

**QUALITY OF WORKLIFE, WORK-LIFE BALANCE AND JOB SATISFACTION
AMONG UNIVERSITY WORKERS IN THE UNIVERSITY OF BENIN, BENIN CITY,
EDO STATE, NIGERIA.**

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BENIN CITY.**

JANUARY, 2023

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**A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF INDUSTRIAL
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AWARD OF BACHELOR OF SCIENCE (B.SC.) IN INDUSTRIAL RELATIONS AND
PERSONNEL MANAGEMENT IN THE UNIVERSITY OF BENIN, BENIN CITY,
NIGERIA.**

JANUARY, 2023

DECLARATION

I declare that:

1. This project report is based on a study undertaken by me in the Department of Industrial Relation and Personnel Management, University of Benin, Benin City, Edo State, Nigeria.
2. This work has not been previously submitted for the award of a degree elsewhere.
3. All ideas and views are products of my personal research and where the view has been expressed, they hence been duly acknowledged.
4. I solely accept all legal responsibility that may arise as a result of any copyright infringement that may arise from any work cited in this project

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CERTIFICATION

We the undersigned certify that this project work was carried out by **Joemaris Osezua EIMUEN** in partial fulfilments for the award of Bachelor of Science (B.Sc.) in Industrial Relations and Personnel Management, Faculty of Management Sciences, University of Benin, Benin City, Edo State, Nigeria.

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DEDICATION

I dedicate this project to the Almighty GOD for his infinite mercy and faithfulness.

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Special appreciation to my parents Mr. and Mrs. Eimuen for their intentional love, support and prayers.

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ABSTRACT

The purpose of this study is to examine the quality of work-life, work-life balance and job satisfaction among university workers in the University of Benin, Benin City, Edo State, Nigeria.

The specific objective of the study is to examine the quality of worklife of university workers, to ascertain university workers perception of work-life balance and to find out the level of job satisfaction among university workers in the University of Benin, Benin-city, Edo state, Nigeria.

The study adopts a survey research instrument through the administration of questionnaires to three hundred and forty (340) members of staff of the University of Benin, Benin City, Edo State, Nigeria. Data from three hundred and twenty-two (322) respondents was found useable, and the Statistical Package for the Social Science was use for the descriptive analysis.

The result obtained from the analysis revealed that workers perceive some element of quality of worklife in the institution (University of Benin) although moderately. Again, in collecting data on the perception of work-life balance of the respondents, it was observed that workers understand what constitutes work-life balance. The responses from respondents revealed that the institution has policies on work-life balance although they are moderate. Furthermore, it was observed that workers have a moderate level of satisfaction towards their job in the institution and this is as a result of workers being satisfied with only some aspect of their job such as promotion and job security. It was also observed during the course of the study that demographic variables such as age and sex are major determinant of how workers perceive quality of worklife, work-life balance and their level of job satisfaction.

The study therefore recommends that various organizations and institutions should constantly

improve on their quality of worklife as this is a prime determinant of organisation commitment. Employee productivity levels and their positive contributions to the objectives of the company should be taken into consideration when making decisions about promotion, recognition, awards, or prizes at work rather than length of service or educational background. Management of various institutions should also establish family-friendly work policies that will enable employees spend time with their families in a way that won't conflict with the organization's obligations. Leaders at all kinds of organisations, should conduct a regular survey on job satisfaction and determine what makes people stay in the company and do their best to give it. They need to act quickly to enhance the companies' physical and psychological working environments as well as the conditions under which employees operate.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Quality of worklife (QWL) is important and critical to the success of every organisation. The goal of any firm today is to produce more than they put in, and this is only achievable if employees feel their workplaces to be pleasant and conducive to their jobs. Therefore, creating a favorable working environment and employee relationship is crucial for a firm. There arises the need for quality of worklife. Dessler (1981) defined quality of worklife as the extent to which employees are able to meet their own needs, including those for self-respect, fulfillment, and opportunities to apply their abilities in ways that contribute to their own development. Nazir (2011) defined quality of worklife as a combination of workplace policies, practices, and culture that collectively improve and sustain employee happiness while seeking to better working conditions for firms' employees. According to Saraji and Dargahi (2006), having a high quality of worklife is crucial for businesses if they want to continue attracting and keeping individuals who are responsible for fostering employee happiness. It is crucial since a strong quality of worklife is linked to increased retention, job satisfaction and decreased absenteeism.

It may be difficult to juggle a fulfilling personal and family life with a successful profession because both have an effect on how one behaves at work and in their personal lives. Due to the lack of effective techniques used in organizations, many employees frequently struggled to find a balance between their work and personal obligations (Akinbo & Ayodele, 2022).

work-life balance essentially is achieving harmony (Lack of conflict) between obligations related to one's personal life and those related to one's job.. The essence of work-life balance is to maintain equilibrium in three main aspects of life: work, society, and personal life. For instance, an employees' length of work hours is a veritable yardstick for assessing work-life balance (Akinbo & Ayodele, 2022). The work-life balance of employees is negatively impacted by excessive work hours. The work-life balance of an ordinary worker in Nigeria is made worse by socioeconomic difficulties, labor market pressures, and a low quality of living in the country. In fact, some workers prefer to put in extra hours simply to make enough money to cover their basic needs.

Job satisfaction according to Korlo and Akintunde (2016), is a gauge of how well a worker's desires, goals, and needs are fulfilled or addressed on the job. Szromek and Wolniak (2020) views job satisfaction as a way for employees to judge how they feel about their job. Essentially, the satisfaction of employees within an organization is influenced by so many factors, a couple of such are quality of worklife and work-life balance.

Quality of worklife and work-life balance practices are eroding in Nigeria, which has contributed to a high level of employee dissatisfaction in several firms (Akpa, Mowaiye, Akinlabi & Magaji, 2022). Employees who perceive their quality of worklife to be low and find it hard to reconcile their official obligations and personal lives tend to grow unsatisfied and alienated, which might lead to their resignation from such a workplace. Lack of quality of worklife and worklife balance affects not only job satisfaction, but also productivity and performance. Ofor and Mayah (2022)

argued that the high rate of decline in employee job satisfaction in Nigeria is linked to poorly planned work-life balance policies and low quality of worklife in some firms. Akinbo and Ayodele (2022) further stated that a couple of reasons why employees may be satisfied working in a certain organization is that they perceive a high quality of worklife and their job gives them time to attend to other personal matters. Most firms have unsatisfied employees as a result of poor quality of worklife and their inability to develop proper work-life balance strategies. This is especially noticeable in the private sector, where the ordinary employee complains of poor work environment and having little or no time to devote to non-work responsibilities (Jolaolu, 2022).

Ahmad (2013) concisely stated that manufacturing companies, such as Nigeria Breweries Plc in Lagos and banking institutions in Nigeria, have adopted a number of strategies over time to improve the quality of work life for employees. These strategies include grouping employees into smaller, more cohesive teams, giving them more autonomy over what they do and how they do it, and adjusting work schedules to accommodate individual needs. There are numerous examples and patterns of declining performance and incapacity to non-attainment of organizational goals and objectives, despite the fact that jobs are being structured and redesigned to make the work compressing, the work weekly, having flexible work hours, and by utilizing part-time workers. Due to this, the researcher became curious as to why such an awful pattern continues despite the strenuous efforts of quality of worklife techniques intended at repositioning the company Ahmad (2013). This study intends to examine quality of worklife, worklife balance and job satisfaction among employees in Nigerian organisation.

1.2 Statement of the Research Problem

Quality of work-life and work-life balance are becoming increasingly important for maintaining a healthy and happy workforce that is more engaged and productive at work. Suresh, Kodikal and Kar (2015), opines that when people are satisfied with their jobs, they are usually more productive than when they are dissatisfied with their jobs. Workers are more productive and satisfied when organizations give attention to quality of worklife and work-life balance.

In order to be in the proper frame of mind and be content with the work that one commits to, an individual must find the right balance between their work and other aspects of their lives. Akinlade & Nwaodike (2021) in their study claimed that many individuals have trouble juggling their professional and personal lives. This isn't because they're bad at what they do; rather, it's mostly because the organizations occupy a large portion of their time rather than them. An imbalance and underperformance may emerge when people struggle to sustain and meet their expectations from work and family commitments.

