

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Impact of Quality of Work Life on Job Satisfaction: An Empirical Study on Nurses of Government Hospital in Chandigarh (India)

Dr. Aman Khera

Assistant Professor, University Institute of Applied Management Sciences, Panjab University, Chandigarh, India

Abstract:

Quality of Work Life (QWL) has become one of the most prominent issues these days in every organisation. Employees are the force that is behind every successful organisation. No organisation can become successful with technology only because for the use of technology also, organisations need to have strong work force. It is imperative in every Hospital to give best environment to their workers including all financial and non financial incentives so that they can retain them for the longer period and for the achievement of the organisational goals. The quality of work life approach considers people as an asset to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. This study is about the impact of QWL on Job Satisfaction among Nurses of a Government Hospital

Keywords: *Quality of work life, job satisfaction, government hospital, nurses*

1. Introduction

1.1. Quality of Work Life

Robbins (1989) defined Quality of Work Life (QWL) as "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". It is the relationship between the dimensions of the job vis-a-vis the person who is performing the job. Mirvis and Lawler (1984) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as - Safe work environment, Equitable wages, Equal employment opportunities and, Opportunities for advancement. QWL has been defined by researchers in different ways, which has brought about certain equivalents such as work quality, function of job content, employee's well-being, the quality of the relationship between employees, working environment, and the balance between job demands and decision autonomy or the balance between control need and control capacity (Korunka, Hoonakker, & Carayon, 2008; Lewis, Brazil, Krueger, Lohfeld, & Tjam, 2001). Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including - Job satisfaction, Job involvement, Work role ambiguity, Work role conflict, Work role overload, Job stress, Organizational commitment and Turnover intentions. They also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. Walton (1980) divided QWL main components into four categories. According to him, the affecting factors on QWL include: work meaningfulness, work social and organizational equilibrium, work challenge and richness. Klatt, Murdick and Schuster (1985) have identified eleven dimensions of QWL in the year. They are: pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis. Measures of Quality of Work Life according to Adhikari & Gautam (2010) are: adequate pay and benefits, job security, safe and health working condition, meaningful job and autonomy in the job.

1.2. Job Satisfaction

Spector (1997) described job satisfaction as how people feel about their jobs and different aspects of their jobs. Motivation to perform the job will increase, when people consider their jobs as meaningful and enjoyable. The nature of job satisfaction implies that an individual would tend to stay with a job which is satisfying him and quit a job which is dissatisfying him. He measured the Job Satisfaction using 36 items to describe nine job facets (four items per facet). The job factors include pay, promotion, supervision, benefits, contingent rewards, operating procedures, co-workers, nature of work and communication. It was originally developed to assess job satisfaction in human service, non-profit and public organizations.

Job satisfaction is the feelings a person has about her or his job. Job satisfaction is an assessment of overall job experience, and arises from many factors such as one's relationship with a supervisor, the sense of fulfilment of work, perceived congruence between pay and work production, and physical conditions of the working environment (Spector, 1997). Job satisfaction was one of the earliest anticipated outcomes of empowerment (Spreitzer, et al, 1997). Employee satisfaction is the term used to describe a situation when employees are satisfied and contented with the job and their environment. Employee Satisfaction plays an important role in any organization be it small or large. Thinking that employee satisfaction is important only for the employee then it is not right. It is equally important for the organization for which the employee is working as well.

