



**UNDERSTANDING INTERRELATIONSHIP BETWEEN PERCEIVED
JOB SATISFACTION AND QUALITY OF WORK LIFE (A STUDY WITH
REFERENCE TO EMPLOYEES WORKING IN SELECTED
MANAGEMENT COLLEGES IN FARIDABAD)**

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ABSTRACT

Job satisfaction and quality of work life go hand in hand when talked about real satisfaction since one is the outcome of other. The present paper attempts to examine the impact of job satisfaction and its characteristic on quality of work life of employees working in management colleges in Faridabad region. Also attempt is made to measure the level of quality of work life among the employees is made.

Data was collected quantitatively using questionnaire. Data was analyzed using tools like t-test, chi-square, ANOVA, and regression analysis to test the hypothesis and reliability of the collected data. From the findings it is clear that there exists a positive relationship between job satisfaction and quality of work life.

Also it is seen that as the feeling of quality of work life increases satisfaction from job also gets enhanced. The results indicate that academic industry which demands high quality people in term of intellect and knowledge and are considered to be the turners in economy of any country require a qualitative work life first in order to be satisfied and give their best.

Key words- Job satisfaction, Job stress Quality of work life, Academics

Introduction

India has been witnessing an upsurge in the departure of technical expertise in virtually all sectors over the last five years (Stilwell, 2003) [8]. This has resulted in qualified personnel seeking greener pastures abroad. Movement of people from developing countries towards the developed world especially Europe and the Americas has been conspicuous. Anecdotes show that during the 1990s, total migration of professionals towards Western Europe and North America accounted for 30% of the flows registered throughout the world (ILO, 1996). It is estimated that in 2000 approximately 175 million people, or 2.9% of the world's population, were living outside their country of birth, compared to 100 million, or 1.8% of the total population, in 1995 (Stilwell, 2003). Various studies (Onu et al., 2005; Sur et al., 2004; [4] Tutuncu and Kozak, 2006; [10] Knowles, 1978, Salmond, 2006; [7] Wiedmar, 1998; DeVaney and Chen, Greenberg, 1986) [3] have identified factors that influence job satisfaction and quality of work life. These include inter-personal relationships, conditions of service, type of social insurance possessed, supervision, promotion, job design, organizational environment, age, gender, equal treatment by management, income and attitude. Much of the discussion on job satisfaction and work quality has been done in the context of the developed countries with few studies in the developing countries. The broad objective of this study is to ascertain the association between job satisfaction and quality of work life among academic professionals teaching in management colleges in Faridabad region.

The quality of work life is concerned with type of work environment and its impact on overall effectiveness of organization as well as on individual as employees. It includes all such dimensions and parameter which can and have an impact on his decision to stay and level of performance. There are several measures and means by which organization attempts to augment their performance like participative leadership style, job autonomy, clarity in career graph, equity based decision, good physical conditions, merit based promotion etc. The present study attempts to find factors that as part of quality of work life should be considered in making employees satisfied, making work life more qualitative.

Review of Literature

According to study conducted by DeVaney and Chen (2003) [3], they studied impact of different demographic variables on as leading factors of job satisfaction affecting employees feeling of work life quality. They found that with respect to demographic factors like age, gender

and education job satisfaction and feeling towards work life quality also varied. The findings of their study inferred that with increase in age employee's satisfaction towards job also increased and similar such result was seen with education where highly educated workforce felt more satisfied than less qualified employees.

Bharati T; Nagarathnamma B; Viswanatha Reddy S(2008) [1] studied the impact of selected variables causing job satisfaction like retention ,higher performance, support, team work and task characteristics on job satisfaction and resulting quality of work life on 266 Israeli prison guards. It was found that extra organizational factors, especially clarity in direction, low stress level, low burnout, clear communication, timely feedback, career advancement were found to be strong predictors of job satisfaction and led to strong satisfied feeling towards quality of work life. It could be inferred from this study that job satisfying factors largely affected feeling of quality of work life. Thus job satisfying factors should be properly worked upon so that a better quality of work life can be felt by employees.

Tett, R. & Meyer, J. (1993) [11] in their study on impact of job satisfaction on quality of work life with reference to faculty members found that management style in form of leadership, 2-way feedback ,informal climate setting, participation in organization decision making to large extent caused greater satisfaction towards job and employees perceived a better quality of work life when these attributes were worked upon by management to enhance quality of work life amongst employees. Management leadership was found to be major factor causing satisfaction towards job and improving quality of work life.

