Determinant of Quality of Work Life (QWL) and its Impact on Staff Job Satisfaction in Nepalese Organizations

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Abstracts

The purpose of this study was to investigate and analyze the many aspect of quality of work life in different organizations in the context of Nepal. For this, the study was carried out using positivist prospective as this allows the researcher for the development of hypotheses based on established theories. A causal-comparative study design was employed to establish the causes and effects of particular variables. Using series of structural questionnaires, information was obtained from 415 Staff who were employed in different organizations and different job roles in order to collect the primary data. Multiple regression, f-test, mean, and standard deviation were used in the studies.

The study showed that work and workplace, reward and benefits and organizational process and culture were found statistically significant.

Key Words: work and workplace, reward and benefits, organizational process and culture.

Introduction

In any organization, the quality of work life and Staff job satisfaction is regarded as the most important factors. Job satisfaction can be defined as the positive feeling or attitudes of staffs towards their job. Staff's motivation to feel satisfied or happy with their work comes from a confluence of psychological, physiological, and environmental elements. Staffs are uncertain of their rights, working conditions are unsafe, coworkers are uncooperative, supervisor is not treating them with respect, and they are not taken into consideration when making decisions if they are not satisfied with the task that has been allocated to them by the boss. As a result, management needs to improve working conditions to raise Staff satisfaction among those who put up with difficult working circumstances (Bakotic & Babic, 2013; Clark, 1997; Hoppok & Spielgler, 1938).

Quality of work life (QWL) creates an environment of happiness that ensures satisfaction among the Staffs in any work setting. At the same time, satisfied Staffs may contribute positively to maximize the outcomes of the organizational process. Motivation is the core of productivity. QWL facilitates in boosting up the overall level of Staff motivation by introducing a healthy, safe and rewarding working environment, and Staff's experiences in the workplace influence their health and psychological well-being (Porkalai & Sivapriya, 2018; Chan & Wyatt, 2007; Srivastava, 2007). In Reddy and Reddy (2010), QWL has been presented as a perceived extent of favorableness of a job environment for the Staffs. It is the relationship between Staff perception and total working environment. QWL is the degree to which the contributes to psycho-physical well-being of its members in an organizational setting. The goal of QWL focus is to increase the intra-organizational relationship.

Srivastava and Kanpur (2014) observed QWL measures Staff perceptions of their job happiness, drive, engagement, and commitment to their work inside a organization. These scholars recognized that The QWL measures how well Staffs can meet their basic needs while working for an organization. Businesses that are interested in improving QWL typically work to give their Staff members a sense of ownership, autonomy, responsibility, equity, pride, security, and flexibility. They encourage open channels of communication at all levels and provide chances for participation in decisions that affect Staffs in an effort to treat them fairly and with support.

Velayudhan and Yameni (2017) observed job satisfaction, working condition, well-being, home work interface/work life balance, career anticipation and compensation, training and development to study the QWL in the context of steel manufacturing organizations in Chennai, India. The study showed that effective Staff training and development would serve instrumental along the improvement of QWL situation in organizations. Accordingly, this study also confirmed the significance of job tenure and job security.

In Swamy, Nanjundeswaraswamy, Rashmi and Nanjundeswaraswamy (2015), QWL situation was obserbed in context of mechanical manufacturing in SMEs located in Karnataka of India by investigating the links between the work environment, relationships and collaboration, organizational culture and climate, training and development, Staff benefits, facilities, job security, autonomy, cooperation, and adequate resources to lead to QWL status in an organization. Similar were the research constructs and outcomes of the work of Nanjundeswaraswamy (2013), and Srivastava and Kanpur (2014).

Work and work place: Work can be defined as any physical or mental action performed for a purpose, as well as a person's place of work or job. Workplace refers to a place made available to an Staff for the purposes of carrying out work. The study of the work-life interface has placed workplace flexibility at the center, and work-life policy makers have used it as a key strategy to deal with the current global economy (Hill & Civian, 2008). Consider moving to a small town or rural location with a cheaper cost of living, a more laid-back lifestyle, and a lower crime rate if you are a work-at-home Staff (Urbanska & Levering, 1996). Therefore this study purposed that better work and workplace has positive impact on job satisfaction.

