



Quality of Working Life and Job Satisfaction of Government Hospital Nurses in Bangladesh

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ABSTRACT

The Study was designed with a view to investigating the overall quality of working life (QWL) and job satisfaction, and performance of the government hospital nurses in Bangladesh. A total number of 63 nurses were selected from three government hospital on a stratified random sampling basis. The results reveal that there was significant positive correlation between QWL and job satisfaction. A Significant positive correlation was also found between QWL and performance and, job satisfaction and performance. QWL had the highest contribution to performance perceptions of QWL and job satisfaction were significantly higher among the respondents in small organizations than in the large organization. Morning shift nurses perceived higher QWL and job satisfaction than the night shift nurses. Night shift nurses were suffering from more problems than the nurses of other shifts.

Keywords : congenial, generalization, job satisfaction, zero deferred management

INTRODUCTION

The concept of quality of working life (QWL) which refers relationship between the worker and work environment, gained importance since a programme was launched to improve QWL. General Motors at Terrytown, Newyork in the year 1973. Terrytown has shown that QWL is intimately connected with the concept of "industrial democracy" so far any attempt to raise industrial democracy for making workers happy with their work situation and for ensuring their "sense of participation". Workers perception of QWL has to be looked into job satisfaction is believed to be one important aspect of QWL and any programme to study QWL should also have a consideration for job satisfaction (Lawler, 1973; Khaleque and Rahman, 1987).

QWL is relatively a new concept. A good deal of empirical work on QWL has been conducted in India (Haque, 1992) Sayeed and inha (1981) found in their study that there was a significant positive correlation between QWL and job satisfaction. Rahman (1984) in his study of QWL found that education and income had significant

influence on the overall QWL. Lower educated and lower income subjects and significantly higher perception of QWL than the higher educated and higher income subjects. Haque (1992) found that QWL was positively correlated with job satisfaction. He also found that there was a significant positive correlation between QWL and performance. Perception of QWL was significantly higher among the employees of small organizations than the employees of large organizations . Hossain (1997) found a significant influence of age, experience and income on the overall QWL. A positive correlation was also found between QWL and performance.

Since job satisfaction serves as a part of QWL, any programme or studying QWL of workers should also have a consideration for their job satisfaction status. Findings of Vroom (1964) and Locke (1976) showed no strong relationship between job satisfaction and job performance. However, Khaleque (1979) found a significant positive correlation between job satisfaction and performance. Adaque, (1991) and Hossain (1995) also found significant positive correlation between job satisfaction and performance.

The major instruments used in the present study were Ben-

gali version of Sinha and Sayeed's inventory for measuring Quality of Working Life and the Brayfield-Rothe scale for measuring Job Satisfaction.

Sinha and Sayeed's Inventory for measuring QWL: The inventory by Sinha and Sayeed (1980) for measuring QWL consisted of 85 items of which 3 were negative. It was a 7-point scale. The numerals on the 7-point scale encircled by the respondents were added to give the total overall QWL score. The higher the total score, the higher the perception of QWL of the respondent. For the overall QWL inventory alpha coefficient and split-half reliability were found to be .97 and .93 respectively. The validity of inventory was determined on the basis of known group method and the investigators claimed that their QWL inventory had a good amount of discriminatory power as to discriminate between high and low QWL organizations,

The Brayfield - Rothe Scale: The Brayfield-Rothe scale (1951) is widely used for measuring overall job satisfaction. The scale had 18 items. Half of the items were positive and the other half were negative. Each item was presented in five point Likert format. The Possible scores ranged from 18 to 90 and 54 was the mid point. Any score on or above 54 indicated satisfaction and score below 54 indicated dissatisfaction. Brayfield and Rothe (1951) reported a split- half reliability coefficient of .87 between Brayfield-Rothe Scale and Hoppock Blank (Hoppock, 1935). Khaleque reported a correlation coefficient of .63 between Brayfield - Rothe Scale and J.D.I.

An open ended question was asked to mention two major problems as faced by the nurses of three shifts separately. Performance of each of the nurses was taken in terms of percentage from the immediate boss.

RESULTS

To analyse the data F-test, inter correlations, step wise regression and descriptive statistics were applied, and the results have been presented in Tables 1 to 5.

Table-1: Two way ANOVA for QWL According to size of organizations Time of Shifts (N=63)

Sources of variation	Sum of square	df	Mean square	F	P
Main effects					

Size of organizations	5013.46	1	2506.73	7.43	<.001
Time of shifts	3654.89	2	1827.44	5.42	<.01
Two-way interactions	432.83	3	108.21	0.32	N.S.
Residual (error)	18216.57	56	337.34	--	--
Total	27317.75	62	--	--	--

It is observed from Table 1 that though the two-way interaction was not significant, both the main effects (i.e. the size of organizations and time of shifts) were significant. The significant results suggest that the respondents perception of QWL differ according to size of organizations and time of shifts. Perception QWL scores of the nurses of small hospitals were significantly high than those of the nurses of large hospital and the perception QWL was significantly higher among the nurses of morning shift than the nurses of night shift.

