
Quality of worklife and job satisfaction of a group of university employees

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ABSTRACT

The quest for improved productivity through human resources has its beginning in the early 1900's. F. W. Taylor's scientific management principles created a new awareness regarding human resources, who were earlier considered as mere instruments of production ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then – onwards research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine better productivity with job and employee satisfaction. The concept of Quality of Worklife (QWL), has originated from the continuous research process. The term QWL was introduced by Louis Davis (1972) at the first International Quality of WorkLife Conference held in Toronto. it made its appearance in India around mid 70's .

Key words: Quality of Work life (QWL), employee, university

1. Introduction

There have been divergent views as to what really is QWL. It has become an umbrella term for a host of activities and has been defined differently by different people at different times. Glasier (1976) thinks that the term QWL more than job security, good working conditions, adequate and fair compensations, more even than an equal employment opportunity. Furthermore, the concept of QWL is considered as multi-dimensional (Davis and Cherns, 1975 ; Lee and Kanungo, 1984; Mirves and Lawler , 1984) .Walton (1982) provides eight conceptual categories for analyzing the features of QWL . They are;

1. Adequate and fair compensation.
2. Safe and Healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Future opportunity for continual growth and security
5. Constitutionalism
6. Total life span
7. Social relevance of worklife .

1.1 Component and Dimensions of QWL

The QWL can be defined as the quality of relationship between the employees and the work environment – which is such that employees have a significant influence in shaping organizational environments in methods used to increase not only their own motivations and job satisfaction but also the productivity and profits of the company .QWL covers a number of areas like adequate fair compensations , eliminations of health hazards in employment , employees benefit , job security , alternative – work schedules ,profit sharing , work place participation and the like .

2. QWL in Indian Context

The concept of QWL made its appearance in India in the mid 70's. Indian philosophy advocates self – actualization as the goal of life and work as a way of life instrumental in achieving the ultimate goal. Worklife according to the Indian view is itself a spiritual discipline. The process of refinement realizes the objective on the identity of self is Yoga and Work (Swami – Yuktananda, 1990). According to the traditional teaching the work place is a temple and work is worship. The basic philosophy, the central theme of Gita is Karma Yoga .Karma – Yoga is concurred with various development. The development of the self, the community, the society and industry is possible only through karma yoga. Karma Yoga means action, duty or work, which is not performed with a selfish motive but with the object of surviving humanity. To perform ones duty is to worship the lord himself declares the Gita, Srivastava (1990). De (1985) discerns seven developmental stages in most QWL project in India:

1. Hostility
2. Curiosity
3. Spreading of interest
4. The experimental group feels privileged
5. Group consciousness emerges within the team involved in the project with some power play among sub-group and ultimate accrual of power by positively oriented sub group.
6. A majority of those involved begins to perceive gain resulting from the projects , leading to further commitment to the projects ,
7. The experimental groups begins looking towards comparing notes and thus potential for diffusion.

It has been observed, time and again that QWL brings job satisfaction of the employees. But before the study of relationship between QWL and job satisfaction, it is highly potent to understand the concept of job satisfaction.

2.1 Job Satisfaction

It refers to the set of attitudes that employees have about their jobs. It is a psychological disposition of people towards their jobs and how they feel about their work and this involves a collection of numerous attitudes and feelings. It is an established fact that job –satisfaction usually leads to qualitative and quantitative improvement in performance. Satisfaction in the job induced motivation and interest in work. When work becomes interesting, the worker gets from a

job of his choice gives him tremendous psychological satisfaction .Job- Satisfaction is defined as an emotional state resulting from the appraisal of ones job as achieving or facilitating the achievement of one's job value (Locke, 1976).

2.2 Factors which influence job satisfaction

There are some personal characteristics that affect job satisfaction .These are

1. Age,
2. Sex ,
3. Intelligence,
4. Job Experience,
5. Personality

Job satisfaction leads to increased productivity (Porter and Lawler, 1967). It also leads to positive attitude and behaviour. job satisfaction leads to decreased turnover and less absenteeism (Watts and White, 1988).In the perspective of above conceptual framework the present investigation has been designed and planned to make an initial probe on the quality of worklife and job satisfaction of a group of university employees to understand how these variable operates and function among the function employees to promote the effectiveness of the organization.

3. Method

3.1 Title of the Study

A study on the quality of worklife and job satisfaction of a group of university employees.

3.2 Objective of the Study.

The objective of the present study are as follows.

1. Nature of the perceived quality of work life (QWL) of the university employees.
2. The nature of their job satisfaction.
3. The nature of association ship between QWL and Job Satisfaction.

3.3 Concept and Operationalization

Quality of work life (QWL) has been conceptualized and defined by various researchers of which the views of Yousuf (1996) , Gani (1993) and Velayudhian and Venkatachalam (1997) were consulted to operationalize QWL .