Ogunola (2022) in his study, specifically sought to determine if workers' job satisfaction at the chosen banks would be predicted by the quality of work-life and work-life balance. In Ijebu-Ode, Ogun State, Nigeria, 100 employees from branches of certain banks participated in a survey research design and answered questions about the study's key factors. According to the results of his study, job satisfaction is influenced by quality of work-life due to employees' varied perceptions of what constitutes a high-quality work environment. For example, some people believe that having a pleasant and supportive work environment has a significant impact on how

satisfied they are with their jobs. Employees form certain attitudes about their jobs based on their thoughts, feelings, and actions related to those jobs, and they then relate to the obligations and demands of those positions based on those attitudes. Employee perceptions of the standard of work life at their place of employment are significantly influenced by these views. This study's findings also showed that job satisfaction is highly influenced by work-life balance. Men and women view the "balance" between work and life differently; they view work and life as two separate occurrences with unique bounds. For males, a profession that allows them to spend more time pursuing a personal or organizational interest that will be beneficial to the family either in the short- or long-term may be what women regard to be a career that allows them to dedicate more time to family well-being. Without mentioning gender specifically, the bank employees in the study see work-life balance as being important in determining their level of satisfaction because it gives them the chance to be good family members, parents, siblings, or friends while also being good employees who work for the advancement of the company they work for.

Due to the study's use of a small sample size, its findings could not be generalized to a much larger population of bank employees, and consequently, to other workers in the financial industry. The quality of work-life experiences in various nations is likely to differ due to varied working conditions, compensation, and general work outlook in those settings. This study can be replicated or lead to further research in other sectors of paid employment within Nigeria as well as other nations.

1.3 Research Questions

This study will address the following questions:

- i. What is the quality of worklife of university workers in the University of Benin, Benin City, Edo State, Nigeria.
- ii. What is the perception of work-life balance of university workers in the University of Benin, Benin City, Edo State, Nigeria.
- iii. What is the level of job satisfaction among university workers in the University of Benin, Benin City, Edo State, Nigeria.

1.4 Research Objectives

The study's objectives include:

- i. To examine the quality of worklife of university workers in the University of Benin, Benin-city, Edo state, Nigeria.
- ii. To ascertain university workers perception of work-life balance in the University of Benin, Benin-city, Edo state, Nigeria.
- iii. To find out the level of job satisfaction among university workers in the University of Benin, Benin-city, Edo state, Nigeria.

1.5 Scope of the Study

This study is limited to cover university workers at the University of Benin, Benin-City, Edo State, Nigeria.

1.6 Significance of the study

This study seeks to explore the quality of worklife, perception work-life balance and level of job satisfaction among university workers in the University of Benin, Benin City, Edo State, Nigeria.

The study's conclusions will have a substantial impact on the following stakeholders:

Organisations: This will aid organisations in determining the of quality of worklife, worklife balance and workers' job satisfaction, therefore creating a space for them to regulate these dimensions for enhanced employee job satisfaction.

Managements of Universities: Additionally, university management will benefit from the findings since it would help them gain a better knowledge of their staff and why they behave the way they do. Additionally, the study's suggestions will assist university chancellors in developing the most efficient procedures for maintaining employee job satisfaction through quality of worklife and worklife balance practices.

Government: In particular, government policymakers who deal with employment issues will find the research findings important because it could help them in the formulation of better Employment Policies.

Academics: Future scholars and academicians would also benefit, as the study would be a contribution to existing studies on quality of worklife, work-life balance and job satisfaction for future research, particularly in the educational sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section reviews literatures on quality of worklife, work-life balance and job satisfaction. The section shall be in three (3) sections namely; conceptual review, theoretical review and empirical review. The conceptual review will discuss concepts related to the subject matter, that is quality of worklife, work-life balance and job satisfaction. The theoretical review will highlight and briefly discuss relevant theories on the relationship between quality of worklife, work-life balance and job satisfaction while the empirical review will present previous studies.

2.2 Concept Of Quality Of Worklife

The term 'Quality of Worklife' is reported to have started from an international labor relations conference in 1972 at Arden House, Columbia University, New York (Davis & Cherns, 1975). Quality of work life is one of the most important factors for human motivation and improving of job satisfaction. While in previous decades just the personal life was stressed, modern management has turned the idea of quality of work life to a social concern (Mirkamali & Narenji Sani, 2008). According to (Feldman, 1993), quality of worklife refers to the quality of relationships between employees and the overall work environment. It is a multifaceted structure that takes into account factors including job stability, career progression opportunities, empowerment, incentive structures, and the general work environment. Maintaining employee happiness, confidence in the company, camaraderie and collaboration among staff members,

acknowledgment of workers at work, and a secure workplace are the major objectives of quality of worklife (Saraji & Dangahi, 2006). According to researchers, quality of worklife is a productive workplace that increases pleasure by giving employees incentives, employment safety and security, and career prospects (Lau 2001).

The notion of quality of work life is a subjective imagination and the perception of organisation staff about the physical and psychological suitability of work environment and their job settings (Yavari, Amir Tash, & Tondnevis, 2009). According to Walton (1973), quality of work life is determined by the extent to which employees react to their jobs, particularly how important it is for them to feel fulfilled in their work and be in good mental and physical health. The concept of quality of work life places an emphasis on individual results, professional experiences, and ways to enhance work in order to better serve individual needs. Walton put forth a theoretical framework for elucidating the quality of work life, which is composed of adequate and fair compensation, a secure work environment, organisational constitutionalism, creating opportunities for future growth and security, social relevance of work life, social integration, the development of human potential, and the entirety of one's life (Walton, 1973).

The fundamental aspects of a decent quality of work life are described by Mirvis & Lawler (1984) as a safe work environment, equitable pay, equal employment possibilities, and prospects for promotion. Quality of working life is linked to satisfaction with earnings, hours, and working conditions. Martel & Dupuis (2006) further stated that quality of worklife can be achieved by a psychological measuring process in which perceptions of objective experiences are measured

against personal standards of comparison. Standards of comparison can take many different shapes, including what employees desire, believe they ought to get, think their coworkers are receiving, and believe they have previously gotten. These are founded on the acknowledged idea that people's subjective opinions about their work environment (i.e., working conditions, management rules, and practices) have an impact on the caliber of their work experiences and cannot be disregarded. (Saklani, 2004).

Components of quality of worklife were emphasized by Hackman and Oldhs (1980) in reference to the relationship between the work environment and individual needs. They noted that when benefits from the company such as remuneration, promotion, recognition, and growth, fulfills individual expectations, the personal demands are satisfied which would result in a great quality of worklife. The list of quality of worklife factors and literature review is not meant to be exhaustive of all possible theories or variables rather the emphasis in this study is placed on testing the relative frequency with which various quality of worklife factors emerge while analyzing employees' versions of high-quality working-life experiences.

2.2.1 Dimensions of Quality of Worklife

The dimensions of quality of worklife includes health and well-being, job security, job satisfaction, competence development and the balance between works with non-work life. Each of the dimensions of quality of worklife from the perspectives of employees is briefly discussed below.

Health and well-being

Health and well-being of quality of worklife refers to the physical and psychological characteristics of an individual at a workplace. The direct and indirect effects of computerization on employees' health and wellbeing were studied by Asakura and Fujigaki (1993). Their findings concur with those of Iacovides, Fountoulakis, and Kaprins' study from (2003), which found that increased job demands result in a more stressful work environment, which in turn has an impact on employees' health and wellbeing. An unconstrained work environment guarantees healthy physical and mental health, enabling the employees to do job-related and unrelated tasks without restraints. As a result, it creates a workplace that is not stressful and offers a comfortable working atmosphere. Since stress is a subjective experience of quality of worklife, there are numerous definitions of it. According to Chan (2000), stress is a reaction to the perception of a link between the demands placed on people and their capacity for workplace adaptation. According to Carayon, Smith, and Haims (2001), stress develops as a result of a person's interactions with their work environment and endangers their ability to maintain their physiological, psychological, and bodily homeostasis. When job pressure grows, physical sickness and psychological illnesses also rise. Psychosomatic research has shown that stress impairs circulation and the muscle system, increasing the risk of myocardial infarction.

