

Impact of Organisational Support, Job Enrichment, Job Satisfaction and Work Domain on Quality of Work Life

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Abstract

Background: The study investigates the factors which influence the Quality of work-life (QWL) among employees at their workplace in the educational sector in Andhra Pradesh, India. The study measures how QWL helps the teachers to stabilize in their workplace

Objectives: The main objective of the study is to know the impact of OS, JE, JS and WD on QWL.

Methods: The design used for the analysis was a quantitative survey method, and 132 usable responses were collected from the employees working in the education sector. The questionnaire instrument was adopted from the Work-Related Quality of Life (WRQoL) scale developed by Easton and Van Laar. In this study, Twenty items relating to the five dimensions of organization support(OS), job enrichment (JE), Job satisfaction (JS), work domain(WD), and Quality of work-life (QWL). The exploratory study indicates that QWL factors significantly contribute to teachers' productivity, performance, and overall growth of an organization. QWL is positively significant to OS, JE, JS, and WD, indicating that teachers feel happy to work, and QWL does matter to stabilize their workplace

Results: The results indicate a 68.70 % effect of organization support on the QWL of the academic staff, followed by a 66.22% effect of job satisfaction on the QWL. It also shows the Work domain and QWL of the teachers are positively related, showing a 61.20 % effect. Finally, QWL and job enrichment show a 50.92% effect, leading to teachers' work efficiency and stability in the workplace.

Conclusions: This research has a limited sample size, period, and factors considered under investigation, similar to other studies. Therefore, further scope in this direction can be studied to widen the area of analysis.

Keywords: Organization support, job enrichment, job satisfaction, work domain and quality of work-life.

1. Introduction

Quality of life describes a person's or group's standard of the living environment, public health, safety, and general surroundings. In contrast, the work-life rate encompasses things that affect their well-being, such as salary and benefits. Quality of work life is increasingly a significant part of the

total benefits package. It is evident from the literature review that the studies on the Quality of work-life concerning the teachers, particularly in the educational sector, are scanty and inadequate to arrive at meaningful inferences. The present study attemptsto QWLoF teachers. It examines various factors such as organizational commitment, job enrichment, job satisfaction, and work domain, which helps the employees stabilize in the workplace. By providing quality conditions in the work environment, the employees would improve mental well-being leading to their job performance. The well-being of the employees and the significant level of QWL among them will help the organization grow and develop. The improved work culture, safety, and benefits help the firms generate a high level of employee satisfaction, leading to increased productivity. QWL measures employees' feelings of happiness in all dimensions, including salary and benefits, safety, work environment, peer group relationship, and organizational commitment.

Colleges and Universities are vital in society and play a significant role in the social and economic development of the country. For any successful organization, the relationship between the QWL of employees, specific to teaching staff and their performance, is essential. Since academic staff is the main backbone of any college, there is a need to explore the vital factors of QWL of teachers in colleges and universities and explain how QWL matters for the employee to stabilize themselves in the workplace. There is a significant relationship between work environment, happiness at work, and employees' job satisfaction (Butt et al., 2021). Job satisfaction is strongly associated with workplace characteristics determined as the "need for self-actualization."(Bowen & Cattell, 2008). Conceptual framework of the study:

