



ORIGINAL RESEARCH PAPER

Management

QUALITY OF WORK LIFE – A STIMULATOR FOR EMPLOYEE JOB SATISFACTION AND JOB INVOLVEMENT

KEY WORDS: Quality of Work Life, Job Satisfaction, Job Involvement.

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ABSTRACT	QWL is a widely discussed research topic in the present scenario because the dynamics of organizational environment has undergone a sea change. Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. Quality of Work Life is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. It is said that "If Organizations take care of their employees well; in turn the employees will take care of the organization". In the present study, an attempt is made by the researcher to study the impact of Quality of Work Life on employee Job Satisfaction and Job Involvement. To accomplish the objectives of the study, the researcher has prepared a structured questionnaire which was distributed among the employees and collected back for analysis. Correlation and Regression analysis are employed as statistical tools. Results reveal that Quality of Work Life has a positive correlation and impact on employee Job Satisfaction and Job Involvement.
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Introduction

QWL is a widely discussed and researched topic in the present scenario because the dynamics of organizational environment has undergone a sea change. Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. Quality of Work Life includes factors such as income, health, social relationships, and other factors such as happiness and fulfillment. QWL involves four major aspects: safe work environment, Occupational Health care, Suitable working time and appropriate salary. Quality of Work Life refers to the level of satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. Quality of Work Life is the degree to which individuals are able to satisfy their important personal needs while employed by the firm.

Today, organizations can survive on two things: Invention and Innovation. These things are possible only by the intellectual capital of the employees which can be converted into either product or services which in turn leads to profitability of the organization. It is said that "If Organizations take care of their employees well; in turn the employees will take care of the organization". Also, Today's organization have changed their philosophy to "Employees first, Customers next". This is because if we keep our internal customer happy, external customers and all the stake holders will be happy.

Quality of Work Life of employees depends on various factors such as Organizational Commitment, employee productivity, job satisfaction, job involvement, organizational culture, and organizational climate and so on. The present study focuses on assessing the impact of Quality of Work Life on Job Satisfaction and Job Involvement.

Job satisfaction or employee satisfaction has been defined in many different ways. For some, job satisfaction refers to their affinity towards the job (affective job satisfaction) and for some it is the psychological response towards the content of the job (cognitive job satisfaction). Job satisfaction is influenced by various factors. Some of them include Organizational factors and Individual factors. Organizational factors influencing job satisfaction consists of communication, Superior – subordinate relation, employee recognition corporate culture and so on. Individual factors influencing job satisfaction consists of Emotions, mood, psychological affinity and so on.

Job Involvement refers to the degree to which an employee is engaged in and enthusiastic about performing their work. It is the psychological and emotional extent to which someone

participates in his/her work, profession, and company. Individuals who enjoy and are engaged in their work are high on job involvement and vice-versa. It is imperative that job involvement depends on motivation and hence many organizations strive at providing external motivation to enhance the employees' involvement in their job.

Hence, QWL plays a pivotal role in the success of the organizations. So, the organizations must make all attempts in enhancing QWL aspects of employees which has a bearing impact on employee job satisfaction and their psychological involvement in their job.

Statement of the problem

There are many reviews which reveal the relationship between quality of work life and job satisfaction of employees. An attempt is made by the researcher to study the impact of quality of work life on job satisfaction. Further an attempt is also made to assess how quality of work life has its impact on job involvement of employees.

Objectives

1. To study the impact of quality of work life on job satisfaction of employees.
2. To study the impact of quality of work life on job involvement of employees.

Scope of the study

The present study focuses on Quality of Work Life, Job Satisfaction and Job Involvement of employees working at Rane Madras limited, Mysuru. Further, the target respondents considered for the study belong to middle and supervisory level of the hierarchy.

Methodology

To accomplish the purpose of the study, the researcher has collected the requisite data from the employees working at Rane Madras, Mysuru. The requisite data is collected through a structured questionnaire prepared in joint consultation with subject matter experts. The questionnaire was then distributed to the employees and was collected back for analysis purpose.

Research design

To carry out the study, the researcher has made use of descriptive research design which is based on fact finding investigation and analysis.

Data collection

The present study was carried out by collecting information from both primary and secondary sources.

Primary source of information is collected through a structured questionnaire prepared in consultation with subject matter experts, collected back and then subjected to statistical analysis.

Secondary source of data is collected through various journals, magazines and research articles, which are used to compile the information and identify the research gap.

