

# EFFECT OF QUALITY OF WORK LIFE ON THE JOB SATISFACTION: SPECIAL REFERENCE WITH THE EMPLOYEES OF PUBLIC SECTOR

Dr. P. Balathandayutham, Assistant Professor

Department of Business Administration, Annamalai University

Dr. Anandanatarajan, Assistant Professor

Department of Business Administration, Annamalai University

## ABSTRACT

The main aim of this research paper is to investigate the influence of the components of the work life quality on the job satisfaction of the employees. The study was carried on among the workers in the public sector transport division of Chennai. Data needed for the purposes of the study is collected with the help of a structured questionnaire. The technique used for selecting the respondents of the study is the random sampling technique. The questionnaire consists of items to be filled in a five-point Likert scale. The analysis of the data is done by performing SPSS package. The sample size of the study is determined to be 100. The findings of the study reveal that there is a positive relationship between the components of work life quality with the job satisfaction of the employees.

**KEYWORDS:** Quality of Work Life, Job Satisfaction

## INTRODUCTION

The work life quality is essential for an organization, because it helps the concern to motivate the workers to perform better (Considine and Callus, 2001). Hackmann and Suttle (1977) had proposed that the work life quality influences the affiliation feelings and job satisfaction gets enhanced due to the work life quality in the organization. As regarding the service sector, the quantity and quality of the results of production serves as the standards for satisfaction and services got by the customers. The service quality so mentioned above is got from the performance of the individual and to a large extent depends on the conditions of the working atmosphere. Hence, the service quality outcome depends greatly on the performance of the humans.

In every business sector, the main challenge faced by all the workers is the dissatisfaction in the job they are employed in, irrespective of their status or position. The anger, frustration and tediousness that are experienced by the workers regarding their work life costs heavily for both the employer and the employee. Though, many managerial level staffs work heavily for reducing the level of dissatisfaction of both themselves and for the other employees too, there are chances for them to miss out some of the features that affects the work life quality (Lau, 2000; Walton, 1973).

The term job satisfaction refers to the process which comprises of both affective and cognitive character. The cognitive element comprises of the beliefs and judgments regarding the job. On the other hand, the affective element deals with the emotions and feelings that are related with the job. The definition for job satisfaction goes as the feelings and attitudes of the individuals regarding their job; favorable and positive attitudes regarding the work denotes job satisfaction while the unfavorable and negative attitudes for the job indicates job dissatisfaction. The concept of job satisfaction is of dispositional nature as the job satisfaction can be assessed and predicted with the help of personal characteristics of an individual.

## **OBJECTIVE**

The main aim of the paper is to explore and evaluate the relationship between the work life quality and the job satisfaction of the employees in the public sector transport organization.

## **REVIEW OF LITERATURE**

Tennings Sandra Ann Ruff (1985) had made a comparison of the information gathered in 1967 with that of the year 1977 in her study for determining the changes which were considered to be significant for the issues related with work life quality. Further, several demographic features of the workers were also investigated for determining if the responses to queries related with the work life quality were the same for all categories of demographical features. The comparison made by the author concluded that there was no much difference between the data collected in 1967 and 1977. It was also concluded that when compared with the blue collar and blacks, whites and white-collar workers exhibited a high level of satisfaction in job. Further, when compared with the employees belonging to non-union category, the union employees were found to be highly satisfied with the extrinsic rewards.

Ferris and Wagner (1985) in their research on the quality circles had reported that the impacts of work life quality comprised of quality enhancements, reduction in cost of production, job satisfaction and motivation. The authors had expressed their hope and belief that this impact was also comprising of less absenteeism, lowered tardiness, reduction in scrap and decreased rates of accidents. On the whole, this enhances the work nature of the firm. The authors had said that the aforesaid factors were the impacts of activities of work life quality.

Rethinam, Guna& Ismail, Maimunah (2008) had reviewed the constructs of work life quality in the context if IT professionals. Several factors help to determine the work life quality, of which one is work environment. The IT professionals are one group of human workforces who were greatly affected by the work life quality because of the changes brought about in the work environment. The authors of this paper had reviewed the work life quality, analyzed the features of work life quality on the basis of models and previous researches that had been done from the context of IT professionals in Malaysia and several other nations. The features of work life quality that had been discussed in the paper included well-being of the employees, their health, job satisfaction, job security, balance in work life and personal life and the development of aptitudes. The authors had arrived to a conclusion that the work life quality for the IT professionals is a challenging issue for both the employer and the employees.

## RESEARCH METHODOLOGY

The current research is done among the employees of the public sector transport of Chennai. The data needed for the study was collected with the help of a questionnaire. This tool was dispersed to participants of the study who were selected by way of random sampling method. the sample size of the study is 100 and the questionnaire consisted of items to be marked in a five-point Likert scale. The statistical analysis of the study was carried on through SPSS.

## ANALYSIS AND INTERPRETATION

<b>R</b>	<b>R Square</b>	<b>Adjusted Square</b>	<b>R F</b>	<b>Sig.</b>
.935(a)	.874	.865	96.822	.000(a)

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.354	.142		2.497	.014
Adequate and Fair Compensation,	.157	.024	.240	6.466	.000
Safe and Healthy Working Conditions,	.276	.029	.427	9.504	.000
Immediate Opportunity to Use and Develop Human Capacities,	.214	.023	.381	9.190	.000
Opportunity for Continued Growth and Security,	.186	.031	.287	6.090	.000
Social Integration in the Work Organization,	-.017	.028	-.029	-.595	.553
Constitutionalism in the Work Organization,	-.127	.037	-.167	-3.390	.001
Works and Total Life Space	.190	.026	.362	7.403	.000
Social Relevance of Work Life.	.033	.036	.041	.911	.364

a Dependent Variable:

The above table exhibits the outcomes of the multiple regression of the influence of the independent variable on the dependent variable. ANOVA is executed to test the significance of  $R^2$ . The value for F is got to be 96.822 ( $P < 0.000$ ) and therefore it has been concluded that the factors of work life quality has a significant impact on the job satisfaction of the employees. It is deduced from the coefficients table. The coefficient table offers the analysis done through regression and outcomes of this table also show that the work life quality factors affects the job satisfaction. The value of the coefficient is optimistic which also shows that the antecedents of work life quality enhances the employee's job satisfaction.

## CONCLUSION

The findings of the study concluded that there is a positive and significant interaction and relation between the factors of work life quality and job satisfaction. The pleasant nature of the superiors, supportive co-employees, a good work atmosphere, rewards, compensation and motivation from the superiors are some of the factors that are explored to be the antecedent factors of work life quality which influences the job satisfaction of the employees.

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