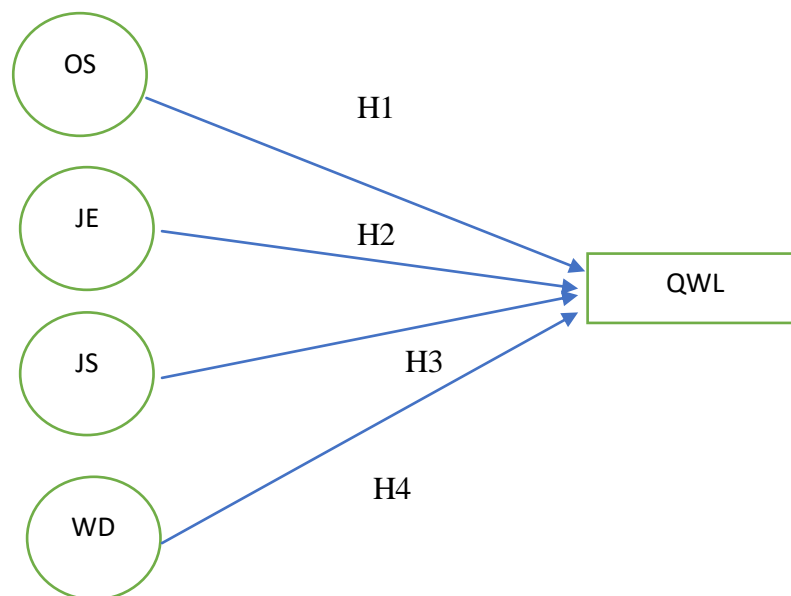


Fig 1: Conceptual framework of the study

**Note:OS – Organization support, JE – Job Enrichment, WD- Work Domain
JS – Job satisfaction, QWL – Quality work life**

Fig.1describes the conceptual framework of the study, which determines the ability of organization to assess their employees QWL factors and the outcome of measuring the stability of an individual in a workplace. These factors are interrelated and complement each other in determining the

qualities of an individual in a dynamic and competitive working environment. The elements of QWL vary from individual to individual, and that would replicate their behavior, skills, and attitude toward peer groups and superiors in the workplace. The stability factors of an individual display their productivity and involvement in taking over the responsibility and coordination of tasks for achieving organizational and career objectives.

During the Quality of work evaluation, three elements are to be considered: job satisfaction, family satisfaction, and the existence of an inter-role conflict. Among others, work is the central dimension for job satisfaction (Padovez-Cualheta et al., 2019). Life satisfaction is the end goal of the employees and manifests itself through health and a decreased turnover at the workplace. At the same time, the Quality of work-life treats the issues related to workers and the work environment. When these two factors are not in place, you start to experience poor production than ever before (Sekhon & Srivastava, 2021). Managers begin to complain about the absenteeism of employees, coming late at work, leaving early, or not completing the task on time due to lack of enthusiasm and low morale despite joy because they have work (Elnaga & Imran, 2014). The word joy also can be explained as happiness at work. To improve the work-life, some companies started to share their profit with their employees (Martel & Dupuis, 2006). The Quality of work affects job satisfaction and influences other aspects such as family and social relationships.

Here are characteristics of elements that hinder the Quality of work-life: heavy and intense workloads, staff shortages, aging of staff workforce, inadequate supervisor support, unfair pay, poor working conditions, or unsustainable work environment (Javanmardnejad et al., 2021). Satisfied employees have a high level of well-being and job satisfaction. They cannot leave the job and perform better than ever before. They play the role of ambassador to their organization. They are loyal and attract more customers to their business (Ghafoor Awan & Asghar, 2014). Job satisfaction is the inner feeling. Employees are satisfied because they produce more, so it is the organization (Sumitha & Padmaja, 2017). The Table 1 shows the factors from the existing studies. It is evident from the study that irrespective of the sector many factors affect job satisfaction and Quality of work-life of an employee. Job satisfaction and Quality of work-life of an employee also acts as a mediator organizational commitment, job performance, occupational stress, employee intent to stay, employee loyalty and others. It can be inferred that salary and other compensation benefits, work conditions and environment, relationship with supervisor and support, working hours, career development and learning organizations are the major factors affecting job satisfaction and Quality of work-life.

Table 1 showing various factors of organization commitment, organization performance and turnover intentions from the existing studies

Factor ID	Factor	Author
F1	Human Resource Management Practices	(Paşaoğlu, 2015)
F2	Job Satisfaction and Organizational commitment	(Bakotić, 2016)
F3	Occupational stress	(Nisar & Rasheed, 2020)
F4	Quality of Work-life	(Ibrahim Alzamel et al.,

		2020)
F5	Job Satisfaction	(Tiwari & Singh, 2014)
F6	Task conflict and relationship conflict	(Ye et al., 2019)
F7	Spiritual Leadership	(Pio, 2021)
F8	Training Satisfaction, Performance appraisal, and Pay Satisfaction	(Memon et al., 2021)
F9	Leadership style	(Nanjundeswaraswamy, 2021)
F10	Supervisors Support	(Rathi & Lee, 2017)

2. Objectives

To study the relationship between QWL and stability factors (JE, JS, OS, and WD) of the employees at the workplace.

Hypotheses Development

H1: Job Enrichment(JE) has a positive impact on QWL

H2: Job satisfaction(JS) has a positive impact on QWL

H3: Organizational support (OS) has a positive effect on QWL

H4: Work Domain (WD) has a positive impact on QWL

3. Methods

The data were collected using a structured questionnaire utilizing google forms. The survey was sent to independent respondents using online media platforms. The survey questionnaire comprises two parts: Part A includes the demographic profile of the sample respondents, and Part B has questions related to the QWL scale measuring in five dimensions. With minimal time and lesser overheads, we were able to reach the independent personnel. Due to the continuing pandemic, the data was collected through google forms from January to May 2022. A total sample of 140 respondents was collected from Andhra Pradesh. The data were processed using statistical packages.

