

# **Influence of Job Satisfaction on the Quality of WorkLife of Higher Secondary School Teachers**

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## **Abstract**

In the present era, to attract and retain teachers in a school, it must provide a high degree of Quality of Work Life and better Job satisfaction among teachers. A high level of Quality of Work Life and Job satisfaction is essential for all kinds of institution to delight the existing teachers and to attract new teachers. This research paper highlights the relationship between the Quality of Work Life and Job satisfaction among higher secondary school teachers. A sample of 140 higher secondary school teachers from southern part of Haryana is taken as sample for the research. The findings of the research imply that a positive and significant relationship is seen among Quality of Work Life and Job satisfaction of higher secondary school teachers.

## **Keywords**

Job Satisfaction, Quality of Work Life, Teachers, Work Environment, Work Life Balance.

## **Introduction**

In previous years, there have been various modifications and adaptations in the education system that affects the teachers' behavior in the place they work. Job satisfaction and Quality of Work Life of teachers are one of the important construct of any schools. Job satisfaction is a psychological state or an individuals' feelings concerning to the type of their job. The origin of job satisfaction is not only the work but it also developed from co-operative workplace, superior support, culture of the organization and interpersonal relationship. In present scenario, every organization concentrates and gives importance to the job satisfaction. In recent years, it is observed that the teachers are concentrating more on job satisfaction and prefer to work in the school where they get more satisfaction of work.

The roles and responsibilities performed by the teachers make them unique and distinguish them from other professionals. The responsibilities performed by the teacher make them unique and distinguish them from other professionals. The responsibilities preferred by the teacher needs a great level of motivation and professional competency. The education sectors major necessity is to attract and retain the highly quality and efficient teachers. To retain the highly quality and

efficient teachers, they must understand the elements that is related with teaching quality and retention. One of the major elements is Quality of Work Life and Job satisfaction.

Quality of Work Life is a concept that is connected not only to the professionals of commercialized organizations but also to workers for service oriented mainly to the educational sector. Education sectors are responsible to provide Quality of Work Life to the teachers who shape to upcoming generation. Quality of Work Life is more connected towards the work place, commitment and satisfaction of the employee. The present study helps the readers to understand the relationship between the job satisfaction and Quality of Work Life to study the major factors affecting Quality of Work Life.

### **Significance of the Study**

In day to day life, every individual looks for quality in every aspects i.e.) looking for quality in material, quality in product we buy, quality in packing, quality in the development of the product and quality of service. Quality of Work Life plays a vital role in every individuals work life. Attaining Quality of Work Life may lead to achieve job satisfaction. To initiate a new practice in schools, it is important to have motivating and encouraging environment. Quality of Work Life is one of the prime factors that directs to such favorable environment.

Quality of Work Life directs the teachers to an environment that motivates them and assisting the teachers to acquire skills. Quality of Work Life guides to achieve interactive relations and highly encouraging workers who endeavor for their growth. Quality of Work Life will assure eagerness in workplace with chance for each employee to give their best. Such work will deliver job satisfaction and honor to the organization.

#### **1. Quality of Work Life**

The Quality of Work Life is level to which the employees are given freedom to take decisions that impacts the employees' work environment. The higher level of freedom given to employees to take decisions indicates higher level of Quality of Work Life. (Certo, 2004).

Co-operation and relation is an interpersonal relation between workers and management, concentrating to decisions of work environment, disputes and resolving the problems. Quality of Work Life is related with career and career development in developing from such interplay of workers inside the workplace. (Che Rose et al., 2006).

The Quality of Work Life can be served better among the employees by connecting workers requirements with job functions. The workers from an

organization must have knowledge about their benefits and rights in their organization. (Ngyen & Pham, 2020).

The organization must give attention to workers Quality of Work Life because enhancing workers Quality of Work Life will influence the workers in which they are entangled in job and the job in which organization utilize the employee skills. (Dargahi & Seragi, 2007).

When the workers from organization feels satisfied they have impact on the commitment of workers on their duties carried out in the organization. (Fakhari et al., 2019)

## **2. Job Satisfaction**

The employees who enjoys their work and perform it well will have a sense of fulfillment in other words Job Satisfaction. It is the degree to which a work provides enjoyment, accomplishment and gratification of the employee. (Kumari, 2008).

Few organizations fail to accept the significance of working environment for workers' job satisfaction and thus the organization encounters lots of drawbacks during their work. Such organizations are established to be less innovative and internally weak and thus they are not able to compete in the market. (Aiken et al., 2002).

Working conditions plays a significant role in achieving Job satisfaction. The employees who are working in difficult working conditions are dissatisfied with their job. To improve the performance of the organization and to attain better job satisfaction then the organization must provide good working conditions for employees. (Bakotic & Babic, 2013).

