

A Study of Quality of Work Life and its association with Job satisfaction among the faculties of higher education institutes

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ABSTRACT

Quality of work Life is one of the most important area of study in HR and Psychology fields. Organizations world over are facing acute retention problems and finding difficult times to cope up with the grave issue of Work satisfaction. Quality of work life plays a pivotal role in ensuring Job satisfaction among employees across the industry including the education field. In this background it was important to conduct a study which tries to establish and analyse the relationship between Quality of work life and Job satisfaction. The present study is an attempt in this direction. For the purpose of the study a survey was conducted by distributing a structured questionnaire to the faculties of various Higher education institutes. The collected responses were analyzed and findings have been presented considering various dimensions.

Keywords: Quality of Work Life, Job Satisfaction, Faculty, Higher Education

I. INTRODUCTION AND LITERATURE REVIEW

1.1 Quality of Work Life: The term QWL was introduced by Louis Davis in 1972 (Mathur,1999, Hian and Einstein,1990). According to Heskett et al. (1994) QWL is the feeling that employees carry towards their jobs, colleagues and the organization. It is a philosophy which believes in all round satisfaction of the employees as a means to achieve higher level of satisfaction and productivity. In 1975, Walton proposed the following main categories related to QWL:

- Adequate and Fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities
- Opportunity for continuous growth and security
- Social Integration in the work organization
- Constitutionalism in the work organization

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- Work and total life space
- Social relevance of work life

1.2 Job Satisfaction

According to Spector (1997)-Job satisfaction is the extent to which people like or dislike their jobs. According to Armstrong (2006) -Job satisfaction is the attitude and feelings people have about their work. Favorable and positive attitude indicate satisfaction while unfavorable and negative attitude indicate dissatisfaction.

Some of the factors affecting the Job satisfaction of the higher education faculties are as follows:

- Pay
- Promotion
- Recognition
- Working conditions
- Supervision and Leadership
- Opportunities for Career advancement
- Relationship with Co-workers

Some of the most popular techniques to measure job satisfaction are:

Method	Developed by
Minnesota Satisfaction Questionnaire	Weiss et al,1967
Job Descriptive Index	Smith, Kendall and Hulin,1969
Job Satisfaction Survey	Spector P.E.,1985

1.3 Association between QWL and Job Satisfaction

Job satisfaction is said to be closely associated with the quality of work life. Numerous studies have been done to establish the association in the past but very few researches have done a holistic study considering all the aspects of QWL and Job satisfaction. The present research is an attempt for a holistic study and explore the association in detail providing new insights on the subject.

II. RESEARCH METHODOLOGY

2.1 Research Objective

To study and analyse the association between Quality of Work Life and Job Satisfaction among Faculties of Higher Education Institutes

2.2 Hypothesis

Ho: There is no significant association between Quality of Work Life and Job Satisfaction among Faculties in Higher Education Institutes

Ha: There is significant association between Quality of Work Life and Job Satisfaction among Faculties in Higher education Institutes

2.3 Sampling and Data Collection

A questionnaire survey was conducted with a sample size of 50 respondents consisting of the faculties from higher education institutes in Mumbai, Thane and Palghar region. The structured questionnaire was constructed in Google forms and distributed electronically via E-Mail and on mobile.

For the purpose of Analysis, the Quality of Work Life was measured on the following indicators in the questionnaire using 5-point Likert scale.

- 1) I feel that my work is important
- 2) I am proud of the organization I work with
- 3) I receive enough support for work life balance from my institute
- 4) My organization respects the rights of the staff
- 5) There are enough opportunities for career growth in my institute

The following 5-point Likert Scale was used for data collection

Strongly Disagree	Di sagree	N eutral	A gree	Strongly Agree
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Data Collection

The data was collected using Convenience and snow ball sampling and the sample consisted of Faculties from Higher Education Institutes. The sample was collected from faculties of different colleges which consisted of undergraduate and Post graduate colleges of Arts, Commerce, Science and Management streams.

