



# Job Satisfaction and Quality of Work Life among Government Employees in the Municipality of Liloy Zamboanga Del Norte, Philippines

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**Abstract**— This study aimed to assess the job satisfaction and quality of work life of the government employees in the Municipality of Liloy, Zamboanga del Norte, during the calendar year 2020. A quantitative descriptive-correlational research design was employed in this study. Using frequency counting and percent, weighted mean, standard deviation, Mann-Whitney U test, Kruskal-Wallis test, and Spearman Rank-Order Correlation, data were obtained from 170 employees of the Local Government Unit in Municipality of Liloy Zamboanga del Norte. The study found that the perceived level of employees' job satisfaction is strongly agreed upon and highly satisfied. Standard deviations less than 3.0 supported a high degree of homogeneity in their responses. In addition, the study discovered that the respondents' perceived quality of work life is strongly agreed upon and described to a very large extent. Standard deviations less than 3.0 supported a high degree of homogeneity in their responses. The study found no significant difference in the perceived level of employees' job satisfaction regarding age, sex, and level of education. Moreover, the study also found no significant difference in the perceived level of employees' quality work of life in terms of age, sex, and level of education. Furthermore, the study revealed a significant relationship between job satisfaction and employees' quality work of life in the Local Government Unit of Liloy. This indicates that job satisfaction is significantly related to quality work of life. Hence, management strategy and working environments would be enhanced to boost job satisfaction and employees' quality of work life.

**Keywords**— Job Satisfaction, Quality Work of Life, Philippines

## I. INTRODUCTION

The prevalent job satisfaction problem among employees is an ongoing concern faced by almost all government agencies. Employees dissatisfied with their job will likely lose their dedication, innovation, and efficiency. In most cases, this is the average explanation for every end of the calendar year's departure of employees. Job satisfaction is a worldwide phenomenon (Panes, Gempes, and Genuba, 2017). Research in Malaysia has shown that government offices are losing their best employees. Consequently, a call to boost the work satisfaction of workers resounded (Ariffin, Hashim, and Sueb, 2013). Besides, the survey in America showed a disturbing portrait of American workers; in a quarter of a century, employee job satisfaction decreased to its lowest point. Moreover, factors that led to lower work satisfaction among employees in America were

established (Richmond, 2013). Employees, however, have a poor quality of working life and are unhappy or dissatisfied with their jobs (Balaji, 2013).

Quality of working life has been differentiated from the broader concept of Quality of Life. As noted, employees who are dissatisfied or whose desires are otherwise unfulfilled seem to have a low quality of work life (Chandra, Lakhawat, & Vishwakarma, 2013). In addition, the top management realized that if the employees are not motivated, they cannot retain them as efficient employees (Parameshwari & Suresh, 2015). On the other hand, work-life naturally means the life of employees, physical and intellectual, in their work environment in an office or factory, or field working (Das & Panda, 2015). However, dissatisfaction with work-life arises due to the mismatch between employee expectations and reality, which may

affect their performance in the organization (Parameshwari & Suresh, 2015).

This study is critical because it tests the quality of work-life variables and the current circumstances of employees and how much they impact the satisfaction and success of employees in their work organization. In addition, Quality of Work Life has taken on growing interest and importance in all countries of the world. It is essential in terms of dedication to work, motivation, and job performance (Das & Panda, 2015). In particular, the organization needs to focus on job design and work organization to accommodate the new generation of employees. Moreover, today's workforce is aware of the value of relationships and seeks to strike a balance between career and personal life (Das & Panda, 2015).

Quality of Work Life has been connected to various studies of various influences. Accordingly, Noor and Abdullah (2012) confirmed a significant relationship between quality of work life and job satisfaction. In clarifying the relationship between job satisfaction, job participation, and job stability with the quality of work life, job satisfaction bears more weight. In addition, (Chandra, Lakhawat, & Vishwakarma, 2013) indicate that the most significant determinant of Quality of Work Life is physical factors, psychological factors, and social factors. The study showed that Quality of Work Life is positively and significantly related to employee satisfaction.

Considering the substantial problems encountered by this topic, numerous works have been carried out around the world to identify the causes and effects and make appropriate conclusions. However, literature has been denied regarding the quality of work life and job satisfaction framework and whether or not they are practiced and adapted. Quality of Working Life is not only a concept that deals with one field but has been found to include a hierarchy of concepts that involve work-based factors such as job satisfaction and satisfaction with work. Pay and work colleagues' interactions are also variables that largely concentrate on life satisfaction and a general sense of well-being. Meanwhile, no current research has been carried out on any of the above variables in Region IX, particularly in the Municipality of Liloy, Zamboanga Del Norte. The

purpose of this study is to gather evidence to assess the level of job satisfaction and the quality of work life of the government employees in the Municipality of Liloy, Zamboanga Del Norte.