2. Review of Literature

- Indumathy R. and Kamalraj.S (2012) , conducted study on Quality Of Work Life Among Workers With Special Reference To Textile Industry In Tripura District – A Textile Hub. The objective was to identify the factors affecting quality of work life. To assess the quality of work life among workers and to analyze the measures adopted by the organization to improve the quality of work life among workers. The research design chosen was descriptive in nature. The universe of the study referred to the workers of the selected 5 textile industry related organizations in Tripura district – A textile hub. The total strength of the universe was 600. The sample size taken to conduct the research is 60 workers. 10% of the universe has been taken for the research. The study found that a happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. Quality of work life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Work life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain.
- Permarupan P.Y., Al- Mamun and Saufi A. (2013) conducted study on Quality of Work Life on Employees Job Involvement and Affective Commitment between the Public and Private Sector in Malaysia. The study examined the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. The Walton's (1974) QWL model was modified and adopted in this study. There are five dimensions namely a) fair and appropriate salary, (b) working conditions, (c) employees capacities at work, (d) opportunities that employees have at work and (e) organizational climate. The research findings presented have demonstrated that satisfactory qualities of work life enhance job involvement which relates to affective commitment. Therefore, organizations should strive to provide good Quality of Work Life to obtain the best results from their employees.
- Sinha C., (2012), did study on Factors Affecting Quality Of Work Life: Empirical Evidence From Indian Organizations to explore the factors of quality of working-life experiences in organizations. This study used a descriptive survey design. The purpose of descriptive surveys, according to Ezeani (1998), is to collect detailed and factual information that describes an existing phenomenon. In this study, we focused on understanding the factors affecting quality of working life that is working towards the development of organizations most valuable assets (employees) for gaining competitive advantage in the market. In other words, this study examines the reasons behind what employees perceive about high-quality working-life experiences employed by organizations in India. The target populations of the study were 100 middle level managers who were selected from various organizations to participate because very little empirical research work has been carried out for this group to understand the construct of QWL on context-free or general well-being of employees. The findings of this research proved that the components identified and the structural relations presented as regards the component, "quality of working life experiences" were suitable. The factors emerging from "quality of working life experiences" also indicate that how they are employed differently to satisfy the various needs of the employees by various organizations, which in turn elicit favorable job-related responses. Based upon an understanding of employees' various needs and their QWL experiences, management can identify the strategic gap (if any) in the organization and can take further necessary actions to improve the QWL of employees.
- Jerome S. (2013), conducted study on A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur . To study the various influencing factors of the QWL. To study the socio economic background of the employees and their Contribution to QWL. To suggest suitable measures for improving Quality of Work Life. Fifty respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. The researcher selected the respondents from all categories of employees by using simple random sampling. From the study we can arrive the conclusion that the quality of work life contributes to the workers' performance in a holistic manner. The study also helps us to know the loop holes of the Company in providing the workers' basic necessities. It also helps us to know how the workers are treated by the management. It also helps the workers to address their grievances.
- Kamal R. and Sengupta D. (2009), in their work have assessed the level of job satisfaction among bank officers. The survey responses indicate that with the change of satisfaction determinants, level of job satisfaction also varies. It is also observed that as a person ages, his job satisfaction shows an increasing trend. With age, spiritualism of the person increases, but his alternatives for change decreases. Younger employees have more energy, more expectations and more options, and hence have lesser satisfaction with the job. Overall the job satisfaction of bank officers though is not very high but still satisfactory.

3. Objectives of the Study

The objectives of the study are:

- i. To assess the dimensions of Quality of Work Life (QWL) and job satisfaction among the nurses.
- ii. To determine the relationship of Quality of Work Life (QWL) and its dimensions with job satisfaction.
- iii. To find out whether existence of Quality of Work Life (QWL) have any association with the demographic background of employees such as age, gender and education

4. Problem Statement

The work and its quality outcome depend upon Quality of Work Life (QWL). The Quality of Work Life portrays the factors which people find interesting and satisfying at their work and work place. Quality of Work Life is an integration of work with family environment. The studies conducted in the field of Quality of Work Life (QWL) is more on increasing employee's motivation so that he can perform harder, fostering loyalty and creating more effective organizations. The safer working environment, job security and employee benefits are the focus areas of the research. In Indian scenario Hospital industry is emerging be it a private or public hospitals. The nurses of the hospital represent the hospital and being a highly stressful service oriented sector the nurses are trained to provide quality services to the patients. With increasing number of patients it becomes essential that the nurses are satisfied with their jobs and have better Quality of Work Life with respect to their job. At this point, the study has been undertaken to determine the effect of implementation of Quality of Work Life dimensions and job satisfaction.

5. Hypothesis

The objective of this study is to measure the relationship between Quality of Work Life (QWL) and Job Satisfaction.. Therefore, the following hypotheses are developed:

H1: There exists a significant relationship between Demographic Variables viz. Age, Marital Status and Educational Qualification and Quality of Work Life.

H2: There exists a significant relationship between Demographic Variables viz. Age, Marital Status and Educational Qualification and Job Satisfaction.

H3: There exists a significant relationship between Quality of Work Life and nurses working in different departments.

H4: There exists a significant relationship between Job Satisfaction and nurses working in different departments.

H5: There exists a significant relationship between Quality of Work Life and Job Satisfaction.

