

RELATIONSHIP AMONG PERCEPTIONS OF QUALITY OF WORK LIFE AND JOB SATISFACTION

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The subject of this study was the relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment. The quality of work life into organizations is explained based on the tendencies for humanization of work environments and democratization of work relations. Three general dimensions established in series of Moos's researches (1974, 1981, 1994; Young 1998; Teh 1999) of psychosocial aspects in different settings- educational, health-care, military, economic, service, universities, prisons etc. are considered as characteristics of each work environment.

Basic environmental dimensions include: Relationship Dimensions (peer cohesion, involvement etc.) which identify the nature and the intensity of personal relations in the environment and evaluate the degree of involvement in the environment as well as the degree of mutual support; Personal Growth Dimensions (professional interest, etc.) that evaluate main directions along which personal growth and self- enhancement are directed to realization of environmental goals; and System Maintenance and Change Dimensions (innovation, clarity, etc.) which encompass the degree of order in the setting, clarity of expectations, maintenance of control and adjustment to changes.

Motivators are treated as factors of job satisfaction whilst unfavorable hygiene factors cause job dissatisfaction in work environment (Hertzberg 197, according McKenna 2000).

The findings from previous researches about an existence of significant associations among job satisfaction and a large number of job attributes are presented. Contemporary researches of quality of work life suggest that data for job satisfaction can replace work quality (Wooden & Warren 2003; Bearfield 2003; Bowling et al., 2004). It is emphasized that with an implementation of organizational changes of a large scale, it is important to understand the role the individual plays in an experience of job satisfaction. The approach for measurement the perceptions of job and work environmental characteristics, is explained in more details. It is stressed that under conditions of market economy and tendency for an inclusion in common European market, the organizations have to realize standards of work quality and maintenance employees' job satisfaction.

The sample encompasses 32 employees from trade enterprise specialized for distribution of electronic apparatuses and devices "E- trade"- Skopje. Data were collected by an 18 statement scale for a quality of work life (Bearfield, 2003) and a 55 statement questionnaire for studying job satisfaction (Assoc. Prof. V. Russinova, Res. Assoc. L. Vasileva, S. Zhilyova and Pl. Petrov, at Institute of Psychology – Bulgarian Academy of Sciences). The statements in both instruments are evaluated on a 4 degree scale (1- 4) with extreme values named as: 1- "completely dissatisfied /disagreed"; 4- "completely satisfied / agreed". Both instruments and all 9 subscales in the questionnaire for studying job satisfaction exhibit satisfactory values of an internal consistency reliability (Cronbach α).

The research was carried out in June 2005. The results gained by correlative procedure are presented in an adequate table.

Correlative analysis revealed an existence of significant associations among quality of work life and satisfaction with a larger number of studied job attributes:

satisfaction with organization, control, planning and information about work; satisfaction with opportunity for an increase of qualifications and realization; satisfaction with payment and stimulation; satisfaction with work-personality interrelations; satisfaction with the managerial style; satisfaction with the interactions on work among colleagues, administration and management; and satisfaction with the work of the management for organizational development and high quality.

The total job satisfaction was proved as a strong determinant in the variance of quality of work life. This finding supported the well known cognition that job satisfaction's data can replace measures of work life's quality. The conclusion of this study suggests the need for a subsequent improvement of job attributes and their permanent adjustment to individual characteristics in order to be realized a higher productivity in the organization.

Key words: quality; work life; job satisfaction.

POVRZANOST NA PERCEPCIITE NA KVALITETOT NA RABOTNIOT @IVOT I
ZADOVOLSTVOTO OD RABOTA

Vo ova studija e proučuvana vrskata pomelu kvalitetot na rabotniot život i zadovolstvoto od odredeni rabotni aspekti vo odnos na sodržinata na rabotata i karakteristikite na rabotnata sredina. Kvalitetot na rabotniot život vo rabotnite organizacii e objasnet vrz osnova na tendenciite za humanizacija na rabotnite sredini i demokratizacija na odnosite na rabota. Trite bazični dimenzii, ustanoveni vo serija istražuvawa na Moos (1974,1981,1994,1998, Young 1999) na psihosocijalnite aspekti vo različni sredini- obrazovni, zdravstveni, voeni, stopanski, uslužni, univerziteti, zatvori, itn. se razgleduvani kako karakteristiki na sekoja rabotna sredina.