Reward and benefits: A reward is any kind of compensation, advantages, privileges, or prestige that a company gives its workers in order to encourage them to give their best work. Staffs come to the organization with particular expectations of compensation. Some Staffs might be hoping for higher pay and benefits an economic reward while others might be looking for accommodations, transportation, healthcare, safety, and other perks. Reward is a term that describes advantages given by employers. These advantages typically include money, promotions, or advantages and satisfaction obtained from the work itself, such as pride in

one's work, a sense of success, or belonging to a team. A human resource management concept that is gaining traction is giving Staffs reward choice, which provides them the freedom to choose the kind or amount of rewards they receive for their performance and eventually accomplishes corporate goals (White, 2009; Miceli & Heneman, 2000).

When workers are happy, they can be inspired to perform better and stay with the company for a long period. The most important factors in encouraging workers to perform more with less are reward and recognition (Bowen, 2000). Reward is the primary source of motivation. Motivated workers are more productive and committed to the organization, helping it to reach its objectives. These days, a lack of possibilities for growth is causing many firms to struggle with Staff retention (Mullins, 2005).

Lawller (1986) noted that the benefit, which is an addition to the compensation, is a part of the reward and incentive system. In addition, it includes non-monetary rewards given to Staffs for their efforts. Benefits encourage improved performance from Staffs and raise productivity and organizational commitment. It is crucial to keep in mind that an organization's reward and motivation system tells its workers what matters and should be supported. Therefore this study purposed that better reward and benefits has positive impact on job satisfaction.

Organizational process and culture: Determining the tasks that must be completed in order to achieve the goal, assigning those duties to persons, and positioning those individuals in a framework for making decisions are all part of the organizational process. principles and values that guide how organizations treat people. The seven essential elements of an organization's culture are individuality, aggression, performance orientation, innovation and risk-taking, attention to detail, and team cohesion were examined by Reilly, Chatman, and Caldwell (1991) in order to enhance workers' quality of life at work.

Values and attitudes within an organization's culture help to create its own social and psychological environment. It displays the shared ideals, values, and beliefs of the organization's members. The culture of an organization encompasses its presumptions, beliefs, practices, conventions, values, symbols, structures, languages, and vision. Increasing the organization's productivity is necessary to foster a sense of cohesion and unity among Staffs as well as to encourage their passion and inventiveness. Organizational culture, which is predicated regarding mental structures that aid in explaining how Staffs think and make decisions, has a significant impact on Staff behavior (Tanaya & Kumar, 2015; Pettigrew, 1979). Therefore this study purposed that better organizational process and culture has positive impact on job satisfaction.

Problem Statement

In order to achieve the intended exploration in a important, objective, and independently balanced and focused way, the research advise focusing on, What is the relationship between the formation of job satisfaction among staffs in various organizations and the quality of life related factors? in the context of private, public and development organizations. The objective of the study was to comprehensively examine the correlation between different Quality of work life related factors in order to support their members in determining their own job satisfaction.

Objectives of the Study

The objectives of the study are:

a. To assess the impact of work and workplace on job satisfaction among the Staff working in Nepalese organizations,
b. To explore the impact of reward and benefit on job satisfaction among the Staff working in Nepalese organizations,
c. examine the impact of organizational culture and process on job satisfaction among the Staff working in Nepalese organizations,
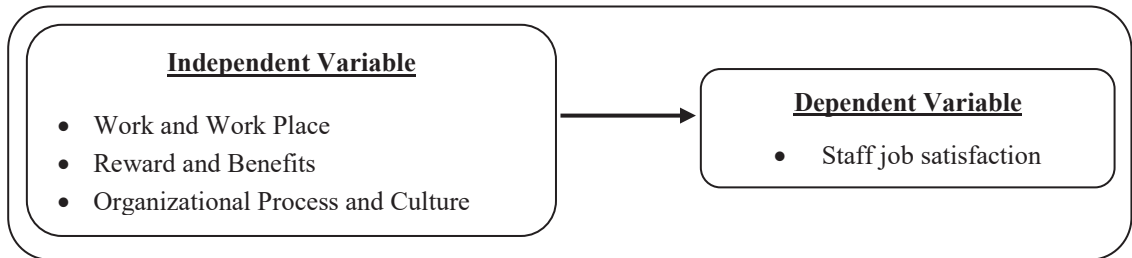
Conceptual Framework