6. Research Methodology

The sample size was consisted of one hundred eight nurses from Government Multi Specialty Hospital in Chandigarh. The respondents were the nurses aged more than 20 and less than 60 years. The survey was conducted by distributing the questionnaire among the respondents. All questions were explained to the participants before giving the questionnaire so they may easily complete it and give the relevant response. Each respondent had only one questionnaire. Due to time and budget constraints, distribution of questionnaire to a large number of respondents was very difficult; hence, the convenient sampling method was used. The tests used are Quality of Work Life (QWL) is developed by Sinha and Sayyed (1980) which have been modified using a 47-item scale and Job Satisfaction is measured using the 36-item scale developed by Spector (1995). The questionnaire was composed of three sections, the first section solicited general information about respondents i.e. age, marital status and work experience. Whereas, in the second part was associated to Quality of Work Life (QWL) having 47 items, which have been modified by taking out eight constructs were made viz. Satisfaction, Supervision, Colleagues, Self Satisfaction, Management, Job, Financial Conditions and Family Relations. The other questionnaires were not taken into account. The third part to Job Satisfaction and had 36 items having nine constructs viz. Pay Satisfaction, Promotion Satisfaction, Supervision Satisfaction, Benefits Satisfaction, Reward Satisfaction, Operating Procedures Satisfaction, Co-worker Satisfaction, Work Itself Satisfaction and Communication Satisfaction. The items were measured on 5 point Likert scale, where 5 was the largest level agreement and 1 was smallest level agreement. To explore the relationship between independent variable (Quality of Work Life) and dependent variable (Job Satisfaction), various statistical methods like Percentage analysis, Kolmogorov-Smirnov, Mann-Whitney U and Pearson Correlation, were used.

7. Analysis of Results for Quality of Work Life (QWL)

7.1. Mean of the Quality of Work Life (QWL) and Mean of Eight Constructs of Quality of Work Life (QWL)

From the table below, the overall mean of Quality of Work Life (QWL) is 3.58, which shows that overall nurses of the hospital are satisfied with the Quality of Work Life of the hospital. From the eight constructs of Quality of Work Life, the mean for the construct of Quality of Work Life with respect to family is highest (4.27) and least for Financial Conditions (2.82). Thus, it can be concluded that Quality of Work Life with respect to family is good but for the salary, retirement and bonus benefits they are least satisfied.

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
meanqwl	108	2.45	5.62	3.5760	.57676
Valid N (listwise)	108				
Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
mnqwlst	108	1.40	5.00	3.6963	.75256
mnqwlsp	108	1.67	5.00	3.5932	.79745
mnqwlcl	108	2.00	5.00	3.8681	.63435
mnqwlss	108	2.29	8.57	3.5344	.87550
mnqwlm	108	1.00	4.00	2.7626	.75752
mnqwlj	108	2.00	13.11	4.1427	1.21702
mnqwlfc	107	1.00	5.00	2.8294	1.04701
mnqwlfl	108	1.00	5.00	4.2731	.97248
Valid N (listwise)	107				

Table 1

7.2. Impact of Marital Status on Quality of Work Life and its Factors

To find out the impact of Marital Status on Quality of Work Life factors Mann-Whitney U Test is performed.

Ranks			
	Material status	N	Mean Rank
meanqwl	Married	28	64.09
	Unmarried	80	51.14
	Total	108	

Table 2

Test Statistics ^a	
	meanqwl
Mann-Whitney U	851.500
Wilcoxon W	4091.500
Z	-1.883
Asymp. Sig. (2-tailed)	.060
a. Grouping Variable: Material status	

Table 3

From the above table it can be inferred that significance value for Quality of Work Life, having the p-value .060, which is greater than the significance value ($p < 0.05$), states that there is no significant relationship between the Quality of Work Life factor with marital status among nurses. However, from the mean rank scores it can be inferred that married nurses are having higher level of satisfaction than unmarried nurses. Thus Hypothesis H1 for Marital Status is rejected.

To find out the impact of marital status on Quality of Work Life factors Mann-Whitney U Test is performed.

Test Statistics ^a								
	mnqwlst	mnqwlsp	Mnqwlcl	mnqwlss	mnqwlm	mnqwlj	mnqwlfc	mnqwlfl
Mann-Whitney U	1042.500	913.000	942.500	695.000	1106.500	826.000	1096.500	1116.500
Wilcoxon W	1448.500	4153.000	4182.500	3935.000	1512.500	4066.000	4256.500	1522.500
Z	-.548	-1.456	-1.260	-2.990	-.095	-2.065	-.068	-.027
Asymp. Sig. (2-tailed)	.584	.146	.208	.003	.924	.039	.946	.979
a. Grouping Variable: Material status								

Table 4

From the above table it can be inferred that only constructs self satisfaction and job of Quality of Work Life are significant having significance value ($p < 0.05$) rest all are not significant. Thus it can be inferred that self satisfaction and job related factors of Quality of Work Life are significant among married and unmarried nurses.