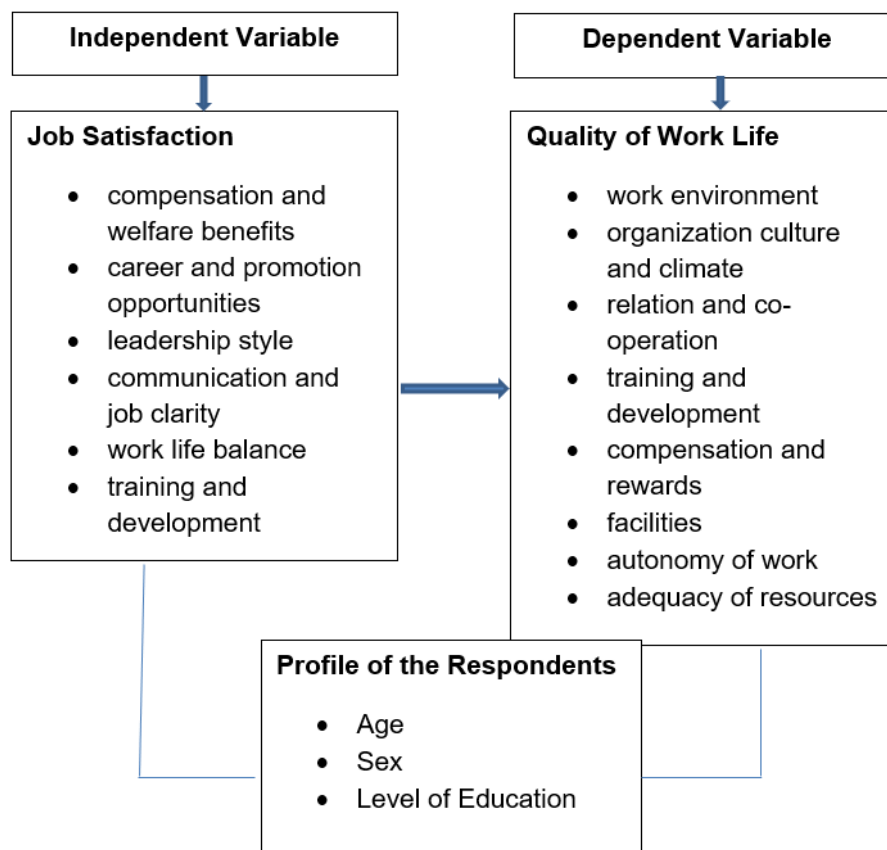
### **Theoretical Framework**

This research study is anchored on the Two-Factor Theory of Motivation by Frederick Herzberg (1959). Herzberg stated that some job factors result in satisfaction while others prevent dissatisfaction. According to Herzberg, the opposite of "Satisfaction" is "No satisfaction," and the opposite of "Dissatisfaction" is "No Dissatisfaction."

**Hygiene factors.** Hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent / if these factors are non-existent at workplace, then they lead to dissatisfaction. In other words, hygiene factors are those factors which when adequate/reasonable in a job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. Hygiene factors are also called as dissatisfies or maintenance factors as they are required to avoid dissatisfaction. These factors describe the job environment/scenario. The hygiene factors symbolized the physiological needs which the individuals wanted and expected to be fulfilled. Hygiene factors includes pay, company policies and administrative policies, fringe benefits, physical working conditions, status, interpersonal relations and job security.

**Motivational factors.** According to Herzberg, the hygiene factors cannot be regarded as motivators. The motivational factors yield positive satisfaction. These factors are inherent to work. These factors motivate the employees for a superior performance. These factors are called satisfiers. These are factors involved in performing the job. Employees find these factors intrinsically rewarding. The motivators symbolized the psychological needs that were perceived as an additional benefit. Motivational factors include recognition, sense of achievement, growth and promotional opportunities, responsibility and meaningfulness of the work.

**Conceptual Framework**



**Statement of the Problem**

This study aimed to assess the job satisfaction and extent of quality of work life of the government employees in the Municipality of Liloy, Zamboanga del Norte during the calendar year 2021.

Specifically, this study sought to answer the following questions:

1. What is the profile of employees in terms of:
  - 1.1 age;
  - 1.2 sex; and
  - 1.3 level of education?
2. What is the level of job satisfaction of employees in terms of:
  - 2.1 compensation and welfare benefits;
  - 2.2 career and promotion opportunities;
  - 2.3 leadership style;
  - 2.4 communication and job clarity;
  - 2.5 work life balance; and
  - 2.6 training and development?
3. Is there a significant difference in the level of job satisfaction of employees when grouped according to their profile?
4. What is the extent of quality of work life of employees in terms of:
  - 4.1 work environment;
  - 4.2 organization culture and climate;
  - 4.3 relation and co-operation;
  - 4.4 training and development;
  - 4.5 compensation and rewards;
  - 4.6 facilities;
  - 4.7 autonomy of work; and
  - 4.8 adequacy of resources?
5. Is there a significant relationship between the job satisfaction of employees and their quality of work life?
6. Is there a significant difference in the extent of quality of work life of employees when analyzed as to their profile?