4. Results& Discussion

4.1 Reliability Test

The reliability test was used to verify the instrument's internal consistency (20 items). Cronbach's Alpha test is applied to understand internal consistency. The standard value in most of the research is 0.60. The result shows that Cronbach's Alpha reliability is greater than 0.60, and the instrument is internally consistent. Overall Cronbach's Alpha value (0.961) is significant in conducting further analysis.

4.2 Demographic Characteristics

A Self-developed demographic variables information are collected regarding gender, age, educational background, monthly income, experience, and designation which are presented in Table 1 below to explore the demographic characteristics of the sample respondents.

Table 1: Demographic Characteristics of sample respondents

S.no	Variables	Frequency (N)	Percentage (%)	
1	Gender	Female	87	66
		Male	45	34
		Total	132	100
2	Age	<28	18	13.5
		29-38	66	50
		39-48	42	32
		Above 48	06	4.5
		Total	132	100
4	Educational background	P.G	84	64
		M.Phil	12	9
		Ph.D	36	27
		Total	132	100
5	Monthly Income	Below Rs. 30,000	60	45
		Rs. 30,000to 40,000	39	30
		Rs. 40,001 to 50,000	3	2
		Above Rs. 50,000	30	23
		Total	132	100
6	Experience	1 to 5 years	49	37
		6 To 15 years	65	49
		More Than 15 years	18	14
		Total	132	100
7	Designation	Assistant Professor	120	91
		Associate Professor	9	7
		Professor	3	2
		Total	132	100

As stated in Table 1 displays the descriptive analysis of demographic variables of the respondents. A total of 132 respondents are considered in this study, and a majority (66%) of respondents are

Female. Regarding age, most respondents (50%) are 29 to 38 years old. Regarding the qualification, 64% of respondents are in Post Graduate category, and 45 % of respondents have a monthly income of below Rs.30,000. While considering the respondents' experience, 49% fall under the 6 to 15 years category. Finally, 91% of the sample respondents' are assistant professor cadres.

4.3 Reliability test of five dimensions

The Table 2 shows the reliability of five dimensions, Job enrichment (JE) of the teachers is measured using four items and the alpha value is 0.824, Job satisfaction (JS) consists of five items with alpha value of 0.868, Organizational support (OS) consist of three items with alpha value of 0.884, Quality of work life (QWL) consists of two items with alpha value of 0.796 and finally Work domain (WD) consists of five items with alpha value of 0.890. Thus all the five dimension's value are above standard value which is 0.60, the items in the study are reliable for further analysis (Field, 2013).

Item code	Item Description	Cronbach alpha
JE1	I have a clear set of goals and objectives to allow me to do my job.	0.824
JE2	At work, I can put my skills to use.	
JE3	My employer gives me sufficient facilities and flexibility to balance work and family life.	
JE4	I'm motivated to learn new abilities.	
JS1	Right now, I'm feeling fine.	0.868
JS2	I am happy with my life.	
JS3	I am pleased with the career opportunities that are available to me here.	
JS4	I am pleased with the training that I am receiving to perform my current job.	
JS5	Considering all things, I've been feeling pretty good recently.	
OS1	My employer provides me with everything I need to do my job well.	0.884
OS2	My HOI/HOD actively encourages flexible work hours and routines.	
OS3	I'm fortunate to work in a secure environment.	
OS4	In general, things go well for me.	
QWL1	I am satisfied with the present working conditions	0.796
QWL2	I am pleased with the overall standard of my working life.	
WD1	I believe I can express my views and influence changes in my field of work.	

WD2	My current working hours/patterns are appropriate for my personal situations.	0.890
WD3	My HOI recognizes when I have done an excellent job.	
WD4	In my line of work, I am involved in decisions that affect me.	
WD5	In my line of work, I have the freedom to prepare my lesson plan.	

4.4 Correlation & Regression analysis.

A combined scale of all items was formed to evaluate and analyze, where single item values were summated and divided by the count of items in the composite scale. The results of correlations among variables, along with average and standard deviations(σ) were provided in Table 3. The intercorrelations among JE, JS, OS, QWL and WD were significant and close to one, resembling that the measurement of self-control of the employees and responsiveness, commitment, and performance are valid.

