

A study on impact of job satisfaction on quality of worklife: with special reference to it professionals in bangalore city

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ABSTRACT: *Quality of working life has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye, (1990) concluded that quality of work performance is affected by quality of life as well as quality of working life. However, the specific attention to work-related aspects of quality of life is valid. Whilst quality of life has been more widely studied, quality of working life remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its core constituents. Various authors and researchers have proposed models of quality of working life which include a wide range of factors. This paper concentrates on the role of job satisfaction in quality of work life.*

Keywords: *Job Satisfaction and Quality of Work Life*

INTRODUCTION

Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day.

One of the biggest preludes to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on workers' productivity. These studies ultimately showed that novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect). It was later found that this increase resulted, not from the new conditions, but from the knowledge of being observed. This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their Quality of Working Life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions. Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified: Skill variety, Task Identity, Task significance, Autonomy and Feedback.

They suggested that such needs have to be addressed if employees are to experience high quality of working life. In contrast to that, Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including:

Individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self development, a meaningful future at work, social relevance of the work or product, Effect on extra work activities. In summary, where it has been considered, authors differ in their views on the core constituents of Quality of Working Life, it is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999). More recently, work-related stress and the relationship between work and non-work life domains (Loscocco & Roschelle, 1991) have also been identified as factors that should conceptually be included in Quality of Working Life. Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life. The emphasis on

assessment and monitoring wellbeing springs from the fact that these processes are the key first step in identifying areas for improving quality of working life and addressing risks at work confined to the organizational context.

1. INDUSTRY PROFILE

Information Technology (IT) industry in India is one of the fastest growing industries. Indian IT industry has built up valuable brand equity for itself in the global markets. IT industry in India comprises of software industry and information technology enabled services (ITES), which also includes business process outsourcing (BPO) industry. India is considered as a pioneer in software development and a favorite destination for IT-enabled services.

Today, Indian IT companies such as Tata Consultancy Services (TCS), Wipro, Infosys, and HCL are renowned in the global market for their IT prowess. Some of the major factors which played a key role in India's emergence as key global IT player are: Indian Education System; High Quality Human Resource; Competitive Costs Infrastructure Scenario

In the last few years Indian IT industry has seen tremendous growth. Destinations such as Bangalore, Hyderabad and Gurgaon have evolved into global IT hubs. Several IT parks have come up at Bangalore, Hyderabad, Chennai, Pune, Gurgaon etc. The growth in the service sector in India has been led by the IT-ITES sector, contributing substantially to increase in GDP, employment, and exports. The sector has increased its contribution to India's GDP from 6.1% in 2009-10 to 6.4% in 2010-11. According to NASSCOM, the IT-BPO sector in India aggregated revenues of US\$88.1 billion in FY2011. The top seven cities that account for about 90% of this sectors exports are Bangalore, Chennai, Hyderabad, Mumbai, Pune, Delhi, Kolkata, Coimbatore and Kochi dominate the IT-ITES industry, and constitute about 77% of the total industry revenue. Though the IT-ITES sector is export driven, the domestic market is also significant with a robust revenue growth. There are thousands of employees working for this sector, for which a better quality of work life is very important to sustain them in the job.

2. LITERATURE REVIEW

Davis, Levine and Taylor (1984), said that quality of work life is defined by those aspects of work that the organization's members see as desirable and as enhancing the quality of life at work. This could mean that for no two organizations the definition of quality of work life could be exactly the same. There could be no well- developed or well-accepted definition of the quality of work life, because the concept takes on different meanings for different sectors of the working population. In other words, even in the same organization the perception of what quality of work life is, can differ from group to group. Therefore, it is suggested by these authors that organizational members should participate in defining quality of work life in their own language and meaning.

War(1987) depicts quality of work life as absence of stressors in the work environment, although he gives credit to the role that motivational needs and the importance of growth needs as factors to be present in the work environment play to provide satisfaction. More recently, Hart(1994) investigated the positive and negative work experiences reported by teachers and how these contribute to their quality of work life. The theoretical model developed by Hart contends that it is psychologically meaningful to distinguish between positive and negative work experiences and that these operate along separate paths to determine quality of work life, positive experiences through morale and negative experiences through psychological distress.

In their paper on a new measure of quality of work life, Sirgy et al.(2001), defines quality of work life as -employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the work place. They therefore, consider need satisfaction that result from workplace experiences, as an important contributing factor to not only job satisfaction, but also satisfaction with other life domains.

2.1 Given the large number of factors that influences the quality of work life, some of the aspects which are taken for this study are as follows:

- a) **Pay Scale:** It is concerned with how well the payment and benefits cover the expenses and needs and how sufficient it is in relation to the skill set of the individual.
- b) **Physical work conditions:** This includes the ambience, comfortable working conditions and convenience of transportation.
- c) **Job security:** It is concerned with the certainty of career in the organization and certainty of career in future.
- d) **Job Pressure:** The two parameters which comes under the pressure is the amount of work for the time and assistance available, and the amount of hard physical labor required by the job.
- e) **Health and safety:** It deals with protection against injuries, exposure to pollution, exposure to dangers and risk of catching diseases.
- f) **Fellow workers:** This says about the friendliness, respect and support obtained from the colleagues.