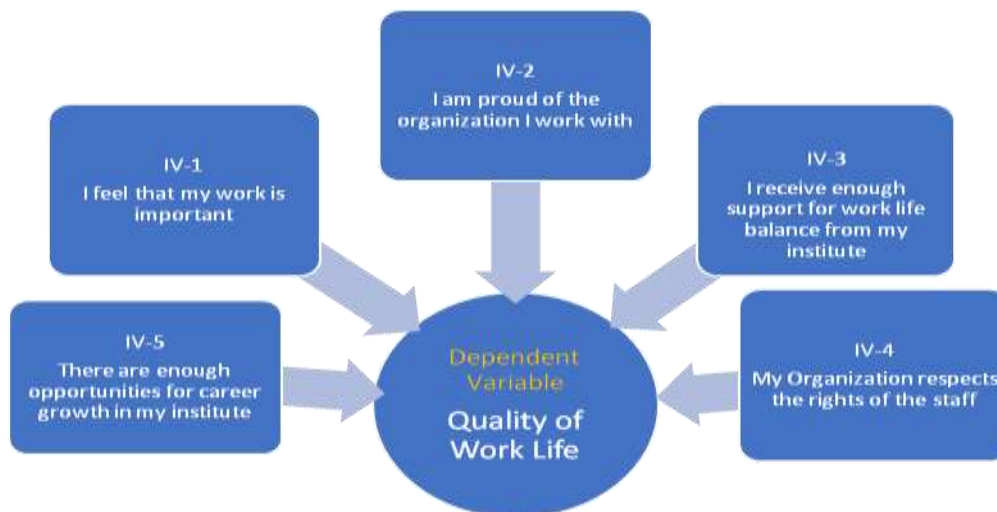
The responses were analyzed against the Research Objectives and hypotheses formulated initially and the following statistical methods were used to test the hypotheses:

- **Liner Regression**
- **ANOVA**

The hypothesis was statistically tested for the responses with respect to the above-mentioned factors. **All the statistical tests were conducted using XL STAT-The statistical software of MS Excel.**

The conceptual framework used for the Research is as follows:

Figure 2.1



Note: IV means Independent Variable

III. DATA ANALYSIS, AND INTERPRETATION

3.1 Sample Demographics

Gender wise sample distribution

Fig. 2.2

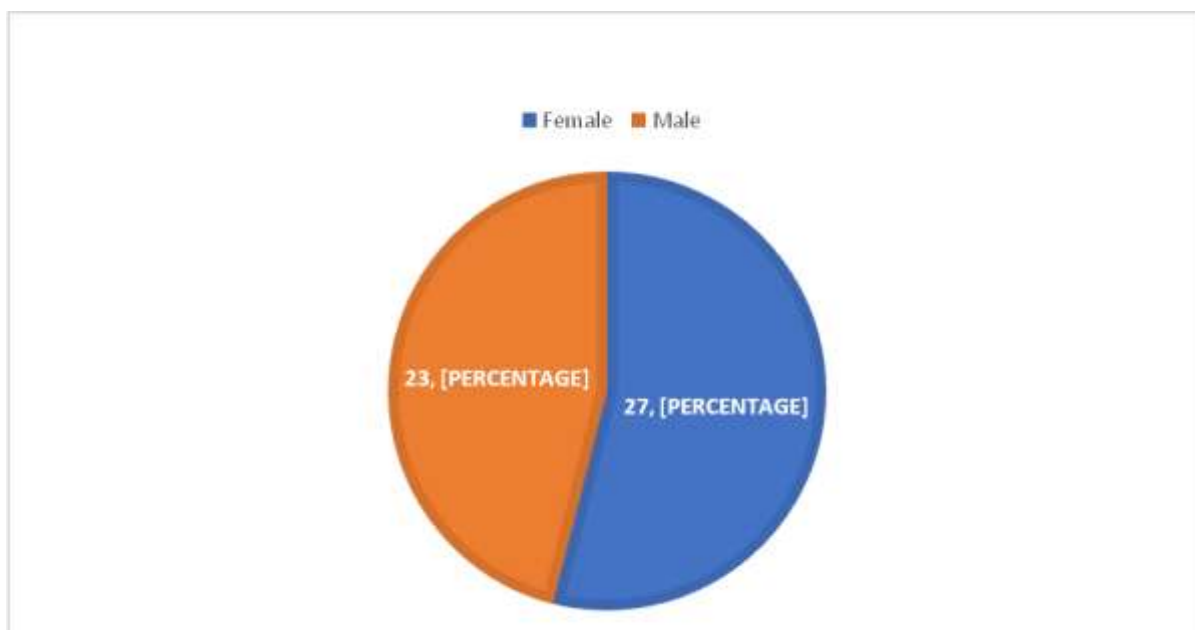
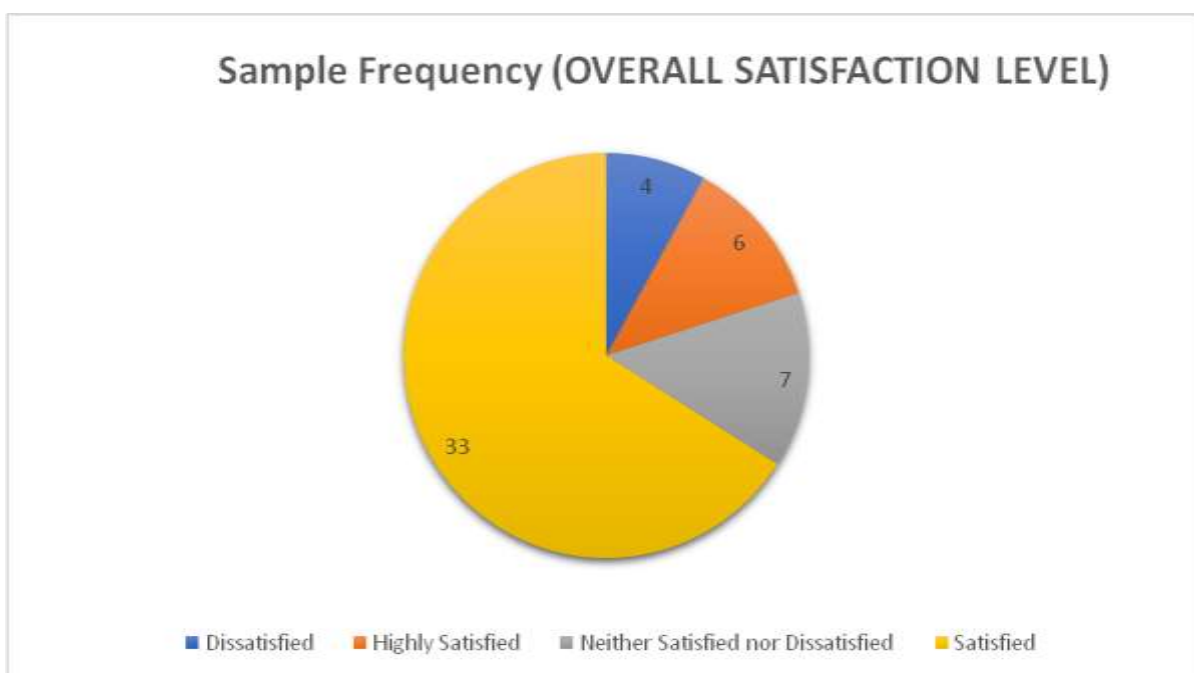


Fig. 2.3



3.2 Testing the Hypothesis:

Ho: There is no significant association between Quality of Work Life and Job Satisfaction among Faculties in Higher Education Institutes

Ha: There is significant association between Quality of Work Life and Job Satisfaction among Faculties in Higher education Institutes