**II. LITERATURE**

**Job Satisfaction**

Job satisfaction is a pleasurable feeling of emotion that comes from job success. It is the sense of success of the worker on the job that is primarily related to productivity as

well as personal well-being. Indeed, it means the happiness of the person doing the work, doing it well, and being praised for his or her efforts. This means excitement and satisfaction at work. Some proponents magnify that job satisfaction is the main component that results in appreciation, earnings, advancement, and the achievement of other objectives that contribute to a sense of accomplishment. Work satisfaction also spreads the organization's goodwill, reduces absenteeism, labor turnover, accidents; increases the morale, efficiency of workers and encourages new ideas among employees (Anitha, 2011; Simatwa, 2011; & Ayele, 2014).

It was noted that job satisfaction is a dynamic process; a positive emotional state that occurs when a person's job seems to fulfill important values, provided these values are compatible with one's needs. It is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization. With this thought, it is always of a greater interest to know why men work and at which level and how he/she satisfied with the job. Accordingly, job satisfaction as a pleasurable emotional state resulting from the appraisal of one's job; an affective reaction to one's job; and an attitude towards one's job. It implies that employees form attitudes towards jobs by taking into account the feelings, beliefs, and behaviors (Bell, 2016; Panes, Gempes, & Genuba, 2017).

### **Quality of Work Life**

Quality of work life is an experience which an employee feels about the job and work place. It provides the company as well as the workers with benefits. There have been enormous shifts in the methods of human resource management in the new digital era. The workers are regarded as assets by top-level management of businesses. To achieve the goal, they take necessary steps. They realized that if the workers are not inspired, certainly management cannot maintain the productive employees. Top level management also ensure that the quality of work life is present. The approach to the quality of work life sees employees as a benefit to the company rather than a cost (Parameshwari & Suresh, 2015).

Quality of work life is important to organizational performance and it is an important factor that effects motivation at work. Quality of work life programs has two objectives. One is to enhance the productivity and the another is to increase the level of satisfaction of employees. Quality of work life includes the set of values and principles

which define the importance of people working in an organization because they are the most valuable asset for an organization. Quality of work life includes the various elements such as working conditions, working duration, health policies, payment system, fringe and non-fringe benefits that an organization provides to its employees (Parameshwari & Suresh, 2015).

## **III. METHODOLOGY**

### **Method Used**

The study included survey and descriptive-correlational research methods. The survey method was employed since the researchers' gathered data through a questionnaire checklist of job satisfaction, and level of quality of work life. Creswell and Guetterman (2019) defined a survey as a research method used for collecting data from a predefined group of respondents to gain information and insights on various topics of interest. On the other hand, correlational research is a type of non-experimental research method in which a researcher measures variables, understands, and assesses the statistical relationship between them with no influence from any extraneous variable (Bhat, 2019). A correlational analysis was performed to determine the significant relationship between job satisfaction, and quality of work life.

### **Research Environment**

The study took off in Municipality of Liloy, Local Government Unit Province of Zamboanga del Norte. It has three hundred ten (310) government employees. Using the scientific way of determining the sample size by Calmorin, one hundred seventy (170) were then obtained on the deployed survey questionnaire.

### **Research Respondents**

All regular, on job order and/or contract employees of the government offices in the Municipality of Liloy, Zamboanga del Norte are the respondents of this study.

### **Statistical Treatment of Data**

**Frequency Counting and Percent.** They were used to determine the respondents' profile in terms of age, sex, and level of education. Percent was calculated by getting the frequency of each category divided by the total number of respondents.

**Weighted Mean.** It was used to quantify the ratings of the respondents' job satisfaction and quality of work life in Liloy, Zamboanga del Norte.

Table 2. Job Satisfaction Scale Range Values & Interpretation

Scale	Range	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	Very highly satisfied
4	3.41 – 4.20	Agree	Highly satisfied
3	2.61 – 3.40	Uncertain	Moderately satisfied
2	1.81 – 2.60	Disagree	Less satisfied
1	1.00 – 1.80	Strongly Disagree	Not satisfied

Table 3. Quality of Work Life Scale Range Values & Interpretation

Scale	Range	Description	Interpretation
5	4.21 – 5.00	Strongly Agree	Very large extent
4	3.41 – 4.20	Agree	Large extent
3	2.61 – 3.40	Uncertain	Moderate extent
2	1.81 – 2.60	Disagree	Small extent
1	1.00 – 1.80	Strongly Disagree	Very small extent

**Standard Deviation.** It was used to determine the homogeneity and heterogeneity of the ratings where  $SD \leq 3$  is homogenous, and  $SD > 3$  is heterogeneous (Refugio, Galleto, & Torres, 2019)

**Mann-Whitney Test.** It was utilized to test the difference in employees’ job satisfaction and quality of work life when analyzed as to age and sex.

**Kruskal-Wallis Test.** It was employed to test the difference in employees’ job satisfaction and quality of work life when analyzed as to level of education. Post hoc analysis was performed when significant differences existed between the variables tested to determine where the difference was situated with a Bonferroni-adjusted significant level using Dunn’s Test (Aiken & Susane, 2001).

**Spearman Rank-Order Correlation.** It was used to determine the correlation between employees’ job satisfaction and quality of work life.

