
Quality of Work Life and Employee Job Satisfaction in Deposit Money Banks in Port Harcourt, Rivers State

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Abstract

This study focused on the relationship between quality of work life and employee job satisfaction in deposit money banks in Port Harcourt. The study adopted a cross sectional research design and used questionnaire as the primary source of data collection. A sample of one hundred and eighty-eight (188) respondents were drawn from a population of three hundred and fifty five (355) respondents across the seven selected Money Deposit Banks in Port Harcourt, Nigeria using the Taro Yamane's formula for sample size determination. After data cleaning, only data of 151 respondents were finally used for data analysis. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. Results revealed that there is a positive significant relationship between quality of work life and employee job satisfaction. The study thus concludes that quality of work life bears a positive and significant influence on employee job satisfaction in deposit money banks in Port Harcourt. The study recommends management of deposit money banks should endeavour to improve the quality of work life of employees by adapting methods that will make work meaningful, ensuring good organizational climate and healthy work environment that is conflict free. This will be attained through good working conditions, health and safety of the employees, good pay and benefits and good supervision.

Key Words: *Quality of Work Life, Work Environment, Career Progression, Job Satisfaction*

Introduction

Employees are perceived to be one of the most important resources for the effective and efficient organization and without the personal efforts and commitment of the human resources; organizations cannot succeed (Torrington, et al, 2005). For many years much research has been done on job satisfaction and more recently an interest has arisen into the broader concepts of stress and quality work life, the precise nature of the relationship between these concepts has still been little explored. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively quality work life may be assessed, so that action can be taken which will enhance an individual's performance (Otiende, 2013). Quality of work life (QWL) is perceived to be critical to retain and attract well qualified personnel and further, people are interested to work in the organizations where there is better quality of work life. Historically, work has occupied an important place in the life of human beings.

Quality of work life (QWL) is perceived to be critical to retaining and attract well qualified personnel and further, people are interested to work in the organizations where there is better

quality of work life. Historically, work has occupied an important place in the life of human beings. How people have thought and felt about the working experience has also been an age old concern for both employees and employers Davis & Cherns, 1975; Mills, 1978). The Quality of Work Life in an organization is essential to the smooth running and the success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. Employees trust that with the presence of quality of work life initiatives they feel safe, relatively well satisfied and able to grow and thus can develop as human beings. They believe that quality of work life enhances their dignity through job satisfaction and humanizing work by assigning meaningful jobs, ensuring job security, making provisions for adequate pay and benefits, providing safe and healthy working conditions, giving opportunities to develop human capacity, ensuring growth and security, social integration, getting freedom to self-expression and thus, help to increase individual commitment and productivity that supports to achieve organizational effectiveness (Hian & Einstein, 1990). Recent and more deeply rooted changes in the labour market, the nature of employment, demographic trends, family life and state policies combine to create a particular sense of tension and pressure between paid employment and the rest of life. On an average, people spend around twelve hours per day in the work place which forms one third of their entire life. Hence work should yield satisfaction, give peace of mind, fulfilment of having done a task and having spent time fruitfully, constrictively and purposefully. Even if it is a small step towards the life time goal, at the end of the day it should give satisfaction, eagerness to look forward to the next day. This has led to the quest for improvement in quality of work life. Thus the quest for quality has been the characteristics of the entire history of human civilization.

A large stream of empirical research has examined the concept of quality of work life. Mbui (2014) examined the Relationship between quality of work life and employee commitment among unionized employees in Kenyan commercial bank (Kcb). Using quality of work life as the predictor variable, Otiende (2013) studied quality of work life and the performance of public health workers in Kenya: A Case Study of Kenyatta National Hospital, Kenya. Teryima, Faajir & Emakwu (2016) examined employee quality of work life (QWL) as a determinant of managerial effectiveness in business organizations: A study of Nigeria Breweries Plc., Lagos. Therefore, this study seeks to empirically examine the relationship between quality of work life and employee job performance of in deposit money banks in Port Harcourt.