Table 3: Results showing average, standard deviation, and correlation among variables (n=132)

	<i>JE</i>	<i>JS</i>	<i>OS</i>	<i>QWL</i>	<i>WD</i>	<i>Avg</i>	σ
JE	1					3.682	1.280
JS	0.8434	1				3.614	1.137
OS	0.4139	0.4599	1			3.159	1.047
QWL	0.6569	0.6436	0.3164	1		3.682	1.262
WD	0.5481	0.6712	0.6676	0.5627	1	3.409	1.217

**Note: OS – Organization support, JE – Job Enrichment, WD- Work Domain
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Table 4: Results of Regression analysis

Dependent	Independent	Hypotheses	β	t-test	F-test	R^2
QWL	JE	H1a	0.927	4.09	32.94	50.92
	JS	H2a	0.335	4.16	49.41	66.22
	OS	H3a	0.266	7.14	69.70	68.70
	WD	H4a	1.018	5.05	39.75	61.20

Note: p-value is significant at a 0.05 level

Model results

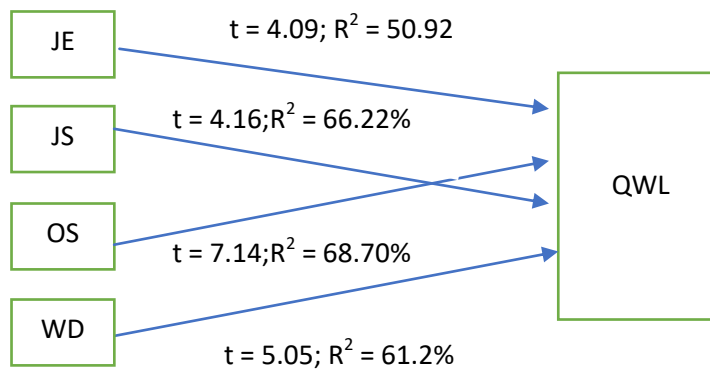


Fig2: QWL and stability of employees

The model in Figure 2 explains that QWL and employee efficiency and stability factors job enrichment, job satisfaction, organization support and work domain are positively related. The relationship between job enrichment and Quality of work life is positive and the F value of 32.92; t value of 4.09 is significant with a p-value less than 0.05(5%). The R square value is 50.92% which shows QWL and employee enrichment are significant. Hence H_{1a} is confirmed by the outcome of the result.

To analyse, the model QWL is the dependent variable, and Job satisfaction(JA) is considered the independent variable. The influence of the QWL on employees' commitment toward work in an organization is measured, and the R Square value of 66.22% explains that QWL helps workers to work with more dedication in a firm. The F value of 49.41; t value of 4.16 is significant with a p-value less than 0.05(5%). Therefore, H_{2a} was found to be confirmed by the model outcome.

From the model, we assess the QWL and the organization support(OS), which shows that the R square value is 68.70% effect on the employee's performance. The model result found that an F value of 69.70 and a t-value of 7.14 were significant, with a p-value less than 0.05 significance level. Thus, H_{3a} is confirmed.

Finally, the model explains that QWL and work domain factors are positively related. The R square value is 61.20 % effect on the high productivity of the academic staff. The model result found that an F value of 39.75 and a t-value of 5.05 were significant, with a p-value less than 0.05 level of significance. Therefore, H_{4a} is confirmed by the outcome of the model.

Accordingly, the model may not fully explain employee performance and EI factors (self-awareness, self-efficacy, self-control, and relationship management). The R square value is 21.2% effect on the worker's performance. The model result found that an F value of 17.2 and a t-value of 3.844 were significant, with a p-value less than 0.05(55) significance level. Thus, H_{3a} is confirmed by the results outcome of the model.

5. Discussion

The study discusses QWL factors and their influence on the efficiency and stability level of employees in the firm. The teachers' QWL states in the work environment are measured and how it

influences the stabilities level of employee's attitude to complete their professional responsibility and commitment to achieving organizational objectives. Employees' skills should be assessed and assigned a suitable task to enhance their emotional stability in the workplace. The QWL state of employees has a greater influence on their work behavior and integrates the professional commitment toward job performance. The study results showed an effective relationship between an organization's variables of QWL and stability factors. Thus, the organization needs to consider the QWL state of every employee and take some measures to improve their psychological factors in the form of motivational training, self-evaluation, yoga, and meditation. QWL factors significantly contribute to employee productivity, performance, and overall growth of an organization. This research has a limited sample size, period, and factors considered under investigation, similar to other studies. Therefore, further scope in this direction can be studied to widen the area of analysis.

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