7.3. Impact of Educational Qualification on Quality of Work Life and its factors

To find out the impact of Educational Qualification on Quality of Work Life factors Kruskal Wallis Test is performed.

Ranks			
	Qualification	N	Mean Rank
meanqwl	Under Graduate	28	41.13
	Graduate	62	58.92
	Post Graduate	18	60.08
	Total	108	

Table 5

Test Statistics ^{a,b}	
	Meanqwl
Chi-Square	6.920
Df	2
Asymp. Sig.	.031
a. Kruskal Wallis Test	
b. Grouping Variable: Qualification	

Table 6

From the above table it can be inferred that for Educational Qualification the significance p-value .031, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the Quality of Work Life factor with Educational Qualification among nurses. However, from the mean rank scores it can be inferred that nurses having Post Graduate Qualification are having higher level of Quality of Work Life and least for nurses who are undergraduates. Thus Hypothesis H1 for Educational Qualification is accepted.

To find out the impact of Educational Qualification on Quality of Work Life factors Mann-Whitney U Test is performed.

Test Statistics ^{a,b}								
	mngwlst	mngwlsp	mngwlcl	mngwlss	mngwlm	mngwlj	mngwlfc	mngwlfl
Chi-Square	6.541	4.346	1.734	4.226	5.209	4.408	3.095	14.823
df	2	2	2	2	2	2	2	2
Asymp. Sig.	.038	.114	.420	.121	.074	.110	.213	.001
a. Kruskal Wallis Test								
b. Grouping Variable: Qualification								

Table 7

From the above table it can be inferred that for only family construct of Quality of Work Life is having significance p-value .001, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the family construct of Quality of Work Life with Educational Qualification among nurses. For the rest of constructs, they are not significant.

7.4. Impact of Age on Quality of Work Life and its factors

To find out the impact of Age on Quality of Work Life factors Kruskal Wallis Test is performed.

Ranks			
	Age	N	Mean Rank
meanqwl	25-30	95	52.91
	31-35	6	65.17
	36-40	1	12.00
	41-50	6	76.08
	Total	108	

Table 8

Test Statistics ^{a,b}	
	meanqwl
Chi-Square	5.637
df	3
Asymp. Sig.	.131
a. Kruskal Wallis Test	
b. Grouping Variable: Age	

Table 9

From the above table it can be inferred that for Age the significance p-value .131, which is more than the significance value ($p < 0.05$), states that there is no significant relationship between the Quality of Work Life factor with Educational Qualification among nurses. However, from the mean rank scores it can be inferred that nurses among the age group 41-50 are having higher level of Quality of Work Life and least for nurses among the age group 30-40. Thus, Hypothesis H1 for Age is rejected.

To find out the impact of Age on Quality of Work Life factors Mann-Whitney U Test is performed.

Test Statistics ^{a,b}								
	mnqwlst	mnqwisp	mnqwlcl	mnqwlss	mnqwlm	mnqwlj	mnqwlfc	mnqwlfl
Chi-Square	1.939	4.235	8.931	19.446	2.347	14.318	11.496	4.718
df	3	3	3	3	3	3	3	3
Asymp. Sig.	.585	.237	.030	.000	.504	.003	.009	.194
a. Kruskal Wallis Test								
b. Grouping Variable: Age								

Table 10

From the above table it can be inferred that for colleagues, self satisfaction, job and family condition constructs of Quality of Work Life are having significance p-value, which is less than the significance value ($p < 0.05$), stating that there is a significant relationship between the colleagues, self satisfaction, job and family condition constructs of Quality of Work Life with age among nurses. For the rest of constructs, they are not significant.

7.5. Impact of Working in Different Departments on Quality of Work Life and its Factors

To find out the impact of Working in different Departments on Quality of Work Life factors Kruskal Wallis Test is performed.

Ranks			
	Departments	N	Mean Rank
meanqwl	Children ward	14	50.68
	Labour Room	14	26.25
	OT	4	85.00
	Surgical ICU	3	8.00
	Emergency	6	54.83
	Gynae Ward	13	33.58
	Medicine Ward	11	60.05
	Anti- Natal	10	62.60
	Post Natal	11	48.73
	Ortho Dept	5	31.40
	Total	91	

Table 11

Test Statistics ^{a,b}	
	meanqwl
Chi-Square	35.500
df	9
Asymp. Sig.	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Departments	

Table 12

From the above table it can be inferred that for working in different departments in the hospital has significance p-value .000, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the Quality of Work Life among nurses working in different departments of the hospital. However, from the mean rank scores it can be inferred that nurses working in OT department as higher level of Quality of Work Life and least for nurses working in surgical ICU. Thus Hypothesis H3 is accepted.