Literature Review

Theoretical Framework

Psychological growth needs

This study is grounded on various models of Quality of working life which include Hackman and Oldham, (1976) who drew attention to what they described as psychological growth needs as relevant to the consideration of quality of working life. Several such needs were identified; skill variety, task Identity, task significance, autonomy and feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life. In contrast to such theory based models, Taylor, (1979) more pragmatically identified the essential components of quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including; individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product and effect on extra work activities. Taylor suggested that relevant quality of

working life concepts may vary according to organization and employee group. Jamal and Baba (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 turn-over intentions. Sirgy et al, (2001) suggested that the key factors in quality of working life include satisfaction based on job requirements, need satisfaction based on work environment, need satisfaction based on supervisory behaviour, need satisfaction based on ancillary programs and organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace.

Concept of Quality of Work Life

Quality of work life is essential for organizations to continually attract and retain employees. Thus, it has become critical in the last two decades due to the increasing demands of today's business environment and family structure (Akdere, 2006). Lau (2000) defined QWL as the favourable conditions and environments of a workplace that support and promote employees' satisfaction by providing them with job security and reward. QWL encompasses various aspects such as working conditions, working time, mode of wages payment, health hazards, and management behaviour during the process of responding to the needs of the employees. Therefore, QWL involves some financial and non-financial benefits, as well as management behaviour towards workers. Islam and Siengthai (2009) cited some key elements of QWL to include job security, better reward system, employee benefits, employee involvement, and organizational performance.

QWL can also be defined as a feeling that employees have towards their jobs, colleagues, and the organization (Heskett *et al.*, 1994). Thus, if employees have good feelings towards their jobs, colleagues, and the organization, it implies that they are happy doing their work; and consequently, the QWL is good. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employers (Wilcock & Wright, 1991).

Dimensions of Quality of Work life

Work Environment

Hackman and Oldham (1980), highlights the constructs of Quality Work Life in relation to the interaction between work environment and personal needs. The work environment that is able to fulfil employees' needs is considered to provide a positive interaction effect which will lead to an excellent Quality Work Life. They emphasized that personal needs are satisfied when rewards from the organization such as rewards or compensation promotion, recognition and development meet their expectation. Yesufu (1984) asserts that the nature of physical condition under which an employee works is important to output. Office and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets and first aid facilities. Both management and employees should be safety conscious at all times. Adamu (1991) defines a conducive environment to that which is safe and healthy with no hazards and no undue risk. The work environment should create an opportunity to use talents effectively to acquire new skills and knowledge for advancement. Employees at all levels must have occasions to develop their capabilities through problem solving and planning. In addition the social climate of the organization should be free from prejudice and rigid classifications. The job should not take excess time and energy from other aspects of life. Asakura & Fujigaki (1993) examined the direct and the indirect effect of computerization on workers' health and well-being.

Career progression

Hall (1984) described the stages of career progression in an organization and came up with career lifecycle which has the following career stages: Stage one is entry to the organization when the individual can begin the process of self-directed career Planning. Stage two involves progress within particular areas of work where skills and potentials are developed through experience, training, coaching, mentoring, and performance management. Stage three, Mid-career when some people will have good career prospects while others may have got as far as they are going to get, or at least feel they have. It is necessary to ensure that these plateaued people do not lose interest at this stage by taking such steps as providing them with cross. Stage four is late career when individuals may have settled down at whatever level they have reached but are beginning to be concerned about the future they need to be treated with respect as people who still make contribution and given opportunities to take on new challenges whenever this is possible. They may also need reassurance about their future with the organization and what is to happen to them when they leave. Stage five is end of career with organization there is the possibility of phasing disengagement by being given the chance to work

Employee Job Satisfaction

The most common definition of employee job satisfaction is the definition propounded by Locke, (1983). He defined job satisfaction to mean “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job satisfaction is simply the fulfilment enjoyed by employees about their present career. A satisfied employee is always happy with the job and sees the job as the best career path (Stoner, Freeman and Gilbert, 2013). In this study employee job satisfaction is divided into two measures, these increases or indicators are; affective and cognitive job satisfaction.