Bazičnite sredinski dimenzii vkučuvaa: - Dimenzii na Odnosi (poddruka od koleгите, angažiranost i dr.) so koi se identifikuva prirodata i intenzitetot na ličnite odnosi vo sredinata, procenuva stepenot na vkučenost vo sredinata, kako i stepenot na melusebna poddruka i pomoš; Dimenzii na Ličen Razvoj (profesionalen interes i dr.) gi procenuvaat glavnite pravci spored koi ličniot rast se nasočuva vo realizacija na celite na sredinata; i, Dimenzii na Održuvawe i Izmena na Sistemot (inovacii, jasnost i dr.) koi go opfačaaat stepenot na uredenost na sredinata, jasnosta na otkuvawata, održavaweto kontrola i prisposoblivost na promeni.

Motivatorite se razgleduvani kako faktori na rabotното zadovolstvo, dodeka nepogodnite higijenski faktori predizvikuvaaat nezadovolstvo vo rabotnata sredina (Herzberg 1971, spored McKenna 2000).

Prezentirani se naodi od prethodni istražuvawa za postoeve značajni korelacii pomelu rabotното zadovolstvo i brojni rabotni atributi. Sovremenite soznanija za kvalitetot na rabotniot život sugeriraaat deka podatocite za rabotното zadovolstvo močat da se primenat kako supstitut za rabotniot kvalitet (Wooden & Warren 2003; Bearfield 2003; Bowling et al., 2004). Istaknato e soznanieto deka pri sproveduvawe golemi organizacioni promeni, važno e da se sfati ulogata što ja igra individuata vo doživuvawe na rabotното zadovolstvo.

Podetalno e objasnet pristapot za merewe na percepciiite na karakteristikite na rabotata i rabotnata sredina. Naglaseno e deka vo uslovi na pazarna ekonomija i tendencija za vkučuvawe vo zaedničiot evropski pazar, organizaciiite moraат da gi ispolnat standardite za raboten kvalitet i da go održat rabotното zadovolstvo na vrabotenite.

Mostrata opfača 32 vraboteni vo trgovskoto pretprijatie specijalizirano za distribucija na elektronski uredi i aparati "E-trade" – Skopje. Podatocite bea sobrani so skala za merewe na kvalitetot na rabotniot život od 18 iskazi (Bearfield, 2003) i pračalnikot za merewe na zadovolstvoto od rabota od 55 iskazi (Assoc. Prof. Russinova, Res. Assoc. Vasileva, Petrov, Čilčova, pri Institutot za psihologija na Bugarskata Akademija na Naukite). Iskazite na dvata instrumenta se ocenuvani na 4-stepena skala (1- 4) so nasloveni ekstremni vrednosti: 1- "totalno nezadovolen/nesoglasen"; 4- "celosno zadovolen/soglasen". Dvata instrumenta i site 9 potskali vo pračalnikot za merewe na zadovolstvoto od rabota pokačuvaaat zadovolitelna interno konzistentna relijabilnost (Cronbach α).

Istražuvaweto e sprovedeno vo juni 2005. Rezultatite dobieni so korelativnata postapka se pretstaveni vo soodvetna tabela.

Korelativnata analiza otkri postoeve na značajni korelacii pomelu kvalitetot na rabotniot život i zadovolstvoto od golem broj proučuvani rabotni atributi:

zadovolstvo od organizacijata, kontrolata, planiraweto i informiranosta za rabotata; zadovolstvo od močnosta za zgolemuwawe na kvalifikaciiite i realizacija; zadovolstvo od platata i stimuliraweto; zadovolstvo od meluodnosite "rabota-ličnost"; zadovolstvo od stilot na rakovodewe; zadovolstvo od meluodnosite na rabotното mesto, melu koleгите, administracijata i rakovodstvoto; i zadovolstvo od rabotata na rakovodstvoto za razvoj na organizacijata i za dobar kvalitet.