The following guide in interpreting the value of  $\rho$ , suggested by Cohen, West, and Aiken (2014), was used. Value Size Interpretation

- $\pm 0.50$  to  $\pm 1.00$  Large High positive/negative correlation
- $\pm 0.30$  to  $\pm 0.49$  Medium Moderate positive/negative correlation
- $\pm 0.10$  to  $\pm 0.29$  Small Low positive/negative correlation
- $\pm 0.01$  to  $\pm 0.09$  Negligible Slight positive/negative correlation
- 0.00 No correlation

#### IV. RESULT AND DISCUSSION

Table 2 Profile of employees in terms of age

	Frequency	Percent
Less than 30 years old	133	78.2
30 – 40 years old	37	21.8
Total	170	100.0

Sex	Frequency	Percent
Male	87	51.2

Female	83	48.8
Total	170	100.0

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**Educational Attainment**

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	Frequency	Percent
Elementary Level/Graduate	1	0.6
High School Level/Graduate	16	9.4
Technical Vocational Graduate/College Level/Graduate	147	86.5
With MA units/Graduate	6	3.5
Total	170	100.0

The profile of employees and percentage distribution in terms of age. It shows that one hundred thirty-three (133) or 78.2 % of the employee-respondents aged less than 30 years old, thirty-seven (37) or 21.8 % belonged to 30–40 years old bracket. The result reveals that the most significant number of government employees aged less than 30 years old. It is concluded that young workers are efficient and expect less of a higher salary, strength, and conditioning than the elderly. It implies that government agencies prefer hiring young workers than older workers and may not have to spend as much time training on them as on older workers. The current findings supported Rothschild (2014) study, it shows that younger workers typically are more accustomed to working with technology, having used it all their adult lives, often becoming adept during their formative youthful years. This means you may not have to spend as much time training them compared to more old workers.

Profile of employees and percentage distribution in terms of sex. It shows that eighty-seven (87) or 51.2 % employee-respondents are male, eighty-three (83) or 48.8% employee-respondents are female. This implies that contractual male employees are preferably hired by the current administration. The current findings supported

Lomoya, Pingol, and Calleja (2015) study, it shows that majority of the male’s respondents are contractual workers.

The profile of employees in terms of level of education. It shows that only one (1) or 0.6% employee-respondents are in elementary level/graduate, sixteen (16) or 9.4% employee-respondents are high school level/graduate, one hundred forty-seven (147) or 86.5% employee-respondents are technical vocational graduate/college, six (6) or 3.5% employee-respondents are with MA units/graduate. The findings revealed that the technical vocational graduate/college employees are dominant in this study. The data is supported by the study of Nekouei, Othman, Masud, and Ahmad (2014) which stated that majority of respondents were bachelor 62.6% and 11.9% with master’s degrees. It can be concluded that majority of the employee-respondents are technical vocational graduate/college. This implies that technical vocational graduate/college among the employees is one of their priorities. The current findings supported Waaijer, Belder, and Sonneveld (2017) study, it reveals that the level of education is required for the job as it also influences job satisfaction to a small degree: working below college graduate level negatively affects job satisfaction.

Table 3 Employees’ job satisfaction in terms of compensation and welfare benefits

Descriptors	AWV	SD	Description	Interpretation
I feel I am being paid a fair salary for the work I do.	4.46	0.654	Strongly Agree	Very High Satisfied
I am satisfied with my annual salary and increments.	4.32	0.657	Strongly Agree	Very High Satisfied
I am satisfied with allowances.	4.27	0.805	Strongly Agree	Very High Satisfied
I am not satisfied with the benefits that I receive.	3.32	1.344	Uncertain	Moderate Satisfied
The benefits we receive are as good as other organizations offer.	3.98	0.939	Agree	High Satisfied

The benefits packages that I receive from my company are on par and comparable with those of my co-workers.	3.99	0.860	Agree	High Satisfied
I am satisfied with the benefits provided by the company to the accident victims.	4.18	0.756	Agree	High Satisfied
I am satisfied with the recreational facilities provided by my organization.	4.16	0.743	Agree	High Satisfied
I am satisfied with the canteen facilities provided by my organization.	4.12	0.793	Agree	High Satisfied
I am satisfied with the medical benefits provided by my organization.	4.28	0.722	Strongly Agree	Very High Satisfied
<b>Mean</b>	<b>4.11</b>	<b>0.500</b>	<b>Agree</b>	High Satisfied

Table 3 presents the employees' job satisfaction in terms of compensation and welfare benefits. The data shows that job satisfaction of employees in terms of *compensation and welfare benefits* obtained a high level of satisfaction. It can be concluded that compensation and welfare benefits which to some extent provide satisfaction to employees. It implies that compensation and welfare benefits give employees a higher level of motivation.

The current findings supported Javed, Rafiq, Ahmed and Khan (2012) study, it shows that the compensation and welfare benefits lead to higher level of motivation and research has shown that motivation influence job satisfaction and performance.