- g) **Immediate superior:** It is concerned with politeness and respect from the superiors, feedback about performance, guidance and encouragement offered by their superiors at work.
- h) **Responsibility:** It is concerned with the degree of being responsible for the consequences of executing the job.
- i) **Job/role clarity:** The objectives and responsibilities of the job should be precisely defined and described and the amount of information regarding work is also an important dimension.
- j) **Growth and Development:** It is concerned with the opportunities to develop special skills and abilities, to learn new things and to develop as an individual and similarly, the entire system as well.
- k) **Meaningfulness:** It says about the feeling of accomplishment of something of personal value and the feeling of making a worthwhile contribution to the society.

3. STATEMENT OF THE PROBLEM:

Studying satisfaction with QWL encompasses benefit to the organization and its workforce. It is the concern of the management to establish and meet certain expectations, whether these be making profit or delivering a service efficiently and cost effectively.

It is being recognized that reaching organizational goals is not the only responsibility of the management; they also bear the responsibility of the well being of their employees, so that they have committed, involved, responsible and motivated subordinates. Studies find consistent positive relationship between satisfaction and performance, productivity, dedication, involvement and similarly, job dissatisfaction connected with health problems and life in general. Hence an attempt is made to provide an overview of research that demonstrates importance of satisfaction in relation to Quality of Work Life.

3.1 Objective of the study

- To study the relationship between demographic factors on employee satisfaction.
- To study and analyze the impact of various factors that influences the level of satisfaction of the individual at work.
- To know the overall quality of work life in the organization and its impact on work culture of the employees.
- To measure the level of satisfaction of employees towards the quality of work life.

3.2 Hypothesis

- **H₀:** The gender of the employee does not have any effect on the satisfaction of the employees towards quality of work life.
- **H₁:** The genders of the employee do have an effect on the satisfaction of the employees towards quality of work life.
- **H₀:** The age of the employee does not have any effect on the satisfaction of the employees towards quality of work life.
- **H₂:** The age of the employee do have an effect on the satisfaction of the employees towards quality of work life.

3.3 Limitations of the study

- The study was confined to limited number of respondents, taken the wide scope of the industry.
- The response of the respondents is instantaneous and may not disclose the facts as it exists.
- The time is also the major constraining factors for the conduction of 100% survey and for the comparative study with another industry.
- The study was restricted to Bangalore city only.

3.4 Methodology

3.4.1 Sampling method and sample size:

For a research study to be perfect the sample size selected should be optimal i.e. it should neither be excessively large nor too small. Here the sample size was bounded to 100. Simple random sampling method is employed for the process of sampling.

3.4.2 Tools used for analysis:

- **Percentage analysis:** One of the simplest methods of analysis is the percentage method. It is one of the traditional statistical tools. Through the use of percentage, the data are reduced in the standard form with the base equal to 100, which facilitates comparison. The formula used to compute Percentage analysis is,

$$\text{Percentage of the Respondents} = \frac{\text{No. of Respondents}}{\text{Total No. of Respondents}} \times 100$$

- Factor ranking method.
- Chi square test

The weighted average method can be calculated by the following formula. This tool is used to find the rank given by the respondents to the parameters which affects the level of satisfaction. It can be calculated as

Here

$$XW = \frac{\sum WX}{\sum X}$$

XW represents the weighted average
X represents the value of variable
W represents the weight given to the variable.

Table 1: computation of chi-square

OBSERVED	EXPECTED	(F0-Fe) ²	(F0-Fe) ² /Fe
6	7.42	2.0164	0.272
9	10.07	1.1449	0.114
15	14.31	0.4761	0.033
10	10.07	0.0049	0.000
13	11.13	3.4969	0.314
8	6.58	2.0164	0.306
10	8.93	1.1449	0.128
12	12.69	0.4761	0.038
9	8.93	0.0049	0.001
8	9.87	3.4969	0.354
		Chi-square	1.560

The tabulated value of chi-square at D.F. =4 and at 5% level of significance is 9.49. Since the calculated value is less than table value, the null hypothesis is rejected.

Table 2: Computation Chi-Square

OBSERVED	EXPECTED	(F0-Fe) ²	(F0-Fe) ² /Fe
3	1.68	1.7424	1.037
4	3	1	0.333
3	3.36	0.1296	0.039
2	2.64	0.4096	0.155
0	1.32	1.7424	1.320
7	9.52	6.3504	0.667
14	17	9	0.529
19	19.04	0.0016	0.000
17	14.96	4.1616	0.278
11	7.48	12.3904	1.656
4	2.8	1.44	0.514
7	5	4	0.800
6	5.6	0.16	0.029
3	4.4	1.96	0.445
0	2.2	4.84	2.200
0	0	0	0.000
0	0	0	0.000
0	0	0	0.000
0	0	0	0.000
0	0	0	0.000
		Chi-square	10.004

The tabulated value of chi-square at D.F.=12 and at 5% level of significance is 21.03. Since the calculated value is less than table value, the null hypothesis is rejected.

