academic staff (Rothman, Barkhuizen & Tytherleigh, 2008).

A study conducted by Viljoen and Rothman (2009) indicated that the employee's experience of a particular occupational stressor resulted in lower levels of organizational and individual commitment and also higher levels of physical and psychological ill health. According to Rothman et al. (2008), academics in the South African context have been exposed to stress that is associated with transformation with mergers, high teaching and research demands, multicultural student profile, and a majority of students are coming from a poor primary and secondary education background. This change affects both academic and academic support staff, which collectively contributes to the effective functioning of the organization (Barkhuizen & Rothmann, 2008)

The advantages that are related to QWL are: (i) reduced sickness absence, (ii) low turnover, (iii) absenteeism; improve retention, (iv) productivity; recruitment, (v) high morale and (vi) work commitment (Fuller 2006; Worrall & Cooper, 2006). A study by Mammen (2006) on higher education academics' satisfaction with their terms of conditions of service and job satisfaction in a historically disadvantaged

institution (HDI) in South Africa found that when academics are not happy with their conditions of service and job satisfaction, they are more likely to move away from the institution, if they cannot see any attempts to rectify the situation. The author (Mammen, 2006) witnessed his colleagues leaving the institution and was convinced that high quality academics with low satisfaction with their conditions of service or job satisfaction were being hired by potential employers leaving behind the less qualified and experienced behind. A study by Field and Buitendach (2011) on a tertiary institution in KwaZulu-Natal attempted to evaluate the link between, happiness, work engagement and organizational commitment of support staff revealed a significant positive relationship between wellbeing and organizational commitment.

QWL offers a mutually beneficial relationship between works, home the individual and the organization. There are individual needs such as remuneration, security and wellness that the organization needs to satisfy to keep the individual happy and motivated (Bagtatos, 2011). The benefits of QWL are reduced sickness; low turnover and absenteeism; improved retention; productivity; recruitment; high morale and commitment (Fuller 2006; Worrall & Cooper, 2006).

2.2 Concepts of Quality of Work Life

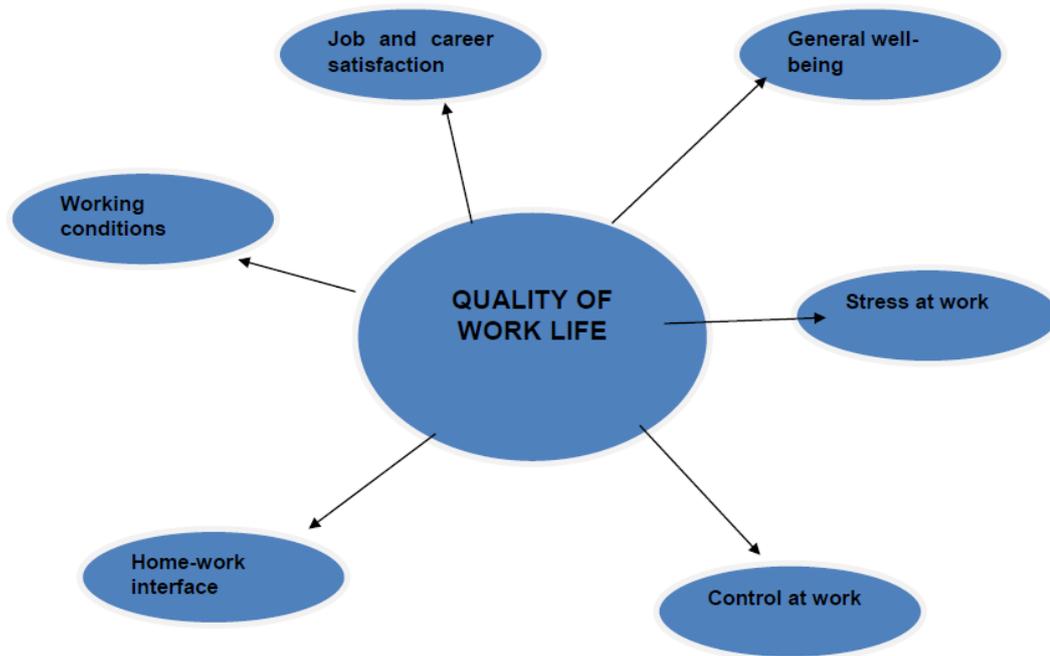
The International Labour Organisation (ILO) stated that there is not one commonly accepted definition of QWL (World Labour Report, 1989). Hackman and Oldhams (1980) defined QWL as the by-product of the relationship between the work environment and personal needs. In line with the definition of Hackman and Oldhams (1980), Lawler (1982) defined QWL in terms of work conditions and job characteristics. Solmus (2000) stated that QWL can be described as the degree of covering the important personal needs of workers' lives in the organization. Sirgy, Efraty, Siegel and Lee (2001) affirmed that QWL is determined by employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the workplace. Hackman and Oldhams (1980), Sirgy et al. (2001) together with Solmus (2000) expressed in terms of basing their definitions of QWL on the 'needs' of employees. Lau, Wong, Chan and Law (2001) defined QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Supporting the view of 'satisfaction', Serey's (2006) definition relates

to meaningful and satisfying work. Schemerhorn, John, Hunt, James, Orsborne and James (1994) suggests that QWL offers fair pay, a safe working environment, opportunities to learn and utilize new skills, career progression, upholding individual rights and pride in the organization. Kiernan and Knutson (1990) define QWL as methods which serve the individual's needs and the organizational effectiveness.

QWL can therefore be seen as a partnership or a symbiotic relationship between the organization and the employees. Literature reviewed indicates that there are many different interpretations of QWL. There seems to be an agreement amongst the different authors that QWL covers employee's needs, satisfying work environment, and meeting certain goals of the organization. The definition of QWL appears to be dependent on the perception, objectives, experience, point of view and the circumstances of the individual or group. It can be suggested that QWL is a multi-dynamic concept that has varying constructs and dimensions that can be determined by the interests of the researcher.

It is critical to understand the dimensions of QWL such as job and career satisfaction; general wellbeing; stress at work; control at work; working conditions and work-home interface in order to analyze them and establish measures to control them. These dimensions play an important part in performance systems and to increase the efficiency and effectiveness of the organization.

Figure 2.1 Dimensions of the quality of work life



Source: VanLaar, Edwards & Easton (2007)

2.3 Dimensions of QWL

The six dimensions of the QWL as shown in figure are (i) Job and career satisfaction, (ii) general wellbeing, (iii) stress at work, (iv) control at work, (v) home-work interface, and (vi) working condition.

2.3.1 Job and Career Satisfaction

Job satisfaction can be described as the satisfaction that employees received from the internal and external factors of their career including pecuniary and non-pecuniary needs such as fair remuneration, training, development opportunities, management style and organizational culture (Chitakornkijsil, 2009). It is the feelings and attitudes of how people perceive their work psychologically and it is known as the fact that job satisfaction results in qualitative and quantitative improvement in performance. When people are satisfied with the job that they were performing, they tend to be motivated and are more interested in the job which in turn gives them the psychological satisfaction (Ganguly, 2010). In a study carried out by Johnsrud and Rosser (1999) determined that the university administrative staff 's QWL in relation to morale, identified nine work related aspects that define the morale of the administrative staff as follows career support; working conditions; discrimination; review/intervention; diversity; recognition for competence; gender/race issues;

intradepartmental relations and external relations. Even the satisfaction of academic employees is an important factor that must be assessed, because quality higher education globally depends on the steady and supportive academic work environment and on academic staff performance (Winter, Taylor & Sarros, 2000).

Employees may believe that their job is satisfying, interesting, motivating and stimulating, if there are cognitive aspects that represent their beliefs about the job or job circumstances. By actively attending work regularly, working hard to stay motivated and planning to remain in the organization for a long period is an indication of job satisfaction. Rethinam and Ismail (2008) argued that job satisfaction of individuals is different in importance and meaning, according to the work circumstances. Competencies can be developed by the nature of the job that one performs and if that job provides stimulation for skills development, motivation, knowledge and opportunities for career or organizational development. Learning opportunities and skills development have been proven to have a positive effect on job and career satisfaction and less job stress which results in better QWL (Rethinam & Ismail, 2008). In-service training workshops as well as 'personal development plans' (PDPs) at METCs may assist employees to acquire new skills that will advance their career. Furthermore, this could possibly enhance METCs' staff with opportunities for career growth and advancement, job enrichment as well as personal development.

Some employees feel satisfied about their career and job if they are able to accomplish their set goals at work, when they are trained and developed, and are given the opportunity to be able to utilize the newly acquired skills. Furthermore, recognition and acknowledgement from the supervisor will make one feel satisfied and appreciated at work (Li & Yeo, 2011). The authors state that employees view their career development in the organization as a way of improving their QWL. This includes opportunities to learn and training that will contribute towards professional development; increased competency levels and expertise. Furthermore, when employees enlarge and enrich their job through training and professional development, they will attribute QWL to a time period where they will see themselves progressing as more valuable employees (Li & Yeo, 2011).

The institutions that give career developmental opportunities and support will reap more benefits by ensuring that employees realize how to proactively manage

their own career (Coetzee, Bergh & Schreuder, 2010). Workers feel valued when they can make use of their acquired skills and alternate from their normal duties and avoid monotonous work. A public organization of METCs may influence employee retention if it focuses on employee development which might be neglected.

METCs' retention strategy should include fringe benefits, while a good remuneration package will satisfy employees, or a challenging work project will provide career and job satisfaction. By paying employee salaries that are much lower than what their counterparts are being offered might impact on high rates of absenteeism, low productivity, industrial action and high attrition rates. Job satisfaction and QWL can be utilized to enhance the general wellbeing of employees and the organization as a whole.