Test Statistics ^{a,b}								
	mnqwlst	mnqwlsp	mnqwlcl	mnqwlss	mnqwlm	mnqwlj	mnqwlfc	mnqwlfl
Chi-Square	42.850	37.721	38.888	17.572	38.171	19.498	34.401	20.059
df	9	9	9	9	9	9	9	9
Asymp. Sig.	.000	.000	.000	.040	.000	.021	.000	.018
a. Kruskal Wallis Test								
b. Grouping Variable: Departments								

Table 13

From the above table it can be inferred that all the constructs of Quality of Work Life are having significance p-value, which is less than the significance value ($p < 0.05$), stating that there is a significant relationship between the all the constructs of Quality of Work Life among nurses working in different departments in the hospital.

8. Analysis of Results for Job Satisfaction

To check whether data is normal or not, the Normality Test is performed and as the number of respondents are more that hundred we check the p value of Kolmogorov-Smirnov which is .000 hence the null hypothesis is not accepted (i.e. data is normal). So we conclude that the data is not normal and we have to apply non-parametric tests on the same.

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
meanjs	.155	108	.000	.903	108	.000
a. Lilliefors Significance Correction						

Table 14

8.1. Mean of the Job Satisfaction and Mean of Nine Constructs of Job Satisfaction

From the table below, the overall mean of Job Satisfaction is 3.13, which shows that overall nurses of the hospital are satisfied with their Jobs of the hospital. From the nine constructs of Job Satisfaction, the mean for the construct of operating procedures of job satisfaction items is having the highest mean (3.5) and least for reward satisfaction items (2.7). Thus it can be concluded that the nurses are having Job Satisfaction with respect to operating procedures of the Job and least for reward system of the hospital.

Descriptive Statistics							
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
meanjs	108	2.52	2.11	4.63	3.1387	.38417	.148
Valid N (listwise)	108						
Descriptive Statistics							
	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
mnjspsi	108	12.75	1.00	13.75	2.8133	1.39945	1.958
mnjsprsi	108	3.75	1.00	4.75	2.7492	.87671	.769
mnjssss	108	4.00	1.00	5.00	3.2037	.58019	.337
mnjsbsi	108	3.50	1.00	4.50	3.0278	.74046	.548
mnjsrsi	108	3.50	1.00	4.50	3.0093	.85648	.734
mnjsosi	108	3.00	2.00	5.00	3.5656	.65508	.429
mnjswsi	108	3.00	1.75	4.75	3.4367	.53034	.281
mnjswisi	108	3.50	1.00	4.50	3.3287	.73517	.540
mnjscsi	108	11.25	2.00	13.25	3.1088	1.18759	1.410
Valid N (listwise)	108						

Table 15

8.2. Impact of Marital Status on Job Satisfaction and its factors

To find out the impact of Marital Status on Job Satisfaction factors Mann-Whitney U Test is performed.

Ranks				
	Material status	N	Mean Rank	Sum of Ranks
meanjs	Married	28	62.88	1760.50
	Unmarried	80	51.57	4125.50
	Total	108		

Table 16

Test Statistics ^a	
	meanjs
Mann-Whitney U	885.500
Wilcoxon W	4125.500
Z	-1.647
Asymp. Sig. (2-tailed)	.099
a. Grouping Variable: Material status	

Table 17

From the above table it can be inferred that significance value for Job Satisfaction, having the p-value .099, which is greater than the significance value ($p < 0.05$), states that there is no significant relationship between the Job Satisfaction factor with marital status among nurses. However, from the mean rank scores it can be inferred that married nurses are having higher level of satisfaction than unmarried nurses. Thus Hypothesis H2 for Marital Status is rejected.

To find out the impact of marital status on Job Satisfaction factors Mann-Whitney U Test is performed.