Job satisfaction is related to several major employee outcomes. Job satisfaction has been shown to be related to performance (Iaffaldano & Muchinsky, 1985; Judge, Thorenson, Bono & Patton, 2001), commitment (Meyer & Allen, 1997), absenteeism (Tharenou, 1993) and turnover (Mboley, Griffeth, Hand & Meghino, 1979). Despite the fact the job satisfaction is related to all the above-mentioned variables, the strength of the relationships between them leaves much to be desired. The most common definition of employee job satisfaction is the definition propounded by (Locke, 1983). He classically defined job satisfaction to mean “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences. Job satisfaction is simply the fulfilment enjoyed by employees about their present about their present career

Relationship between Quality Work Life and Employee Job Satisfaction

Researches and scholarly writings suggest that employee commitment is a work condition related to QWL. Guest, (1979) described the characteristics of a work environment which provide QWL to be: cooperative, evolutionary, open, informal, and interpersonal. Such work environment described by Guest, (1979) is considered ethical and productive because it can be derived only if managers have trust and confidence in their employees (Cascio, 1998).

It is also stated in the work of Ferrell and Fraedrich, (2008) that employee commitment occurred in organizations where the essential factors, corporate policies and top management’s leadership, support its existence. Privacy rights, the needs for maintaining work-family balance, and health.

The foregoing argument gave rise to the following hypotheses: and safety needs were pointed out by Shaw, (2005) as significant moral concerns in the workplace promoting a sense of

commitment. The importance of QWL in most researches and writings have been linked to employees' job outcomes such as productivity, job satisfaction, employees' commitment, and increased retention. The research findings from Lau and May, (1998) suggest that companies with high QWL can also have high employee commitment and high customer satisfaction which will in turn provide higher growth and profitability to the companies. Louis, (1998) reported that QWL is strongly related to work commitment and the sense of efficacy. QWL in Louis's work consists of seven items: sense of respect; influence in the work place; collegial work; opportunity to develop and use skills; opportunities for feedback on performance; adequacy of resources; and goal congruence.

Ho₁: There is no significant relationship between work environment and job satisfaction in deposit money banks in Port Harcourt.

Ho₂: There is no significant relationship between career progression and job satisfaction in deposit money banks in Port Harcourt.

Methodology

The study adopted a cross sectional research design and used questionnaire as the primary source of data collection. A sample of one hundred and eighty-eight (188) respondents were drawn from a population of three hundred and fifty five (355) respondents across the seven selected Money Deposit Banks in Port Harcourt, Nigeria using the Taro Yamane's formula for sample size determination. After data cleaning, only data of 151 respondents were finally used for data analysis. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing with the aid of the SPSS Package version 21.

Table 1: Reliability statistics for the instruments

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1.	Work environment	4	151	0.819
2.	Career progression	4	151	0.766
3.	Job performance	4	151	0.807

Source: Research data, 2017

Results and Discussions

Bivariate Analysis

The secondary data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover hypotheses Ho₁ to Ho₂ which were bivariate and all stated in the null form. We have relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p > 0.05$) or rejecting the null hypotheses at ($p < 0.05$). We shall commence by first presenting a proof of existing relationships.

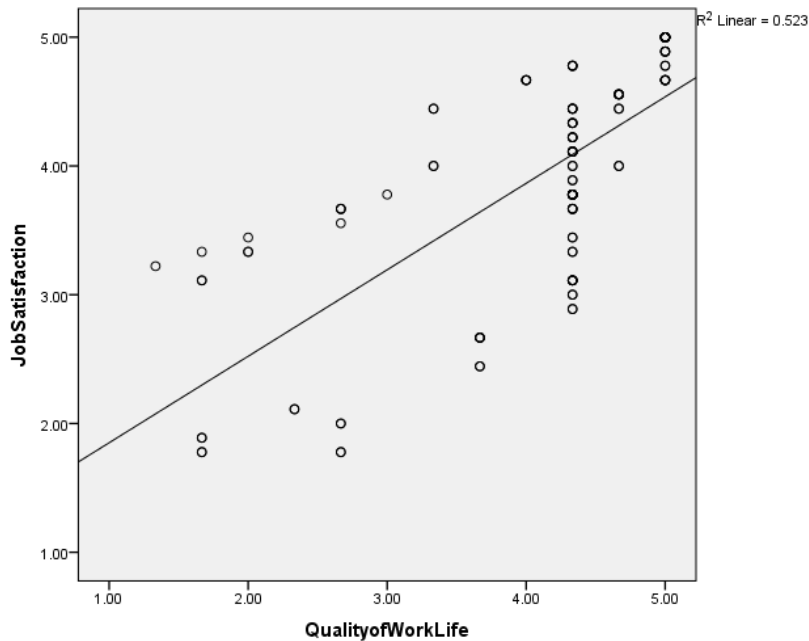


Figure 1: Scatter plot for the relationship between quality of work life and job satisfaction