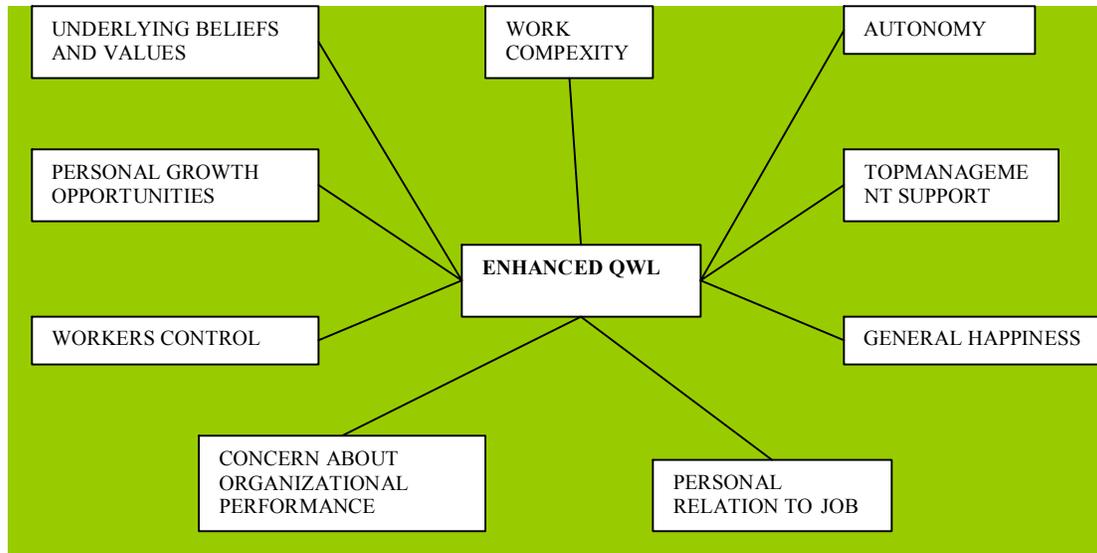


Figure 1: Components of QWL

3.4 Hypotheses

Hypothesis -1: University employees perceive their quality of worklife domains as congenial.

Hypothesis-2: University employees expressed high level of job satisfaction.

Hypothesis -3: There is positive relationship between satisfaction and quality of worklife domains.

3.5 Sample Selection

In order to select subjects from the present study a special list of the clerical employees working in a university was prepared. The following criteria was observed while preparing the list of employees: i) Their minimum educational standard is HS / SF. ii) Employees were all male. iii) They have at least 10 years experience .iv)They have reached an age between 40 to 50 years.

3.6 Tools Used

Quality of Worklife Questionnaire .This test in English was originally developed by (Yousuf , 1996) . It was locally adopted in Bengali language by Dasgupta and Roy, (2002), This questionnaire having 48 Likert Type items in Bengali language dispersed along 8 dimensions .The dimensions are as follows

1. Work complexity ,
2. Autonomy,
3. Personal Growth opportunity
4. Top Management support
5. Workers control

6. vi)Concerned about organizational performance vii)Personal relation to job viii)General happiness

4. Job Satisfaction Questionnaire

The adapted Bengali version (Dasgupta and Roy, 1998) of the 16 items job satisfaction scale originally developed by Kanungo (1982) in English was used in the present study. It is a 6- point scale with “highly satisfied” to “highly dis-satisfied” response pattern. the scoring rationale is , high scores indicate high level of satisfaction and the prescribed score range is 1 to 6 where , “6” indicates high level of satisfaction and “1” high level of dis-satisfaction . The odd – even split-half reliability co-efficient of this scales with the present sample is 0.77.

4.1 Statistical Analysis

General characteristic features of the selected employees in terms of age, academic qualification and working experience in the present organization were processed by calculating percentages and mode values. In case of quality of work life and job satisfaction scales means, standard deviation were calculated separately for each scale and sub scales. Coefficient of correlation was also calculated to determine the relationship between various quality of work life dimensions and job satisfactions. Over and above 25% employees with high level of job satisfaction score and another 25% with low level of job satisfaction score were identified and these two groups were compared in terms of QWL dimension scores by applying “t” test.High level of job satisfaction means those who scored either equal to or greater than one SD above the mean job satisfaction score (i.e score > M+ 19) on the other hand Low level of job satisfaction means those who scored either equal to or greater than one SD below the mean job satisfaction score (i.e Score ≤ M-19)

5. Results and Discussions

The general characteristic feature of the selected university employees in terms of age , education and working experience are assumed to enrich their frame of reference so much so that they could participate effectively in their investigation.