Table 4 Employees' job satisfaction in terms of career and promotion opportunities

Descriptors	AWV	SD	Description	Interpretation
Our company follows a fair promotion policy.	4.41	0.667	Strongly Agree	Very High Satisfied
In our company, performance is one of the important factors for promotion.	4.18	0.708	Agree	High Satisfied
I am satisfied with my chances for promotion.	4.19	0.673	Agree	High Satisfied
Our organization provides ample opportunities for professional advancement for employees.	4.29	0.683	Strongly Agree	Very High Satisfied
I am satisfied with the career opportunities available in our organization.	4.27	0.660	Strongly Agree	Very High Satisfied
<b>Mean</b>	<b>4.27</b>	<b>0.564</b>	<b>Strongly Agree</b>	Very High Satisfied

Table 4 presents the employees' job satisfaction in terms of career and promotion opportunities. The shows that job satisfaction of employees in terms of *career and promotion opportunities* obtained a very high level of satisfaction. In can be concluded that employees are well motivated. It implies that career and promotion opportunities give employees a higher level of motivation.

The current findings supported Javed, Rafiq, Ahmed and Khan (2012) study, it shows that the career and promotion opportunities lead to higher level of motivation and research has shown that motivation influence job satisfaction and performance.

Table 5 Employees' job satisfaction in terms of leadership style

Descriptors	AWV	SD	Description	Interpretation
My supervisor is unfair to me.	2.64	1.608	Uncertain	Moderate Satisfied
My supervisor shows too little interest in the feelings of subordinates.	2.62	1.527	Uncertain	Moderate Satisfied
Our superior believed that development of Subordinates is an important part of the job.	4.14	0.699	Agree	High Satisfied
My manager encourages decision making power from employees.	4.14	0.682	Agree	High Satisfied
Manager/supervisor considers employees input into organizational decisions.	4.02	0.803	Agree	High Satisfied
<b>Mean</b>	<b>3.51</b>	<b>0.756</b>	<b>Agree</b>	<b>High Satisfied</b>

Table 5 presents the employees' job satisfaction in terms of *leadership style*. The findings revealed that *employees' job satisfaction in terms of leadership style* obtained a high level of satisfaction. This means that employees are in favor and like the leadership style of the supervisors. In can be inferred that leadership style improve

motivation of employees. It implies that leadership style enhances employee's motivation to work.

The findings are supported by the study of Asghar and Oino, (2018) it shows that transformational leaders and leadership styles believe in empowering employees which enhances their motivation and job satisfaction level.

Table 6 Employees' job satisfaction in terms of communication and job clarity

Descriptors	AWV	SD	Description	Interpretation
Communication seems good within the organization.	4.54	0.626	Strongly Agree	Very High Satisfied
Work assignments are not fully explained.	3.08	1.298	Uncertain	Moderate Satisfied
I have a clear understanding of the goals and objectives of my organization.	4.32	0.692	Strongly Agree	Very High Satisfied
My job/responsibility is clearly described.	4.44	0.729	Strongly Agree	Very High Satisfied
<b>Mean</b>	<b>4.09</b>	<b>0.475</b>	<b>Agree</b>	<b>High Satisfied</b>

Table 10 presents the employees' job satisfaction in terms of *communication and job clarity*. The data shows *employees' job satisfaction in terms of communication and job clarity* obtained a high level of satisfaction. This means that the supervisor in the government agency communicates, motivates, directs and manages employees well. It can be concluded that communication and job clarity motivate employees well.

The current findings supported Javed, Rafiq, Ahmed and Khan (2012) study, it shows that motivation influence job satisfaction and performance.

It is also pointed out by Levinson (2018) study, it reveals that a well-defined job description increases job satisfaction.



Table 7 Employees' job satisfaction in terms of work life balance

Descriptors	AWV	SD	Description	Interpretation
My job prevents me from giving the time I want to my spouse or family or friends.	4.19	1.111	Agree	High Satisfied
I don't get much support from my organization which is most important to pay attention to family responsibilities.	2.97	1.593	Uncertain	Moderate Satisfied
3. My job responsibility does not allow me to get enough sleep, exercise and healthy food.	2.85	1.568	Uncertain	Moderate Satisfied
4. I can't see the final outcome of my work as expected.	2.93	1.517	Uncertain	Moderate Satisfied
5. I am not happy with what my company is making me work on which I don't like to do.	2.83	1.595	Uncertain	Moderate Satisfied
<b>Mean</b>	<b>3.15</b>	<b>1.268</b>	<b>Uncertain</b>	Moderate Satisfied

Table 7 presents the employees' job satisfaction in terms of work life balance. The data shows that job satisfaction of employees in terms of work life balance obtained a moderate level of satisfaction. It can be concluded that long working hours' imbalances work life balance and flexible working hours unable to manage by the employees. This implies imbalances in the work-life balance of employees lead to poor life satisfaction.

The data is contradicted to the study of Pathak, . Dubey, & Singh (2019) it reveals that support from superiors, coworkers, flexibility of working hours, adequate maternity leave etc. helps to motivate the employee and allows them to reduce the dark side of work life balance and contributed significantly to job satisfaction.

