

Quality of Work-Life and Employee Job Satisfaction in Nepalese Organizations

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ABSTRACT

The purpose of this study is to explore and examine the factors of quality of work life in different organizations in the context of Nepal. In this study, causal-comparative research design is used to determine the causes and consequences of selected variables. Information is gathered from 422 staff working in different organizations in different sectors of work and job positions using a set of structured questionnaires. For the analyses, mean, standard deviation, f-test, and multiple regression are used. The study revealed that career development and growth, empowerment and teamwork are found to be statistically significant.

1. INTRODUCTION

Quality of work life (QWL) is any conscious effort to improve workplace conditions, work security, rewards, and benefits, etc. A feeling of fulfilment or enjoyment that a person derives from their job. The combination of psychological, physiological, and environmental factors is what motivates an employee to become content or happy with their work. QWL is a critical component that organizations must consistently focus on to draw in and keep talent. Employee needs must be met, and working conditions must be improved as these affect workers' performance and job satisfaction. These actions are necessary to meet organizational goals. QWL helps to reduce employee absenteeism, lower turnover, and improve job satisfaction in an organization (Muindi & Obonyo, 2015; Yavari et al., 2009; Adhikari, 2019).

Employee job satisfaction is influenced by various factors, such as the standard of supervision, social interactions among coworkers, and the degree of success or failure experienced by employees in their roles. When staff members are highly motivated, feel a strong sense of commitment to the company, and have jobs that are very satisfying to them, they are more likely to act in ways that contribute to the success of the business. The study revealed that career prospects, job influence, teamwork, and job challenges are the main elements affecting workplace happiness (Armstrong, 2006). Particularly in the twenty-first century, where

workers have more knowledge of their rights at work thanks to education, job satisfaction and motivation needs are critical in the workplace. According to Fredrick Hertzberg's Job Satisfaction Model, both internal and external factors have an impact on how pleased an organization's employees are. These include the organizational structure, organizational culture, and internal politics that are relevant within the organization (Mullins, 2005).

Career development and growth: An individual's needs, abilities, and career aspirations are matched with the existing and future opportunities and needs of their organization through a set of programs called career development. It is the support an organization delivers to its staff as they advance professionally, particularly when moving to a different job within the organization. Frequently, this support incorporates career planning, networking, skill development, coaching, and mentorship. It is the process of conversion of a personal career plan into action to achieve career goals. Career growth is the capacity to acquire new knowledge and use it in the workplace. It is a chance to take on new responsibilities and challenges. A collaborative responsibility that depends on the needs and circumstances of both individuals and organizations is career development (McDougall & Vaughn, 1996).

Empowerment and teamwork: Giving employees a certain degree of autonomy and accountability for making decisions regarding their specific organizational tasks is known as employee empowerment. A manager can foster employee empowerment through information sharing, team-building exercises, training opportunities, and rewarding initiative and risk-taking. Employees are unwilling to use the initiative and continue to be risk-averse despite the introduction of empowering managerial methods. It allows decisions to be taken at lower levels of an organization where workers have a particular perspective on the concerns and issues an organization is facing at a particular level. Staff turnover decreases because of increased job satisfaction and career satisfaction among empowered employees (Bowen & Lawler, 2010; Ozaralli, 2003).

Teamwork is a process of working collaboratively with a group of people to achieve organizational goals. It is an essential component of a company because it is frequently required that employees collaborate and give it their all in all circumstances. Despite any interpersonal conflicts, team members will try to cooperate by using their respective skills and offering constructive criticism. Hence, good teamwork can positively affect organizational commitment and work innovation and ultimately increase employee performance in an organization (Zincirkiran et al., 2015).

An employee may change his/her perception based on their experiences. Job performance and job satisfaction depend on the perception of the employees in an organization. In (Spector, 1997), an employee's emotional and mental health can be assessed with the help of their job satisfaction. Job satisfaction refers to the extent to which employees gain enjoyment from their efforts in their workplace. A level of trust develops between the employee and the organization that encourages employees to behave cooperatively within the organization (Brunetto & Warthon, 2005).

According to Herzberg et al. (1959), job satisfaction includes compensation, benefits, working conditions, management and leadership, employment security and advancement opportunities. Understanding and defining the level and consistency of an employee's commitment to the organization has placed much emphasis on the concept of organizational commitment (Lumley, 2010). As it relates to people's attitudes about organizations, organizational commitment has been viewed in the context of the current study as an attitude. An individual's acceptance of the organization's aims and readiness to put forth more effort is directly related to how they feel about the organization and how positive their opinions toward it are (Allen

Adhikari (2019) studied the quality of work life for job satisfaction in Nepalese Commercial Bank in Nepal, including the variables of job design, learning and development, work-life balance, compensation and reward, and workplace environment. A descriptive and causal-comparative research design was used, taking 225 respondents from 25 different commercial banks in Nepal. The link between the variables has been examined using the regression model. The study showed a favorable relationship between work-life balance, T & D, the working environment, job design and employee job satisfaction in Nepalese commercial banks.