Cooper and Marshal (1976) [2] also in their study on impact of job satisfaction on quality of work life found that certain variables like work overload, role ambiguity, role conflict and poor working conditions associated with a particular job which reduces job satisfaction and affects low feeling towards quality of work life as well In their study majority of employees agreed that with less satisfying job, employees performance and initiative taking ability also reduces to a large extent. Thus management should focus on factors that lead to job satisfaction sine it also affects feeling towards quality of work life to large extent.

Pelsma *et al.* and [4] Hart in their study on impact of selected QWL attributes found that psychological distress and morale contributed equally to teachers' QWL. A well balanced workload level, regular feedback, opportunities for training and improvement along with provision of suitable financial and non financial motivators largely enhanced employees satisfaction towards their job as well as improved employees quality of work life. These factors

largely improved functional outcomes like improved productivity, better retention and initiative taking ability of employees. This also helped in improving occupational role and performance of employees.

Rice (1985) tried to focus on relationship between work satisfaction and Quality of people's lives. His study also focused and found a strong relationship between certain job related factors like work experiences and work outcomes that affect person's general Quality of life. He also found that certain factors like family interactions, leisure activities and levels of health and energy also to a large extent affect employee's satisfaction towards job and quality of work life that employees view and perceive and feel towards their job.

Bhatia and Valecha (1981) [1] studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life since due to low feeling of work quality due to high stress, unclarity in direction, low participation workers derived low satisfaction from job and that affected efficiency. It is thus clear from this study that work related factors like high stress, unclarity in direction, low participation of workers caused low feeling of satisfaction towards their job and they perceived low quality of work life towards their core task. Thus studies like these focus on role of emphasizing job satisfying factors on quality of work life to make employees more productive, involved and committed towards work at large.

In a similar study determining impact of work related factors causing job satisfaction and its impact on quality of work life Kenneth, R. (1977), reported that unclarity of roles creates difficulty and was negatively associated with job satisfaction which makes satisfaction generated from qualitative work life quite low, especially among women. Thus impact of unclear directions, feedback, blocked communication channels and job misfit affected satisfaction towards job and quality of work life also.

In a similar study conducted in Malaysia by Che Rose et al (2006) [3] further concluded that the most important predictor of QWL is organizational climate, followed by career achievement, career satisfaction and career balance which all lead to job satisfaction. This study also focused on role of job satisfying factors on employees feeling towards his work life quality.

Objectives of study

- 1) To assess the level of quality of work life among men and women.

2) To determine the association between job satisfying factors and attributes of quality of work life.

Research methodology

For the present study **15** different management colleges were selected in and around Faridabad region. Employees including lecturer, Assistant Professor and Professor between age group 25-55 were selected for the study. The data was collected through structured questionnaire which was personally administered by researcher. The reliability of the questionnaire was found to be 0.76 which is good enough for study. The questionnaire consisted of close ended question (Likert scale) to gauge the reaction of employees. A pilot study was conducted with 25 respondents (faculty members) to check the reliability of questionnaire. Total 250 questionnaire were distributed out of which 238 were returned and usable questionnaire were 220 in total .So sample of 220 is considered for present study.

Tools Used

In order to analyze the collected data SPSS 16.0 was used. In order to determine significant relation between satisfaction with QWL attributes) between male and female t-test was used. .Further, Chi-square test was used to determine the association between level of job satisfactions (job characteristic factors) and quality of work life dimensions. Also regression analysis was used to determine impact of different variables like overall job satisfaction.

Hypothesis formulated

Null hypothesis - 1 –There is no significant difference between male and female with respect to feeling towards quality of work life in academic industry

Null hypothesis - 2

There is no association between job characteristic /satisfying factors and QWL

Analysis and Interpretation

Null hypothesis - 1 –There is no significant difference between male and female with respect to feeling towards quality of work life in academic industry. As clear in **Table -1** t-test was used to determine the significant difference between genders with regard to feeling towards dimension of QWL feeling.

It is clear from the table-1 that since the value of P is less than 0.01 with respect to unclarity in direction, level of stress in job and overall feeling of QWL thus null hypothesis is rejected and thus there is a significant difference between feeling towards QWL dimensions between male and female workers Also since the value of P is less than 0.05 with respect to feeling of job satisfaction it is clear that null hypothesis is rejected. Female workers are more affected by feeling of lack of satisfaction, unclarity in direction and job stress than male workers. It is due to the fact that female workers need to create a balance between a good professional as well a good homemaker so the burden is more on them to manage.

Null hypothesis - 2

There is no association between job characteristic /satisfying factors and QWL

From Table -2 it is clear that value of P is less than 0.01 thus rejecting the null hypothesis at 1% level, thus there is a significant association between job satisfying dimension and quality of work life. It is clear from the table that as the level of quality of work life increases job satisfaction among employees also gets increased.