Table 1: general characteristic

Age in Years : 48.5 years (Mode value)	Education % P.G=06
	Graduate=36
Length of Service : 22.5 years (Mode value)	P.U/S.F=52
	Below S.F=60

The data incorporated in Table 2, reveal that the concerned employees are not happy with the degree of autonomy they are enjoying, the nature of personal growth opportunities, work complexity as well as their control on the task and the degree of top management support in the work. However they exhibited a positive perception while expressing the opinion in regard to

personal relation to job, their concern about organizational performance as well as in certain aspects of general happiness. Such an evidence does not provide adequate testimony to accept the Hypothesis 1- which states that “University employees perceive their Quality of work life domains as congenial”. Furthermore, those employees are not also deriving satisfaction (M=49.72) with their existing job. Hence the Hypothesis 2 which postulates that “University employees expressed high level of job satisfaction”- cannot be retained. Standard deviations, no. of items maximum possible scores of quality of work life (QWL) scales and job satisfaction:

Table 2: Descriptive Statistics

VARIABLE	MEAN	S.D	NO. Of ITEMS	MAXIMUM POSSIBLE SCORE
QWL Domains				
Work Complexity	18.48	3.8	6	30
Autonomy			10	50
Personal Growth Opportunities	15.78	3.3	5	25
Top management Support	13.82	4.7	4	20
Worker’s Control	17.78	3.4	6	30
Concern about organizational performance	8.46	1.4	2	10
General happiness	31.16	5.8	8	40
Personal relation to Job	27.92	4.3	7	35
Job Satisfaction	49.72	5.29	16	96

While comparing the satisfied and dissatisfied group of employees in terms of various dimensions of quality of work scores (Table 3) the relevant critical values (t-ratio) largely reveal that the concerned group do differ among themselves in terms of three significant dimensions of the quality of work life- Autonomy, top management support, and work’s control.

Table 3: t ratio t results

Variable	Satisfied Group		Dissatisfied Group		t. ratio
	M	S.D	M	S.D	
Work Complexity	18.40	2.79	18.40	2.50	0
Autonomy	36.53	7.52	30.13	12.93	5.33*
Personal growth Opportunities	16.30	3.13	15.40	3.85	1.28
Top Management Support	15.66	3.06	12.26	4.07	4.85*
Workers Control	19.00	2.72	16.40	4.46	3.71*
Concern about organizational performance	9.00	1.19	8.33	1.67	1.55
General happiness	31.86	4.88	31.66	4.90	0.24
Personal relation to Job	30.60	3.29	26.40	5.81	5.25

Again the nature of associationship between job satisfaction and the QWL dimensions in terms of coefficients of correlations (Table -4) largely reveal a fair amount of positive relationships , never the less in divergent magnitudes – which speaks in favor of the acceptance of the Hypothesis 3 that postulates – there is positive relationship between job satisfaction and QWL domains .

Table 4: Correlation between Job Satisfaction and QWL Dimensions

Relation between Job Satisfaction and QWL	Coefficient of Correlation
QWL	
Autonomy	0.58
Top management Support	1.51
Workers Control	0.48
Personal Goal Opportunity	0.45
Work Complexity	0.42
Concerned About	0.41
Organizational performance	0.42
Personal Happiness	0.42

5.1 Summary and Conclusion

The primary objective of the present study, are as follows -

1. The nature of the perceived QWL of the university employees .Furthermore
 2. How far the said groups of employees are satisfied with jobs and lastly
 3. Whether the QWL contributes towards ensuring the level of Job Satisfaction of the employees .The two separate standardized research tools
- QWL Questionnaire consisting of 48 items in Bengali language (having 8 different dimensions – work complexity , autonomy , personal growth opportunities , top management support , workers control , concerned about organizational performance , general happiness and personal relation to job) and
 - Job Satisfaction Scale consisting of 16 items in Bengali language were used for the collection of data. Both are the adapted Bengali version. Apart from that a few introductory items viz. Age, Academic Qualification, Working Experience etc. have also been included.

The results indicate that the selected group of university employees perceived different aspects of their quality of work life as either uncongenial (viz, Autonomy, top-management support and worker’s control mainly) or they have had a certain amount of dilemma to comment on a few other aspects (such as personal growth opportunities and work complexity mainly) bearing the potential involving a slight trend of negative opinion. Consequently, consonance with the same

trend their job satisfaction scores had also been observed to be not up to the level of the expectation. In addition, a set of three component dimensions- Autonomy, top-management support and worker's control of the QWL had also been identified as very significant aspects where the satisfied and dissatisfied group of employees did differ. Lastly, the nature of correlation between the job satisfaction and QWL dimensions reveal that the Quality of Work life significantly contribute towards increasing satisfaction or dissatisfaction as experienced by the employees in their concerned job depending largely on the perceived positivity or negativity of the relevant dimensions respectively.

6. References

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