Rose et al. (2006) conducted the study, 'An analysis of QWL and career-related variables' in free trade zones in Malaysia using three variables, i.e. career development, career balance and career achievement. In this study, 475 respondents were taken from MNCs and SMIs in the electrical and electronics industry by using multiple regression analysis techniques. The results indicate that all three variables are significant in QWL with a 63 percent variance. About 49.5 percent of respondents were satisfied with respect to QWL. The findings of the study show that organizational climate is the most important factor of the QWL, followed by the above three variables. So, every organization must pay attention to a conducive working environment that meets the employee's career achievement.

Karim and Rehman (2012, in Restu & Zakky, 2021) observed a study on the commitment of an organization to employee empowerment, teamwork, and training. Determining the impact of employee empowerment, teamwork, and employee training on organizational commitment at the Banyuma public work office is the main objective of the study. The number of samples was 80 respondents; for data collection, a structured questionnaire was used. The purposive sampling technique method was used to collect the data. Multiple linear regression tool was used for the data analysis. Based on this analysis, it was concluded that employee empowerment, teamwork, and training have a big effect on an organization's commitment.

Tanaya and Kumar (2015) investigated the work environment, occupational stress, opportunities for growth, pay, and benefits when researching the QWL and OP in employees of private healthcare organizations. This study revealed employee commitment as a pivotal aspect of QWL. This study contributed with scientific inquiry and analysis accomplished to explore each dimension of quality of work life, employee commitment (EC) and organizational performance (OP) to help the organizational results. Another study was conducted to assess the level of QWL and organizational performance in manufacturing enterprises of the Dhaka Export Processing Zone in Bangladesh. The key constructs of observation included company policies and the influence of the union at the workplace and their relationship with job satisfaction (Islam & Siengthai, 2009).

2. STATEMENT OF THE PROBLEM

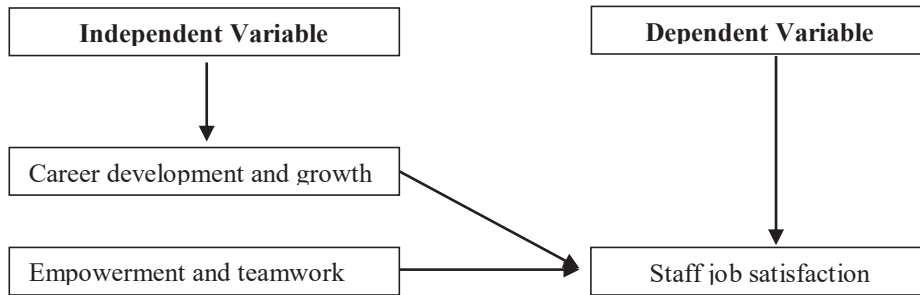
To carry out the suggested investigation in a significant, impartial, subjectively balanced, and focused way, the study suggests considering a single problem statement – How do the quality of work-life related factors contribute to the formation of job satisfaction among staff in different organizations? This study intended to systematically observe the relationship of various QWL-related factors to make the staff self-realize their level of job satisfaction in the context of selected Nepalese organizations.

3. OBJECTIVES OF THE STUDY

The main objective of the study was to identify the effect of quality of work life (QWL) on staff job satisfaction in the prevailing Nepalese context. More specifically, the present study aimed to --

- a. examine the effect of career development and growth on the level of job satisfaction among the staff,
- b. identify the effect of empowerment and teamwork on the level of job satisfaction among the staff,

Conceptual framework of the study



4. RESEARCH METHODS

The descriptive and causal-comparative research design was used in this paper. This study was based on primary data. Self-administered structured questionnaires have been used to collect the data. The population of the study was salary-based staff working in different selected Nepalese organizations. Convenience sampling was used to select the respondents. For the study, 422 responses were collected from the respondents. For the analyses, mean, standard deviation, t-test, F-test, and multiple regression were used.

Result

Table 1
Personal Information of the Respondents

Age Groups	Frequency	Percent	Gender	Frequency	Percent
Up to 25 Years	58	13.80	Male	318	75.36
26-40 Years	312	73.90	Female	104	24.64
41 Years and above	52	12.30	Total	422	100.00
Total	422	100.00	Job Position	Frequency	Percent
Organization Sector	Frequency	Percent	Assistant	139	32.90
Private	137	32.50	Junior Officer	106	25.10
Public	232	55.00	Supervisor/Manager	123	29.10
Development	53	12.50	Senior Executives	54	12.80
Total	422	100.00	Total	422	100.00

Table 1 shows the personal information of the respondents. Out of the total respondents, 13.8 percent of them were of the age group of up to 25 years. Similarly, 73.90 percent of the respondents were in the 26-40 years of age group, and the remaining 12.30 percent were 41 years and above. Likewise, 32.50 percent of them were in the private sector. Similarly, 55 percent of respondents were in the public sector, and the remaining 12.5 percent were in the development sector. Similarly, 75.36 percent of the respondents were

male, and the remaining 24.64 percent were female. Likewise, out of the total respondents, 32.90 percent of the respondents were at the assistant level. 25.10 percent of the respondents were junior officers. Similarly, 29.1 percent of the respondents were at the supervisor/manager level, and the remaining 12.80 percent of the respondents were senior executives.