Job Security

A substantial degree of organisational transformation has been demonstrated by a significant shift in the workforce in the modern workplace (Watson 2003). Employee loyalty, morale, motivation, and perceived job security have all been negatively impacted by organisational

transformation such as downsizing, rightsizing, and outsourcing. The Organisation for Economic Cooperation and Development (OECD) stated in 1996 that “the most divisive topic in the modern workplace is job security”. The primary component of quality of worklife, job security, is the ability of the company to offer secure, long-term employment despite changes in the workplace. Therefore, creating a sense of stability is crucial, particularly in a workplace where many aspects of occupations can be outsourced.

Job Satisfaction

Job satisfaction is defined as a positive feeling about a job resulting from an evaluation of its characteristic. According to Johnsrud (2002), job satisfaction has been considered as an attitudinal disposition that is investigated as a product of the quality of one's working life. Quality of worklife is a veritable tool for the evaluation of job satisfaction. When quality of worklife is low, individuals seem to be un-satisfied with job and when quality of worklife is high, individuals seem to be satisfied. In order to evaluate important workplace factors like job satisfaction, the quality of worklife scale must be used (Cardiff University's QWL survey, 2008).

Competence Development

Growth in skills and knowledge is an important aspect of competency development that enhances quality of worklife. An organisational practice called competence development (training and development) aims to boost both individual and collective performance. The options a job offers for an employee's growth and the encouragement management provides to do the job are what guarantee quality of work life. According to Skrovan (1983) and the

American Society for Training and Development (ASTD), quality Work Life is a process for the working organisation that enables the employees at each hierarchy to actively participate in creating the organisational environment and developing organisational models in order to produce the organisational accomplishments. Most modern organisations do not limit themselves to just training an employee for a job, but they go an extra to furnish them with a support system that supports “on the job learning”.

Work and non-Work Life Balance

Work and non-worklife balance (work-life balance) is a is the process of creating a balance (equilibrium) between worklife and life outside of work. The concept of work-life balance is subject, as a result, every individual holds a different perception of what constitutes a balance in work-life. Work-life balance is a veritable yardstick for measuring quality of worklife. A poorly planned work- life balance program will cause quality of worklife to be low.

2.3 Concept of Work-Life Balance

The term work-life balance is commonly used to describe policies that were previously known as "family friendly," but have since been extended beyond the scope of the family (Obiageli, Uzochukwu, & Ngozi, 2015). Various researchers have defined the term work-life balance in various ways, using various dimensions (Poulose & Sudarsan, 2017). Initially, work-life balance was thought to refer to the conflict between family and work Bloom, Kretshmer, and Van Reenen (2006), and work-family enhancement Grzywacz and Marks (2000). Work life balance, according to Greenhaus, Collins, and Shaw (2003), is the absence of work-family conflict or the

intensity or frequency with which family interferes with work and work interferes with family. Work-life balance, according to Greenhaus and Allen (2006), is the degree to which an individual's satisfaction and effectiveness in work and family domain roles are well-matched with the individual's life priorities.

Work-life balance, according to Grzywacz & Carlson (2007), is the fulfilment of role-related expectations that are negotiated and shared between an individual and his/her role-related partners in the work and family domains. The employees dedicate more hours to their work as a result of business competition and uncertainty in the economy. As a result, other important issues such as parenting suffer, and there is an increased rate of employee burnout, particularly in large organisations (Grzywacz & Carlson, 2007). However, many organisations are gradually addressing the issues of work-life balance and its impact on employee performance, as well as the challenge of attracting and retaining the best employees. Work-life balance concerned with creating and sustaining a supportive and healthy work environment, allowing employees to balance work and personal responsibilities (Melissa, 2007). Flexible work arrangements (working from home, compressed work weeks, flexible working hours, job sharing, working in shifts, and telecommuting); leave policies and arrangements (maternity, paternity, compassionate leaves, leave to care for sick dependents, and emergency leaves), return-to-work options, resource and referral services, are all components of work-life balance (Felstead, Jewson, Phizacklea, & Walters, 2002). Work-life programmes, which are family-friendly policies, are thus a means of attracting, retaining, and engaging workers by allowing them to balance their

work and life outside of the workplace, thereby increasing their job satisfaction, commitment, and intentions to stay in the organisation. They increase workers' autonomy in the process of coordinating and integrating work and non-work aspects of their lives (Felstead, Jewson, Phizacklea, & Walters, 2002). The provision of work-life balance programs also helps to improve organisational performance and effectiveness (Sands & Harper, 2007 as cited by Baral & Bhargava, 2011). By providing flexible work schedules and family-friendly benefits, employers can help employees feel more satisfied with their jobs. Organisations that provide flexible options can engage employees and reduce job turnover (Morgan, 2009). Leave policies, flexible working arrangements, welfare policies, and family responsibilities are all common Work life balance policies that HR Managers should develop.

2.3.1 Dimensions of Work-Life Balance

The effects of various mitigating variables on work-family difficulties have been investigated by a number of researchers (Frone, Russell, and Cooper, 1992; Gutek, Searle, and Kupa, 1991; Rice, Near, and Hunt, 1980), who have also proposed several common dimensions for the work-life balance idea. They contend that factors coming from either the work or family domains may contribute to work-family imbalance. Either work interferes with resources allotted for personal life (family domain) (WIPL) or personal life (family) interferes with resources allotted for work domain might occur in this circumstance (PLIW). Work/personal life improvement (WE/PE), a third aspect of work-life balance, can be credited to Payton-Miyazaki and Brayfield (1976). They saw the workplace as a socializing force that teaches employees expectations, morals, values,

and other traits that they then pass on to their families. Later Zedeck (1992) and Fisher (2001) defined WE/PE as the degree to which one's personal life is improved by their job, and vice versa.

Work Interference with Personal Life (WIPL)

This type of role conflict arises when work expectations and responsibilities make it impossible to fulfil family role responsibilities. For instance, long hours paid or non-paid work prevent active engagement in family life, work stresses negatively affect the home environment and increases conflict with the family as little or no time is left for family life (Frone, Russell, and Cooper, 1992).

Personal Life Interference with Worklife (PLIW)

This type of role conflict arises when family roles and responsibilities make it impossible to fulfil work expectations. For instance, a pregnant wife needs more time for self-care also a child's illness may cause absenteeism at work. This invariably affects work roles and expectations (Frone, Russell, and Cooper, 1992).

Work/Personal Life Enhancement (WE/PE)

Personal life enhancement of Work refers to the extent to which an employee's personal life may enhance their productivity at work. For instance, when people are content with their lives, their personalities are full of joy. As a result, their attitude at work may become entertaining. Workforce members will be more excited about accomplishing their duties when they are in a good mood as a result of their personal lives (family). How much work may enhance a person's

personal life is referred to as "work enhancement of personal life." The ability to employ one's skills in daily life is enabled by the skills one acquires at work. For instance, employees' company-provided sewing and pattern-making skills might be used to their personal lives (Pradita and Franksiska 2020).

2.4 Concept of Job Satisfaction

Understanding job satisfaction is critical for management in order to improve organisational overall performance (Putman, 2002). Many authors have written about the definition of job satisfaction. The text below describes some of the most commonly used definitions. Robert Hoppock made a significant contribution to defining job satisfaction and offers important professional advice at a time when job satisfaction research was in its infancy (Cucina & Bowling, 2015). Hoppock, as cited in Aziri (2011), was one of the first to popularise the term "job satisfaction." Job satisfaction, he defined, is any combination of psychological, physiological, and environmental circumstances that leads a person to say truthfully, "I am satisfied with my job." According to Saiyadain (2009), job satisfaction is the "End state of feeling." Depending on whether or not needs are met, feelings can be positive or negative (Saiyadain, 2009).