Table-2: Two-way ANOVA for Job Satisfaction According to Size of Organizations and Time of Shifts

Sources of variation	Sum of square	df	Mean square	F	P
Main effects					
Types of organizations	621.80	1	310.91	8.51	<.001
Time of shifts	366.00	2	183.00	5.04	<.01
Two-way interactions	161.33	3	40.33	1.11	N.S.
Residual (error)	1959.71	56	36.66	--	--
Total	3108.86	62	--	--	--

It is observed from Table 2 that there was no joint effect (size on organizations and time of shifts) on job satisfaction but responded differed according, to size of organizations and time of shifts. The perception of job satisfaction was significantly higher among the nurses of small organizations than the nurses of large organization. Job satisfaction perception was significantly higher among the nurses of morning shift than the nurses of night shift.

Table-3: Inter-corrections Among Some Major Variables such as Age, Experience, Education, Income, QWL, Job Satisfaction and Performance

Variable	1	2	3	4	5	6	7
Age	X						
Experience	.67**	X					
Education	.03	-.05	X				
Income	.34**	.68**	.01	X			
Job satisfaction	-.16	-.21	-.10	.03	X		
QWL	-.12	-.16	-.11	.01	.93**	X	
Performance	-.12	-.14	-.09	.05	.94**	.97**	X

** = P<.01, N.S. Not significant

The results in Table 3 indicate that there were significant positive correlations between age and experience, age and income experience and income, QWL and job satisfaction, job satisfaction and performance and, QWL and performance.

Table-4: Summary of Step- wise Multiple Regression: Dependent Variable-^{*}formance

Variables in Equation	Multiple R	R Square	F	P	Beta
QWL	.9658	.93	845.94	.001	.97
Job Satisfaction	.9736	.94	545.60	.001	.34
Income	.9757	.95	389.63	.001	.06

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The results of step wise multiple regression are presented in Table 4. The results reveal that three of the variables were entered into the equation and the order of inclusion was as follows: QWL, job satisfaction and monthly income. As each of the additional variable was entered, the multiple R and R square increased. This indicates that QWL, job satisfaction and income were the best set of predictors of performance having a combined contribution of about 95 per cent. Allowing one of the independent variables to operate, while controlling the other variables in equation, revealed that it was QWL which had the highest contribution to performance followed by job satisfaction and income respectively.

DISCUSSION

Since job satisfaction serves as a part of QWL, hence the relation between QWL and job satisfaction was examined. The results of the present study reveal that there was a significant positive correlation between QWL and job satisfaction (see Table 3). Haque (1992) also found a significant positive correlation between QWL and job satisfaction which is in line with the present findings.

Job satisfaction-performance relationship was investigated by many researchers (Brayfield and Crockett, 1955; Vroom, 1964; Locke, 1976) with more or less similar findings—a positive trend of very weak relationship between the two. Although popular human relations view is that a satisfied worker is a productive worker. However, the findings of the present study are in line with the findings of Khaleque (1979) and Hossain (1995) that job satisfaction was significantly correlated with performance. The results also reveal that among the independent variables, QWL had the highest contribution to performance (see Table 4).

It was also observed that perception of QWL and job satisfaction differed according to size of organizations and time of shifts (see Tables 1 & 2). The perceptions of QWL and job satisfaction were significantly higher among the nurses of small organizations than the nurses of large organization. Schumacher (1973) expressed his view that "small is beautiful" and the observations of later researchers too confirmed that workers function better when they work in a small organization or in a small unit Khaleque, 1990; Haque, 1991). All these findings are in agreement with those of the present study.

CONCLUSION AND IMPLICATIONS

It may be concluded from the findings of the present study that there was a significant positive correlation between QWL and job satisfaction. Significant positive correlations were also found between QWL and job satisfaction with performance. QWL had the highest contribution to performance. These findings point out to the need for taking steps to improve the quality of work life of the hospitals in order to bring about significant improvements in the satisfaction and performance of their employees.

QWL and job satisfaction scores were significantly higher among the nurses of morning shift than the nurses of any other shift. Afternoon and night shift nurses were facing more security problem than the nurses of morning shifts. Thus, it is suggested to keep the hospitals lighted to certain extent and allow the nurses to work in small groups. This would provide the nurses not only a feeling of security but also provide them an opportunity to interact with each other which in turn would lead to improved and congenial working relationship in the hospitals.