Totalното rabotno zadovolstvo beše potvrdeno kako značajna determinanta vo varijansata na kvalitetot na rabotniot život. Ovoj naod go poddruča dobro poznatoto soznanie deka podatocite za rabotното zadovolstvo močat da gi zamenat merkite na kvalitetot na rabotniot život. Zaklučokot od ovoj trud ja sugerira potrebatata za natamošno podobruwawe na rabotnite aspekti i nivното postojano prilagoduwawe kon individualnite karakteristiki so cel da se realizira pogolema produktivnost vo organizacijata.

Tendencies for humanization of work environments and for democratization of work relations are based on practices, principles and interventions undertaken in organizations in order to improve quality of work life and to increase job satisfaction.

Each work environment is characterized by three general dimensions established in series of Moos's researches (1974, 1981, 1994; Young 1998; Teh 1999) of psychosocial aspects in different settings- educational, health-care, military, economic, service, universities, prisons etc.

Basic social dimensions include: Relationship Dimensions (peer cohesion, involvement etc.) which identify the nature and the intensity of personal relations in the environment and evaluate the degree of involvement in the environment as well as the degree of mutual support; Personal Growth

Dimensions (professional interest, etc.) that evaluate main directions along which personal growth and self-enhancement are directed to realization of environmental goals; and System Maintenance and Change Dimensions (innovation, clarity, etc.) which encompass the degree of order in the setting, clarity of expectations, maintenance of control and adjustment to changes.

In the research of job satisfaction, Herzberg 1971 established two groups of factors- motivators and hygiene factors connected with work and work setting (according McKenna 2000). Motivators determine the degree of job satisfaction (for ex: contents, nature and type of work; opportunities for personal development; challenge and interest of work; the degree of autonomy and initiative at work, etc.). Inconvenient hygiene or contextual factors (for ex: pay and work benefits; work conditions; relations among people; managerial style) affect work dissatisfaction. Motivators are considered as intrinsic whilst hygiene- as extrinsic factors of work environment.

Actual researches of quality of work life suggest that data for job satisfaction can replace work quality (Wooden & Warren 2003; Bearfield 2003; Bowling et al., 2004). Since long time, it is established that job satisfaction exhibit strong associations in expected directions with measures of a large number of work attributes, which include diverse aspects of work contents (as variety, task significance and skill use), pay and other benefits, job security, promotion opportunities, recognition, work conditions, relations with coworkers and supervisors, effective communication structures in the firms, and participation in managerial decision making (Hackman & Lowler 1971; Locke 1976; Hackman & Oldham 1980; Brass 1981; Glick, Jenkins & Gupta 1986), according Wooden & Warren 2003.

Significant associations are established among variables of work environment, and job satisfaction and life satisfaction on the sample of 466 employees in Central Michigan University (Bowling et al., 2004). Work environment variables were represented by- job characteristics (skills' variety, task identity and task significance, autonomy and feedback from the task); job stressors (role overload, unclear role and conflict of the role); treatment by the coworkers; and the treatment by the supervisor. Job satisfaction correlated more significantly with the treatment by the supervisor (0.53 $p < 0.01$), job characteristics (0.44 $p < 0.01$), role stressors (-0.38 $p < 0.01$) and treatment by the coworkers (0.33 $p < 0.01$) compared to life satisfaction and its associations with the same variables of work setting (0.21 $p < 0.01$, 0.26 $p < 0.01$, -0.11 $p < 0.05$ and 0.27 $p < 0.01$ respectively). The employees were at the least satisfied with the relations among coworkers and their readiness for support and help, whilst the relations with supervisors were more positively evaluated as a result of their previous training in the staff's treatment.

In the same research was found that people with negative affectivity (negative view and emotions toward job and life) exhibit a larger stability in the evaluations of their job satisfaction. Among people with a wider range of emotions are found more significant changes in job satisfaction tested through its positive and negative effects. Then the conclusion was drawn that with an implementation of organizational changes of a large scale, it is important to understand the role the individual plays in an experience of job satisfaction.

The findings of this research supply extensive researches of work and social environment that suggest the complex matrix of P x E factors (P- person; E- environment) handles the adaptation to dynamic setting. In addition, work contents and personal preferences affect cognitive evaluation and stress coping resources, which in turn exert influence on the individual adaptation as performance and well being. Extending this matrix, additionally are included physical characteristics of the environment, rules and structure of the organization as well as suprapersonal orientations (Moos 1987).