Job satisfaction is a positive attitude toward one's job that stems from assessing and evaluating its characteristics (Robbins & Judge, 2013). People who are satisfied with their jobs have a high level of job satisfaction, whereas people who are dissatisfied with their jobs have a low level of job satisfaction (Robbins & Judge, 2013). Armstrong (2014) defined job satisfaction as people's attitudes and feelings toward their jobs. He stated that a person's attitude toward his job determines whether he is satisfied or dissatisfied with his job; if a person feels and thinks positively about his job, he is satisfied, and vice versa. Understanding and recognising the human element in any organisation is critical. A successful organisation typically sees an average

worker as the root source of quality and productivity gains, rather than capital investment, and such organisations look to employees as the primary source of improvement rather than capital investment (Gupta, Kaur, Gupta, Jain & Sharma, 2012).

Job satisfaction is regarded as one of the most important factors influencing the efficiency and effectiveness of business organisations. Organisations and management are now focusing on employee well-being and understanding their wants, needs, personal goals, and desires. A happy employee is a satisfied employee, and a satisfied employee is a successful employee. The significance of job satisfaction is highlighted when considering the numerous negative consequences of job dissatisfaction, such as a lack of loyalty, increased absenteeism, an increase in the number of accidents, and so on (Aziri, 2011). Job satisfaction has a significant impact on organisational measures like customer satisfaction and financial metrics. As a result, attain organisational success and competitiveness (Saari & Judge, 2004).

According to Aziri (2011), many factors influence job satisfaction, including the nature of the work, salary, advancement opportunities, management, work groups, and working conditions. Many studies have been conducted on Herzberg's two-factor model or motivation-hygiene theory, which depicts two factors that influence job satisfaction, intrinsic job satisfaction factors or motivator satisfaction factors and extrinsic job satisfaction factors or preventing dissatisfaction factors. Achievement, recognition, responsibility, advancement, growth, and the work itself are all intrinsic factors. Although their absence was not always unsatisfying, when they were present, they could be a motivating force. While the extrinsic factors are supervision, working conditions,

coworkers, pay, policies and procedures, job security, status, and personal life, the hygiene factors are supervision, working conditions, coworkers, pay, policies and procedures, job security, status, and personal life. They are not always satisfying, but their absence may lead to dissatisfaction (Aziri, 2011; Fugar, 2007).

According to Armstrong (2014), there are three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors that relate to job content, specifically the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback. Second, the quality of supervision: the most important determinant of worker attitudes is supervision. Third, success or failure: success, without a doubt, leads to satisfaction; failure, on the other hand, leads to dissatisfaction. When a person works hard and uses all of his abilities to prove to himself and others that he is capable, successful, and has potential, his feelings are boosted and he is satisfied. While another person who consistently fails to complete tasks as they should will experience unsatisfactory emotions (Armstrong & Taylor, 2014).

According to Gupta (2012), four major variables influence job satisfaction: first, individual factors, second, social factors, and third, cultural factors. Last but not least, there are organisational and environmental factors to consider (Gupta, Kaur, Gupta, Jain, & Sharma, 2012). Psychological empowerment is another factor that influences job satisfaction (Al-Hosam, Ahmed, Ahmed, & Joarder, 2016).

2.4.1 Determinants of Job Satisfaction

According to Gupta (2012), four major variables influence job satisfaction: first, individual factors, second, social factors, and third, cultural factors. Last but not least, there are organisational and environmental factors to consider (Gupta, Kaur, Gupta, Jain, & Sharma, 2012). According to Buitendach & De Witte (2005), job satisfaction is a complex concept that is impacted by both an individual's dispositional traits and elements of the workplace environment. These variables have been grouped into extrinsic and intrinsic variables, which are two dimensions. Extrinsic elements include things like income, chances for advancement, coworkers, supervision, and the actual work. Personality, education, intellect, and talents, as well as age and marital status, are intrinsic characteristics (Mullins, 1999). It has been shown that internal and extrinsic variables frequently interact to affect job satisfaction (Spector, 1997).

- **Extrinsic factors of job satisfaction**

Conditions outside of the employee's control influence extrinsic sources of job satisfaction (Atchison, 1999). The following topics will be covered: the work itself, pay, promotion opportunity, supervision, coworkers, working environment, and the question of fairness.

The work itself

The work itself, according to Robbins (2003), is the degree to which the job offers the individual challenging tasks, chances for learning, personal growth, and the possibility to be responsible and accountable for outcomes. According to Locke (1995), an employee's job satisfaction depends on their level of satisfaction with the duties assigned to them, such as the actual labor. Employees choose employment that provide them the chance to use their abilities on a range of

tasks and that are psychologically exciting, according to Robbins (1993). Lacey (1994), who asserts that people are more content with their employment when they engage in mentally and physically stimulating activities, supports this point of view. Jobs that aren't difficult, according to Robbins (2003), cause boredom and dissatisfaction. Johns (1996), in contrast to the previous statement, it is believed that some workers choose employment that are undemanding and unchallenging. Furthermore, if a job is highly motivating, employees are likely to be happy with the job content and produce higher-quality work, which in turn might contribute to reduced absence rates (Friday & Friday, 2003). Contradicting this, Fox (1994), referenced in Connolly & Myers (2003), asserts that "the potential to experience job satisfaction becomes increasingly difficult as people grow further detached from the ability to generate meaning from work." This results from the fact that a variety of characteristics that have nothing to do with the workplace, such as physical, psychological, and demographic aspects, are associated to job satisfaction (Connolly & Myers, 2003).

Employees in a management information system setting participated in research by Vitell & Davis (1990), and they discovered a statistically significant correlation between job satisfaction and the aspect of work itself. Other studies' findings suggest that a factor like the nature of the work itself might influence whether an individual is satisfied with their employment or not (Oshagbemi, 1997; Ruthankoon & Ogunlana, 2003).

Pay

Pay, according to Robbins (2003), is the remuneration earned for a certain work. Luthans (1995)

states "Wages and salaries are recognized to be an important, but a complicated, multidimensional predictor of work satisfaction,". According to Bassett (1994), there is insufficient empirical data to support the idea that salary alone may increase worker happiness or decrease discontent. He believes that even highly paid individuals may not be happy if they do not enjoy the nature of their work and feel they are unable to find a more fulfilling one. The availability of both monetary incentives and recognition has been discovered to have a significant influence on knowledge workers (Arnolds & Boshoff, 2004; Kinnear, 1999; Kinnear & Sutherland, 2000). People see their compensation as a reflection of how valuable they are to the organisation. They contrast their inputs and any comparable outputs from others with their own (Nel, Van Dyk, Haasbroek, Schultz, Sono, & Werner, 2004). Sweeney & McFarlin (2005) agree that comparisons with similarly situated individuals are significant determinants of pay satisfaction, which lends weight to this viewpoint. Their research, which was grounded in the social comparison theory, demonstrated how comparisons to similarly situated individuals had an influence on job satisfaction.

According to Oshagbemi & Hickson (2003), there are two key reasons why pay satisfaction warrants more investigation. First, one of the five indices included in both the original and revised Work Descriptive Index, compensation, has an impact on an employee's overall degree of job satisfaction and job discontent. Second, compensation is a significant, sometimes major expense of operating or managing a corporation and a prevalent factor in most organisational decisions.

Promotion opportunity

According to Robbins (1998), employees are more likely to be satisfied with their positions if promotion choices are seen as fair. According to several academics, prospects for advancement and work satisfaction go hand in hand (Pergamit & Veum, 1999; Peterson, Puia & Suess, 2003; Sclafane, 1999). According to Kreitner & Kinicki (2001), employee perceptions of equity have a role in the favorable association between promotion and work satisfaction.

Supervision

According to studies, those who appreciate working with their supervisors would be happier in their careers (Aamodt, 2004). Aamodt (2004) quoted a research by Bishop & Scott (1997) that discovered that employee satisfaction with supervisors was associated with organisational and team commitment, which in turn led to improved productivity, fewer turnover, and a greater readiness to assist others. The supervisor's capacity to help staff emotionally, technically, and with task-related advice plays a crucial role in determining job satisfaction (Robbins 2003).