Further to confirm the relation between job characteristic and quality of work life multiple regression model was applied. **From Table -3** it is clear that in this model quality of work life is taken as dependent variable and job satisfaction(X1), unclarity in direction(X2), job stress(X3) are taken as independent variable and predictor variables .The calculated value of multiple R was found to be -0.342 ,R squared value was -0.124.The calculated F –value was -10.120 and P value was -0.000**. The estimate of model coefficient is 109.136 for a₀, for a₁ is 0.821, a₂ is -0.182 and for a₃ is -0.258.So the estimated model becomes –

$$109.136 = 0.821 (X1) - 0.182 (X2) - 0.258 (X3) \dots (I)$$

The R squared value of 12.4% indicates that predictor variable explains 12.4 % variance in QWL. From the ANOVA table (**Refer table -4**) it is quite clear that F-value 10.120 and P value 0.000 is highly significant less than 0.01.It can be interpreted from this that the estimated model line is not equal to zero indicating linear relationship between the predictor variable and QWL. It is also clear that Beta value for job satisfaction is highest (0.311) followed by unclarity in direction (0.102). The Beta value of job stress has made least contribution in this (-0.062)

The value of p is less than 0.01, so the independent variable job satisfaction is highly significant for the stated model. The rest of independent variables are not significant at 95% confidence level. Thus it can be concluded that as quality of work life will increase job satisfaction will also increase whereas with unclarity in direction and job stress it will reduce.

In order to determine impact of demographic variables on quality of work life. t-test ANOVA and Levens test for equality of variance was applied .This was applied to see whether there is any impact of demographic variable on response of employees towards quality of work life .

Findings of study

Based on the objectives and hypothesis formulated for the study the following findings were observed

- a) Based on review of literature it can be inferred that there is a strong relationship between job satisfaction and quality of work life as is been established in selected studies that different attributes of job satisfaction overall affected quality of work life. It was seen that with high level of job satisfaction quality of work life also increased and same was true conversely.
- b) With respect to gender male and female differed significantly towards feeling of quality of work life and job satisfaction. Male employees were found to be more satisfied and feeling of high quality of work life in comparison to female counterparts,it may due to the fact that women folk has to perform dual responsibilities and with increase in work pressures and expectations from management it is quite obvious that they feel less satisfied.
- c) On the basis of regression analysis and Chi-square to assess association between job satisfying factors and quality of work life, it was found that among different selected factors of job related aspects level of job satisfaction consisting of different attributes like compensation structure, reward structure, a administrative policies, flexibility, participation of employees, challenging work assignment were considered to be affecting job satisfaction and resulting quality of work life much more than factors like unclarity in direction, job stress etc.

Conclusion

Quality of work life is a perceptual variable which is affected by different job and organization related variable. Irrespective of age, tenure, nature of work whether highly stressed or with minimum stress having a high feeling towards quality of work life was considered as most prominent factor that drives employee's satisfaction and high performance. Though there

are several affecting factors job satisfaction contributed maximum to enhance quality of work life and with an increase in feeling of it job satisfaction also increases conversely with other factors like unclear direction or job stress feeling of qualitative work life reduces. It was further seen that there exists a significant relationship between quality of work life and job characteristic factors.

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Tables

Table -1

t-test showing significant difference between gender with regard to feeling towards dimension of QWL feeling

QWL dimension	Male		Female		t- value	P value
	Mean	S.D	Mean	S.D		
Satisfaction from job	31.25	3.65	29.34	4.23	2.04	0.035*
Unclarity in direction	44.65	5.84	42.45	5.35	2.76	0.002**
Job Stress	20.45	2.98	18.67	2.65	2.68	0.004**
Overall QWL feeling	96.53	10.87	91.46	11.12	3.24	0.001**

** denotes significance at 1% level* denotes significance at 5% level

Table-2

Chi-square showing association between job characteristic and quality of work life

Level of job characteristics	Level of QWL			Row total	Chi-square value	P value
	Low	Average	High			
Low	39	12	6	57	91.503	0.000**
Average	10	74	40	104		
High	13	17	29	59		
Column Total	62	103	55	220		

Table-3 Multiple regression table

Variable	Unstandardized coefficient		Standardized coefficient	t-value	P-value
	B	Std. error of B	Beta		
X1	0.821	0.165	0.311	3.284	0.000**
X2	-0.182	-0.132	0.102	1.213	0.161
X3	-0.258	0.281	-0.062	-0.812	0.342
Constant	109.136	5.525		14.304	0.000

Table-4 ANOVA Table

	Sum of Squares	d.f	Mean square	F	Sig.
Regression	4163.414	3	1326.162	10.120	.000**
Residual	31257.612	216	138.420		
Total	35421.026	219			