2.3.2 General Wellbeing

According to the World Health Organization (2002), health can be defined as a complete state of physical, mental and social wellbeing and not just the absence of disease'. Wellbeing as part of QWL refers to the physical and psychological factors of an individual in any working environment. To Meyer and Botha (2000), wellness refers to a state of being that must be reached for wellbeing to be experienced, and this can be realized by through appropriate policies and legislation as they will be discussed in the next chapters. In a study by Botha and Brand (2009) that assessed the wellness behavior and health risk levels of managers in two South African universities, the findings indicated that physical fitness, nutrition, medical self-care and wellness behavior levels were identified as weak among managers for which urgent control measures were required. The purpose of a wellbeing programme should be to improve the general wellness of employees and to promote the good and healthy lifestyles of employees in METCs.

While most empirical studies on the relationship between QWL and employee wellbeing have been conducted in developed countries, there is little research carried out in developing countries (Rathi, 2010). Employee wellbeing will be discussed under the following dimensions, physical and physiological; psychological wellbeing; emotional; intellectual and mental; social; ethical; spiritual and psychological wellbeing.

(i) Physical and Physiological Wellbeing

A study by Rothmann, Barkhuizen and Tytherleigh (2008) investigated that the link between burnout, ill health, job demands and resource, and disproportional optimism of academic staff in some higher education organizations. The findings revealed that job demands and a lack of job resources led to burnout of academics, which resulted in physical and psychological ill health. The findings also revealed that a lack of teaching resources, increased academics' levels of exhaustion and cynicism. Kinman, Jones and Kinman (2006) reported that on national studies that were conducted in the United Kingdom (UK) which showed that psychological distress amongst higher education employees exceeded those of many other professional groups and the general population.

Each occupation has its physical and physiological requirements in order to perform the task. Occupations in information technology and the office environment include new stressors that are physically demanding called techno stressors; these are caused by daily frustrations of system crashes and computer viruses. Moreover, the symptoms of techno stressors are linked to physical and psychological conditions such as backache, insomnia and low morale (Ismail & Rethinam, 2008). According to Ismail and Rethinam (2008), techno-stressors involve the pressure of mastering the information technology applications such as daily frustrations of system crashes and computer viruses, which often lead to work intensification and work related stress. Moreover, the symptoms of techno stressors are linked to physical and psychological conditions such as backache, insomnia and low morale (Ismail & Rethinam, 2008). Further, there must also be a fit-match between the individual and the required job. For example, one cannot expect a blind person to be an electrician or a 40 kg woman to carry a 60 kg load. A study conducted by Srivastava (2007) concluded that a suitable working environment enhances the physical and psychological health of employees.

(ii) Psychological Wellbeing

The psychological state of mind of an employee has a great impact on personal and work life and is influenced by a satisfying job that is free from stress, monotony, frustration and alienation (Al-Qutop & Hussein, 2011). A research study amongst secretaries at the University of Botswana identified 17 occupational stressors

that were associated with psycho-physiological wellbeing such as insomnia, headache, fatigue, exhaustion and nervousness (Plattner & Mberengwa, 2010). In a study conducted by Oliver, Jose and Brough (2006) on non-academic staff of a university, it was discovered that job satisfaction and social support in the workplace enhanced employees' psychological wellbeing. It is critical to improve the QWL to reduce the risk of physiological, psychological and emotional stress. According to Sithole (2001), university academic and academic support employees experience increased rates of depression.

Michie and Williams study (2003) showed that the key work aspect that are linked with psychological ill health in staff were long working hours, work overload and pressure, lack of control over work, lack of participation in decision making and unclear management and work role. Stress factors such as poor working conditions and heavy workloads were significantly and negatively associated with job satisfaction and psychological strain. These had an effect on the wellbeing of academic staff in a Nigerian university and in addition employees ought to be in a good psychological state of mind to enable them to perform their duties effectively, psychological is closely related to emotional wellbeing (Ladebo & Oloruntoba, 2005).

(iii) Emotional Wellbeing

Smelzer and Bare (2004) state that emotional wellbeing is the ability to acknowledge, accept and express emotions appropriately, accept personal limitations, and function comfortably and productively. The workplace is an emotional place whereby varying emotions are expressed, such as pleasure, excitement, fear, doubtfulness, respect, self-esteem, security, safety, courage, love, optimism friendship and empathy. When employees are assisted to do their jobs better, the institution benefits and the employees feel a sense of achievement and satisfaction that boosts their self-esteem and emotional wellbeing.

A study done by Partridge (2012) indicated the importance of meeting the emotional wellbeing of staff in order to meet the emotional wellbeing needs of students and it is imperative that staffs' needs are listened to. The study highlighted that staff needed to feel contained, offered opportunities to offload, process, staff need to understand their emotions and responses to manage them effectively and reflect and emotional wellbeing must be promoted in the workplace.

According to Sinclair (2009), people who are emotionally well, are capable of building supportive social networks, which increases their sense of belonging to the organization. In this regard, the supervisor and other co-workers should empathize with each other and develop a friendly and supportive environment. Sharing the same vision and goal creates a sense of belonging. Leadership that is appreciative, effective, friendly and supportive can encourage open communication at work through the establishment of social clubs, physical activities and other recreational activities. Emotions play an important role in how people feel and express themselves at work, METC as a public organization must strive to create a conducive working environment that enhances positive emotions and mental wellbeing.

(iv) Intellectual and Mental Wellbeing

To enhance responsible citizenship at organizational, community, national and international level requires the continuous development of the intellectual capacity of individuals far beyond job related training and development. Education should cover skills, attitudes, expertise and knowledge that serve all the welfare spheres. Underutilization of skills leads to low self-esteem, discouragement, feelings of failure and a decrease in organizational commitment (Morrison, Cordery, Girardi & Payne, 2005). According to Goetzel, Ozminkowski, Sederer, & Mark (2002), depressed employees exert a significant cost burden for employers and there is evidence that employee depression may have its greatest impact on productivity losses such as increased absenteeism, high turnover, and suboptimal performance at work.

According to Paton (2013), most academics and academic support staff are under excessive pressure of performance related scrutiny and expectations of management and students and this level of stress is damaging to the mental and physical health. Moreover, management is not doing enough to support their staff in dealing with the work demands. METCs' core business is teaching and nurturing to be competence seafarers, it is therefore logical that it rewards and promotes a culture of investing in its employees through education and therefore, it should offer opportunities for education and development so that employees can be supported and empowered through active participation and knowledge sharing. This can be achieved by providing opportunities for paid leave for employees to attend seminars, workshops, conferences where they can interact with their peers at different

institutions who are in the same field. This will benefit the employee the department, organization and it will also benefit the employees mentally and socially.

(v) Social Wellbeing

Human beings are social beings who have a need to socialize and interrelate with other humans that they work with. The organization should encourage and support employees to develop caring relationships with colleagues and external stakeholders that interact with the employees so that they can be accepted as being part of the larger network (Al-Qutop & Harrim, 2011). According to Helliwell and Putman (2004), people who have developed a wide network of close friends and colleagues have a lower chance of experiencing depression, sadness, loneliness, a low self-esteem and problems with eating and sleeping.

According to the study done by Viswesvaran, Sanchez and Fisher (1999), it appeared that social support reduces the strains of stress, reduces the strength of the stress factors and it alleviates the effects stressors on strains at work. For example, METCs can enhance the social wellbeing of employees by redesigning jobs according to the Job Characteristics Model (JCD) which allows workers to interact with wider internal and external stakeholders, build a team based organizational structures that enhance social networks, and integrate structures that allow free flow of communication. Reasonable and equitable workloads that will allow employees to engage in recreational activities that accommodates families on and off the work premises. Furthermore METCs must promote social responsibility engagement with the surrounding historically disadvantaged communities, and employees at METCs must strive to be socially responsible which will encourage ethical behavior.

(vi) Ethical and Moral Wellbeing

Unethical behavior tarnishes the image of the organization, if the leadership and employees in general do not aspire to reach high moral behavior. A very crucial challenge facing many organizations is unethical behavior. Unethical behavior is manifested through maladministration, misconduct, nepotism, favoritism, corruption, and bribing as well as financial manipulation especially by managers, violation of the basic rights of people by discrimination and embezzlement (Al-Qutop & Harrim, 2011).

Any institution should enrich a strong ethics culture that emphasizes integrity, honesty, openness, truthfulness, accountability, transparency, equity, risk tolerance, collaboration and the protection of basic human rights. Higher education institutions must be run in an open and transparent manner whereby all transactions and activities are accountable. METCs must engage and implement a code of conduct that clearly stipulates which behaviors are acceptable and which ones are unacceptable in public management and workshop employees on the code of conduct. Further, it is vital to institutionalize and implement policies, procedures, committees and any other necessary measures to implement the ethics code of conduct.

Public managers should set an example by being role models who openly communicate ethical expectations, provide ethical training and openly reward good ethical behavior, penalize unethical behavior, provide protective measures for whistleblowers, whereby employees can discuss the ethical challenges without fear (Robbins & Coulter, 2005). Respect for core human values like dignity, basic human rights and good citizenship is good for QWL within higher education institutions (Robbins & Coulter, 2005). University professionals with competencies, practical skills and public service values can make a significant contribution to the lives of people they interact with.

Ethical wellness coincides with the Batho Pele principles which are integrated into the White Paper for transforming Public Service Delivery in South Africa (1997). The openness and transparency of Batho Pele principle implores the public sector institutions to be open and honest about all aspects of their work. Moreover, to curb irregular spending, overspending, wasteful, and fruitless expenditure, there should be accountability and responsibility if public resources are to be utilized effectively and efficiently. Employees should always apply high ethical behavior or conduct in performing the organizational duties. METCs must strive to train employees to adhere to ethical behavior.

(vii) Spiritual Wellbeing

Banks (1980 as cited in Kanya, 2000) defined spiritual wellbeing in terms of the four components (i) unifying force that integrates physical, emotional and social dimensions of wellness, (ii) a source of meaning to life which serves as driving force for personal achievement, (iii) a bond that brings individuals together to share

compassion and adhere to a set of principles and (iv) a source of individual perception to acknowledge the supernatural and to experience pleasure. Marques (2008) also said that spirituality in the workplace is an experience enhances trust amongst stakeholders, whereby it is developed by an individual and then leads to the creation of a motivational culture encouraging improved performance and organizational excellence.