Bearfield 2003, in the researches of quality of work life among Australian employees, reports data about the level of satisfaction with different job aspects- salary, work load, work pressure, control over the way of doing work, health and safe standards at work place, the type of job, relations among coworkers, trust in the management, recognition of work efforts and employees' treatment

by the immediate manager, opportunity for development of a career and job skills, information about work, balance between working and private life. The data of the attitudes toward work environment, obtained in these successive researches suggest an existence of a stable high- quality work life of Australian employees so that the job satisfaction is higher among a lower than between a higher level of education.

Measurement of quality of work life

The researches of quality of work in psychology do not measure objective job characteristics but represent informative data for job satisfaction. The justification of such an approach in the measurement of job quality comes mainly from two reasons. First, there are many job dimensions that contribute to overall wellbeing. Second, perhaps a large variety exists among individual employees in the evaluation of the importance they add to diverse job attributes. Then psychological method retains more frequent application in the appraisal of work environment perceptions than physical methods. Clark 1997 considered such an approach as rational if it is accepted that an increase of work quality is important for an increase of job benefits which employees acquire. Namely he pointed out: "Job satisfaction can be as close as it is likely to have got a close measure of job benefits" (according Wooden & Warren, 2003).

Numerous programs for a high- quality work life include strategies and operations for an increase of job satisfaction by an improvement of work conditions and contents of work as well as by an advancement of the personal protection and the protection of the work setting. The primary goals of these programs present a survival and a development of the organization under dynamic unstable circumstances. Only competitive and effective work organizations are able quickly to accommodate and accept changes of the new market economy- insecure employment, work force that grows older and mobile, flexible work hours, continuous education, team work, participation in managerial decisions, coordinative role of managers, share of information, an importance of the key constituents for effective doing business- employees, managers, stake holders, investors, suppliers, clients, etc. For an inclusion in common European market besides reach standards of work quality, it is necessary to maintenance job satisfaction and rational commitment of work force to organizations under conditions of uncertain employment. Therefore work organizations have to focus on researches of quality of work life and job satisfaction and continuously to improve them.

In the concrete research was determined the relationship between quality of work life and satisfaction with different job aspects taking into consideration the productivity of the selected organization.

Method

Examinees

In this research 32 employees participated from trade enterprise specialized for distribution of electronic apparatuses and devices "E- trade"- Skopje. Men were represented with 66 per cent, women with 34 per cent, at the age from 20 to 40 years and an average of 29 years. Regarding the education, 84 per cent completed secondary school, 16 per cent college, with work probation from 2 months to 15 years and an average of 2.5 years. Regarding work places, 9 employees are managers, 23 administrators and salespersons.

Questionnaires

For measurement quality of work life, a scale of 18 statements is applied, 16 of which concern definite job attributes, and 2 open-ended questions for evaluation factors that contribute to pleasant experience of work as well as proposals for an improvement of work environment (Bearfield, 2003). The questionnaire for studying job satisfaction is developed by a research team from the Institute of Psychology – Bulgarian Academy of Sciences – Assoc. Prof. V. Russinova, Res. Assoc. L. Vasileva, S. Zhilyova and Pl. Petrov. It consists of 55 statements that concern 9 job aspects:
SWG - satisfaction with work in general (1 statement)

SOCPI - satisfaction with organization, control, planning and information about work (11 statements)

SOQR - satisfaction with opportunity for an increase of qualifications and realization (4 statements)

SPS- satisfaction with payment and stimulation (5 statements)

S W- P satisfaction with work- personality interrelations (1 statement)

SSH - satisfaction with safety work conditions and hygiene (7 statements)

SMS -satisfaction with the managerial style (10 statements)

SIA - satisfaction with the interactions on work among colleagues, administration and management (10 statements)

SMW -satisfaction with the work of the management for organizational development and high quality (6 statements).

The statements at two questionnaires are evaluated on a 4 degree scale (1- 4) with extreme values named as: 1- "completely dissatisfied /disagreed"; 4- "completely satisfied / agreed".The internal consistency reliability (Cronbach α) for two questionnaires comes up with satisfactory value (0.8548- scale for quality of work life; 0.9609- questionnaire for studing job satisfaction). Cronbach α coefficients for the subscales in the questionnaire for studing job satisfaction respectively amount: / (1 statement), 0.8969, 0.7624, 0.8893, / (1 statement), 0.8702, 0.8815, 0.8247 and 0.7337.