Test Statistics ^a									
	Mnjpspsi	Mnjpsprsi	mnjsssss	mnjbsbsi	mnjrsrsi	mnjssosi	mnjswsi	mnjswisi	mnjscsi
Mann-Whitney U	1108.5	1070	691	1051	742.5	941	1102.5	1076	1054.5
Wilcoxon W	4348.5	4310	3931	1457	3982.5	1347	1508.5	4316	4294.5
Z	-0.081	-0.353	-3.064	-0.492	-2.681	-1.268	-0.124	-0.313	-0.463
Asymp. Sig. (2-tailed)	0.935	0.724	0.002	0.623	0.007	0.205	0.901	0.754	0.643
a. Grouping Variable: Material status									

Table 18

From the above table it can be inferred that only construct of supervision satisfaction item Job Satisfaction is significant having significance value ($p < 0.05$) rest all are not significant. Thus it can be inferred that supervision satisfaction factor of Job Satisfaction is significant among married and unmarried nurses.

8.3. Impact of Educational Qualification on Job Satisfaction and its factors

To find out the impact of Educational Qualification on Job Satisfaction factors Kruskal Wallis Test is performed.

Ranks			
	Qualification	N	Mean Rank
Meanjs	Under Graduate	28	57.11
	Graduate	62	53.26
	Post Graduate	18	54.72
	Total	108	

Table 19

Test Statistics ^{a,b}	
	meanjs
Chi-Square	.294
Df	2
Asymp. Sig.	.863
a. Kruskal Wallis Test	
b. Grouping Variable: Qualification	

Table 20

From the above table it can be inferred that for Educational Qualification the significance p-value .863, which is more than the significance value ($p < 0.05$), states that there is no significant relationship between Educational Qualification and Job Satisfaction among nurses. However, from the mean rank scores it can be inferred that nurses having Under Graduate Qualification are having higher level of Job Satisfaction and least for nurses who are Graduates. Thus Hypothesis H2 for Educational Qualification is rejected. To find out the impact of Educational Qualification on Job Satisfaction factors Mann-Whitney U Test is performed.

Test Statistics ^{a,b}									
	mnjspsi	Mnjsprsi	mnjssss	mnjsbsi	mnjrsri	mnjsosi	mnjswsi	mnjswisi	mnjscsi
Chi-Square	3.640	1.498	5.027	.256	6.562	11.068	.460	3.660	16.530
df	2	2	2	2	2	2	2	2	2
Asymp. Sig.	.162	.473	.081	.880	.038	.004	.794	.160	.000
a. Kruskal Wallis Test									
b. Grouping Variable: Qualification									

Table 21

From the above table it can be inferred that for only reward satisfaction, operating procedures and communication satisfaction constructs of Job Satisfaction is having significance p-value, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the reward satisfaction, operating procedures and communication satisfaction construct of Job Satisfaction with Educational Qualification among nurses. For the rest of constructs, they are not significant.

8.4. Impact of Age on Job Satisfaction and its factors

To find out the impact of Age on Job Satisfaction and its factors Kruskal Wallis Test is performed.

Ranks			
	Age	N	Mean Rank
meanjs	25-30	95	51.84
	31-35	6	78.00
	36-40	1	5.00
	41-50	6	81.42
	Total	108	

Table 22

Test Statistics ^{a,b}	
	meanjs
Chi-Square	11.040
df	3
Asymp. Sig.	.012
a. Kruskal Wallis Test	
b. Grouping Variable: Age	

Table 23

From the above table it can be inferred that for Age the significance p-value .012, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the Job Satisfaction factors with Age among nurses. However, from the mean rank scores it can be inferred that nurses among the age group 41-50 are having higher level of Quality of Work Life and least for nurses among the age group 30-40. Thus Hypothesis H2 for Age is accepted.

To find out the impact of Age on Job Satisfaction factors Mann-Whitney U Test is performed.

Test Statistics ^{a,b}									
	mnjspsi	mnjsprsi	mnjssss	mnjsbsi	mnjrsri	mnjsosi	mnjswsi	mnjswisi	mnjscsi
Chi-Square	3.992	3.756	12.955	9.905	16.840	2.484	1.329	10.431	6.634
df	3	3	3	3	3	3	3	3	3
Asymp. Sig.	.262	.289	.005	.019	.001	.478	.722	.015	.085
a. Kruskal Wallis Test									
b. Grouping Variable: Age									

Table 24

From the above table it can be inferred that for only supervision satisfaction, benefits satisfaction, reward satisfaction and work itself satisfaction constructs of Job Satisfaction is having significance p-value, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the supervision satisfaction, benefits satisfaction, reward satisfaction and work itself satisfaction construct of Job Satisfaction with Age among nurses. For the rest of constructs, they are not significant.

8.5. Impact of Working in different Departments on Job Satisfaction and its factors

To find out the impact of Working in different Department on Job Satisfaction factors Kruskal Wallis Test is performed.