Coworkers

According to research papers, having friendly and encouraging coworkers increases job happiness (Aamodt, 2004, Robbins, 1989; 2005). The main rationale is that the work group acts as a source of support, comfort, guidance, and aid for the particular employee (Luthans, 1995). According to Kram & Isabella (1985), interactions with coworkers are an important source of support and progress. People who believe they have stronger interpersonal relationships with their coworkers and immediate supervisors report feeling more satisfied with their jobs

(Oshagbemi, 2001). Riordan & Griffeth (1995) investigated how friendship affected professional outcomes. The findings showed that friendship possibilities were linked to significant decreases in turnover and improvements in job satisfaction, job participation, and organisational commitment. According to Landy (1989), workers will be happier if their coworkers tend to view things in a similar manner to how they do. Salancik & Pfeffer (1997) also discovered that workers emulate the behaviors of other workers who exhibit higher levels of satisfaction (as cited in Aamodt, 2004). Therefore, new employees will exhibit the same behavior and be as productive and content in workplaces where older employees put in a lot of effort and have good things to say about their jobs. However, Luthans (1992) contends that positive coworker connections are not a need for job satisfaction and that job satisfaction is more likely to decrease in the midst of severely tense interactions.

Working conditions

According to Luthans (1995), working environments are an extrinsic element with a moderate effect on a worker's job satisfaction. Working conditions include things like the environment's temperature, lighting, noise level, and ventilation (Luthans, 1995). Employees prefer working in environments that are clean, safe, pleasant, and with few distractions, according to studies (Robbins, 2005). Employees, however, rarely give any thought to and frequently take for granted their working circumstances Luthans (1992). The author also presumes that only highly good or extremely terrible working circumstances are likely to have a major influence on job satisfaction. Additionally, the majority of the time, employee concerns about the workplace reflect deeper

issues. When the underlying issues are recognized and addressed, these complaints typically go away (Luthans, 1992). According to Spector's (1997) research, result shows that employees who feel a lot of restrictions at work are more likely to be unsatisfied with their employment.

Fairness

The degree to which employees believe they are being treated fairly is a factor that relates to job satisfaction (Aamodt, 2004). Employees seek for rules and procedures that they believe to be fair since doing so will probably raise their level of job satisfaction, according to Robbins (1989). Johns (1996) makes a distinction between procedural and distributive fairness. Distributive fairness, according to Robbins (2005), is the perceived fairness of the actual decisions made in an organisation. This suggests that workers are more likely to express job satisfaction when they believe choices are made fairly. On the other side, procedural fairness, according to Johns (1996), takes place when the procedures used to decide job results or choices are thought to be reasonable. He goes on to say that it is extremely relevant to outcomes like wage hikes, promotions, layoffs, and job assignments. So, if the procedures used to decide on promotions, for example, are seen as fair, it may result in work satisfaction. According to Aamodt (2004), there is a substantial correlation between feelings of justice and job satisfaction. As a result, employers should be transparent about how decisions are made and offer feedback to workers who may not agree with specific crucial choices.

- **Intrinsic factors of job satisfaction**

Typically, intrinsic sources of job satisfaction are more long-lasting than extrinsic ones since

they mostly emerge from within the individual (Atchison, 1999). These factors are typically intangible, such as pride in one's work on the part of the employee and personality differences. Person-job fit and dispositional or personality variables will be covered as intrinsic factors of job happiness.

Person-job fit

Research has tried to determine whether particular types of individuals react differently to various sorts of work by looking into the interplay between job and person aspects (Spector, 1997). According to this strategy, job happiness will occur when personal traits and job requirements meet one other (Edwards, 1991). Mullin (1999), has looked at this perspective from two angles: (1) the fit between what organisations demand and what workers want, and (2) the fit between what employees want and what they actually get. Johns (1996) refers to this as the “discrepancy theory” of job satisfaction and maintains that “satisfaction is a function of the discrepancy between the job outcomes people want and the outcomes they perceive they obtain.” Thus, the smaller the discrepancy, the higher the job satisfaction should be (Johns, 1996; Spector, 1997). For example, a person who desires a job that entails interaction with the public but who is office bound will be dissatisfied with this aspect of the job.

Disposition/Personality

Personality, according to Robbins (1989), is "the whole of how an individual reacts and interacts with others." According to research, some people are more or less content despite changes in their working environment and other aspects because of their personalities (Aamodt, 2004; Johns,

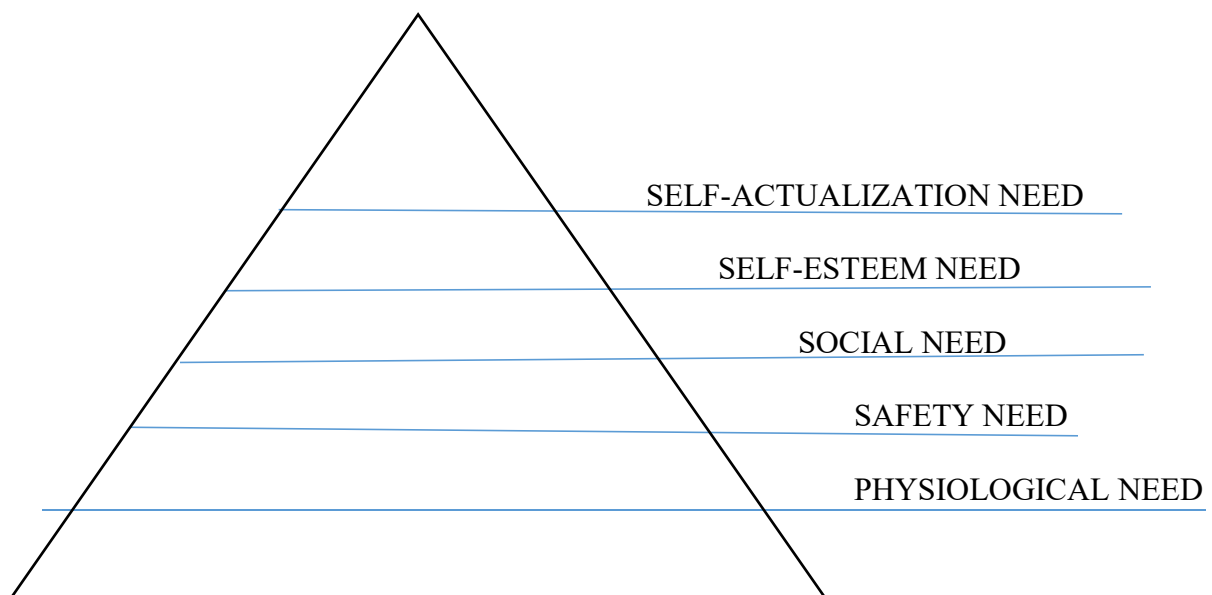
1996). This notion appears to have its roots in the Hawthorne investigations, which discovered that certain people frequently complained about their work (Spector, 1996). Every action the researchers took was met with complaints from the subjects. They came to the conclusion that their discontent is a result of their personality. Consequently, hiring candidates with high levels of overall job and career happiness is one strategy to raise the degree of work satisfaction overall in an organisation (Aamodt, 2004).

2.5 Theoretical Review

The study was informed by two theories; Maslow's hierarchy of needs and Herzberg two factor theory which builds on the basis of quality of worklife, work-life balance and job satisfaction.

Maslow's hierarchy of need theory

Abraham Maslow (1954) projected that motivation based on a number of human needs. It has to do with the hierarchy that requires the lower more basic needs to be satisfied before the increasingly less basic one above. Maslow believed that there are five basic needs of the theory. Maslow's hierarchy of needs is one of the most famous motivation theories, and it has been the centre of much interest by management researchers (Katz, 2004).



(Source: Researcher, 2023)

MASLOW'S HIERARCHY OF NEEDS

➤ **The self-actualization need**

Maslow defined self-actualization as “The complete use and utilization of talents, capacities, potentialities. (Maslow, 1954). Self-actualization is a dynamic process. One's abilities are continually, creatively, and joyfully used in this continuing process. Self-actualizing people have an unequivocal perspective on life and are more rational and emotionally detached.

➤ **Self-esteem need**

Maslow believed that there were two sorts of desire that made up esteem needs.

- The desire for the organization to project a strong, adequate, competent, and confident front.
- The desire for honor, fame, power, supremacy, and dignity.

In addition, people want respect in order to feel confident in themselves, communicate their need for acceptance and value from others, and have a sense of self-worth.