Purdy and Dopey (2005) concurred that spiritual wellness is the common key factor that determines the individual's health and satisfaction within each dimension (physical, emotional, intellectual, social and occupational). Constructing and maintaining a spiritual organization is a challenging task that requires consistent changes in organizational structures, culture, leadership and training. According to Mcdonough (2011), spirituality wellness in QWL is not necessarily related to any religion, yet it affects how employees interrelate with each other every day and this has a significant influence on an employee's happiness and wellbeing. Spirituality is a critical component of QWL and it must be incorporated in the employee wellness programme. Developing a spiritual organization requires a people focused organization that stimulates an organizational culture based on the following three main factors: core values; organizational climate; and workplace attributes such as job design.

The organizational structure can be redesigned to enrich spirituality. The general wellbeing aspects of employees are not the only factors that should be taken into consideration. Employee health must also be observed holistically to alleviate stress at work.

2.3.3 Stress at Work

There are many definitions of stress as it is perceived to be a subjective matter. Chan, Lai, Ko and Boey (2000) defined stress as the response to the perceived relationship between a person and the work environment that threatens the individual's physically, psychologically and physiologically. Work pressure and work stress increase physical sickness and psychological diseases. There is also clear evidence that show that negative acts by superior and colleagues such as strict monitoring, excessive criticism and withholding information constitute workplace bullying (Lewis & Gunn, 2007). It is reported that there is a positive correlation

between employees who have been exposed to high stress levels for a period of over two years in a high strain environment and high systolic blood pressure (Rethinam & Ismail, 2008). A survey that was conducted in the United Kingdom based Association of University Teachers (AUT) (2003 cited in Barkhuizen & Rothmann, 2008) indicated that work home balance and excessive workload are amongst the most common reported causes of stress among academics.

Work related stress and depression are other forms of stress that contribute to poor health. Employees can develop various symptoms of stress that can negatively affect job performance, health and the ability to cope with the environment. Research indicates that in recent years in the United Kingdom, Canada, United States of America, Australia, China and India, occupational caused stress is significantly extensive in higher education (Kinman, Jones & Kinman, 2006). Distractions and interruptions in a form of emails, telephone calls, visits by a colleagues cause delays in the work to be performed and employee will require extra time to finish the job. Mark, Gudith and Klocke (2008) research suggested that employees recompense for interruptions by performing their job more rapidly, but this comes at a cost of employees experiencing more stress, heightened feeling of frustrations, time pressure and effort. The employee who is interrupted will need more time and perform under pressure to complete the task and this will add more stress to the individual and therefore hinder QWL.

A study by Gillespie, Walsh, Winefield, Dua and Stough (2001) that focused on understanding university staff's experience of occupational stress, perceptions of the sources, consequences and moderators of stress in 15 Australian universities, revealed that both academic and general staff reported increased levels of stress during the previous five years, however academic staff reported much higher levels of stress than the general staff. There were five major causes of stress identified, insufficient funding and resources, work overload, poor management practice, job insecurity and inadequate recognition and reward. The majority of respondents indicated that work-related stress was having a detrimental impact on their professional and personal life. In addition, aspects of the work environment such as support from colleagues and management, recognition for achievement, high morale, flexible working patterns and personal coping mechanisms such as stress management techniques, work/non-work balance, tight role boundaries and lowering of standards

were reported to assist staff cope with stress. Another study of New Zealand universities by Boyd and Wylie (1994) noted that high workloads and job-related stress led to less time spent on research activities, publishing and professional development, decreased teaching and research standards and increasing interpersonal conflict amongst academic staff. Furthermore, it was also reported that stress at work negatively impact on the physical and emotional health, family relations and leisure activities of both academic and general staff.

It has been noted that South African managers are adversely affected by heart disease because of increased workloads, lack of physical exercise and poor QWL (Nzimande, 2008). When employees feel that their needs are not met, they are more likely to encounter stress at work which may lead to adverse health effects and also affect performance at work, (Gallie, 2005). A study conducted by Court and Kinman (2008) that included 9740 employees in U.K higher education institutions revealed that more than fifty percent of the participants indicated that they experienced generally high or very high levels of stress, and almost one third indicated that they experienced unacceptable levels of stress. High work demands and increased workloads lead to longer working hours, and in turn cause workplace stress, especially if employees have low control over their work.

2.3.4 Control at Work

A research studies with a focus on job components like job control have indicated that the combination of low control at work and high demanding job functions have an impact on health, wellbeing and on the QWL. (Rethinam & Ismail, 2008). Griffin, Fuhrer, Stansfeld and Marmot (2002) indicated that both men and women with low control at work or at home had a high risk of developing anxiety and stress, but women in the in the lower or middle employment grades who also reported low control at work or home were at most risk for depression and anxiety. Paoli and Merlie (2000) confirm that there has been a sharp decline in the level of job control among some occupations.

Williams (2003) indicates that work related stress was once viewed as present only in senior positions, is currently acknowledged that it can be experienced at all levels of employment. In addition, stress is much more prevalent in employees at lower levels of the workplace organogram, where they have less control over their

work processes. According to Spector (1986), employees who perceive reasonably high levels of control at work are more satisfied, committed, involved and motivated, in addition they experience less emotional and physical illness and are less absent at work. With increased control, there is increased responsibility and usually an increased workload. The locus of control at work has been shown to be an important variable influencing behavior at work by affecting various work related variables, including job satisfaction, job performance, turnover and commitment (Oliver, Jose & Brough, 2006).

High job demands with limited low control reduce the ability and opportunity to develop new skills and knowledge. This can reinforce negative attitudes such as depression and anxiety which diminishes QWL (Rethinam et al., 2008). Kinman, Jones and Kinman (2006) indicated that the perception amongst higher education employees is that the work demands have increased with a decrease in job control and support. Furthermore, the majority of health and safety standards at work are not met at United Kingdom universities. More emphasis should be placed on controlling the work conditions to improve QWL.

2.3.5 Work Conditions

Paoli and Merlie (2000) confirmed that in general, worker perception of health and safety has increased in the past 10 in the 15 member states of the European Union countries. However there is a deterioration of working conditions such as intensification of work, high prevalence of repetitive work, high paced work, and work speed determined by others and continued exposure to chemical and physical hazards which have a detrimental effect on employees. Moreover, fatigue and musculoskeletal disorder that are caused by intensification of work are on the increase. Incidents that occur in higher education libraries can be attributed to the inherent nature of the operations, there are a lot of tasks that require manual handling and library staff should take adequate preventative measures (Maclean, 2011). A safety culture must be promoted through proactive approaches by management such as provision of information, training and conducting inspections.

A study done by Fetcher and Bryden (2007) on safety issues in a university campus in Central Ontario Canada showed that most university staff reported that lighting, signage and the availability of emergency phones were inadequate safety

features on campus. The results indicated that safety was compromised on campuses and a majority of female staff felt that they were more victimized than others. Malone, Denny, Dalton and Addley (1997) have identified the physical aspects of work related noise, unfavorable thermal conditions and lighting in the workplace as occupational stressors.

The United States of America (USA) government demonstrated its seriousness in the enforcement of health and safety laws by increasing their budget for such purposes by 14 million dollars (Neuman, 2010). Perceived health risks that are associated with the use of computers do not deter library based Nigerian university staff from using information system due to their benefits compared to the manual system (Uwaifo, 2008). Even though a wide range of health hazards were identified in the libraries, the level of availability of ergonomic programs to control them was low.

Another study revealed that the majority of employees spend more than 95% of their time indoors and the indoor air quality adversely affects their health comfort and QWL (Steenkamp, 2002). Employees feel a sense of achievement and change when their workplace hazards are corrected and this leads to a feeling of satisfaction. Poor working conditions like high noise levels, badly designed work stations and long working hours can have a negative impact on employees at work and at home.

2.3.6 Home Work Interface

A major dimension of QWL which critically affects the relationship between the individual and the organization is the interaction between work and home life. Research studies on hours of work and health confirm that consistent long hours at work results in physical and psychological ill-health. The latest technology of wireless connection in the workplace has created virtual workplaces and borderless organizations so that people can work anywhere without being restricted by the physical working environment (Kreiner, Hollensbe & Mathew, 2009). The authors furthermore state that the 'workplace' is no longer necessarily a physical location, meaning that work can be done at anyplace at any time. Therefore, employees can find themselves taking work home and spending long hours performing work and subsequently compromising their personal lives. This creates complexity in terms of the home work interface.

There is also an association between long hours and family disintegration as a study by Elisa and Ellen (2001) uncovered that most employees indicated that their long working hours have negatively affected their personal lives. Furthermore, the authors affirm that home-work imbalance has implications for the organization as well as for the individual. The more the workload and commitment exist, the more spillover of negative work outcomes in personal life. The high demand at work and at home are more likely to be a cause of stress because it permits spillover to family life and therefore disturbing the equilibrium between work and home (Elisa & Ellen, 2001). The opposite is also true; an increase in home responsibilities and expectations will contribute to a negative spillover in the workplace. The author further asserts that problems associated with family responsibility are additional sources that may decrease the QWL.

The spillover between work and home has critical consequences on the employees QWL, moreover work and personal related conflict can cause negative health effects for employees, and they may also decrease organizational commitment, job satisfaction and increase burnout which will ultimately result in poor QWL (Rethinam et al., 2008). A study that was conducted by Place and Jacob (2001) confirmed that academic staff that spent a significant amount of time with their family was less likely to develop stress than the one who did not.

Quick, Henley and Quick (2004) concurred, as the home-work conflict increase, the job satisfaction and life satisfaction of employees decrease, this leads to low levels of general happiness and wellbeing and intentions by employees to leave their current workplace. The home-work conflict is further exacerbated by the modern competitive workplace environment, self-imposed demands, work holism, work related travelling, alcohol consumption and sleep deprivation. Another factor in home-work balance is the distance from home to work. The results from Spies (2006) study show that increasing commuting distance does not necessarily cause decrease job satisfaction, however there are other factors that play a role such as the mode of transport and the actual distance from home to work.