Procedure

The research is conducted in June 2005, in the selected work organization during pauses.

Data analysis

Correlative procedure (Pearson r) is applied aimed to determine the degree of relationship between variables. The significance of the gained coefficient of correlation is also verified.

Results

In Table 1 are presented decriptive indicators for variables and results obtained by the application of correlative analysis. The resulte exhibit significant relationships between quality of work life and a large number of job attributes.

Table 1. Correlation among perceptions of quality of work life and satisfaction with job attributes

Job attributes	Quality of work life	Sig. (p)	M	SD	M-theo.
SWG	0.31	>0.05	3.25	0.80	2.50
SOCPI	0.85	<0.01	31.47	7.30	27.5
SOQR	0.72	<0.01	11.78	3.08	10
SPS	0.75	<0.01	12.94	4.57	12.5
S W- P	0.44	<0.01	2.19	1.06	2.5
SSH	0.27	>0.05	25.06	4.23	17.5
SMS	0.90	<0.01	29.78	6.82	25
SIA	0.73	<0.01	34.66	4.94	25
SMW	0.83	<0.01	18.78	3.69	15
Quality of work life			46.25	8.76	40
Total job satisfaction	0.92	<0.01	169.91	28.95	137.5

M- empiric mean

SD- standard deviation

M-theo. theoretic mean

Discussion

From Table 1 is evidently that work setting is favorable in respect to quality of work life and job satisfaction. Empiric means of variables exceed far away theoretic means with exception of satisfaction with work- personality interrelations (2.19- empiric, 2.5- theoretic mean). These results exhibit that all job attributes are above average except above mentioned.

Among nine calculated associations with job attributes, seven present considerable relationships at a higher level of significance (0.01) so that five of them represent very high connections. Especially high coefficients of correlation are gained between quality of work life and- satisfaction with managerial style (0.90), satisfaction with organization, control, planning and information about work (0.85) and satisfaction with the work of the management for organizational development and high quality (0.83).

Insignificant relationships are found only among quality of work life and satisfaction with work in general (0.31 $p>0.05$) as well as satisfaction with safety work conditions and hygiene (0.27 $p>0.05$).

The satisfaction with work in general is estimated only on a base of one unique statement that implies taking into consideration a large number of job attributes. To different individuals seem important diverse job attributes so that the same attributes gain heterogeneous values in dependence on subjective interpretation and experience of different level of job satisfaction.

The safety and hygiene standards at work places in the studied organization are at enviable high level so that the employees are completely adapted to work conditions. In the two-factorial theory of Herzberg, work conditions present hygienic factors (according McKenna 2000). As such they can not initiate satisfaction but only dissatisfaction which happens under harmful conditions for employees' health or inconvenience for an accomplishment of work tasks. Favorable work conditions in studied organization do not represent motivators of job satisfaction and as such they are not connected with the quality of work.

This research confirmed previous findings cited by Wooden & Warren, 2003 for strong associations among work quality and satisfaction with different job aspects as well as total job satisfaction (0.916 $p<0.01$). If total job satisfaction is treated as a determinant of work quality, then it explains even 83.9 per cent in its variance. This finding once more confirms the role of personality in his/her experience of job satisfaction and perception of work setting.

In the opinion of employees, the quality of their work life owes mainly to three factors: acquiring new experience (28.1 per cent), realization of social contacts (25 per cent) and existing way of organization of the work (15.6 per cent). Proposals for an improvement of work quality and increase of job satisfaction represent: permanent changes and innovations in the organization of the work (25 per cent), increase of salary (21.9 per cent) and convenient work time (15.6 per cent). Also this research emphasized the need for enhancement the work- personality interrelations aimed to realization of individual adaptation as performance and wellbeing (Moos, 1987).

Any successful program of organizational transformation implies studying personality's role in the occurrence of job satisfaction (Bowling et al. 2004). The employees are able to accept changes only if they are content with their work environment. High-quality work life and high job satisfaction will result in mutual adjustment of work-personality that will inevitably lead to increase of the productivity. Management of selected organization ought to improve and adjust work conditions to characteristics of individual employees aimed to increase their productivity.

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