Figure 1: Conceptual Framework of the Study

Research Methods

This paper has used causal-comparative and descriptive research design. Primary data was used as the foundation for the present study. The information was gathered using standardized questionnaires that were self-administered. Entire staff working in private, public and development sector of Nepal was the population of the study. By using the convenience sampling, 415 respondents were chosen. Multiple regression, t-test, f-test, mean and standard deviation were used for the data analysis.

Result of the Study

Table 1

Demographic Status of the Respondents

Age	Frequency	Percent	Gender	Frequency	Percent
Up to 26 Years	60	14.46	Male	312	75.18
27-45 Years	308	74.22	Female	103	24.82
46 Years and above	47	11.32	**Total**	**415**	**100**
Total	**415**	**100**	**Level**	**Frequency**	**Percent**
Sector	**Frequency**	**Percent**	Assistant Level	149	35.91
Private Org.	145	34.94	Junior Officer Level	105	25.30
Public Org.	229	55.18	Manager Level	117	28.19
Development Org.	41	9.88	Senior officer Level	44	10.60
Total	**415**	**100**	**Total**	**415**	**100**

Table 1 shows the demographic status of the respondents. Among the total respondents, 14.46 Percentage were up to 26 years, 74.22 Percentage were in 27-45 years of age group and 11.32 Percentage were 45 years and above. Similarly, 34.94 Percentage were of private sector, 55.18 Percentage were of public sector and 9.88 Percentage were in development sector. Likewise 75.18 Percentage were in male and 24.82 Percentage were in female. Among the total respondents 35.91 Percentage were in assistant level. 25.30 Percentage were in junior officer, 28.19 Percentage were in supervisor/manager level and 10.60 Percentage were in senior officers.

Table 2

Responses on Work and Workplace, Reward and Benefits and Organizational Process and Culture

Work and Workplace	Mean	Std. Deviation
The working opportunity with creativity in this organization makes me feel quite satisfied.	3.42	1.131
The working procedures and organizational system practices are quite appealing here in this organization.	3.27	1.096
My job is normally matching the level of challenging that I love to be the part of, and thus I am quite satisfied to serve here.	3.54	1.171
My expected duties and responsibilities have been clearly defined, thus I feel happy to work here.	3.53	1.217
The availability of suitable operating technology in this organization serves as a source of continued job satisfaction	3.46	1.148
The workplace safety measures taken by my organization make me feel at ease while being on the job.	3.40	1.159
The work place hygiene practices serve as a powerful source of job satisfaction in my organization.	3.41	1.178
Respect to diversity within our organization in terms of gender, race, educational background, etc.)	3.64	1.223
Reward and Benefits		
I regularly get appreciation of the supervisor on my better job performance, I feel more delighted to work here.	3.23	1.276
The existing Staff medical scheme motivates for my job satisfaction in this organization.	2.91	1.275
I firmly observe that the available Staff health insurance scheme of our office serves instrumental for Staff satisfaction.	3.09	1.385
My job satisfaction is affected by the leave administration policy of our organization.	3.20	1.222
The provision of performance based promotion of my organization affects my job satisfaction.	3.16	1.242
My job satisfaction here is a result of fringe-benefits that the organization is offering.	3.15	1.218
The prevailing provision for different allowances in my organization appeals me to work with happiness.	3.20	1.239

My organization's care for its Staffs regarding general well-fare influences the level of Staff job satisfaction.	3.17	1.174