According to Dex (2004) work life balance was identified as a key factor in the retention strategy of the 23 Best Companies to Work for Survey in 2003. Furthermore, by lowering the level of spillover the perceived stress and psychological

stress can be reduced and contribute toward striking a balance between work and home. The United Kingdom government launched a work life campaign through the Department of Trade and Industry which was endorsed by Prime Minister Tony Blair in March 2000. This was done in an effort to encourage employers to introduce flexible working practices to enable employees to achieve a better balance between work and home, and therefore contributes to lower absenteeism and staff turnover and better productivity (Arrowsmith, 2000).

Organizations must come up with other employment practices to control the effects of spillover without affecting career growth. Finding the correct equilibrium between work and home should be the core interest of organizations who want employees to perform at optimal levels; this is an emerging phenomenon in developed and developing countries.

2.4 Reviews on Previous Studies

Khin Mrat Hlaing (2012) emphasized on the motivation and job satisfaction factors of private electrical engineering firms in Yangon. It was found that factors like financial compensation and task significance are very much effective to the level of the workers motivation. It was also observed that the compensation factor (salary) is the highest difference with their perception of importance against their satisfaction. Others factors also have difference, but the Autonomy and Environment stick to file compensation factor. The study found that most of the employees satisfied to the working location of their work and there is proper job designation and job description in all entities and most if the workers do not feel flexibility in their schedule. It was also observed that some of the workers think that their knowledge, skills, and abilities are not matching job's requirement.

Another study done by Phyu Mon Kyaw (2012) was about job satisfaction and motivation at work in Khin Maung Nyunt Training Co., Ltd. The result was indicated that the length of the service of the employees is directly related with the motivation. The employees with longer service years have higher motivation. It was also found that younger ages of employees are more ambitious and more motivated than older employees. According to nature of work, employees in the operation department can higher Motivating Potential Score than operation support department. Regarding the satisfaction on work situation, the entire work force satisfied above of moderate level

on all of the job characteristics factors except compensation factor. The compensation factor emerged as the important factor since the level of satisfaction is the lowest for this factor although they mentioned Environment Factor is the most important one.

CHAPTER 3

QUALITY OF WORK LIFE IN MYANMAR

3.1 Works-Life Balance in Myanmar

Moderation is a key in lifestyles to get with the most important things. Organizations throughout the globe are starting to understand and respond to the demand for more work-life balance that is anticipated only to increase over the next decade. Once considered as a women's difficulty only, work-life balance integration is now a valuable driving force of career achievement and process choices for both males and females, and consequently, a crucial attention for organizations. Therefore, it is a far vital for the businesses to recognize what work-existence balance clearly way and the position it performs in reaching success of the enterprise. Works-life stability is set creating and maintaining supportive and healthy paintings environments, with a purpose to allow having balance between work and private responsibilities and accordingly making stronger employee loyalty and productivity. Today people have many competing obligations consisting of paintings, children, home tasks, volunteering, spouse and aged figure care and those have pressure on individuals, families and the groups wherein they reside.

Works-existence struggle is an extreme problem that influences people, their employers and groups. Long paintings hours and fantastically worrying jobs now not best abate ' potential to harmonize paintings and own family lifestyles however also are related to fitness risks, including improved smoking and alcohol intake, weight advantage and despair. Work lifestyles warfare has been associated with numerous physical and intellectual health implications. Employee strain can boom to the level of burnout, resulting in lower productivity at paintings, a higher potential for stress related health problems and absenteeism, with the associated prices related to those being passed on to the organization. In addition to this, employees can also enjoy negative private and co-worker relationships and reduced process delight.

There are several methods wherein corporations can assist to inspire work life stability for his or her employees, each within the policies that they implement and in ensuring that managers actively encourage employees to take gain of these guidelines. Offering employees flexible running options allows personnel layout their work sample to match their private commitments, in the long run reducing struggle among paintings and personal responsibilities. Flexible operating options encompass allowing personnel to work from home, alter their working hours to satisfy private commitments, use remote operating, compressed work weeks, and activity sharing. Some corporations also are imposing health packages, which encompass supplying stress discount and time management workshops, at the same time as others are developing well-being centers on the work website, helping to attach personnel with physicians, mental health counselors, or on-site gyms.

An employee's pleasure of their non-public life and potential to fulfill non-public commitments greatly impacts their success as an employee. When employees are balanced, the entirety the organization is balanced. When stress is controlled, an extra effective temper happens which has been tested to assist shield physical and mental fitness. A satisfied, cozy group will become greater a effective and productive crew. Helping employees to reap great work-lifes stability will increase work pride, increases their loyalty to their organization, and enables employers to attain profession durability. A agency which recognizes these blessings and implements policies to sell a piece life balance is one so that you can now not simplest see an growth in the productiveness in their workforce however which also sees multiplied retention of workforce and discount in prices related to excessive turnover. For the destiny fulfillment of the agencies, agencies have to discover new techniques to actively assist employees achieve meaningful fulfillment— in both their professional and personal lives.

3.2 Legal Framework of Myanmar for Labour

Labor legal guidelines in Myanmar are introduced by the British colonial management and most of those are being out dated, and do no longer stand the changing financial and real running state of affairs even in Myanmar that lags far at the back of many other counties in lots of elements. Since the ones rules are on the early degree of development, engaging truthful and predictable employment still

remains predominant constraint for better funding surroundings. After the country had opened up, some of hard work legal guidelines have been updated along with minimum salary, operating hours, social security payments and occupational protection and so forth. However, the majority of companies, construction worker, as an instance, are not wearing any shielding garb or gadget. Law simply at the paper is being ineffective because of lack of know-how with the aid of users (people) and enforcement by way of the employers for employees' safety. The new study need to be carried out better recognize employers' and employees' focus and perception of the social protection schemes as well as utilization patterns.

A new Social Security Law was passed in 2012 with the aim of providing social insurance coverage for formal sector workers. The Government of Myanmar has formed a Technical Working Group on Social Protection to implement national social protection activities. Myanmar Development Resource Institution-Centre of Economic and Social Development (MDRI-CESD) is a member of this working group. The New Labor organization law was enacted in 2012 and it allows strikes that stage by labor organization with 3 days advance notice for private sector workers and 14 days advance notice for public sector employees.

In March 2013, a new Minimum Wage Law (MWL) was enacted, replacing the 1949 Minimum Wage Act. In June 2015, the committee announced that it suggested a rate of 3,600 Kyat (2.5 \$) per day for minimum wage (MW). Objections against this announcement can be responded within 60 days after its proposal came out. There was employer protesting to government on this MW policy. There are high qualities and bad affects have been affected in labour marketplace shape after MW law is enacted. Nearly 20 labour agencies have submitted letters to the authorities, objecting to its concept to growing the everyday minimal salary. The terrible influences are mendacity off a few people and reduction of extra time and different incentive bills due to increasing of manufacturing fee for exertions wages. It is assumed that there will be positive impact on wage safety for employees from formal zone and may rise hard work move from informal area to formal region as Myanmar has larger length of informal enterprise environment.

It is assumed that in the medium and long time, agency may also invest greater on growing productiveness and performance with effective labour .Employment and

ability improvement law became enacted in 2013. Its included employment signing agreement, mentioned that if the employer has appointed the employee to work for an employment, the employment agreement shall be made within 30 days. But it shall not be related with (1) the type of employment; (2) the probation period; (3) wage, salary; (4) location of the employment; (5) the term of the agreement; (6) working hour; (7) day off, holiday and leave; (8) overtime.

The other laws such as workers' compensation act was amended in 2005, trade disputes act was reformed in 2012, with other old laws still in the process of reformation are factories act in 1951, leaves and holiday in 1951, shops and establishments act in 1951.

3.3 Labour Market Conditions of Myanmar

Employee turnover on the access degree was quite high in Myanmar due to lower wage or disappointed with their responsibilities or management of supervisors. Poor English language talent additionally left youngsters population being unqualified to get jobs. There is labour migration from rural to city and out migration to abroad. Skill shortage in Myanmar is being critical as there's talent and semi-skilled labor migration to neighboring country mainly to Singapore is also vital difficulty for depletion of human sources because of higher wages and job opportunity provided by means of receiving country. If the earning is comparable, the ones professional workers might also go back to their hometown to fill its gaps in skill improvement between domestic staff and foreign buyers. There is not any research but exploring of Myanmar people angle from Singapore to come back and paintings in those commercial sectors.

Data for exertions market in Myanmar is still missing because the vintage LFS (Labor Force Survey) come to be finished while you do not forget that 25 years in the past and did no longer embody the kid hard work information. ILO has finished LFS but; it needs to attend some greater months for the whole evaluation. Only after finishing the LFS document, it will help Myanmar to give you exertions insurance. The Framework for Economic and Social Reform (FESR) identified growing employment opportunities and advanced operating situations for the benefit of giant populace and economic increase. In order to growth the mission possibilities, FESR

addressed the private zone improvement and extended foreign direct funding specially in labor enormous corporation.

The education law is identified to installation a link from non-formal education to formal training, private zone involvement with best guarantee, the fruitful gain of training implementation manner may also see in medium term and longtime length. More immediate creation of process opportunities calls for quick- to mid-term growth of the personal sector, specifically in labor-intensive industries. Sectors wherein Myanmar has comparative benefits blanketed agri-food processing and garment production sectors which have demonstrated essential for economic boom and process introduction.

The qualify personal sector involvement and overseas direct investment in training sectors are had to cover as an entire us of a. Investment regulation become additionally highlighted to create job possibility for local development. The FDI law becomes drafted lately in 2015, which delegate energy to regional government and approval technique choice will come domestically with a view to speed up the manner of approval and regional economic development. Likewise, Myanmar Citizen Investment regulation was additionally introduced permitting regional government in approval funding procedure and decision of accepting the ones investment based totally at the type of funding that could create job opportunities for nearby improvement.