Stress plays a major role in affecting employees performance by low Job satisfaction increased absenteeism, low motivation and high degree of turn over. The organization must need some strategy to recognize the root cause of factor causing job stress. Reducing work stress may increase performance and workers satisfaction. (Schabracq & Cooper, 2000).

## **1. Quality of Work Life and Job Satisfaction**

The organization that provides a high level of Quality of Work Life will have an impact of retaining the employees. The researchers have suggested that, the organization can provide better workplace for the staff that leads to attaining of job satisfaction among employees. (Noor & Abdullah, 2012).

The effective workplace can meet the requirements of both organization and

individual and enhance the Quality of Work Life among employees. The variables of Quality of Work Life in this research are individual well-being, homework interface, career and job satisfaction, stress, working conditions and control at work. (Van Laar et al., 2007).

In organization, the Job satisfaction is thought to be vary from Quality of Work Life but it is observed that Quality of Work Life directs the employee to achieve job satisfaction in work place. (Sirgy et al., 2001).

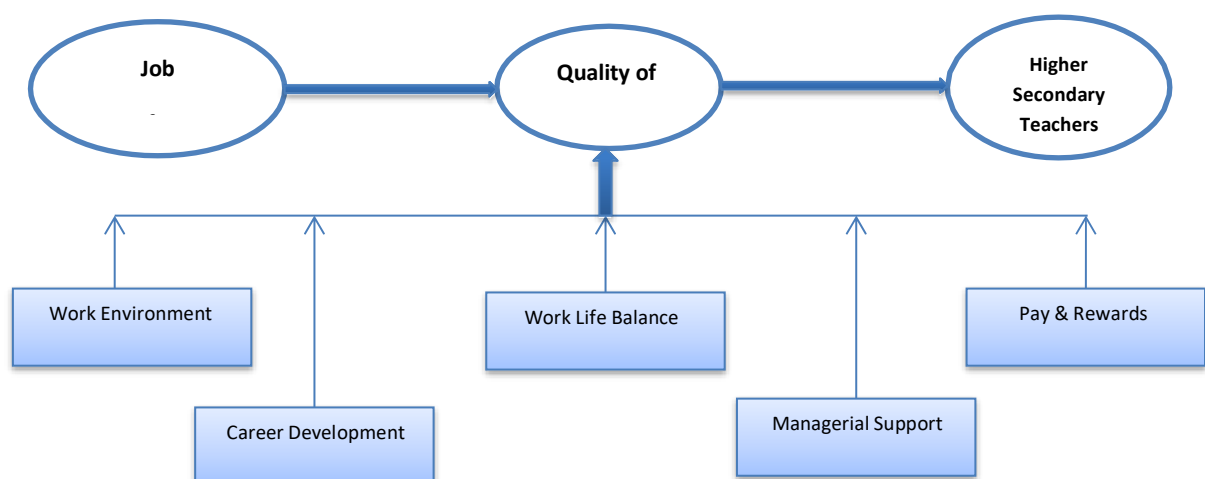
The Quality of Work Life has an impact on job satisfaction and also in employees' life comprising basic requirements, entertainment and family. The employees experience more stress on the organization, when the employee needs are not satisfied. This has a drastic effect on the performance of the employee (Emadzedeh et al., 2012).

The Quality of Work Life is compared with a pyramid. The top of the pyramid holds life satisfaction, the middle of the pyramid holds job satisfaction and the bottom of the pyramid holds the satisfaction with other dimensions of work such as pay, co-workers and supervisors. (Dana & Griffin, 2016).

## Objectives

1. To study the relationship between Job satisfaction and Quality of Work Life of Higher Secondary School teachers.
2. To assess the factors that highly influences Quality of Work Life of higher secondary school teachers.

## Research Model



**Figure 1 Framework of relationship between Job Satisfaction and Quality of Work Life Hypothesis**

1. There is no significant relationship between Job Satisfaction and Quality of

Work

Life among Higher Secondary school Teachers.

2. There is no significant relationship among the factors that highly influence Quality of Work Life of Higher Secondary School Teachers.

## Research Methodology

Descriptive research design is utilized in the research. The respondents participated for the study is from higher secondary school teachers from 3 districts Mahendergarh, Rewari and Charkhi dadri of Haryana. Personal interview was carried out by the researcher and based on the information collected from the respondents, a structured questionnaire was prepared and distributed. The data collected from the respondents through the structured questionnaire are primary data. The journals, web sources, books are used as secondary data for the research. The cronbach's alpha is applied to test the scale's reliability. The internal consistency of the questionnaire is  $\alpha = 0.86$ . It is observed that, the cronbach's alpha ranges from  $0.9 > \alpha \geq 0.8$ , therefore the internal consistency is good. The sample size utilized in the research is 140. Purposive Sampling method is utilized to collect the samples. The analysis is carried out by IBM SPSS Statistics 20. Percentage analysis, Friedman test and Pearson correlation method are the tools applied for the analysis.

