

Impact of Quality of Work Life on Employee Job Satisfaction: A Case Study on Abdul Monem Limited

Farzana Tazin

Lecturer, Department of Business Administration in Management Studies

Bangladesh University of Professionals, Dhaka, Bangladesh.

E-mail: farzana.tazin@bup.edu.bd

Abstract

The research aims to analyze the impact of quality of work life on employee job satisfaction. A structured questionnaire was administered to collect data from the managerial and non-managerial employees of Abdul Monem Limited (AML). Five hypotheses are developed and tested and to measure the authenticity and internal consistency of the collected data, Cronbach's alpha is performed. Correlation analysis is used to measure the association of the variables whereas regression is performed to determine the impact of quality of work life on employee job satisfaction. The outcome of the study revealed that job design and work environment, wages and rewards and leadership and employee empowerment have positive impact on the employee job satisfaction. AML should emphasis on taking appropriate initiatives to enhance the quality of work life of employee by providing job security and learning and development opportunities.

Keywords: Quality of work life, job design and work environment, wages and rewards, learning and development, leadership and employee empowerment, job security and job satisfaction.

1. Introduction

Quality of Work Life (QWL) refers to the relationship between the employee and the work environment which leads to the higher job satisfaction. There are various characteristics of the work environment that can help an organization's human resources which is ultimately the result of QWL. The approach to quality of life and work will base the employee on their essence, they will see themselves as one of the most important elements of an organization and focus on the satisfaction of their psychological, physiological, economic and social needs (Aker , 2018). There are eight dimensions of quality of work life those are adequate compensation and rewards, safety in working environment, constitutionalism, job security, social dignity, standard of living, self-development and career growth (Kapadia and Shrimali ,2016). Managers who ensure quality of work life at home and at workplace for the employees so that they can obtain rewards in loyalty, productivity and retention (Dargahi and Yazdi ,2007). Quality of work life is linked with the occupational outcomes like productivity level, employee workload, organizational performance, more presence in office according to in general management discipline. (Danna and Griffin, 1999). Quality of work life is referred as a variable through which the employees can experience better work-life balance. (Igbaria, Parasuraman, and Badawy, 1994). There is a positive correlation seen in the dimensions of QWL and job satisfaction in a recent study. Depending on the negative or positive perception of the QWL dimensions by the employees, QWL contributes significantly to increasing job satisfaction or dissatisfaction. With the opportunity of growth and development, good pay scale as well as a quality work environment, the job satisfaction is tended to grow higher and increase loyalty towards the organization. The study aims to determine the degree of job satisfaction of employees of Abdul Monem Limited, which is influenced by the quality of the organization's working life. For this study the essential factors that were took under consideration are workplace environment, positive reinforcement, work pattern, work hour, salary and promotion, work condition, job security, personal growth, the relationship between employees and management, etc. which help to establish the level of employee job satisfaction.

2. Objectives

The major objective of this study is to find out the impact of quality of work life on job satisfaction of employees of Abdul Monem Limited. The study has been undertaken with some specific objectives. Those are given below.

- ✓ To determine the impact of job design and work environment on job satisfaction
- ✓ To analyze the influence of job security on job satisfaction
- ✓ To find the effect of wages and rewards on job satisfaction
- ✓ To analyze the role of learning and development on job satisfaction
- ✓ To determine the influence of leadership and employee empowerment on job satisfaction

3. Literature Review

3.1 Quality of Work life

Quality of work life refers to a favorable work environment which involves job security, career opportunities, promotions etc. QWL is one of the most interesting methods of creating motivation and is a major way of having job satisfaction (Hosseini and Jorjatki ,2010). QWL is a multi-dimensional construct which includes a number of interrelated factors such as job safety and satisfaction, job involvement, motivation, productivity enhancement, health safety and well-being (Rethinam ,2008). There is a positive relationship among quality of work life, job satisfaction, motivation and productivity (Kasraie at el ,2014). Quality of work life is globally drawing more attention (Ahmad ,2013). Nowadays, employees spend approximately extra than one-third in their overall lives at their workplaces. Hence, the significance of best of labor lifestyles is unquestionable. The affecting elements on QWL include: job meaningfulness, work social and organizational equilibrium, work undertaking and richness (Walton ,1980). QWL contains eleven dimensions and those are pay, occupational stress, organizational fitness programs, opportunity work schedule, take part in the control and manage of work, recognition, advanced subordinate

relations, complaint procedure, adequacy of resources, seniority and benefit in promotion and improvement and employment on an everlasting basis (Klatt, Murdick and Schuster,1985).