3.4 The Employment and Skill Development Law, 2013

The shortage of skilled and qualified employees in tertiary institutions is a major challenge in the public sector. The purpose of the Employment and Skills Development Law (2013) is to provide an institutional framework to forge and implement national, public and private sector workplace strategies to develop and improve the skills of the Myanmar workforce. These workplace strategies should be integrated within the armpit of the Employment and Skill Development Authority (ESDA) to provide learner-ships that lead to recognized occupational qualifications. Due to the ESDA, not only are academics required to perform their normal academic duties, they are also required to implement the newly developed curriculum which placed an increased workload on them (Mapesela & Hay, 2006).

Grievess (2000), uphold that the nature of knowledge can mostly be witnessed in a technologically advanced environment, knowledge application is critical to the operation of public organizations in dynamic environments that are service delivery orientated, and universities are highly technological places. The Skill Development Authority (SDA) (2013) underpins the job and career dimension of QWL which seeks to understand if employees at METCs are encouraged to develop new skills and if they are satisfied with the training they receive to perform their jobs effectively.

To enable employees to perform their jobs effectively, they have to be trained and this part and parcel of Total Quality Management (TQM). TQM training must be implemented from the top management and cascaded down to be fully effective and it must be in-cooperated into the organizational culture (Vermeulen & Crous, 2000). To improve QWL there must be an integrated quality management and organizational culture that must be instilled by top management to employees through training because quality assurance issues cannot be ignored The SDA (2013) influences the health and wellness of employees in that it enhances the development of employees who were previously lacked competencies by up-skilling them and therefore reducing their stress levels when they perform their duties (Sieberhagen, Rothmann & Pienaar, 2009).

Section 12 (a) of SDA (29/2013) further stipulates that its purpose is to improve the quality of life of the Myanmar workforce, their prospect of work, labor mobility, competitiveness, improve productivity in the workplace and to improve the delivery of social services. There are structures that have been established to ensure that the SDA (29/2013) achieves its objectives of improving the skills of the Myanmar workforce such as the Registered Skill Assessment Center, to provide for learner-ships that lead to recognized occupational qualification and the submission of workplace skills plans.

Skills Development Facilitators are critical in the implementation of the SDA 29 of Pyidaungsu Lutttaw (2013) in the sense that they are responsible for assessing the skills needs of the organization and drawing up and properly administrating the skills plan. The results indicated that all the Registered Training Center viewed being primarily labor-orientated and informal learning through seminars and conferences was perceived as the most relevant form of learning in HEIs especially by academic

staff and this directly influences their career development and thus their QWL. Furthermore, the HEIs will face challenges implementing the SDA (2013) because it is labor orientated and therefore academic staff will be excluded because they are perceived as people who are well skilled with top academic credentials.

3.5 Occupational Safety and Health Preventative Measures

Both employers and workers have crucial roles and responsibilities to make sure protection and health within the workplace. The corporation need to offer protecting system and different centers required underneath the Factories Act at no cost to workers. Employers and workers shall coordinate with the Social Security Board to increase safety and health plans and worker training on the way to save you occupational damage and contamination. Workers have the proper to forestall paintings and remove themselves after they believe that a piece state of affairs puts them in threat, and this isn't considered a strike.

Myanmar has enacted a new Occupational Safety & Health Law (OSH) law that is poised to contribute towards greater workplace safety across a wide range of sectors including manufacturing. On 15 March of 2019, Pyidaungsu Hluttaw enacted the Occupational and Safety Law (OHSL). However, it has yet to come into force pending notification by the President. The new law is set to play a pivotal role in preventing workplace injuries, diseases and deaths with the aim to provide a framework for coordinated action across the different sectors. The law applies to government agencies, department and organizations, institutions, co-operatives, both domestic and foreign companies and joint-ventures. This includes the hospitality, transport, construction, retail, services and manufacturing industries. Myanmar has enacted a brand new Occupational Safety & Health Law (OSH) regulation that is poised to contribute toward extra place of work safety throughout a extensive variety of sectors which include production. On 15 March of 2019, Pyidaungsu Hluttaw enacted the Occupational and Safety Law (OHSL). However, it has but to come back into force pending notification with the aid of the President. The new regulation is set to play a pivotal function in preventing place of business accidents, diseases and deaths with the aim to provide a framework for coordinated motion throughout the one-of-a-kind sectors. The law applies to government corporations, department and organizations, institutions, co-operatives, both domestic and overseas businesses and

joint-ventures. This includes the hospitality, shipping, construction, retail, services and manufacturing industries.

The 2019 OSH regulation sets out the duties of employers in making sure place of business fitness and protection of all workers. Notable obligations which could benefit juvenile employees consist of: (i) arranging fitness exams for workers to ensure they're unfastened from occupational sicknesses; assessing the risks of workplaces, techniques, machines and substances used; (ii) improving the place of job till it's miles secure and right for the fitness of employees; (iii) presenting appropriate defensive apparel and system freed from fee and ensuring workers wear them even as running; (iv) training employees to learn and observe first aid care, extinguishing fire, preparations and systems to be applied in case of emergency, precautionary plans and likelihood of outbreak of risks inside the workplaces; (v) forming an OSH committee on the place of work degree to influence the prevention of occupational accidents and diseases, enforcing tremendous protection measures inclusive of showing protection warnings and commands and reporting place of work injuries, diseases and poisoning; making vital preparations to permit instant reporting to the person in-charge of occupational protection and health or manager while a worker suffers from an occupational accident or his/her existence or health is in all likelihood to be in threat; (vi) the law also specifies that employers have to “make vital preparations inside the administrative center in order no longer to harm the health of female employees who are pregnant or breast-feeding.

CHAPTER IV

SURVEY ANALYSIS

4.1 Survey Profile

In Myanmar, although there are many privately opened Maritime Education Training Center, only two public organizations are existing. In this survey, the questionnaire was sent out to both public and some private organizations. Mostly the questionnaire in hard copy was asked by the interviewer and some asked through Google Docs online Survey form. The main survey areas are Myanmar Mercantile Marine College, Myanmar Maritime University, Myanmar Marine Engineering Association Training Center, and Wise Wish Marine Training Center.

Under the auspices of Ministry of Defense, Ministry of Education and Ministry of Transport and Communication, Nautical and Engineering courses were conducted initially in 1963 at Naval Training School, Seikyee. A pilot project for the training of Merchant Navy personnel was drawn up and the Mercantile Marine Training School was established on 1st, October, 1971. The Institute of Marine Technology (IMT) was then solely put under Ministry of Transport and Communication on 15th, March, 1972. With steady continual improvements in teaching and training methodology coupled with advance up to date Deck and Engine Room Simulators, the Government Cabinet made a decision on 25th March, 2009 to upgrade IMT to Myanmar Mercantile Marine College (MMMC).

The College is running with maximum 300 employees, among them around 75 working personnel are the academic trainers with different background. Most academic staffs are from supporting major and few are doing for main majors, Nautical and Engineering. Compare to the specific job they have being done for the MMMC, the workload is much more than to each and every one. Ministry of Transport is the authority to manage and administrate the Maritime Transport, Shipbuilding, Port and Shipping Management, Waterways maintaining and revealing, and Safety of life at sea as well as Myanmar seamen to get job in foreign going

vessels. In accordance with the Myanmar Maritime University Act (The State Peace and Development Council Law No. 1/2002) of February 14, 2002, this University was temporarily opened in the compound of Institute of Marine Technology (IMT), Bayintnaung Road, Sinmalike, Yangon on 1st August, 2002. The Ministry of Transport might establish the colleges, institutes and schools affiliated to the University, as might be necessary with the approval of the Government. On March 29, 2004 the Myanmar Maritime University was inaugurated with the modern design and now, 1820 students are studying theoretically and practically at the university.

The main function of Myanmar Maritime University inaugurated by Ministry of Transport is to develop human resources by producing qualified Naval Architects, Ocean Engineers, Marine Engineers, Marine Electrical Systems and Electronic Engineers, Port and Harbor Engineers, River and Coastal Engineers, Marine Mechanical Engineers and Navigation Officers. To be able to get an effective Maritime Education and Training, Myanmar Maritime University has drawn up the respective curricula and syllabuses based upon various International Maritime Universities and Convention of International Maritime Organization (IMO) STCW 95. The institution have approximately 600 employees altogether with Academic staffs, Administration staffs, and general staffs. 200 out of 600 employees are from academics departments.

Two private training centers the survey went to are Myanmar Marine Engineering Association Training Center, and Wise Wish Marine Training Center. They have not limited the employees as they can assign the employment according to the demand of the market of Marine Education. However, both of the training centers have around 50 academics staffs to run their organization.

4.2 Survey Design

The empirical data was collected during August as a personal interview. The number of respondents who were asked to answer survey questions was 200 respondents. They were from four METCs which were Myanmar Mercantile Marine College (MMMC), Myanmar Maritime University (MMU), Myanmar Marine Engineering Association (MMEA), and Wise Wish Marine Training Center (WWMTC) and the 50 respondents from each airline. Respondents were concerned with this study were from Academic Staffs. A simple random sampling method was

used to select the specific groups of METCs. After that the collected data from academics staff by survey with simple random sampling method and descriptive analysis has been used to analyze data.

The questionnaire encompasses with total of 44 questions on six different parts. Each part of the questionnaire represents each dimension of factor influencing the QWL in METCs. They are as following: (i) General wellbeing, (ii) Control at work, (iii) Working Condition, (iv) Job and career satisfaction, (v) Stress at work, (vi) Home-work interface.

4.3 Survey Results

The study is carried out to assess the issue about Quality of Work Life in Maritime Training Centers. The survey is conducted in four METCs located in Yangon. A total number of 200 respondents are participated in this interview.