## Analysis and Interpretation

### 1. Personal Details

**Table 1 Demographic Profile**

Sl.No	Personal data	Particulars	No of Respondents	Percentage
1	Age	below 25	37	26.4
		26-30	72	51.5
		31- 35	31	22.1
		Total	140	100
2	Gender	Male	60	42.8
		Female	80	57.2
		Total	120	100
3	Experience	Below 5yr	18	12.85
		1yr-5yrs	67	47.85
		5yrs-10yrs	45	32.14
		Above 10yrs	10	7.16
		Total	120	100

The table 1 depicts the demographic profile of higher secondary school teachers. It is observed from the table that 26.4% of teachers are below 25 years of age, 51.5% of teachers are between 26-30 years of age, 22.1% of teachers are between 31-35 years of age. Table 1 also establishes the gender profile of the teachers and it is observed that 42.8% of teachers are male and 57.2% are female. It is also

observed from the table 1, 12.85% of teachers are below 5years of experience, 47.85% are between 5years to 10years of experience, 32.14% teachers are between 10 years – 15years of experience and 7.16% of teachers are from above 15 years of experience.

## 2. Testing of Hypothesis 1

There is no significant relationship between Job Satisfaction and Quality of Work Life among Higher Secondary school Teachers.

**Table 2 Correlation between Job satisfaction and Quality of Work Life**

Pearson Correlation		Quality of Work Life				
		Work Environment	Career Development	Work Life Balance	Managerial Support	Pay & Rewards
Job Satisfaction	Correlation	0.453**	0.574**	0.596**	0.589**	0.623**
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	140	140	140	140	140

\*\*Correlation is significant at the 0.01 level (2-tailed)

The table 2 analysis is performed with Pearson correlation method and it is observed to be significant at 1 percent level of significance. Hence, it is evident that job satisfaction has a positive and significant relationship with Quality of Work Life factors Work Environment, Career Development, work Life Balance, Managerial Support, Pay and Rewards and the correlation coefficient of work environment (0.453), career development (0.574), work life balance (0.596), Managerial Support (0.589) and Pay and Rewards (0.623) respectively. Thus null hypothesis is rejected.

## 3. Testing of Hypothesis 2

There is no significant relationship among the factors that highly influence Quality of Work Life of Higher Secondary School Teachers.

**Table 3 Friedman Test for the Quality of Work Life factors**

Quality of Work Life	Mean Rank	df	Chi-square	P-value
Work Environment	2.53	4	18.953	0.001*
Career Development	2.76			
Work Life Balance	3.02			
Managerial support	3.54			
Pay & Rewards	2.94			

\*denotes significant at 0.05 level

The table 3 displays the mean rank for the factors of Quality of Work Life. The

analysis was carried out by friedman test, null hypothesis is rejected as the p-value is less than the significant level. The analysis shows a significant difference between the factors that highly influence Quality of Work Life. Therefore, from the above analysis, the factors that highly influence the Quality of Work Life are listed based on the mean rank managerial support (3.54), work life balance (3.02), pay & rewards (2.94), career development (2.76), work environment (2.53).

## **Findings**

1. It is observed that majority of the higher secondary school teachers are between the age 26-30. It is depicted that, majority of the respondents are female higher secondary school teachers. It is established that majority of the respondents have 5-10 years of experience.
2. It is understood that, Job Satisfaction positively influence the Quality of Work Life of higher secondary school teachers. Therefore, job satisfaction has a positive correlation with Quality of Work Life. Hence, when job satisfaction increases, the Quality of Work Life of higher secondary teachers also increases.
3. The outline of the analysis depicts that there is a degree of difference between the level of factors that has an impact on Quality of Work Life. It is recorded as Managerial support ranks first, Work Life Balance ranks second, Pay & Rewards ranks third, Career development ranks fourth and Work environment ranks fifth.

## **Suggestions**

1. The teachers workplace can be enhanced by providing better facilities and safe environment which supports in improving productivity.
2. The stress in work can be lowered for the teachers by reducing the work load and the supervisor can keep a check on the allocated work load given to the teachers.
3. The management can enhance job security among teachers by recruiting the teacher in permanent basis and avoiding the contractual basis of recruitment.

These are some of the suggestions for the management to assist the teachers in attaining job satisfaction and Quality of Work Life in the work place.

## Conclusion

The teachers play a major element in imparting their skills and knowledge among students and enact a significant part in growth of the organization they work. The students and teachers are the major resources of the educational institution or school. The above suggestion helps the teachers to attain both Quality of Work Life and Job satisfaction in their organization. The organization must bring HR policies to enhance both Quality of Work Life and Job Satisfaction. The research outlines a positive relationship between Quality of Work Life and Job satisfaction of higher secondary school teachers from southern part of Tamil Nadu. The research showcase that achieving Quality of Work Life and Job satisfaction improves performance, commitment, reduces absenteeism and attrition rate.

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