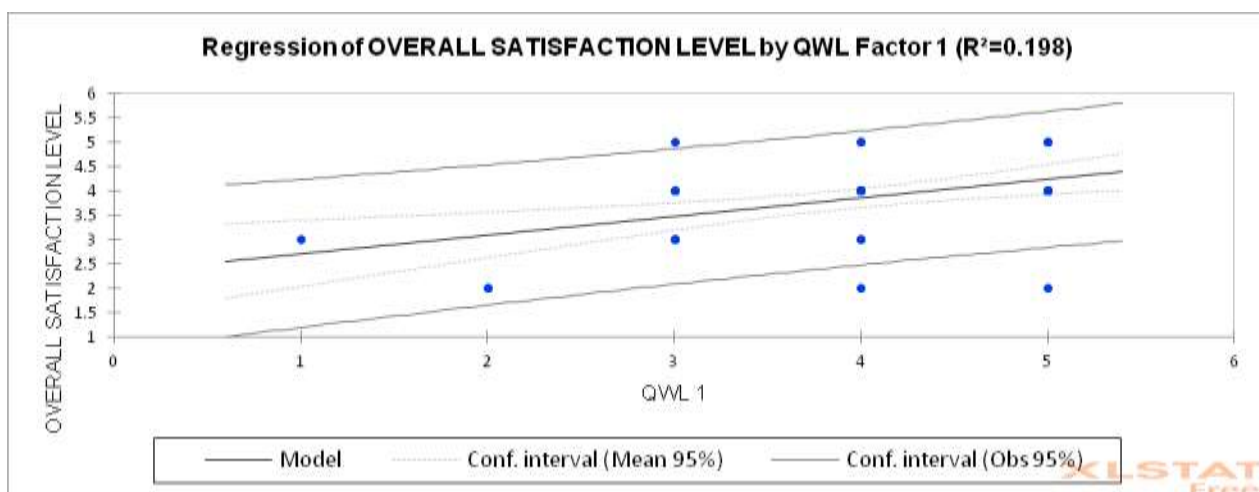
Test of Association between Quality of Work Life Factors(Independent Variables) and Job Satisfaction (Dependent Variable) using Linear Regression and ANOVA

Factor 1-I feel that my work is important

Correlation matrix:		
	Factor 1	OVERALL SATISFACTION LEVEL
Factor 1	1	0.445
OVERALL SATISFACTION LEVEL	0.445	1

Analysis of variance (OVERALL SATISFACTION LEVEL):					
Source	DF	Sum of squares	Mean	F	Pr > F

			squares		
Model	1	5.412	5.412	11.825	0.001
Error	48	21.968	0.458		
Corrected Total	49	27.380			



Interpretation from Factor 1-Analysis

Given the R², 20% of the variability of the dependent variable OVERALL SATISFACTION LEVEL is explained by the explanatory variable.

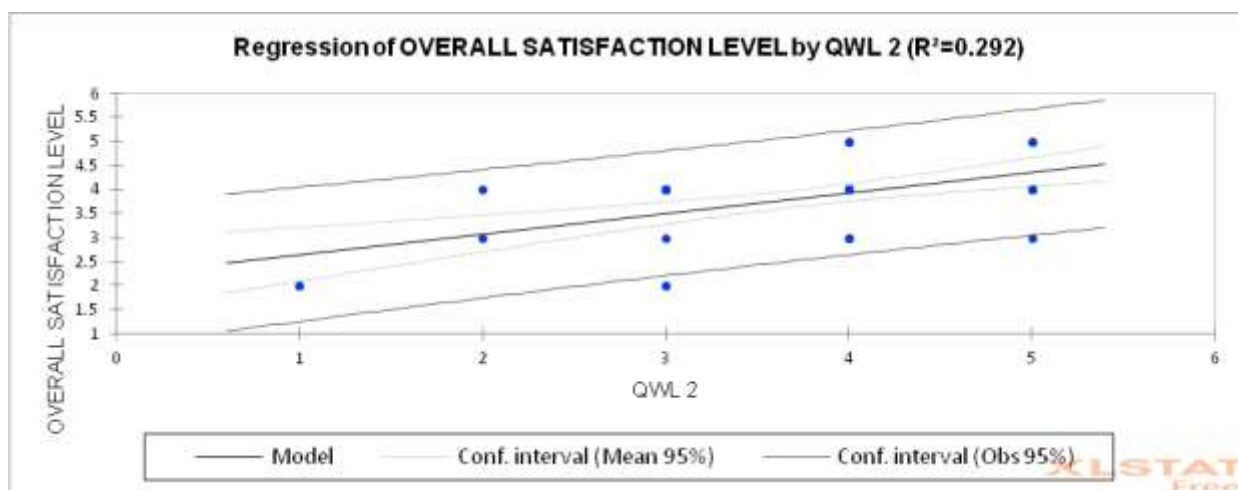
Given the p-value of the F statistic computed in the ANOVA table, and given the significance level of 5%, the information brought by the explanatory variables is significantly better than what a basic mean would bring.