Ranks			
	Departments	N	Mean Rank
meanjs	Children ward	14	61.07
	Labour Room	14	39.04
	OT	4	44.00
	Surgical ICU	3	6.00
	Emergency	6	50.17
	Gynae Ward	13	31.54
	Medicine Ward	11	52.64
	Anti- Natal	10	38.70
	Post Natal	11	52.05
	Ortho Dept	5	68.20
	Total	91	

Table 25

Test Statistics ^{a,b}	
	meanjs
Chi-Square	22.176
df	9
Asymp. Sig.	.008
a. Kruskal Wallis Test	
b. Grouping Variable: Departments	

Table 26

From the above table it can be inferred that for working in different departments in the hospital has significance p-value .008, which is less than the significance value ($p < 0.05$), states that there is a significant relationship between the Job Satisfaction among nurses working in different departments of the hospital. However, from the mean rank scores it can be inferred that nurses working in Ortho department as higher level of Quality of Work Life and least for nurses working in surgical ICU. Thus Hypothesis H4 is accepted.

	mnjspsi	mnjsprsi	mnjssss	mnjsbsi	mnjrsri	mnjsosi	mnjswsi	mnjswisi	mnjscsi
Chi-Square	20.652	41.690	27.959	28.707	13.947	33.881	34.314	28.754	22.310
df	9	9	9	9	9	9	9	9	9
Asymp. Sig.	.014	.000	.001	.001	.124	.000	.000	.001	.008
a. Kruskal Wallis Test									
b. Grouping Variable: Departments									

Table 27

From the above table it can be inferred that except reward satisfaction construct all the constructs of Job Satisfaction are having significance p-value, which is less than the significance value ($p < 0.05$), stating that there is a significant relationship between the all the constructs of Job Satisfaction among nurses working in different departments in the hospital except reward satisfaction.

8.6. Impact of Quality of Work Life (QWL) on Job Satisfaction

Pearson correlation is worked out to see whether there is any relation between Quality of Work Life (QWL) and Job Satisfaction among nurses. The table below shows that the co-relation between Quality of Work Life (QWL) and Job Satisfaction is 0.408 which indicates that there exists a positive relationship between Quality of Work Life (QWL) and Job Satisfaction at level of significance (p-value of .000). Thus the Hypothesis, H5: There is significant relationship between the between Quality of Work Life (QWL) and Job Satisfaction is accepted.

Correlations			
		meanqwl	meanjs
meanqwl	Pearson Correlation	1	.408**
	Sig. (2-tailed)		.000
	N	108	108
meanjs	Pearson Correlation	.408**	1
	Sig. (2-tailed)	.000	
	N	108	108

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

Table 28

8.7. Correlation between eight factors of Quality of Work Life (QWL) and Job Satisfaction

The Table below shows that correlation between eight factors of Quality of Work Life (QWL) and Job Satisfaction. It can be inferred that all the eight factors are significant (having p<0.05). Thus, the Hypothesis, Hypothesis, H5: There is significant relationship between the between Quality of Work Life (QWL) and Job Satisfaction is accepted.

Correlations										
		mnqwlst	mnqwlsp	mnqwlcl	mnqwlss	mnqwlm	Mnqwlj	mnqwlfc	mnqwlfl	meanjs
Mnqwlst	Pearson Correlation	1								
	Sig. (2-tailed)									
	N	108								
mnqwlsp	Pearson Correlation	.543**	1							
	Sig. (2-tailed)	.000								
	N	108	108							
mnqwlcl	Pearson Correlation	.391**	.523**	1						
	Sig. (2-tailed)	.000	.000							
	N	108	108	108						
mnqwlss	Pearson Correlation	.203*	.398**	.388**	1					
	Sig. (2-tailed)	.035	.000	.000						
	N	108	108	108	108					
mnqwlm	Pearson Correlation	.621**	.456**	.358**	.242*	1				
	Sig. (2-tailed)	.000	.000	.000	.012					
	N	108	108	108	108	108				
mnqwlj	Pearson Correlation	.332**	.209*	.152	.261**	.362**	1			
	Sig. (2-tailed)	.000	.030	.116	.006	.000				
	N	108	108	108	108	108	108			
mnqwlfc	Pearson Correlation	.533**	.368**	.208*	.111	.600**	.155	1		
	Sig. (2-tailed)	.000	.000	.031	.255	.000	.111			
	N	107	107	107	107	107	107	107		
mnqwlfl	Pearson Correlation	.250**	.362**	-.070	.028	.378**	.282**	.269**	1	
	Sig. (2-tailed)	.009	.000	.473	.776	.000	.003	.005		
	N	108	108	108	108	108	108	107	108	
meanjs	Pearson Correlation	.388**	-.003	.068	.086	.391**	.459**	.494**	-.071	1
	Sig. (2-tailed)	.000	.976	.483	.376	.000	.000	.000	.464	
	N	108	108	108	108	108	108	107	108	108