Table 8 Employees' job satisfaction in terms of training and development

Descriptors	AWV	SD	Description	Interpretation
My company arranges a sufficient number of training programs.	4.48	0.723	Strongly Agree	Very High Satisfied
The training and development programs have increased my morale.	4.44	0.721	Strongly Agree	Very High Satisfied
The training and development programs have helped me in attaining better technical ability.	4.47	0.672	Strongly Agree	Very High Satisfied
The training and development programs have helped me in adapting to change easily.	4.51	0.681	Strongly Agree	Very High Satisfied
<b>Mean</b>	<b>4.48</b>	<b>0.635</b>	<b>Strongly Agree</b>	Very High Satisfied

Table 12 presents the employees' job satisfaction in terms of training and development. The data shows that employees' job satisfaction in terms of training and development obtained a very high level of satisfaction. This means that training and development has been provided to

employees by the government agencies. In can be concluded that training and development motivated the employees to work. This implies that motivation at work increase job satisfaction of employees.

The data is supported by the study Lather and Jain (2010), who indicated that motivation is the key to organizational effectiveness and is a predictor for employee’s performance and job satisfaction.

Table 9 Summary of the employees’ job satisfaction

Indicators	Mean	SD	Description	Interpretation
Compensation and welfare benefits	4.11	0.500	Agree	High Satisfied
Career and promotion opportunities	4.27	0.564	Strongly Agree	Very High Satisfied
Leadership style	3.51	0.756	Agree	High Satisfied
Communication and job clarity	4.10	0.475	Agree	High Satisfied
Work life balance	3.15	1.268	Uncertain	Moderate Satisfied
Training and development	4.48	0.635	Strongly Agree	Very High Satisfied
<b>Overall Mean &amp; SD</b>	<b>3.94</b>	<b>0.452</b>	<b>Agree</b>	<b>High Satisfied</b>

Table 9 presents the summary of the employees’ job satisfaction. The data shows that job satisfaction among government employees in the Municipality of Liloy, Zamboanga Del Norte obtained a high level of satisfaction. This means that the employees have a pleasurable or optimistic emotional state of one's work expectations. It can be inferred that the expectations and targets were met by highly satisfied employees. This also implies that the employees have fulfilled the expectations of their work.

The current findings backs up Nimalathan and Ather (2010) discovered that high job satisfaction depends on what employees expect and what he or she receives.

The present study agree Ayele (2014) discovered that job satisfaction is a pleasurable feeling of emotion that comes from job success. It is the sense of success of the employees on the job that is primarily related to productivity as well as personal well-being. Indeed, it means happiness of the person doing the work, doing it well, and being praised for his or her efforts.

Table 10 Employees’ quality of work life in terms of work environment

Descriptors	AWV	SD	Description	Interpretation
My organization work environment is good and highly motivating.	4.58	0.593	Strongly Agree	Very Large Extent
Working conditions are good in my organization.	4.47	0.681	Strongly Agree	Very Large Extent
It is hard to take time off during our work to take care of personal or family matters.	4.25	0.889	Strongly Agree	Very Large Extent
My organization offers sufficient opportunities to develop my own abilities.	4.45	0.596	Strongly Agree	Very Large Extent
The organization provides enough information to discharge my responsibilities.	4.44	0.696	Strongly Agree	Very Large Extent
I am given a lot of work empowerment to decide about my own style and pace of work.	4.32	0.658	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.42</b>	<b>0.463</b>	<b>Strongly Agree</b>	<b>Very Large Extent</b>

Table 10 presents the employees’ quality of work life in terms of work environment. The data shows that employees’ quality of work life in terms of work environment is *very large extent level* . This means that work environment has an impact on employee’s quality of

work life. It implies that employee’s occupational health and safety management is implemented in working environment.

The findings are supported by the study of Bhavani and Jegadeeshwaran (2014) which stated that working

environment has a positive impact on the quality of work life. It also pointed out in the study of Tabassum (2012) which shows that secure and safe working environments

enhance, encourage and preserve the quality of work life for employees and the productivity of employers in the company.

Table 11 Employees' quality of work life in terms of organization culture and climate

Descriptors	AWV	SD	Description	Interpretation
There is cooperation among all the departments for achieving the goals.	4.50	0.608	Strongly Agree	Very Large Extent
I feel free to offer comments and suggestions on my performance.	4.38	0.696	Strongly Agree	Very Large Extent
I am proud to be working for my present organization.	4.42	0.660	Strongly Agree	Very Large Extent
I am involved in making decisions that affect our work.	4.06	0.908	Agree	Large Extent
I am discriminated on my job because of my gender.	2.85	1.736	Uncertain	Moderate Extent
The wage policies adopted by my company are good.	4.28	0.777	Strongly Agree	Very Large Extent
The company communicates every new change that takes place.	4.23	0.705	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.10</b>	<b>0.527</b>	<b>Agree</b>	<b>Large Extent</b>

Table 11 presents the employees' quality of work life in terms of organization culture and climate. The data shows that employees' quality of work life in terms of organization culture and climate is large extent. This means that attitudes, norms and trusts are regarded favorably by workers. It implies that favorable attitudes, norms and trust improve quality of work life among employees. The current

findings supported Panes, Gempes, and Genuba (2017) study, it shows that organizational culture and climate is the sum total of the behaviors and interactions of all men and women, their attitudes and standards of life, and the extent to which the organization is safe, supportive, healthy, engaging and inspiring, has an impact on the quality of work life.