4.3.1 Demographic Characteristics of the Respondents

In this study, all the respondents were included to give some findings regarding the effects of factors influencing on the quality of work life in METCs. The demographic characteristics of these respondents were presented in Table (4.1). The female respondents is 49 percent of out of 200 respondents and 51 percent was male respondents.

Table (4.1) Demographic Characteristics of the Respondents

No	Variable	Characteristics	Respondents	Percentage (%)
1	Gender	Female	98	49.0
		Male	102	51.0
		Total	200	100.0
2	Age	21-30	14	7.0
		31-40	64	32.0
		41-50	70	35.0
		51-60	30	15.5
		61-70	22	11.0
		Total	200	100.0
3	Educational Qualification	Post graduate	64	32.0
		Graduate	58	29.0
		CoC with Degree	50	25.0
		CoC without Degree	28	14.0
		Total	200	100.0
4	Work Experience	1- 3 yrs	12	6.0
		4-7 yrs	34	17.0
		7-11 yrs	58	29.0
		12-15 yrs	44	22.0
		More than 15 yrs	52	26.0
		Total	200	100.0
5	Job Level	Instructor	22	11.0
		Instructor officer	32	16.0
		Assistant Lecturer	48	24.0
		Lecturer	90	45.0
		Asst. Professor	4	2.0
		Professor	4	2.0
		Total	200	100.0

Source: Survey Data, 2019

There were 14 respondents (21-30 years old); 64 respondents (31-40 years old); 70 respondents (41-50 years old); 30 respondents (51-60 years old) and 22 respondents (61-70 years old). Thus, the academic staffs' age between 41 to 50 were more participated in this survey. Among the respondents, the age between 41 and 50 is the biggest group and age between 31 to 40 in second major groups in this Maritime Education Field for employment. This means that the QWL of METCs can mainly impact on these groups and their careers.

The results depicts that the education level of respondents as 64 percent have postgraduate qualifications, 58 percent have obtained their degrees, 50 percent have achieved Certificate of competency (CoC) with degree, and 28 percent of the respondents reached CoC without degree. About 72 percent of the sample had a qualification and most of the employees are in possession of a qualification is consistent with the fact that as it is an academic environment.

The results show that 6 percent have a service length of 1-3 years, 17 percent of respondents have worked for 4-6 years, 29 percent have 7-11 length of service, 22 percent of respondents have a 12-15 length of service, and 26 percent have worked in this maritime education field for 15 more years. The higher figurers of working experience proved that most of the teaching staffs are putting their effort to improve this Maritime education sectors.

The type of job level shows that 11 percent were Instructors, 16 percent Instructor officer, 24 percent were Assistant Lecturer, 45 percent were Lecture, 2 percent Associate Professor, and another 2 percent were Professor. The majority of respondents were lecture subsequently followed by assistant lecturer, Instructor officer and Instructor. Most of the data were loaded in described above positions because the two private training centers and MMMC will never have these higher position like professor and associated professor in their organization structure. Professor and Associated professor rank are used only in Myanmar Maritime University. Therefore, the percentage of two positions was shown in low percentage.

4.3.2 Factors influencing on the QWL within METCs

The survey questionnaires were dived into two main parts. The assessing the factors influencing on the QWL was the first part to analyze the condition of current METCs' quality of work life.

(i) General Wellbeing

An organization will find difficult to meet its goals and objectives if the general wellbeing of its workforce is not in a healthy state.

Table (4.2) General Wellbeing

Characteristics	Mean Scores
Current job ensures career growth of employees	3.30
Recently I have been feeling unhappy and depressed.	2.86
I am satisfied with my life.	3.64
In most ways my life is closer to ideal.	3.75
Recently I have been feeling reasonably happy all things considered.	3.64
Organization encourages recreational activities.	3.33

Source: Survey Data, 2019

Career growth of employees: The result of the first question of general wellbeing shows 3.3 out of 5 mean value. The finding shows that over half of the respondents are feeling safe and secure at their career growth. It is because half of the survey respondents were employees of the government owned training centers. The government jobs are mostly grantee job for most workers. In contrast, those who feeling unsecure can be from the private owned METCs as their performance are mostly measure by the students' feedback. If somebody got bad feedback from the trainees, they would be immediately taken action by the training center administration board. Therefore, they feel unsafe. The rest are seems that they do not have any idea to get career growth in their current job.

Feeling unhappy and depressed: The second question of general wellbeing resulted 2.86 in mean score. According to the survey data, it is pleased to know that many respondents are feeling happy and no depressed at their work although the teaching job is the stressful work. In academic organizations, teachers can feel stress under the many conditions such as lack of support to meet the various needs of

students, lack of cooperation from fellow teachers, discrimination, and when management are too strict.

Life satisfaction: The outcome level of life satisfaction of METCs' academic staffs appears 3.64 numerical value. In accord with the survey data, most of the data shows that the job satisfaction and social support in the workplace enhanced employees' psychological well-being.

Life close to ideal: Highest values 3.75 are identified on the question of in most ways my life is closer to ideal. It was delightfully to know that the score near to 4 and little amount of score shows there could be attributed to the fact that most employees do not know how their life should ideally be.

Feeling reasonably happy: Another high mean score, 3.64, indicated about recently feeling of the employees were reasonably happy all things considered. Furthermore, a small percent disagreed with the statement "Recently I have been feeling reasonably happy all things considered". The survey data revealed that a significant positive relationship between well-being and organizational commitment.

Recreational activities: The response to this question got 3.33 in mean scores. According to the survey data, the organizations are allowing the employees to do recreational activities whenever they feel tired at work.

(ii) Control at Work

Control at work is an important variable of QWL as it focuses on the degree of freedom, responsibility and authority that employees have on their work environment.

Table (4.3) Control at Work

Characteristics	Mean Scores
I am able to voice out my opinions and influence changes in my area of work.	2.89
I am involved in decision that affects me in my own area of work.	3.01
My job carries a lot responsibility, but I do not have much responsibility.	2.73
I have a lot of say about what happens in my job.	2.81
I am given a lot of freedom to decide how I do my job.	3.29
I have the necessary authority to do my job.	3.31

Source: Survey Data, 2019

Voicing out opinions: The findings reflected in table 4.3 indicated that 2.89 out of 5 mean scores. The result shows that the employees have access to participate in work related matters because they are likely to change in the organization. Actually, most of the employees experience minimal opportunities to influence the university or training centers decision making processes.

Decision making: According to table 4.3, the respondents agreed that they are involved in decisions that affect them in their area of work because the mean score indicated 3.01. According to survey data, the employees should be able to participate in the decision making process in to attain organizational goals. Moreover, it was noticed that one of the key factors that are associated with psychological ill health is lack of participation indecision making processes. A conclusion can be made that involving employees in decision making is an important element of QWL.

Job responsibility: In this statement, it is really hard to decide the condition of the outcome of the score. It is because there may be some respondents who did not clear about the question or they have no idea to answer it. However, the score showed near to three, this means that many of respondents agree on this condition. A number of research studies with a focus on job components like job control have affirmed that

the combination of low control at work and high demanding job functions have an impact on the QWL. And, most academics staffs are under excessive pressure to perform and meet expectations of management and students. This condition can lead to effect on their wellbeing.

Say about what happens: Table 4.3 displays that many of the respondents disagreed with the statement “I have a lot of say about what happens in my job” and also many agreed on this condition. Nonetheless, the score more fairly close to agreement state. Therefore, as stated in survey data, employees who perceive reasonably high levels of control at work are more satisfied committed involved and motivated.

Freedom to decide: Above table 4.3 depicts that most of the respondents agreed that they are given a lot of freedom to decide how to do their jobs while small amount of respondents disagreed. The score reveal on this statement is 3.29 and it is moving toward agreement statement. As shown in above data, employees with low control at work or at home had a high risk of developing anxiety and stress. The result indicated that the work demands have increased with results. It appears that respondents view control at work as a high contributing factor to QWL.

Necessary authority: The statement “I have the necessary authority to do my job” generated 3.31 score that was agreement responses from the study participants. The employees will not happy if the necessary authority they have to practice work are not given. This situation can lead to poor communication and workplace conflict. However, many respondents reckon that they have held the fair authority at their job.

(iii) Working Conditions

Unsatisfactory working condition can compromise the health and safety of employees, moreover all health and safety risks should be identified, and controlled to acceptable levels.

Table (4.4) Working Conditions

Characteristics	Mean Scores
My employer provides me with what I need to do my job effectively.	3.68
I work in a safe environment work.	3.48
Employee health and safety is a high priority where I work.	3.67
The health and safety conditions are satisfactory.	3.30
At work employees and management personnel work together to ensure the safest possible working conditions.	3.16
I feel that the current working conditions need to be improved.	3.68
Flexible work schedules helps employees to manage work effectively	3.80

Source: Survey Data, 2019

Provision to perform: The results of the study as shown in Table 4.4 indicated that many of participants agreed on the question about the employer provided them with what they need to do their job effectively. The survey data confirmed that the job demands and a lack of job resources led to burnout amongst employees. The insufficient resources as one of the main contributing factors associated with work demands. On the other hand, it is delightful to know that many academics staffs in METCs did not suffer the insufficient resources at the job.

Safe environment: Table 4.4 illustrated the mean score moved toward to agreement part that they work in a safe environment. Most of the marine training centers have the Workshop for practical work for onboard training. The machines at workshop resembled the things working on onboard ship. Therefore, the working environment needs to be the safe environment to work for teachers.

Employee health and safety: The results in Table 4.4 show that much of the respondents agreed that employee health and safety is a priority where they work. According to survey data, the employee health and safety should be a priority for all employers. This is also a major concern for METCs from a health and safety perspective.

Healthy and safe conditions: The findings indicated most of the respondents agreed that health and safety conditions are satisfactory. According to survey data, the health and safety measure in University and training centers were adequately fulfill their commitment. And also the results confirmed that the employees' perception of health and safety is also increased made the working conditions improvement.