Factor 2-I am proud of the organization I work with

Correlation matrix:		
	Factor 2	OVERALL SATISFACTION LEVEL
Factor 2	1	0.540

Analysis of variance (OVERALL SATISFACTION LEVEL):					
Source	DF	Sum of squares	Mean squares	F	Pr > F

					< 0.0001
Model	1	7.982	7.982	19.753	
Error	48	19.398	0.404		
Corrected Total	49	27.380			



Interpretation from Factor-2 Analysis

Given the R2, 29% of the variability of the dependent variable OVERALL SATISFACTION LEVEL is explained by the explanatory variable.

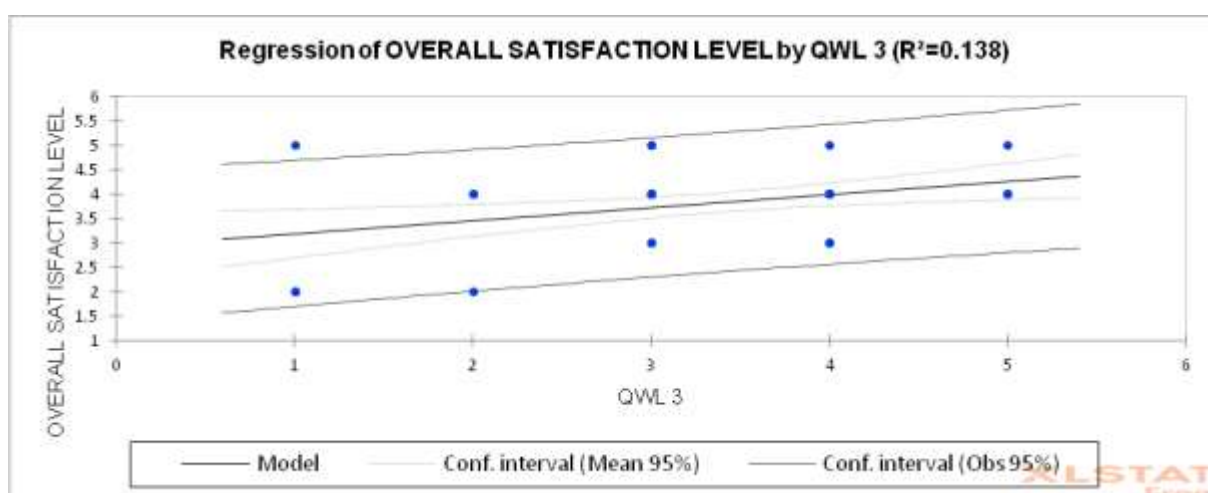
Given the p-value of the F statistic computed in the ANOVA table, and given the significance level of 5%, the information brought by the explanatory variables is significantly better than what a basic mean would bring.