Table 2*Responses on Career Development and Growth and Empowerment and Teamwork*

Career development and growth	Mean	Std. Deviation
The organization's support for staff training and development influences my job satisfaction.	3.27	1.258
The training and development programs offered to me are relevant to my career and support my job satisfaction in this organization.	3.24	1.201
I firmly believe that the training and development opportunities available here have served to be instrumental in improving my performance, which influences my working delight here.	3.28	1.217
I am highly satisfied with the way my organization offers staff coaching and mentoring.	3.13	1.220
The innovative training and development inputs offered to me by my organization affect my job satisfaction.	3.12	1.219
My job satisfaction has been influenced by the organizational support related to my career growth.	3.26	1.174
The career paths available here are instrumental in generating shared happiness in working for the organization.	3.21	1.158
I feel quite happy about the opportunities for promotions received based on merit and experience.	3.15	1.351
Empowerment and teamwork		
Here I have been provided with freedom to choose the way to perform my work.	3.21	1.257
My organization has a culture of inviting the staff to participate in setting their performance objectives and goals.	3.19	1.175
I feel quite delighted as I have been provided with adequate information and other resources to accomplish my job more effectively.	3.21	1.160
The organizational consideration for my participation in organizational decision-making makes me feel happy to be a part of this organization.	3.29	1.212
As I receive personalized support and mentoring from the supervisor on improving productivity, I feel quite delighted	3.27	1.179
As we are allowed to work mostly in teams, we can innovate new things, which makes me happy to work in this organization.	3.10	1.259
I firmly believe that the continuous encouragement of the coworkers in this organization serves as a strong source of satisfaction.	3.37	1.095
As we work in a team, we can solve critical problems easily, and we feel happy to be part of such an arrangement.	3.43	1.119

Table 2 shows the respondents' responses on the factors affecting the quality of work life on employee job satisfaction. Table 2 shows the mean value of all statements, including career development and growth above 3 (between 3.12 to 3.28), which indicates that respondents fully agree.

Moreover, the mean value of all statements of empowerment and teamwork is also above 3 (between 3.10 to 3.43). Hence, it can be said that respondents believe that organizations provide better empowerment and teamwork for the staff.

Table 3

Model summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962 ^a	0.926	0.926	9.348

a. Predictors: (Constant), career development and growth, and empowerment and teamwork.

As indicated in Table 3, we can see that the adjusted R-Square value is equal to 0.926. This means that the independent variables, i.e., career development and growth and empowerment and teamwork, cause a 92.6 per cent change in the dependent variable, i.e., staff job satisfaction. Hence the model's fit is quite good.

Table 4

ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	459513.450	2	229756.725	2629.270	.000
Residual	36613.994	419	87.384		
Total	496127.443	421			

a Dependent Variable: Staff Job Satisfaction

b Predictors: (Constant), career development and growth, and empowerment and teamwork.

In Table 4, the F-test has been calculated to identify the significance of the coefficient of determination. The value of the F-test is 2629.270, and the P-value of the test is 0.000, which is less than 0.01 level of significance. Therefore, at a 1 percent level of significance, the null hypothesis is rejected and concludes that at least one explanatory (independent) variable has a significant linear relationship with the response variable (staff job satisfaction), and the fitted linear model is valid. Thus, career development growth empowerment and teamwork (Independent variables) have a positive linear significant relationship with staff job satisfaction (dependent variable).

Table 5

Coefficients of Multiple Regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14.421	1.678		8.594	0.078
Career development and growth	2.129	0.104	0.492	20.532	0.000
Empowerment and teamwork	2.365	0.110	0.514	21.456	0.000

a. Dependent Variable: Staff Job Satisfaction

As indicated in Table 5, the coefficient of multiple regression. Here, career development and growth, empowerment and teamwork were identified as independent variables and staff job satisfaction as a dependent variable.

At a 5 per cent level of significance and 95 percent level of confidence, since the observed Beta is 0.492, t is 20.532, and P-value is equal to 0.000, which is less than the significance level of 0.01, there is a statistically significant relationship between career development and growth and staff job satisfaction. Therefore, the null hypothesis is rejected. It implies that career development and growth have a significant impact on job satisfaction.

At a 95 percent confidence level, since the observed Beta is 0.514, t is 21.456, and the P-value is equal to 0.000, which is less than the significance level of 0.01, there is a significant relationship between empowerment and teamwork and staff job satisfaction. Therefore, the null hypothesis is rejected. It implies that empowerment and teamwork have a significant impact on job satisfaction.

5. CONCLUSIONS

The level of staff-perceived job satisfaction was confirmed statistically significant in terms of career development and growth, empowerment, and teamwork. The study concludes that there is a significant relationship between staff job satisfaction with career development and growth empowerment and teamwork.

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