The scatter plot graph shows at R^2 linear value of (0.523) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in quality of work life simultaneously brings about an increase in the level of employee job satisfaction. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 2: Correlations for work environment and job satisfaction

		Work Environment	Job Satisfaction
Spearman's rho	Work Environment	1.000	.863**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	130	130
Job Satisfaction	Job Satisfaction	.863**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	130	130

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

Source: Research Data, 2018, (SPSS output version 21.0)

Table 2 illustrates the test for the three previously postulated bivariate hypothetical statements. The results show that for:

Ho₁: There is no significant relationship between work environment and job satisfaction in deposit money banks in Port Harcourt ($r = 0.863$, $p = 0.000 < 0.005$); the r - value indicates that the correlation is very high indicative of a very strong relationship between the variables. Therefore the null hypothesis is hereby rejected the alternate accepted. Hence, there is a significant relationship between work environment and job satisfaction in deposit money

banks in Port Harcourt.

Table 3: Correlations for work environment and job satisfaction

		Career Progression	Job Satisfaction
Career Progression	Correlation Coefficient	1.000	.658**
	Sig. (2-tailed)	.	.000
	N	130	130
Job Satisfaction	Correlation Coefficient	.658**	1.000
	Sig. (2-tailed)	.000	.
	N	130	130

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

H₀₂: There is no significant relationship between career progression and job satisfaction in deposit money banks in Port Harcourt ($r = 0.863$, $p = 0.000 < 0.005$); the r - value indicates that the correlation is moderate indicative of a moderate relationship between the variables. Therefore the null hypothesis is hereby rejected the alternate accepted. Hence, there is a significant relationship between career and job satisfaction in deposit money banks in Port Harcourt.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between quality of work life and job satisfaction in deposit money banks in Port Harcourt. The study revealed that there is a significant positive linear relationship between quality of work life and job satisfaction. More specifically, the findings revealed that work environment and career progression are positively correlated with job satisfaction. This finding confirms previous findings of Brenner (2004) who asserted that a conducive work environment is one which provides a tolerable and comfortable climate, positive emotional leadership, health and safety regulation are strictly adhered to, strict adherence to individuals space and right and social integration in the work environment. As our study also agrees with Armstrong (2009) assertion that career development is of importance to both to both the individual employee and to the organization individuals in an organization should be engaged in learning processes as they balance changing self and changing environment.

From the literature point of view, QWL is linked with job satisfaction (Wooden & Warren, 2003; Bearfield, 2003; Ganguly, 2010). The link between QWL and employee performance is unlikely to be strong in the absence of job satisfaction. However, the link between job satisfaction and performance is not clear from the various studies done. Bearfield (2003) examined QWL among Australian employees. He distinguished between the causes of dissatisfaction in professionals, intermediate clerical, and sales and service workers. The study shows different concerns that might have to be addressed for different groups. He found the level of job satisfaction to be different in aspects like salary, work load, work pressure, the type of job, relations among coworkers, and other aspects among different groups. Ganguly (2010) in a study of quality of work life and job satisfaction of university employees in India concluded that quality of work life significantly contribute towards increasing satisfaction or dissatisfaction as experienced by the employees in their concerned

job. Also, it depends largely on the perceived positivity or negativity of the relevant dimensions.

Conclusions and Recommendations

Quality of work life is specifically related to the level of happiness a person derives for his career. Each person has different needs when it comes to their careers; the quality level of their work life is determined by whether those needs are being met or not (Rossi et al., 2006). Regardless of their standards, those with a high quality of work life generally make enough to live comfortably, find their work to be interesting or engaging and achieve a level of personal satisfaction and commitment from the jobs that they do. In other words, employees who are generally happy with their work are said to have a high quality of work life, and those who are unhappy or unfulfilled by their work are said to have a low quality of work life and demonstrate lack of commitment (Feuer, 1989). This study therefore concludes that quality of work life bears a significant influence on employee job satisfaction.

Based on this the following, recommendation is here proffered:

Management of deposit money banks should endeavour to improve the quality of work life of employees by adapting methods that will make work meaningful, ensuring good organizational climate and healthy work environment that is conflict free. This will be attained through good working conditions, health and safety of the employees, good pay and benefits and good supervision.

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