3.2 Employee Job Satisfaction

Job satisfaction starts not only from the designation secured in the work place but also from the social environment and the relationship among peers, managers, team members, managerial pattern and culture. All of these components hold different impact on employee job satisfaction level (Rashidi, Kozechian, and Heidary, 2012). Employees will become faithful to the organization and be willing to spend enough time and effort on their work when they will realize that their organization is providing them job satisfaction. (El Badawy et al., (2018). Job satisfaction is a favorable or positive mental state resulting from the evaluation of one's job experiences (Locke,1976). Employee needs and wants are satisfied when they receive the rewards from the organization, including salary, promotion, recognition, development, meaningful work and positive career growth which meet or exceed their expectation (Hackman and Oldham, 1980).

3.3 Quality of Work Life and Employee Job Satisfaction

Quality of work life pursuits to enhance employee job satisfaction and make sure consistency through developing an advantageous mind-set closer to the organization, making sure a task surroundings that's favorable for employees and the organization, increment of employee productivity, enhancement of organizational effectiveness, growth the energy of administrative experience, and discount of task pressure through introducing teamwork and communication (Karaaslan and Aslan, 2019). The quality of work life is impacted by a sequence of results for employees like job satisfaction, profession increase opportunities, psychological satisfaction, process protection and security, low unintended rates, and relationship among employers and employees job satisfaction (Akar, 2018). The depression, boredom, anger, miscommunication and unhealthy workplace common to employee dissatisfaction with their work life can cost both individual and organization and thus, QWL effects the employee job satisfaction (Ruzevicius, 2007). Higher quality of work life is very important for organizations to acquire high performance outcome, positive growth in profitability, high productivity and to grip and keep employees. Job

dissatisfaction with QWL is a problem, which affects almost all employees regardless of rank, salary, position or status (Elizur and Shye, 2011). Quality of work life provides efficient and profitable organization by ensuring safer, healthier, satisfied and productive employees (Sadique ,2003).

4. Hypotheses

To acquire the objective of this study, the following hypotheses are anticipated and tested.

H1: Job design and work environment have positive influence on job satisfaction

H2: Job security has positive influence on job satisfaction

H3: Wages and rewards have positive influence on job satisfaction

H4: Learning and development have positive influence on job satisfaction

H5: Leadership and employee empowerment have positive influence on job satisfaction

5. Research Design

The study is quantitative research since two constructs have been used to measure their causal relationship. Convenient sampling technique is used to collect data from management and non-management employees of Abdul Monem Ltd. The total sample size is 100. Data has been collected from the respondents through a structured questionnaire that contains two sections. The first part requires respondent demography while the second part contains twenty-two (22) items structured around the hypothesized statements that was based on five-point Likert scale as (1= Highly Dissatisfied, 2= Dissatisfied, 3= Neutral ,4= Satisfied, and 5= Highly Satisfied) respectively in which respondents were expected to either agree or disagree. For 5 variables of quality of work life 19 items are used and 3 items are used to measure job satisfaction. Cronbach's alpha is used to measure the reliability of the data. Pearson's correlation is used to analyze the association of the variables whereas regression analysis is used to measure the impact of quality of work life on

employee job satisfaction level. Data are analyzed using IBM Statistical Package for Social Sciences (SPSS) Version 23 program and presented using tables and pie charts to give a clear understanding of the research findings.