Employee-management working together: Table 4.4 shows that 3.16 of mean score got from the study participants and they agreed with the statement "At work employees and management personnel work together to ensure the safest possible working conditions". The result revealed that the management personnel are much supportive when health and safety matters occurred. These satisfied findings said that improvements in health and safety will largely depend on the cooperation of executives and employees.

Improved working conditions: An overwhelming majority scored 3.86 showed that the working conditions need to be improved. According to survey data, it is confirmed that environmental health and safety management standards are met in these maritime education institutions. The results imply that this is an area of high concern of the management to maintain the steady improvement.

Flexible work schedules: The final question for this section is about the flexibility of working schedules for employees to help managing their work effectively. Obviously, the work schedules are convenient for the employees to handle their daily tasks as the respondents' reaction was positive on this, scored 3.80. The flexible work schedules give many benefits to the academics staff. It can build trust, increased work productivity, reduced stress, decreased in absenteeism and made employees healthier and happier.

4.3.3 Level of Job Satisfaction and Causes of Stress at Work

Another part of this study is about to determine the level of job satisfaction and the perceived causes of stress at work among METCs.

(i) Job and Career Satisfaction

The relationship between job and career satisfaction and QWL is very important, because employees feel a sense of satisfaction if they received training at work, when they are offered opportunities to use their skills and advance in their careers.

Table (4.5) Job and Career Satisfaction

Characteristics	Mean Scores
I have a clear set of goals and aims that enable me to do my job.	3.91
I have the opportunity to use my abilities and skills at work.	3.70
When I have done a good job it is acknowledged by my line manager.	3.30
I am satisfied with the career opportunities available to me here.	2.87
I am satisfied with the training I receive in order to perform my present job.	3.60
I am encouraged to develop new skills.	3.27
I think that my job is reliable and secure.	3.36
I am growing as a professional in my current job	3.46

Source: Survey Data, 2019

Goals and aims: Notably many percentage of the participants agreed that they have a clear set of goals and aims enabled them to do their job, it is score 3.91 and much approach to score 4. This certainty could be as a result of clear job descriptions and outcome of job processes. There is the key aspect linked with psychological ill health were unclear management and the role of work.

Use of abilities and skills at work: A high majority of respondents agreed that they have the opportunity to use their abilities and skills at work, the score appear 3.7. QWL offers employees opportunities to learn and utilize new acquired skills. It was noteworthy that majority of respondents confessed a positive perception about they had the opportunity to use their abilities and skills at work.

Acknowledgement by line managers: Over half of the respondents gave positive answer to the question “When I have done a good job it is acknowledged by my line manager” and got 3.3 mean score. The satisfaction of employees is an important factor that must be assessed, because the quality in higher education globally depends on the steady and supportive academic work environment and on academic staff performance.

Career opportunities: Career development was identified as one of the aspects affected on job satisfaction and QWL. It is noted that many of the respondents are not satisfied with the career opportunities available for them because the score resulted under 3 mean score. It has to agree that institutions allow career development opportunities and support to their employees will reap more benefits from their employees. Clearly, the respondents see career opportunities as a part of career development. This could be attributed to unclear promotion policies for some departments.

Training: More than half of the respondents agreed (score 3.6) that they were satisfied with the training they receive at work to perform their functions. The findings of the study indicate that employees are satisfied with the training they received. The work related training is as one of the QWL issues that impact job satisfaction. Although the results identified satisfactorily, the intrinsic factor such as lack of funding to attend conferences can causes effect of job dissatisfaction amongst employees. The academic staffs were answered during the interview that there is a link between the competencies and the level of training pursued for these competencies. Apparently, after the result has compared with the interview comments, a clear picture can be made there was some outlier for this question.

Development of new skills: A proportions of 3.27 score derived from many participants about they were encouraged to develop new skills. This showed that the respondents' views were divided on the issue of being encouraged to develop new skills as (1.73) and (3.27) respectively disagreed or agreed on that question. According to survey data, the learning opportunities and skills development had to have a positive effect on job and career satisfaction and less job stress which resulted to get better QWL. More, the QWL offers opportunities to learn and utilize new skills and career progression.

Job is reliable and secure: It was noteworthy that plentiful of respondents agreed on the statement about reliability and security of their job. It was interesting to note that many of the respondents (3.36 scored) agreed their job were reliable and secure. According to survey data, in fact, creating a sense of security for employees is one of the best ways which institutions can not only attract and retain talented employees, but also ensure that they are getting the best possible labour from their people.

Growth as professionals: Growing as professionals in their current job is the last question for this dimension of QWL. The survey data shows that QWL of organization should be the one that supports and promotes job satisfaction by providing employees with career growth opportunities. In line with the results, job satisfaction is having a significant positive linkage with QWL of METCs. Therefore, the job satisfaction is also a main factor to give the attention by the employer to improve QWL whether in public or private institutions.

(iv) Stress at Work

Stress takes a toll on the performance of the organization; therefore the organization must assess and address factors that give rise to stress in their workforce in order for the organization to function optimally.

Table (4.6) Stress at Work

Characteristics	Mean Scores
I often feel under pressure at work.	2.95
I often feel excessive levels of stress at work.	2.62
The workload placed on me is more than I can handle.	2.76
There is friction or anger amongst colleagues.	2.90
I get help and support I need from colleagues.	3.75
I am often unable to find the information I need to perform my job	2.75
I often perform my job without interruption	3.28
I frequently have guilty feelings if I relax and do nothing	2.62
I feel fatigued or tired even when I wake after an adequate sleep	2.64
I have a tendency to eat, walk, and drive quickly	2.60

Source: Survey Data, 2019

Under pressure: Table 4.6 depicts that more than half of the respondents agreed that they often feel under pressure at work. Although the result shows approximately 3 mean score, many people had still denied the condition. According to survey data, working under pressure is strongly associated with stress in staff which was caused by long working hours, work overload and working under pressure.

Excessive levels of stress: Many of the respondents agreed that they often feel excessive levels of stress at work. Maritime teachers experienced stress time after time while they were performing their job. These are caused by insecurity, lack of ships for training of cadets, excess workload, lack of instructional facilities, inadequate training and re-training programme, delayed promotion, lack of job satisfaction and motivational incentive. These burnouts impede maritime teachers' job performance as they work under pressure.

Workload: The findings of the table 4.6 appeared that many participants agreed the workload placed on them was more than they can handle, it is scored 2.76.

Another half rate of the participants did not agree on this condition. According to survey result, increased in workload through administrative work was indicated as the most significant factor of burnout. The results suggest that control measures to minimize the workload are needed.

Friction amongst colleagues: The participants of the study agreed, 2.9 out of 5, that there was friction or anger amongst colleagues. The result shows that the perceived relationship between employees and the working environment which threatens the physically, psychologically and physiologically of individuals can lead to stress. This also confirms that the interrelations amongst employees have a significant influence on their happiness and wellbeing. These findings mean that efforts should be placed on improving interrelations amongst METCs employees.

Help and support: The results indicated in table 4.6 scored 3.75. Many interviewees reacted about they got help and support whenever they need from colleagues. In consonance with the survey data, people who get support from colleagues have a low chance of experiencing depression, sadness, loneliness and low self-esteem. It was interesting to note that the results as indicated that a high percentage of the interviewees agreed that they get help and support they need from colleagues.

Information to perform job: For this question, over half of the respondents agreed that they often be able to find the information whenever they need to perform their job. However, the survey data clearly evidenced that negative acts done by superior and colleagues such as strict monitoring, excessive criticism and withholding information constitute workplace bullying is still exist in the organization.

Doing Job without Interruptions: As reported by the survey outcome (3.28 score), many respondents agreed that they can perform their job without interruption. As stated in survey data, the employees recompense for without interruptions by performing their job more rapidly, but this comes at a cost of employees experiencing more stress.

Feeling Guilty: The mean score, 2.62, attained for this question. The participants of the study agreed that they did not feel guilty whenever they are free from job while others are busy. According to survey data, people need to take time off to have a balanced life and to recover and recharge. Therefore, the employees can

deliver the quality work effectively. Nevertheless, the little voice of guilt that nags away at to those when they are not working keeps them from truly enjoying their time off. To point out here, those employees should not become workaholics with little or no social, family or personal lives.

Feeling Fatigue: The mean score outcome for this question is 2.64, the mean value tend to be at agreement part. To the degree that, the result shows most of the respondents did not feel fatigue due to overstress at work. The respondents knew how to beat the stress and enjoy at work.

Tendency to do quickly: It is very surprised to find out that the score of the question, “I have a tendency to eat, walk, and drive quickly”, was responded in high number and got 2.60 mean score. The study informed that as the teaching job is the stressful job, they do have to eat, walk, drive fast to return to the job. The answer for this question is contradicted with the above questions and their respective score.

(v) Home Work Interface

The relationship between work and home life can no longer be treated separately, as what happens at home influence what happens at work, and vice versa.

Table (4.7) Home Work Interface

Characteristics	Mean Scores
My employer provides adequate facilities and flexibility for me to adjust my work in with my family time.	3.37
My current working hours/patterns suit my personal circumstances.	3.70
My line manager actively promotes flexible working hours.	3.58
I often have to take work home to keep up with my job demands.	3.00
The job demands interfere with my family time.	2.31
I can keep a reasonable time between work and personal time.	3.74
I often worry about work even when I am at home.	2.55

Source: Survey Data, 2019

Work-home flexibility: Table 4.7 indicates that countless number of respondents agreed that their employer provides adequate facilities and flexibility for employee to adjust their work with their family time. The study indicated, 3.37 score, that the flexible working practices enable employees to obtain a better balance between work and home. These results highlight the importance of flexible working patterns.

Suitable working patterns: The findings as indicated in table 4.7 show a high score of 3.7 mean value. The condition shows that many respondents are agreed about their current working hours/patterns suit their personal circumstances, while a few respondents said disagreed. The survey data indicated that the more the home-work conflict increased, the less the job satisfaction and life satisfaction of employees also increased.