Factor 3-I receive enough support for my work-life balance from my institute

Correlation matrix:

	Factor 3	OVERALL SATISFACTION LEVEL
Factor 3	1	0.372
OVERALL SATISFACTION LEVEL	0.372	1

Analysis of variance (OVERALL SATISFACTION LEVEL):					
Source	DF	Sum of squares	Mean squares	F	Pr > F
Model	1	3.789	3.789	7.709	0.008
Error	48	23.591	0.491		
Corrected Total	49	27.380			



Interpretation from Factor-3 Analysis

Given the R², 14% of the variability of the dependent variable OVERALL SATISFACTION LEVEL is explained by the explanatory variable.

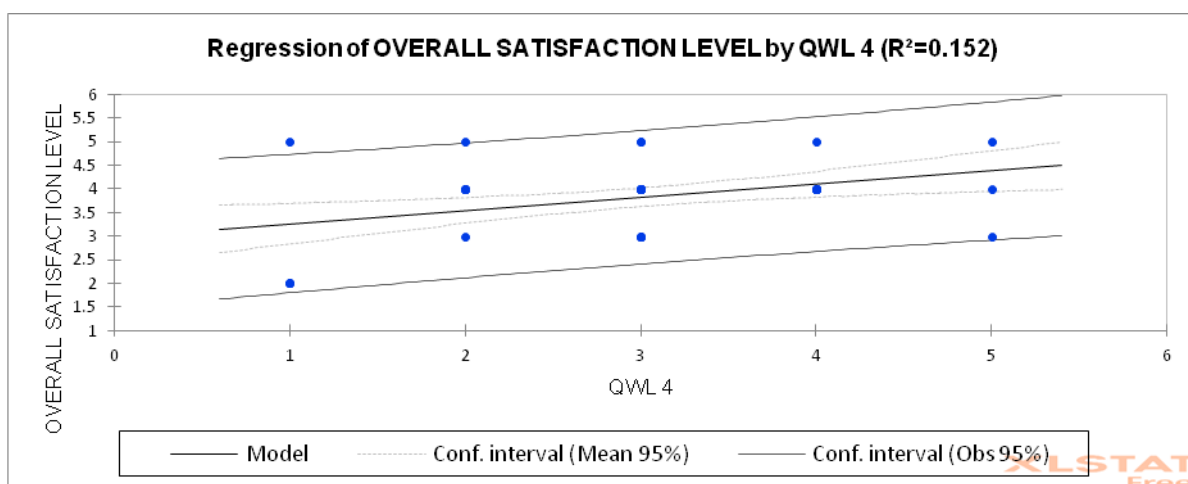
Given the p-value of the F statistic computed in the ANOVA table, and given the significance level of 5%, the information brought by the explanatory variables is significantly better than what a basic mean would bring.

Factor 4-My Organization respects the rights of the staff

Correlation matrix:		
	Factor 4	OVERALL SATISFACTION LEVEL
Factor 4	1	0.390

OVERALL SATISFACTION LEVEL	0.390	1
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Analysis of variance (OVERALL SATISFACTION LEVEL):					
Source	DF	Sum of squares	Mean squares	F	Pr > F
Model	1	4.167	4.167	8.616	0.005
Error	48	23.213	0.484		
Corrected Total	49	27.380			



Interpretation from Factor -4 Analysis

Given the R², 15% of the variability of the dependent variable OVERALL SATISFACTION LEVEL is explained by the explanatory variable.