6. Data Analysis and Discussion

6.1 Employees Demographic Analysis

Table 01: Demographic Analysis

Demographic Items	Frequency	Percentage
<i>Respondent's Gender</i>		
Male	60	60
Female	40	40
<i>Respondents' Age</i>		
18 - 25 years	10	10
26-35 years	40	40
36- Above	50	50
<i>Respondent's Marital Status</i>		
Married	80	80
Unmarried	20	20
<i>Working Experience</i>		
1-3 years	20	20
4-6 years	30	30
More than 6 years	50	50

6.2 Reliability Test

Cronbach's alpha is one of the most common measures of internal consistency (reliability). It is most commonly used when a questionnaire contains multiple Likert questions that form a scale and to determine if the scale is authentic. The questionnaire includes dependent variables and

independent variable covering 22 items. Job design and work environment have six items and the alpha value is 0.105. Cronbach's alpha value for other variables has been presented in table 02.

Table 02: Reliability Statistics

Variables	No. of items	Cronbach's Alpha
Job Design and Work Environment	6	0.609
Job Security	2	0.770
Wages and Rewards	4	0.709
Learning and Development	4	0.797
Leadership and Employee Empowerment	3	0.671
Job Satisfaction	3	0.862

6.3 Correlation Analysis

A correlation analysis is performed to find out whether there is a significant relationship among variables. The correlation coefficient lies within +1 to -1. Table shows the results of the correlation analysis.

Table 03: Correlation Matrix

Pearson Correlation	Job Satisfac tion	Job Design and Work Environ ment	Job Security	Wages and Rewards	Learning And Development	Leadership and Employee Empowerment
Job Satisfaction	1.000					
Job Design and Work Environment	0.620	1.000				
Job Security	0.611	0.693	1.000			
Wages and Rewards	0.668	0.496	0.555	1.000		
Learning and Development	0.732	0.591	0.868	0.698	1.000	
Leadership and Employee Empowerment	0.557	0.791	0.720	0.772	0.689	1.000

Table 03 shows that there is a positive correlation between the level of job satisfaction and job design and work environment and the value is 0.620. It means that the more the job design and work environment facilities will increase the more the job satisfaction will increase. Job security has a positive value of 0.611 which implies that job security has positive correlation between employee job satisfaction. Wages and rewards have a positive value of 0.668 which implies that

wages and rewards have positive correlation between employee job satisfaction. Learning and development have a positive value of 0.732 which implies that learning and development have positive correlation between employee job satisfaction. Leadership and employee empowerment have a positive value of 0.557 which implies that leadership and employment have positive correlation between employee job satisfaction.

From this table, independent variables are job design and work environment, job security, wages and rewards, leadership and employee empowerment. These variables have a moderate positive correlation with job satisfaction because all the values are higher than 0.50 but the value of learning and development is 0.732 which is close to 0.80 that means the learning and development have a high positive relationship with job satisfaction.

6.4 Regression Analysis

In addition to correlation analysis, regression analysis is conducted to determine the impact on employee job satisfaction by the quality of work life of the organization.

Table 04: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.842	0.710	0.649	0.294

Predictors: (Constant) Leadership and Employee Empowerment, Learning and Development, Job design and Work Environment, Wages and Rewards, Job Security. Dependent Variable: Job Satisfaction

In the model summary, $r = 0.842$ which tells the overall relationship of dependent variable with independent variables while r square represents coefficient of determination square whose value is 0.710. R square interprets that how much variation will be happening in satisfaction by changing

the independent variables. The value of adjusted R square is 0.649 that indicates independent variables can predict 64.9% of variance in the dependent variable, which is very significant.

Table 05: Regression Coefficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	P value
	B	Std. Error	Beta		
(Constant)	-1.872	1.117		-1.676	0.107
Job Design and Work Environment	0.556	0.396	0.626	3.172	0.004
Job Security	-0.097	0.198	-0.130	-0.489	0.629
Wages and Rewards	0.775	0.299	0.552	2.596	0.016
Learning and Development	-0.563	0.287	0.525	-1.960	0.062
Leadership and Employee Empowerment	0.996	0.423	0.632	2.358	0.027

Table 05 shows the regression coefficient between the dependent variable is job satisfaction and independent variables are job design and work environment, job security, wages and rewards, learning and development, leadership and employee empowerment. The first column shows the constant and other five variables.