Social needs

This has to do with a person's need for love, acceptance, and a sense of community. Every human being need a sense of acceptance and belonging. They need to be loved. According to (Maslow, 1954) include the giving and receiving of affection.

➤ **Safety needs**

People will pursue higher-level wants, such as safety requirements, as soon as their bodily needs have been met. Security and protection from physical and mental damage are two factors that

influence what is needed for safety. Personal security, financial security, health and well-being, and a safety net or insurance for accidents, illnesses, and the negative effects are all examples of safety demands.

➤ **Physiological needs**

These are the lowest level of needs, which are the most basic needs for people. The requirement for human survival is also quantified in terms of physiological needs. People are unable to function if these needs are not supplied. Breathing, homeostasis, water, sleep, food, excretion, and sex are all examples of physiological demands.

The implication of Maslow's hierarchy of need theory on quality of worklife and work-life balance is that for organisations to harness talents of employees and stay relevant in a competitive market, human needs in the work place should be prioritized. Self-actualization needs, esteem needs, safety need and physiological needs are all dimension of quality of worklife which organisations needs to pay proper attention to keep employees motivated and equipped to constantly bring development to the work-place (Ranawat, 2015). The social needs relate to work-life balance. Balancing work life with social and family life is crucial to every organisation because employees social and family life has a high effect employee's job satisfaction and productivity. When there is an absence of conflict in work and family life, employees tend to be more fulfilled on the job. This reduces the rate of absenteeism and turnover (Ranawat, 2015).

Herzberg Two Factor Theory

Frederick Herzberg's Two-factor theory, also known as Motivator Hygiene Theory, tries to

explain workplace satisfaction and motivation. The theory, as cited by Angela (2012), introduces two elements or factors to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in the workplace can help to increase job satisfaction, the absence of hygiene factors in the workplace can be a source of dissatisfaction. Hygiene elements make references to the surroundings and the setting of the job. Pay, working conditions, and other factors may be included. The qualities of the work are connected to motivators. Aristovnik and Jaklic (2013) define motivational factors as elements of a workplace that inspire performance and enjoyment, such as opportunity for advancement, acknowledgment, and work success. These driving elements are believed to be inherent in the activity or job being done (Hackman & Oldham, 1976). Pay, corporate regulations, management practices, and other working circumstances are a few examples of hygiene elements in the workplace. According to the hypothesis, motivators and hygienic considerations can coexist. As a result, an increase in job satisfaction does not always imply a decrease in job dissatisfaction, because the factors influencing satisfaction and dissatisfaction are distinct.

Herzberg's theory is relevant to this study because it explains how hygiene factors like quality of worklife and work-life balance policies when implemented in an organisation, affect employee job satisfaction. Herzberg's theory explains why employees still lack motivation despite high salaries and excellent working conditions. In accordance with this view, motivators and hygiene, respectively, are the causes of both contentment and discontent. Quality of worklife and work-life balance policies are intended to help workers develop on the job and maintain a balance

between their paid work and personal responsibilities, which has an influence on their work attitudes like commitment, job satisfaction, intents to quit the organization, etc. Employers should concentrate on both aspects rather than expecting that a rise in satisfaction would result in a fall in discontent in order to promote work satisfaction and productivity.

2.6 Empirical Literature

In this section, past studies that provides a link between the various dimensions of quality of worklife, work-life balance and job satisfaction will be reviewed.

- **Health and well-being and job satisfaction**

According to Aazami (2015), the health of employees is significantly impacted by the job environment. Job dissatisfaction has long been acknowledged as a source of workplace stress that can affect workers' mental and physical well-being. Aazami (2015) conducted a cross-sectional study among 567 Malaysian women working in the public sector and collection was conducted using a series of self-administered questionnaires. The findings of this study indicated a connection between work satisfaction and psychological distress as well as four somatic complaints. Work-place satisfaction was the most effective predictor for psychological distress, sleep disorders, headaches and gastro-intestinal problems. Similarly, a study was conducted by Faragher, Cass, and Cooper (2005) on 485 individuals. The result of the study indicated a connection between job satisfaction and employee's psychological health and well-being. The study suggests that any initiative to improve employee health should involve the formulation of stress management policies to identify and eliminate work behaviors that lead to the majority of

job unhappiness.

- **Job security and job satisfaction**

According to Akpan (2013) job satisfaction is significantly influenced by job security and this predicts organisations commitment. The study sample, which included 290 lecturers chosen from 2 institutions using the purposive sampling approach, was created utilizing a survey design. The result of the study revealed that both job security and job satisfaction affect organisations commitment. When employees feel they have job security, they are satisfied with their job which in turn increases organisations commitment. The study also recommended that Actions of the state and university management that would endanger job security among academic staff should be avoided as this could compromise their sense of commitment. A similar study was conducted by Babatude (2021) in which a survey of 290 library personnel drawn from public tertiary institutions in Ogun state was conducted. The study adopted a survey design. Findings of the result revealed job security and job satisfaction has a considerable influence on organisations commitment. When employees feel secured in their present job, they are satisfied and this result in organisations commitment and increased organisation citizenship. The study made recommendations for library and tertiary educational institution administration to improve the intrinsic and extrinsic motivating variables operating in the academic library. These would increase employee happiness and loyalty. Security of employment would also result from adequate employee incentive. As a result, management should exercise caution when engaging in behavior that can intimidate, increase employee anxiety about job security, or jeopardize library

staff members' dedication.

- **Competence development and job satisfaction**

Phonthanukitithaworn (2017) conduct a study to investigate the relationship between competence development and job satisfaction using a stratified sampling method. The study sample consisted of 600 workers in Thailand's industrial sector, consisting of automobile manufacturing, agriculture, the electronics sector, and tourism and hospitality. The resulting outcome of the study revealed that competence development significantly correlates with the level of job satisfaction of Thai industrial laborers. The study recommended that management pay attention not only to the extrinsic factors of job satisfaction but also the intrinsic factors such as on the job learning and competence development as this is important to job satisfaction. A similar survey was conducted by Choiriyah and Riyanto (2021) on 943 BP JS employees. The results of the study found that competence development has a significant positive effect on company performance. Similar to Abraham Maslow's hierarchy of need theory, need for self-actualization and competence development is necessary for employees to feel motivated to put in their best in work. Competence development is a prime determinant of job satisfaction.

- **Work and non-worklife balance and job satisfaction**

Discovering how well people can balance their professional and personal lives becomes important as human requirements change in the dynamic environment in which they work. Many

organizations, particularly those in the education sector, have embraced the financial motivation mechanism to mask the unbalanced work lives of their workers. These difficulties have persisted, nevertheless, and need to be addressed. Babatunde, Babalola and Lateef (2020) conducted a study to ascertain the influence of work-life on job satisfaction of employee. 246 copies of questionnaires from academic staff of three selected state-owned institutions in Kwara state, Nigeria were retrieved. The result of the findings revealed that work-life balance has a significant effect on job satisfaction. This empirical finding also supports the perspective of spillover theory, which best fits the differences between home and work. A similar study carried out by Adebayo (2020) examined work-life balance and job satisfaction of female academic staff in public institutions in Lagos State, Nigeria and a descriptive survey research design was adopted. Using the purposive sample approach, 93 female academics were chosen from the University of Lagos (UNILAG), Akoka, and Lagos State University (LASU), Lagos State, Nigeria. The findings revealed a significant relationship between work-life balance and job satisfaction. This empirical review is backed by the spillover theory which explain how moods and emotions from family life can be transferred to work. The research recommends managers should pay more attention to creating a balance between work life and family life as this will stimulate job satisfaction.