Promotion of flexible hours by line manager: This question satisfactorily earned 3.58 mean score; this means that many participants agreed that their line manager actively promoted flexible working hours for them. The practice of flexible working elevated the motivation of the academics staffs of METCs.

Taking work home: Table 4.7 indicates that many respondents agreed with the statement “I often have to take work home to keep up with my job demands”, the mean score for this question attained 3.0. Bringing work home means that other family members have to endure the stress and tensions that arise from work as well as from personal family life.

Job demands and family time: The research findings as reflected on table 6.5 highlights that more than half of the study participants disagreed that their job demands interferes with their family time, a further 2.31 mean score revealed the amount of agreed. Employees suffer detrimental effects in an attempt to juggle work and home demands. The result also shows that there is an association between long hours and family disintegration. The outcomes suggest that this is an area of concern that needs improvement.

Work and personal time: Table 4.7 results show that a high mean score of 3.74 which informed that a lot of survey participants agreed that they can keep a reasonable time between work and personal time. According to survey result,

employees can find themselves taking work home and spending long hours performing work and subsequently compromising their personal lives.

Worry about work: Table 4.7 illustrated about the employees had worried about work even whenever they were at home; the mean score went 2.55 value for question. The high demand at work and at home are more likely to be a cause of stress because it permits spillover to family life and therefore destructing the equilibrium between work and home. There was evidence that staff that spent a significant amount of time with their family, were less likely to develop stress than the one who did not. These outcomes simply show that the employer must consider flexible working arrangements that will assist in integrating employees' work and family responsibilities.

4.3.4 Mean and Standard Deviation of Factor Influencing QWL

The following table (4.8) shows overall mean score for the each factor influenced the quality of work life in METCs. The mean score shows the satisfaction level of respondents. Oxford and Burry-stock (1995) scaled that low scores is between range 1.0-2.4, medium is between range 2.5-3.4, and high is between range 3.5-5.0.

The standard deviation measures how concentrated the data are around the mean; the more concentrated, the smaller the standard deviation. A small standard deviation can be a goal in certain situations where the results are restricted. However, a large standard deviation is not necessarily a bad thing; it just reflects a large amount of variation in the group that is being studied.

Table (4.8) Mean and Standard Deviation

Dimension of QWL	Mean Scores	Standard Deviation
General Wellbeing	3.42	1.017
Control at Work	3.01	1.054
Working Conditions	3.54	0.859
Job Satisfaction	3.43	1.409
Stress at Work	2.89	1.059
Home Work Interface	3.18	1.058

Source: Survey Data, 2019

From the above table, the overall mean scores went over and this can imply that there were many respondents who are agreed to have the QWL at their METCs. There is no factor that lower value of mean score means that there were very less people who have suffered lower quality of work life at the workplace. However, there may be some outliers in this study. Therefore, the standard deviations are less concentration around the mean value.

CHAPTER V

CONCLUSION

5.1 Findings

All findings of this study are in the medium range between 2.5 and 3.4 of mean score. Therefore, an assumption can be made that there was substandard in quality of work life in METCs. Career progression was one of the main reasons that were identified to lead to poor QWL. This should be open communication and platform for upward advancement of employees to ensure that they achieve career goals and professional development. Employees must be promoted from within METCs and career development must be underpinned by the QWL programme. Another primary concern of respondents was job insecurity; employees felt that their jobs are not reliable and secure. Job insecurity is very stressful and employees cannot perform if they are under stressful conditions. All the factors that threaten job security of employees must be addressed. It was also noted in the research results that a high proportion of the respondents were generally not well. Staff general wellbeing has broad implications on the QWL, such as physiological health and psychological wellbeing. METCs should provide an employee assistance programme services on-site, and there must be a continuous wellness programme initiatives that are supported by senior management.

The study findings suggested that respondents are not so involved in decision making process which affect them in their area of work. They felt that they are not given a lot of freedom to decide how to do their jobs. It seems that involvement of employees in decisions is a challenge in Maritime Education and Training Centers. There should be greater engagement of employees for them to have a say in their areas of responsibility. Therefore there should be effective communication, consultation and an interactive environment that will foster collective decision making between the employees, employee representatives and management.

The research results indicated that most respondents agreed that their employer provides adequate facilities and flexibility for employees to adjust their work with their family time. Flexible working time is particularly important to employees because it allows them to accommodate their personal and family commitments in their work schedules to better balance work-life responsibilities. Flexible working patterns must be actively promoted and integrated in organizational business systems throughout all the departments, without compromising performance. Employees must also therefore utilize the leave options that they are offered to promote and enhance a healthy work-life balance.

It was apparent from the responses that although some policies exist, employees are unaware of their application. In cases whereby employees are not aware of the existence or application of certain organizational policies, briefing sessions should be conducted to inform them of such policies. Policy briefing sessions should be held with the aim of informing and convincing employees of the need to adopt a certain policy to address any underlying challenges in the organization. Employees might be more likely to adopt policies if they have been briefed about them.

The absence of performance management systems was also noted an issue of concern at METCs. Management needs to establish concrete performance indicators and outcomes for employees so that they aware of what is expected of them. METCs must set up a performance management system that is in line with the vision, mission and objectives of the institution, the system should aim to address under performance and reward excellent performance. Another prominent finding from the study was that employees expressed that the health and safety of their working conditions are not satisfactory and therefore should be improved. Employees and management alike must be trained and be kept well informed about their health and safety obligations with regards to health and safety. Emphasis should be placed on conducting health and safety risk assessments, audits and inspection with the aim of maintaining the workplace in a healthy and safe condition.

These findings provided proof that QWL in METCs is indeed not so poor nor not so good, the views and perceptions that employees hold provided important information that defines how they perceive their QWL.

5.2 Recommendations

The findings of the study indicated that employees are not satisfied with the training they receive. Job insecurity was one of the prominent concerns of respondents. Employees felt that they are not growing as professionals in their current jobs. Advancement in the career path was one of the main reasons that were identified to lead to poor QWL and subsequently may prompt employees to leave the organization. Respondents expressed that they experienced unhappiness and depression and they seem not to be satisfied with their lives. And also, the findings indicated that most employees do not know as to how their life should ideally be. Furthermore, most respondents disagreed that they recently have been feeling reasonably happy all things considered. Respondents felt that generally things do not work out well for them and it was noted in the research results that a high proportion of the respondents were generally not feeling well. The study findings suggested that respondent were not involved in decisions that affect them in their area of work. Employees should be offered the opportunity to exercise control over their work processes and decisions about the way their duties are carried out by adding more decision making authority. The findings indicated that the study participants disagreed that they travel long distances between work and home. The results indicated that most respondents disagreed that their employer provides adequate facilities and flexibility for employees to adjust their work with their family time. Many respondents agreed that they often feel under pressure at work. In contrast most study participants disagreed that the workload placed on them is more that they can handle. The research findings indicated that a majority of respondents disagree that health and safety conditions are satisfactory and the working conditions need to be improved.

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APPENDIX

Interview Questions

Biographical Data

1. Name of Respondent -----

2. Training Center Name -----

3. Public or Private Public Private

4. Age -----

5. Gender male female

6. Marital Status single married

7. Education

Post Graduate Graduate CoC with Degree

CoC without Degree

8. Work Experiences

1-3 4-6 7-11 12 -15 15+

9. Current job Level

Instructor Instructor officer Assistant Lecturer

Lecturer Associate Professor Professor

Instructions: Please rate how strongly you agree or disagree with each of the following statements by placing a tick (×) in the appropriate box.

1 = strongly disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= strongly agree

Regarding the assessing the Factors influencing on the QWL within METCs

General Wellbeing					
1	Current job ensures career growth of employees				
2	Recently I have been feeling unhappy and depressed.				
3	I am satisfied with my life.				
4	In most ways my life is closer to ideal.				
5	Recently I have been feeling reasonably happy all things considered.				
6	Organization encourages recreational activities.				

Control at Work					
1	I am able to voice out my opinions and influence changes in my area of work.				
2	I am involved in decision that affects me in my own area of work.				
3	My job carries a lot responsibility, but I do not have much responsibility.				
4	I have a lot of say about what happens in my job.				
5	I am given a lot of freedom to decide how I do my job.				
6	I have the necessary authority to do my job.				

Working Conditions					
1	My employer provides me with what I need to do my job effectively.				
2	I work in a safe environment.				
3	Employee health and safety is a high priority where I work.				

4	The health and safety conditions are satisfactory.					
5	At work employees and management work together to ensure the safest possible working conditions.					
6	I feel that the current working conditions need to be improved.					
7	Flexible work schedules helps employees to manage work effectively					

Regarding the determining the level of job satisfaction and the perceived causes of stress at work among METCs' employees.

Job Satisfaction						
1	I have a clear set of goals and aims that enable me to do my job.					
2	I have the opportunity to use my abilities and skills at work.					
3	When I have done a good job it is acknowledged by my line manager.					
4	I am satisfied with the career opportunities available to me here.					
5	I am satisfied with the training I receive in order to perform my present job.					
6	I am encouraged to develop new skills.					
7	I think that my job is reliable and secure.					
8	I am growing as a professional in my current job					

Stress At Work						
1	I often feel under pressure at work.					
2	I often feel excessive levels of stress at work.					
3	The workload placed on me is more than I can handle.					
4	There is friction or anger amongst colleagues.					
5	I get help and support I need from colleagues.					
6	I am often unable to find the information I need to perform my job					

7	I often perform my job without interruption					
8	I frequently have guilty feelings if I relax and do nothing					
9	I feel fatigued or tired even when I wake after an adequate sleep					
10	I have a tendency to eat, walk, and drive quickly					

Home Work Interface						
1	My employer provides adequate facilities and flexibility for me to adjust my work in with my family time.					
2	My current working hours/patterns suit my personal circumstances.					
3	My line manager actively promotes flexible working hours.					
4	I often have to take work home to keep up with my job demands.					
5	The job demands interfere with my family time.					
6	I can keep a reasonable time between work and personal time.					
7	I often worry about work even when I am at home.					