In the above table, job design and work environment have six variables and those are healthy and safe working condition, job responsibilities, challenging tasks, autonomy and materials and equipment. Average β value is 1.256, which is positive that implies job design and work environment have positive influence on employee job satisfaction. P value of job design and work environment is 0.004, which is less than 0.05 and t value of job design and work environment is 3.17 which is higher than 1.96 that means factors have positive influence on employee job satisfaction. So, first hypothesis is accepted.

Job security has two variables and those are stability of employment and employment policy and practices. Average β value is -0.097, which is negative that implies job security has negative influence on employee job satisfaction. P value of job security is 0.629, which is more than 0.05 and t value of job security is -0.489 which is lower than 1.96 that means it has negative influence on employee job satisfaction. Therefore, second hypothesis is rejected.

Wages and rewards have four variables and those are fair compensation, benefits, rewarded for dedication of work, chances for promotion. Average β value is 0.775, which is positive that implies wages and rewards have positive influence on employee job satisfaction. P value of wages and rewards is 0.016, which is less than 0.05 and t value of wages and rewards is 2.596 which is higher than 1.96 that means factors have positive influence on employee job satisfaction. So, hypothesis 03 is accepted.

Learning and development have four variables including opportunity to learn new skills, training, encouraged to participate in external training, supervisor gives sufficient constructive feedback and take corrective action. Average β value is -0.563, which is negative that implies learning and development have a negative influence on employee job satisfaction. P value of learning and development is 0.062 and which is more than 0.05 and t value of learning and development is -

1.96 which is lower than 1.96 that means factors have negative influence on employee job satisfaction. So, hypothesis 04 is rejected.

Leadership and employee empowerment have three variables and those are participated in making decisions, superior-subordinate relationship, work in a collaborative and supportive manner. Average β value is 0.996, which is positive that implies that leadership and employee empowerment have a positive influence on employee job satisfaction. P value of leadership and employee empowerment is 0.027, which is less than 0.05 and t value of learning and development is 2.358 which is higher than 1.96 that means factors have positive influence on employee job satisfaction. Therefore, hypothesis 05 is accepted.

7. Conclusions

In today's world, employees are considered the most important asset of the organization. The appropriate quality of work now no longer best draws younger and new talent, but additionally keeps existing skilled talent. The current study reveals that five key elements of quality of work life (job design and work environment, job security, wages and rewards, learning and development, leadership and employee empowerment) influence employee job satisfaction. Both the quality of working life and job satisfaction are very important for all types of employees to achieve high productivity. As such, management should take the necessary steps to improve Abdul Monem Ltd.'s job security and learning and development program in order to improve employee job satisfaction. In order to create a good QWL, the management must consider the desires and complaints of the employees and improve the working conditions. The study suggested that management should conduct frequent surveys to assess and analyze employee perceptions of QWL.

The study is not beyond limitations and the first limitation of the study is the limited sample size and the study covers only one organization. The second limitation of the study includes only five variables measuring the quality of working life and a few items measuring employees job satisfaction. Future research can be done for companies those focus on a specific industry. In addition, further research can be conducted covering more variables for both quality of working life and job satisfaction.

8. Recommendations

On the basis of the findings of the study, the following recommendations can help the employers of AML to understand how to improve the quality of work that influence employee job satisfaction.

- ✓ AML should focus on taking appropriate initiatives to enhance the quality of work life level of employees by providing job security. Stability of employment and employment policies and practices are important factors of job security. If AML ensures the stability of employment and properly maintain the employment policies and practices that will ensure the employee job satisfaction.
- ✓ AML should focus on learning and development to elevate the quality of work life level of employees. Opportunity to learn new skills, training, encouraging participation in the external training, constructive feedback from the supervisor and corrective action are the factors of learning and development.
- ✓ Training is an important factor of quality of work life. If AML provides appropriate training facilities for their employees that will help to improve the quality of work and also improve the quality of work life.
- ✓ Management should conduct frequent surveys to assess and analyze employee perceptions of QWL needs and improving job satisfaction.

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