Table 12 Employees' quality of work life in terms of relation and co-operation

Descriptors	AWV	SD	Description	Interpretation
There is a harmonious relationship with my colleagues.	4.27	0.855	Strongly Agree	Very Large Extent
There is a strong sense of belongingness in my organization.	4.16	0.751	Agree	Large Extent
I am unable to attend to my work due to the demands made by my job.	3.66	0.968	Agree	Large Extent
The relationship between managers and employees are very good.	4.34	0.729	Strongly Agree	Very Large Extent
There is a very cordial relationship with my immediate superior.	4.24	0.701	Strongly Agree	Very Large Extent
I would get good support from my subordinates.	4.29	0.751	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.16</b>	<b>0.507</b>	<b>Agree</b>	<b>Large Extent</b>

Table 19 presents the employees' quality of work life in terms of relation and co-operation. The data shows that employees' quality of work life in terms of *relation and co-operation* is large extent. This means that employees are satisfied with the relation and co-operation between the management and their quality of work life.

The findings are supported by the study of Swamy, Nanjundeswaraswamy, and Rashmi (2015) which stated that the satisfaction of employees would be based on a good relationship and cooperation between management. If the employees are satisfied with the relation and cooperation, their quality of work life would be high.

Table 13 Employees' quality of work life in terms of training and development

Descriptors	AWV	SD	Description	Interpretation
Training programs in our company help employees to achieve the required skill for performing the job effectively.	4.46	0.663	Strongly Agree	Very Large Extent
The training programs aim at improving Interpersonal relationships among employees.	4.41	0.675	Strongly Agree	Very Large Extent
My company offers sufficient training opportunities to perform my job competently.	4.41	0.702	Strongly Agree	Very Large Extent
I feel that training programs should be conducted frequently.	4.38	0.643	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.42</b>	<b>0.580</b>	<b>Strongly Agree</b>	Very Large Extent

Table 13 presents the employees' quality of work life in terms of training and development. The data shows that employees' quality of work life in terms of training and development is very large extent. This means that employees are highly satisfied with the training and development program and their quality of work life.

The findings are supported by the study of Chaudhary and Bhaskar (2016) which stated that employees feel highly satisfied that they are able to perform better in their jobs and improves quality of work life if they receive right type of training and development.

Table 14 Employees' quality of work life in terms of compensation and rewards

Descriptors	AWV	SD	Description	Interpretation
I feel that I am given an adequate and fair compensation for the work I do.	4.32	0.665	Strongly Agree	Very Large Extent
The organization would pay salary by considering responsibilities at work.	4.19	0.845	Agree	Large Extent
The organization does a good job of linking rewards to job performance.	4.32	0.674	Strongly Agree	Large Extent
Promotions are handled fairly.	3.92	1.000	Agree	Large Extent
When I do my job well, I am praised by my superior.	4.24	0.742	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.20</b>	<b>0.532</b>	<b>Agree</b>	<b>LE</b>

Table 14 presents the employees' quality of work life in terms of compensation and rewards. The data shows that employees' quality of work life in terms of compensation and rewards is *large extent*. This means that employees are satisfied with their compensation and rewards and their

quality of work life. The findings are supported by the study of Drobic, Behan and Prag (2010) which stated that those employees who have earned a better job and a good pay system would feel happier and satisfied at work and that this results in a very high quality of working life.

Table 15 Employees' quality of work life in terms of facilities

Descriptors	AWV	SD	Description	Interpretation
Fringe benefits provided are good.	4.02	0.818	Agree	Large Extent
The organization provides the social security benefits like Medical Reimbursement and so on.	4.29	0.826	Strongly Agree	Very Large Extent
Good transportation facilities are provided by the organization.	4.32	0.789	Strongly Agree	Very Large Extent
Safety measures adopted by the company are good.	4.17	0.762	Agree	Large Extent
Good welfare activities are provided by our organization.	4.33	0.703	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.23</b>	<b>0.536</b>	<b>Strongly Agree</b>	Very Large Extent

Table 15 presents the employees' quality of work life in terms of facilities. The data shows that *employees' quality of work life in terms of facilities* is very large extent. This means that government offices provide adequate facilities for employees to carry out their work, such as appropriate equipment, work breaks and work sharing. It implies that employees are well equipped with full facilities for their work.

The findings are supported by the study of Kelbiso, Belay, and Woldie (2017) which stated that high quality of working life depends on a favorable working environment and facilities. If employees experience an unfavorable working environment and poor facilities, they would have a low quality of work life and dissatisfied with work.