Organizational process and culture

The organization has in place the defined set of rules and working procedures which appeal Staff motivation in this organization.	3.19	1.106
The prevailing practice of organizing Staff recognition programs as part of organization's annual plan of action appeals me most of the time.	3.13	1.119
The organization's system practices in responding to the stakeholders are quite encouraging for continued working here.)	3.23	1.109
The level of personal and professional integrity, love, care and support in practice of this organization makes me feel happy to work here.	3.35	1.128
The system of accountability for the job performance in our organization makes us committed to serve effectively.	3.36	1.157
The culture of providing adequate and timely information within the organization influences me positively most of the times.	3.27	1.178
In my organization there is a transparent system of right in time communication of organizational decisions taken.	3.30	1.188
As we are held collectively responsible for the consequences of our job performance in this organization, I feel quite good to continue my service here.	3.38	1.179

Table 2 shows the responses from respondents on work and workplace, reward and benefits and organizational process and culture. Hence, the value mean of all statements included work and workplace above 3 (between 3.27 to 3.64), indicating strongly agreement among respondents.

Similarly, the mean value of all statement of reward and benefits statement except *"The existing Staff medical scheme motivates for my job satisfaction in this organization"* are more than 3. So, It can be stated that the respondents think the organization gives its employees better rewards and benefits. Finally, the mean value of all statement included in organizational process and culture are more than 3, which indicate that Staff perceived a very good organizational process and culture in their organization.

Table 3

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982[a]	0.967	0.966	6.379

Table 3 showed that adjusted R-Square value is 0.966. This indicates that 96.6 Percentage of the change in staff job satisfaction is caused by work and work place, rewards and benefits, organizational process and culture. As a result, the model fits is good

Table 4

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	479115.776	3	159506.233	3813.725	.000
	Residual	17003.541	412	39.54		
	Total	496119.317	415			

To find out the significance of the coefficient of determination f-test has been calculated in table 4. F-test value is 3813.725 and the P-value (0.000) which is less than 0.01 level of significance. The H0is thus rejected at 1 Percentage significance level and it can be concluded at least one Independent variable has significant linear relationship with the dependent variable. Thus fitted linear model is valid. Employee job satisfaction is positively correlated with work and workplace, rewards and benefits, organizational procedure, and culture.

Table 5

Coefficients of Multiple Regression

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.165	1.213		1.754	0.076
	Work and Work place	1.175	0.067	0.258	16.901	0.000
	Reward and Benefits	1.717	0.069	0.379	25.387	0.000
	Organizational process and Culture	1.963	0.072	0.441	26.981	0.000

Table 5 showed the coefficient of multiple regressions. Work and work place, reward and benefits, and organizational process and culture were taken as independent variables and dependent variable is Staff job satisfaction.

Here, Observed Beta is 1.175, t is 16.901; the value of P is 0.000 at 5 Percentage level of significance which is less than significance level 0.01, So the association between the work and workplace and staff job satisfaction is statistically significant. The H0 is thus rejected. It suggests that staff job satisfaction is greatly impacted by the workplace.

Observed Beta is 1.717, t is 25.387, the value of p is 0.000 at 95 Percentage confidence level which is less than significance level 0.01, so there is a strong relationship between reward and benefits and Staff job satisfaction. The H0 is thus rejected. It suggests that staff job satisfaction is greatly impacted by reward and benefits.

Similarly, the observed Beta is 1.963 at 95 Percentage confidence level, t is 26.981, The value of P is 0.000 which is less than significance level 0.01, so the association between organizational process and culture and Staff job satisfaction is greatly impacted. The H0is thus rejected. It suggests staff job satisfaction is greatly impacted by organizational process and culture.

Conclusions

The study concludes that employee perceptions of job satisfaction with regard to work and the workplace, rewards and benefits, and processes and culture were statistically significant. Hence it can be concluded that there is strong correlation of Staff job satisfaction with work and workplace, reward and benefits, and organizational process and culture.

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