2.6.1 Summary of Emperical Review

Table 2.1

S/N	Researcher	Variable of Interest	Population of study/location	Methodology	Key Findings
Health and Well-being and Job satisfaction					
01	Aazami (2015)	Job Satisfaction and Psychological/Physical Health	567 malaysian women working in the public sector	Descriptive survey research design	there is a link between job satisfaction and psychological distress as well as four somatic complaints
02	Faragher, Cass, and Cooper (2005).	job satisfaction and health	485 studies with a combined sample size of 267 individuals	systematic review and meta-analysis	Job satisfaction was most strongly linked with mental/psychological issues.
03	<u>Scanlan</u> , and Hazelton (2019).	job satisfaction, burnout, professional identity and meaningfulness of work activities	A study of 118 employees randomly selected	bivariate correlations and stepwise regression	Work activities with higher degrees of significance were linked to greater job satisfaction, less burnout, and a stronger feeling of professional identity.
Job security and job satisfaction					
04	Akpan (2013)	Job security and job satisfaction	Survey of 290 lecturers selected from 2 universities	Survey research design	The result of the study revealed that job security had a significant effect on job satisfaction
05	Babatude (2021)	Job security and job satisfaction	survey of 290 library personnel drawn from public tertiary institutions in Ogun state	Survey research design	Findings of the result revealed job security and job satisfaction has a considerable influence on organisations commitment.
06	Yousef (1998)	Job security and	Study consists	Data were	The findings show a

		organizational commitment	of 447 individuals working in various organizations in the United Arab Emirates (UAE)	collected by drop-off and pick-up methods	favorable correlation between organizational commitment and work performance and job security satisfaction.
Competence development and job satisfaction					
07	Phonthanukitithaworn (2017)	Skill Development and Job Satisfaction	The study covered 600 laborers in Thailand's industrial sector	Stratified sampling method	The test result revealed that competence development significantly correlate with the level of job satisfaction of Thai industrial laborers.
08	Choiriyah and Riyanto (2021)	Training and Competence and Job Satisfaction	The study covered 943 BP JS employees	The study used a Structural Equation Model-Partial Least Square analysis method	The study result found that competence development had a significant effect on company performance

09	Ongodia (2020)	Professional Development Practices and Organizational Commitment	The study covered 320 Academic staffs from both Makerere and Kyambogo universities	Cross- sectional survey design and Pearson Product Moment Correlation Coefficient and regression analysis	The study findings revealed that the two practices – informal learning opportunities and formal training opportunities determines the level of organizational commitment of academic staff.
Work and non-worklife balance and job satisfaction					
10	Babatunde, Babalola and Lateef (2020)	Work-life balance and performance of staff	The study covered 246 academic staff of three selected state-owned institutions in Kwara state, Nigeria	Survey research design	The study findings revealed that work and non-worklife balance has a significant effect on job satisfaction
11	Adebayo (2020)	Work-life balance and job satisfaction	The study survey consisted of 93 female academics from Universities in Lagos state, Nigeria.	descriptive survey research design	The findings revealed a significant relationship between work-life balance and job satisfaction.
12	Popoola and Fagbola (2020)	Work-Life Balance, Self-Esteem, Work Motivation, and Organizational Commitment	The study survey consisted of 1,138 library personnel	Correlational survey research design	The study found that work-life balance, work-motivation, and self-esteem had significant effect on the organizational commitment of the respondents.

2.6.2 Research Gap

After reviewing conceptual, theoretical and empirical studies on the discourse on quality of worklife, work-life balance and job satisfaction, the following gaps have been identified:

- i. Although the findings that relates to quality of worklife, work-life balance and job satisfaction contributes to workers productivity, these findings cannot wholly be said to be exhaustive.
- ii. The study on health and well-being and job satisfaction by Aazami (2015) which captured 567 Malaysian women working in the public sector cannot be generalized across countries and this due to the fact that employees have different perceptions about work and how they react to stress in the workplace.
- iii. The study carried out by Phonthanukitithaworn (2017) on competence development and job satisfaction only captured workers in Thailand and this cannot be generalized across countries.

In many public and private institutions in Nigeria, there have been quality of work life, work-life balance and job satisfaction issues. This reveals that these work elements are inadequate in these organisations Akpan (2013). Studies on quality of worklife, work-life balance and job satisfaction in relation to university workers are few. This study fills the gap by providing more literatures to understanding quality of worklife, work-life balance and job satisfaction among university workers.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents a description of the methods and procedures that will be used to carry out the research. This chapter included the research design, population and sampling, measurement and operationalization of the variables, source of data, research instrument, field work and method of data analysis.

3.2 Research Design

The study will adopt the survey research design. It involves either identifying the characteristics of an observed phenomenon or exploring possible correlations among two or more phenomena. In every case, research examines a situation as it is. It does not involve changing or modifying the situation under investigation, nor is it intended to determine cause-and-effect relationships. Strategies include sampling, making observations, interviewing take on a very different form

when we want them to yield quantitative data (Copper & Schindler, 2010). According to Doyle (2004), survey design also included observation studies, correlational research, developmental designs, and survey research. All of these approaches yield quantitative information that can be summarized through statistical analyses.

3.3 Population and Sampling

The population forms a basis from which the sample or subjects for the study is drawn, Cooper and Schindler (2001). The population of interest for the study consists of university workers of University of Benin, Benin city, Edo state, Nigeria. Using convenience sampling method, the sample size will be 340.

3.4 Measurement and Operationalisation of Variables

The study examines quality of worklife, work-life balance and job satisfaction. The responses from respondents will be measured using a 5-point Likert scale of “Strongly Disagree, Disagree, Unsure, Agree and Strongly Agree”. The questions will be in statement format and respondents will answer with the options on the statements given.

Table 3.1 Operationalization of Variables

S/N	Variables	Operationalization	Measurement
Demography of respondents			
1	Gender	Sex of respondents	Two point categorical scale
2	Age	Respondents age at last birthday.	Actual age/four point scale
3	Marital status	Respondents relationship status.	Actual marital status/ two point scale

4	Job tenure	Length of service of the respondent.	Four point scale
5	Family structure	Respondents family type.	Two point scale
6	Highest educational qualification	Respondents educational qualification.	Seven point scale
7	Employment type	Type of employment offered to respondent.	Two point scale
Variables			
8	Quality of worklife	Quality of worklife is operationally referred to as the quality of relationships between employees and the overall work environment (Feldman, 1993).	Five point Likert-type questions
9	Work-life balance	Work-life balance is operationally referred to as the process of creating a balance between worklife and life outside work (Greenhaus and Allen 2006).	Five point Likert-type questions
10	Job Satisfaction	Job satisfaction is operationally referred to as positive attitude toward one's job that stems from assessing and evaluating its characteristics (Robbins & Judge, 2013).	Five point Likert-type questions

(Source: Researcher, 2023)

3.5 Source of Data

The source of data for any research study comprises of primary and secondary data. For the purpose of this study the primary will be used. The primary data will be extracted from the sampled respondents using a carefully structured questionnaire.

3.6 Research Instrument

The instrument of data collection is a questionnaire, developed by the researcher. The questionnaire will be used to obtain information about the study by linking all the items to the specific objectives. It will contain items with a combination of closed-ended questions. The

Likert's five-point scale and summated scale will be used for measuring responses (Kothari, 2009).

The questionnaire will be in two sections. Section A will solicit information on the respondents' demography. Section B will consist of questions on the variables of the study. Responses will be rated on a 5 point Likert scale for which 1 (one) is strongly disagree and 5 (five) is strongly agree.

3.7 Field Work

Copies of questionnaire will be distributed to university workers (academic and non-academic staff) in the University of Benin, Benin City, Edo State, Nigeria. The respondents will be encouraged to fill out and submit the questionnaire for immediate collection. Where it is impossible to retrieve the questionnaire immediately, respondents will be encouraged to fill out and submit the questionnaire within two (2) working days. The questionnaires will be distributed and retrieved within five working days.

3.8 Method of Data Analysis

The responses from the questionnaire administered will be analyzed using a descriptive statistic. The method will describe the demography of respondents using frequency and percentage and analysis will be conducted using the Statistical Packages for Social Sciences (SPSS 20) econometric software.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

The purpose of this study is to examine quality of worklife, work-life balance and job satisfaction. This study adopted a survey research instrument through the administration of three hundred and forty (340) questionnaire to university workers in the University of Benin, Benin City, Edo State, Nigeria. The data for this study was analyzed using descriptive statistics.

4.2 Description of Respondents' Demographics

A total of three hundred and forty (340) questionnaires were given out to respondents, of which three hundred and twenty-two (322) were duly returned and useable, and subsequently analyzed.