Table 16 Employees' quality of work life in terms of autonomy of work

Descriptors	AWV	SD	Description	Interpretation
My job lets me use my skills and abilities.	4.49	0.637	Strongly Agree	Very Large Extent
My organization allows a flexi-time option.	4.15	0.751	Agree	Large Extent
A part of my job is allowed to be done at home.	3.57	1.103	Agree	Large Extent
I find my work quite stressful.	3.98	0.991	Agree	Large Extent
I am ready to take additional responsibilities with my job.	3.95	0.905	Agree	Large Extent
In our company there is a balance between stated objectives and resources provided.	4.11	0.907	Agree	Large Extent
<b>Mean</b>	<b>4.04</b>	<b>0.621</b>	<b>Agree</b>	<b>Large Extent</b>

Table 23 presents the employees' quality of work life in terms of autonomy of work. The data shows that employees' quality of work life in terms of autonomy of work is agree and interpreted as a large extent. This means that employees and management relationship in terms of work autonomy are cultivated.

The current backs up Malarkodi, Uma, and Mahendran (2012) discovered that the employee suggestions and relationships with a greater degree of trust between management and employees are cultivated. Improved management of the workplace, however, also provides employees with a better quality of work life.

Table 17 Employees' quality of work life in terms of adequacy of resources

Descriptors	AWV	SD	Description	Interpretation
There are much-defined channels for information exchange and transfer.	4.12	0.642	Agree	Large Extent
My organization provides resources to facilitate my performance.	4.15	0.688	Agree	Large Extent
Communication and information flow between the departments is satisfactory.	4.41	0.692	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.23</b>	<b>0.515</b>	<b>Strongly Agree</b>	Very Large Extent

Table 17 presents the employees' quality of work life in terms of adequacy of resources. The data shows that employees' quality of work life in terms of adequacy of resources is very large extent. This means that employees are provided with adequate resources. It implies that the high degree of quality of work life for workers has been strengthened by providing sufficient resources and services.

The finding is supported by the study of Swamy, Nanjundeswar swamy, and Rashmi (2015) who stated that adequate resources have to do with ample time and facilities, sufficient knowledge and assistance to complete projects, resulting to employee satisfaction and high level of work life spirit. It is also pointed out in Islam (2012) that the quality of working life has been described as high only if employees are provided with adequate resources.

Table 18 Summary of the employees' quality of work life

Descriptors	AWV	SD	Description	Interpretation
Work environment	4.42	0.463	Strongly Agree	Very Large Extent
Organization culture and climate	4.10	0.527	Agree	Large Extent
Relation and co-operation	4.16	0.507	Agree	Large Extent
Training and development	4.42	0.580	Strongly Agree	Very Large Extent
Compensation and rewards	4.20	0.532	Agree	Large Extent
Facilities	4.23	0.536	Strongly Agree	Very Large Extent
Autonomy of work	4.04	0.621	Agree	Large Extent
Adequacy of resources	4.23	0.515	Strongly Agree	Very Large Extent
<b>Mean</b>	<b>4.23</b>	<b>0.340</b>	<b>Strongly Agree</b>	Very Large Extent

Table 18 presents the summary of the employees' quality of work life. As shown in the table, employees' quality of work life obtained an overall average weighted value of 4.04 with a registered standard deviation of 0.621 which is described as strongly agree and interpreted as a very large extent. It implies that the employees met the criteria of a good quality management in the workplace. The current findings supported Drus, Nadarajah, and Khalid (2019) study, it shows that a good quality management of the organization, such as style of management, commitment, sense of achievement, empowerment and trust, are the criteria of a good quality of working life for

employees. The quality of work-life criteria had a powerful impact on job satisfaction among employees.

It is also pointed out in the study of Garg, Munjal, Bansal, and Singhal, (2012) that quality of work-life is vital in the workplace because it can increase workplace morale, encourage employee commitment, enhance productivity and reduce absenteeism. They further stated that the low quality of work-life can lead to harmful behavior such as not coming for work, not completing the task given, commit a crime at the workplace such as stealing and disturbing daily processes at work.

Table 19 Relationship between job satisfaction and quality of work life

Variables	Means	$\rho$ -value	p-value @0.05	Interpretation
Job Satisfaction and Quality of Work Life	3.94 4.23	0.560	0.000	Large/High/Positive Correlation/Significant

Table 19 presents the test of the relationship between the job satisfaction of employees and their quality of work-life using Spearman rho. The computed mean of job satisfaction was 3.94 while the mean of quality of work-life was 4.23. The computed Spearman rho was 0.560 which means positive large/high correlation. The registered p-value is 0.00 which is less than the alpha at 0.05 level of significance. This finding means that there exists a significant positive large/high correlation between the job satisfaction of employees and their quality of work-life. Thus, the null hypothesis is rejected. This implies that the quality of work-life was dependent on the job satisfaction of employees. This finding is supported by Noor and Abdullah (2012) which confirmed that there is a significant relationship between job satisfaction and quality of work life. Chandra, Lakhawat, and Vishwakarma (2013) showed that quality of work life is positively and significantly related to employee job satisfaction.

## V. CONCLUSION

The study concludes that the employees polled have a good knowledge of job satisfaction and workplace quality of life. They also have high emotional control over their life satisfaction and quality of work life. Likewise, the study concludes that employees work themselves without being tired or complaining. Furthermore, employees with a high level of satisfaction are also employees with a very high quality of work life. Moreover, those with a low level of job satisfaction have a low level of quality of work life. Those with the highest levels of job satisfaction are also the ones with the most quality work life.

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