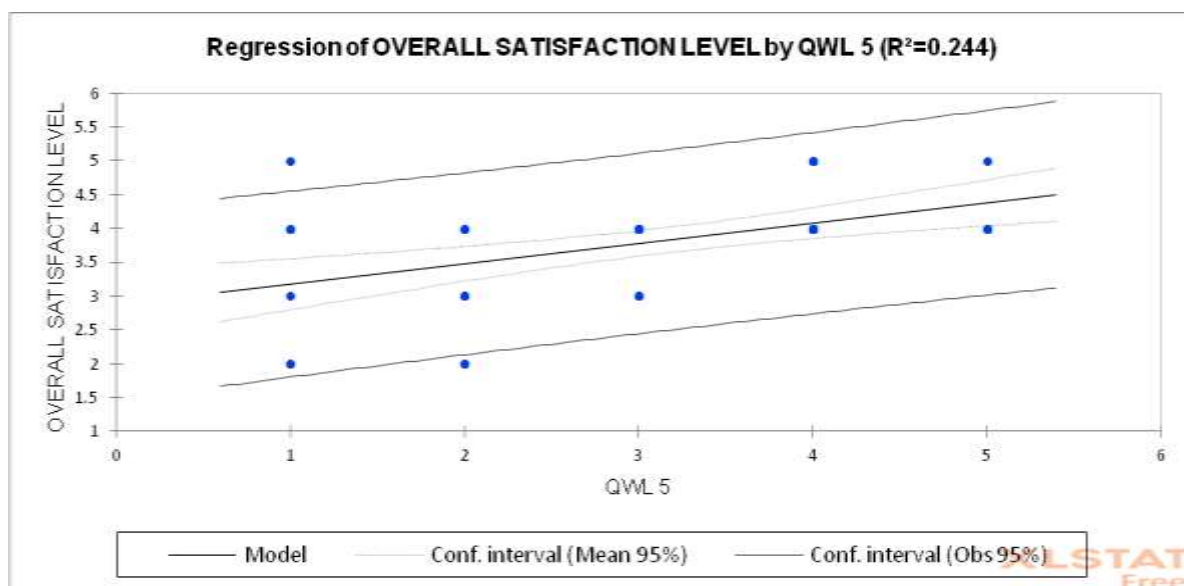
Given the p-value of the F statistic computed in the ANOVA table, and given the significance level of 5%, the information brought by the explanatory variables is significantly better than what a basic mean would bring.

Factor 5-There are adequate opportunities for career growth in my Institute

Correlation matrix:		
	Factor 5	OVERALL SATISFACTION LEVEL

Factor 5	1	0.494
OVERALL SATISFACTION LEVEL	0.494	1

Analysis of variance (OVERALL SATISFACTION LEVEL):					
Source	DF	Sum of squares	Mean squares	F	Pr > F
Model	1	6.694	6.694	15.534	0.000
Error	48	20.686	0.431		
Corrected Total	49	27.380			



Interpretation from Factor -5 Analysis

Given the R², 24% of the variability of the dependent variable OVERALL SATISFACTION LEVEL is explained by the explanatory variable.

Given the p-value of the F statistic computed in the ANOVA table, and given the significance level of 5%, the information brought by the explanatory variables is significantly better than what a basic mean would bring.

IV. FINDINGS & CONCLUSIONS

After the above analysis, we conclude that the QWL has a strong association and interaction with Job satisfaction among Faculty of Higher Education Institutes.

Hence, we reject Null Hypothesis and accept alternative Hypothesis.

Table of Correlation factorwise between QWL factors and Overall Job Satisfaction

Factor	Pearson Correlation
I am proud of the organization I work with	0.540
There are adequate opportunities for Career growth in my institute	0.494
I feel that my work is important	0.445
My organization respects the rights of the staff	0.390
I receive enough support for work life balance from my institute	0.372

The following other conclusions can be drawn from the above study:

- The rank of five Quality of Work Life factors in terms of the level of association and interaction with Job Satisfaction is as follows (Highest to Lowest association level)

Rank 1-I am proud of the organization I work with

Rank 2-There are adequate opportunities for Career growth in my institute

Rank 3-I feel that my work is important

Rank 4-My organization respects the rights of the staff

Rank 5-I receive enough support for work life balance from my institute

- Pride in the organization is the most important QWL factor affecting the Job satisfaction
- Receiving enough support for work life balance from the Institute is the least important factor
- Based on the findings from the Regression analysis and ANOVA for each of the factor it is observed that All the five factors of QWL have an association with Job Satisfaction.

- The factor –My work is important or meaningfulness of work is more important than the work life balance. Also employees places highest emphasis on Pride in the organization more than the opportunities for career growth in the institute which is quite a revelation.

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