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 29

9. Conclusion and Recommendations

On the basis of results, it is concluded that Quality of Work Life (QWL) has positive and significant impact on employee job satisfaction. There is significant difference of Quality of Work Life (QWL) among nurses working in different departments. This study confirms that Quality of Work Life (QWL) leads towards higher level of employee's job satisfaction. Thus from the above discussion it is clear that various dimensions of Quality of Work Life (QWL) are related to job satisfaction. The finding of this study stated that the dimensions of Quality of Work Life (QWL) of nurses and their job satisfaction are related is in lieu with previous studies. Thus the nurses like their jobs more when they find their work having Quality of Work Life (QWL) factors of pay, promotion, rewards, supervision and work itself meaningful. As in India a lot of problems exist in hospitals among nurses due to which stress is inevitable and unavoidable. This in turn will impact the effectiveness of the job and which act as deterrent not only for the hospital but also for patients. The job effectiveness is a psychological aspect in hospital sector which is a predictor of innovative and empathetic behaviour of the nurses. Thus to achieve higher effectiveness and job satisfaction it is recommended that Quality of Work Life (QWL) should be encouraged in hospitals across India.

10. References

- i. Robbins, S.P. (1989), "Organizational Behavior: Concepts, Controversies, and Applications", Prentice-Hall, Englewood Cliffs, NJ.
- ii. Korunka, C., Hoonakker, P., & Carayon, P.,(2008) "Quality of working life and turnover intention in information technology work", *Human Factors and Ergonomics in Manufacturing & Service Industries*, Vol. 18, pp. 409-423.
- iii. Lewis, D., Brazil, K., Krueger, P., Lohfeld, L., and Tjam, E. (2001), "Extrinsic and intrinsic determinants of quality of work life", *Leadership in Health Services*, Vol. 14, pp. 9-15.
- iv. Walton, R.E., (1980), "Improving the QWL", *Harvard Business Review*, Vol. 19 (12), May-June, pp. 11-24.
- v. Klatt, Murdick and Schuster (1985), "Human resource Management", Charter E.Merrul Publishing Company, pp.585-592.
- vi. Adhikari, D.R & Gautam, D.K. Labor, (2010), "Legislations for improving quality of work life in Nepal", *International Journal of Law and Management*, Vol. 52(1), pp. 40-53.
- vii. Mirvis and Lawler (1984), "Accounting for the Quality of Work-Life", *Journal of Organizational Behaviour*, John & Wiley Ltd., Vol:5 No:3
- viii. Baba, VV and Jamal, M (1991), "Routinisation of job context and job content as related to employees quality of working life: a study of psychiatric nurses" *Journal of Organisational Behaviour*, Vol. 12, pp. 379-386.
- ix. Indumathy R. and Kamalraj.S. (2008), "A study on quality of work life among workers with special reference to textile industry in Tirupur district – a textile hub", Vol.2 Issue 4.
- x. S. Jerome (2013), "A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur", Volume 1, Issue 4.
- xi. Chandranshu S. (2012), "Factors Affecting Quality of Work Life: Empirical Evidence From Indian Organizations", Vol.1 No.11, pp. 31-40.
- xii. Permarupan P.Y., Al- Mamun A. and Saufi R.A. (2013), "Quality of Work Life on Employees Job Involvement and Affective Commitment between the Public and Private Sector in Malaysia", Vol. 9, No. 7.
- xiii. Kamal R. and Sengupta D. (2009), "Study of Job Satisfaction of Bank Officers", *Prajnan, NIBM, Pune*, Vol. XXXVII, No. 3.
- xiv. Spector, P. (1985), "Measurement of human service staff satisfaction: Development of the Job Satisfaction Survey" *American Journal of Community Psychology*, Vol. 13(6), pp. 693-713.
- xv. Spreitzer G.M. (1995), "Psychological empowerment in the workplace: Dimensions, measurement and validation", *Academy of Management Journal*, Vol. 38(5), pp. 1442-1465.
- xvi. Sinha, P and Sayeed O.B. (1980), "Measuring Quality of Working Life: Development of an Inventory", *Indian Journal of Social Work*, Vol. 41, pp. 219-26.