Table: 3 showing the mean rankings of the factors influencing the satisfaction of employees towards quality of work life:

Particulars	Mean Rating (out of 5)	Position
Pay Scale	2.65	2
Physical Comfort	2.70	3
Transportation	2.75	5
Promotion	3.30	13
Job security	3.00	7
Job Pressure	4.10	14
Health & safety	2.30	1
Fellow workers	2.85	6
Patience & friendliness	3.29	12
Feedback and support	3.20	10
Nature of the job	3.16	8
Job role clarity	3.17	9
Growth and Development	3.00	7
Meaningfulness	3.25	11
Challenge & Creativity	2.74	4

Interpretation:

The following inferences can be drawn from table:-

- a) The factors which causing higher level of satisfaction among all the factors considered are:
 - 1) Health and safety
 - 2) Pay scale
 - 3) Physical working conditions
 - 4) Challenge & Creativity
 - 5) Transportation facility

The factors which causing lower level of satisfaction among all the factors considered are:

- 1) Job pressure
- 2) Opportunity for promotion
- 3) Patience and politeness of superiors
- 4) Meaningfulness of the job
- 5) Feedback and support of the superiors

4. SUMMARY OF FINDINGS

The results drawn out of the study are as follows:

- i. The pay scales offered by the IT and ITES organizations which are very lucrative and it has been a dream come true for many of the professionals to be employed by those companies.
- ii. The physical working conditions are comfortable in terms of sparing the physical effort, as the job deals with the intellectual ability of the individual.
- iii. The transportation facility provided for the employees, is a shared one which is arranged on the basis of the number of employees belonging to different parts of the city.
- iv. The chances of promotion are not up to the expectations of the employees.
- v. Most of the employees are not very sure whether their job is a secured and reliable, taken the dynamics of the IT industry.
- vi. In case of the pressure associated with the job, it is found that most of the employees feel stressed out due to the time limitation for submitting their reports.
- vii. The healthy and safety working environment in the IT industry has gained the pleasure of the employees where the risk of getting injured is minimum.

- viii. The immediate superiors are courteous enough to interact with them, but when it comes to extending support and giving feedback to the employees, the response is unsatisfactory.
- ix. The employee share only a professional relationship with the colleagues and are willing to remain neutral than to go in detail with their personal matters.
- x. Most of the employees feel that the job is not very interesting and it is monotonous.
- xi. The study reveals that employees are not clearly informed about the responsibilities of the job.
- xii. The opportunities of improvement of the individual skills are provided by the employers to whomever it is necessary.
- xiii. They found it challenging to perform the job as the skill set required to execute the tasks keeps changing from time to time.

5. CONCLUSION

One common research finding is that job satisfaction is correlated with Quality of work life. This correlation is reciprocal, meaning people who are satisfied with work life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with work life. An important finding for organizations to note is that job satisfaction has a rather tenuous correlation to productivity on the job. This is a vital piece of information to researchers and businesses, as the idea that satisfaction and job performance are directly related to one another is often cited in the media and in some non-academic management literature.

The concern for the organization to give importance to bring out quality in the requirements at workplace is that the employer expects the employees to execute their tasks without failure. Hence the facilities offered should be carefully categorized according to the roles and responsibilities of the job. Also the opportunity of career development is another influential factor for the satisfaction/dissatisfaction among the employees. The purpose of offering attractive salary and other benefits is that the productivity of the employee increases if he/she is content with the compensation obtained in return to their contribution for the job. The motive of the organization behind giving all these benefits to their employees is to keep the employees remain for longer duration in the organization as the rate of attrition is more in this sector compared to other domains. And also it enables the employees to stay focused to their work and serve better without unnecessary tensions.

5.2 Suggestions

- a) Taken the vast scope of aspects that influence the employee satisfaction, the crucial parameter is the recognition of the efforts of the employee. If their contributions are recognized, it develops a sense of pride within them which make them feel contented. Or else, they feel disinterested to work which in turn decreases productivity of the employees.
- b) Some of the employees have an opinion that they are not communicated evidently regarding their tasks. This can be sorted out with an effective information system that updates them regarding their responsibilities.
- c) The pressure encountered at workplace is more when it is the case of the time limit allotted for the completion. This can be avoided by conducting timely reviews with the team members involved for a certain task.
- d) A well organized feedback system should be instituted within the organization through which superiors can give regular feedback by which the employees feel comfortable to approach in case of any issues.
- e) The employees should be given the freedom of putting up their ideas. The best ones should be duly recognized and this encourages the other employees to put their constructive and value added suggestions.
- f) Employee suggestion scheme needs to be operationalized effectively so as to utilize the creativity of employees.

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