Questionnaire

The structured questionnaire prepared comprises of 20 questions with three parameters namely quality of work life, Job satisfaction and Job involvement. Out of 20 questions, 9 questions are constructed for quality of work life, 6 questions for job satisfaction and remaining 5 questions for job involvement. Likert's five point rating scales ranging from strongly disagree to strongly agree is used to record the responses of the respondents.

The latent variables for quality of work life include working environment, family and work.

The latent variables for job involvement include recreation, emotional job involvement towards the job.

Satisfaction with the superiors and career growth are the latent variables considered for job satisfaction.

Sample size

The study was carried out with the aid of 70 respondents belonging to middle and supervisory level working at RANE MADRAS Ltd, Mysuru.

Statistical tools used

To accomplish the objectives of the study, the researcher has employed descriptive statistics and correlation as statistical tools.

Procedure

The research gap and the objectives for the study were formulated based on the review of literature, following which the latent variable were selected. The questionnaire for the study was prepared in consultation with Industrial experts and subject matter experts.

The respondents for the study were identified and selected and prepared questionnaires were then circulated to the employees working at RANE MADRAS Ltd, Mysuru and were collected back. The collected responses were then recorded, tabulated and then subjected to statistical analysis.

Hypothesis

- H1: There exists no correlation between Quality of work life and Job satisfaction.
- H2: There exists no correlation between Quality of work life and Job Involvement.

Data analysis and Interpretation

To test H1 correlation analysis and regression analysis were used and the computations made were tabulated.

Correlations			
		TQWL	TJS
Total Quality of Work Life (TQWL)	Pearson Correlation	1	.392**
	Sig. (2-tailed)		.001
	N	70	70
Total Job Satisfaction (TJS)	Pearson Correlation	.392**	1
	Sig. (2-tailed)	.001	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between Quality of work life and Job satisfaction was positive with r=0.392, and since p = 0.001 < 0.05 the test was significant at 5% levels i.e., there exists significant positive correlation between quality of work life and job satisfaction at 5% levels. Further, to study the impact of quality of Work Life on Job

Satisfaction regression analysis were carried out and the computation made were tabulated.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.392 ^a	.153	.141	2.5998

Anova ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	83.268	1	83.268	12.320	.001 ^b
	Residual	459.604	68	6.759		
	Total	542.871	69			

- a. Dependent Variable: TJS
- b. Predictors: (Constant), TQWL

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	9.416	2.760		3.411	.001
	TQWL	.329	.094	.392	3.510	.001

Dependent Variable: TJS

The estimated regression equation of job satisfaction on quality of work life was

JS = 9.416 + 0.329 *QWL

To test H2 correlation analysis and regression analysis were used and the computations made were tabulated.

Correlations			
		TQWL	TJI
Total Quality of Work Life (TQWL)	Pearson Correlation	1	.438**
	Sig. (2-tailed)		.000
	N	70	70
Total Job Involvement (TJI)	Pearson Correlation	.438**	1
	Sig. (2-tailed)	.000	
	N	70	70

** . Correlation is significant at the 0.01 level (2-tailed).

The correlation between Quality of work life and job involvement was positive with r=0.438, and since P = 0.00 < 0.05 the test was significant at 5% levels i.e. there exist significant positive correlation between quality of work life and job involvement at 5% levels. Further, regression analysis was carried out and the computation made was tabulated.

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.438 ^a	.192	.180	2.0756

Anova ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	69.735	1	69.735	16.186	.000 ^b
	Residual	292.965	68	4.308		
	Total	362.700	69			

- a. Dependent Variable: TJI
- b. Predictors: (Constant), TQWL

Table 8				
Coefficients ^a				
Model	Unstandardized Coefficients		Standardized t	Sig.
	B	Std. Error	Beta	
1 (Constant)	7.890	2.204		3.580 .001
TQWL	.301	.075	.438	4.023 .000

Dependent Variable: TJI

The estimated regression equation of job involvement on quality of work life was

$$JS = 7.890 + 0.301 * JI$$

Conclusion

As evidenced by the data presented, it is observed that quality of work life holds a positive correlation and positive impact on job satisfaction and job involvement. This means there is a direct proportionality between quality of work life and job satisfaction and quality of work life and job involvement. In other words, it can be concluded that as the degree of quality of work life changes, job satisfaction and job involvement changes accordingly.

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