The demography of the respondents is presented in the Table 4.1 below.

Table 4. 1

S/N	Variable	Category	Responses	
			Frequency	Percentage (%)
1	Age	31-40 years	74	23
		41-50 years	183	56.8
		51 years and above	65	20.2
		Total	322	100
2	Sex	Male	131	40.7
		Female	139	59.3
		Total	322	100
3	Marital Status	Married	262	81.4
		Single	60	18.6
		Total	322	100
4	Job Tenure	5 years and below	20	6.2
		6-10 years	123	38.2
		11-15 years	143	44.4
		16 years and above	36	11.2
		Total	322	100
5	Family Structure	Nuclear	304	94.4
		Extended	18	5.6

		Total	322	100
6	Highest Educational Qualification	SSCE/GCE	18	5.6
		OND/NCE	20	6.2
		HND/BSC	71	22
		MSC/M.A	80	24.8
		PHD	133	41.3
		Total	322	100

Source: Author's computation (2023)

Table 4.1 shows the age, sex, marital status, job tenure, family structure and highest educational qualification of the respondents who are members of staff of the University of Benin, Benin City, Edo State, Nigeria.

Age

On the age category majority of the respondents were between the age 41 to 50 years (n=184) represented by 56.8% of the total respondents. 74 (23%) respondents represented 31 to 40 years, and 65 (20.2%) respondents represented 51 years and above.

Sex

This category showed that majority of the respondents were female (n=191) represented by 59.3% of the total respondents. 131 respondents represented by 40.7% of the total respondents were male.

Marital Status

This category showed that majority of the respondents were married (n=262) represented by 81.4% of the total respondents. 60 respondents represented by 18.6% of the total respondents were single.

Job Tenure

This category revealed that 143 of the total respondents, represented by 44.4% have spent between 11 to 15 years in the University of Benin, Benin City, 20 of the total respondents represented by 6.2% have spent below 5 years in the University of Benin, Benin City, 123 of the total respondents represented by 38.2% have spent between 6 to 10 years in the University of Benin, Benin City, and 36 of the total respondents represented by 11.2% have spent 16 years and above.

Family Structure

This category reveals that majority of the respondents were from a nuclear family (n=304) represented by 94.4% of the total respondents. 18 respondents represented by 5.6% of the total respondents were from extended family home.

Highest Educational Qualification

This category showed that majority of the respondents (n=113) represented by 41.3% of the total respondents were Ph.D holders. 18 respondents represented by 5.6% of the total respondents were SSCE/GCE holders. 20 respondents represented by 6.2% of the total respondents were OND/NCE holders. 71 respondents represented by 22.0% of the total respondents were HND/BSC holders. 80 respondents represented by 24.8% of the total respondents were MSc/M.A holders.

4.3 Data Presentation and Analysis of Variables

The presentation of the data was analysed using descriptive statistics for presenting the closed ended questions. The opinions of respondents were measured on a five-point Likert scales ranging from strongly disagree to strongly agree. Using a scale that was adopted from Dixon Ogbechi, Oluwo and Olaniyan (2018) they categorized the level of each variable according to the following mean scores: very low = below 1.45, low = 1.45-2.44, moderate = 2.45-3.44, high = 3.45-4.44, very high = 4.45 and above.

Research Question 1

What is the quality of worklife of university workers in the University of Benin?

In collecting the data for this, research question 8 to 22 of the questionnaire were used.

Table 4.2: Quality of Work-life

S/N	Statement	Response					MEAN	Remark
		SD	D	U	A	SA		
Quality of Work-Life								
8	I get cooperation from other departments	19 (5.9%)	64 (19.9%)	36 (11.2%)	167 (51.9%)	36 (11.2%)	3.43	Moderate
9	I receive adequate and proper communication from my supervisors	7 (2.2%)	53 (16.5%)	31 (9.6%)	177 (55%)	54 (16.8%)	3.68	High
10	Relationship with immediate supervisors is good	–	37 (11.5%)	24 (7.5%)	235 (73%)	26 (8.1%)	3.78	High
11	Grievance redressal system is excellent in my institution	15 (4.7%)	74 (23%)	116 (36%)	98 (30.4%)	19 (5.9%)	3.10	Moderate
12	Training programs are frequently conducted in my institution	32 (9.9%)	78 (24.2%)	49 (15.2%)	121 (37.6%)	42 (13%)	3.20	Moderate
13	Training programs are organised to improve the quality of worklife in my institution	27 (8.4%)	69 (21.4%)	42 (13%)	138 (42.9%)	46 (14.3%)	3.33	Moderate
14	I get fringe benefits	43 (13.4%)	124 (38.5%)	34 (10.6%)	69 (21.4%)	52 (16.1%)	2.89	Moderate
15	Over time wages are provided in my institution	84 (26.1%)	138 (42.9%)	17 (5.5%)	45 (14%)	38 (11.8%)	2.43	Low
16	Reward based on performance are given in my institution	59 (18.3%)	153 (47.5%)	37 (11.5%)	35 (10.9%)	38 (11.8%)	2.50	Moderate
17	Compensation for night shifts is available in my institution	73 (22.7%)	108 (33.5%)	89 (27.6%)	35 (10.9%)	17 (5.3%)	2.43	Low

18	Safety measures are strictly followed in the working environment	46 (14.3%)	123 (38.3%)	37 (11.5%)	104 (32.3%)	12 (3.7%)	2.73	Moderate
19	Health maintenance programs are executed systematically in my institution	56 (17.4%)	130 (40.4%)	24 (7.5%)	105 (32.6%)	7 (2.2%)	2.62	Moderate
20	Life insurance facilities are available in my institution	82 (25.5%)	112 (34.8%)	51 (15.8%)	56 (17.4%)	21 (6.5%)	2.45	Moderate
21	total working hours per week are reasonable in my institution	42 (13%)	38 (11.8%)	7 (2.2%)	216 (67.1%)	19 (5.9%)	3.41	Moderate
22	Over time work is optional during festival seasons in my institution	67 (20.8%)	115 (35.7%)	37 (11.5%)	89 (27.6%)	14 (4.3%)	2.59	Moderate
	Overall mean for Quality of worklife						2.97	Moderate

Source: Author's computation (2023)

The findings in the above table showed that in item 8 (I get cooperation from other departments), 19 respondents which made up 5.9% strongly disagreed, 64 respondents which made up 19.9% disagreed, 36 respondents which made up 11.2% were Unsure, 167 respondents which made up 51.9% agreed and 36 respondents which made up 11.2% strongly agreed. Generally, the extent to which respondents get cooperation from other departments (Mean=3.43) is moderate.

In item number 9 (I receive adequate and proper communication from my supervisors), 7 respondents which made up 2.2% strongly disagreed, 53 respondents which made up 16.5% disagreed, 31 respondents which made up 9.6% were Unsure, 177 respondents which made up 55% agreed and 54 respondents which made up 16.8% strongly agreed. Generally, the extent to which respondents receive adequate and proper communication from supervisors (Mean=3.68) is

high.

In item number 10 (Relationship with immediate supervisors is good), 37 respondents which made up 11.5% disagreed, 24 respondents which made up 7.5% were Unsure, 235 respondents which made up 73% agreed and 26 respondents which made up 8.1% strongly agreed. Generally, the extent to which respondents have good relationship with immediate supervisors (Mean=3.78) is high.

In item number 11 (Grievance redressal system is excellent in my institution), 15 respondents which made up 4.7% strongly disagreed, 74 respondents which made up 23% disagreed, 116 respondents which made up 36% were Unsure, 96 respondents which made up 30.4% agreed and 19 respondents which made up 5.9% strongly agreed. Generally, the extent to which respondents sees grievance redressal system to be excellent in the institution (mean=3.10) is moderate.

In item number 12 (Training programs are frequently conducted in my institution), 32 respondents which made up 9.9% strongly disagreed, 78 respondents which made up 24.2% disagreed, 49 respondents which made up 15.2% were Unsure, 121 respondents which made up 37.6% agreed and 42 respondents which made up 13% strongly agreed. Generally, the extent to which training programs are frequently conducted in the institution (mean=3.20) is moderate.

In item number 13 (Training programs are organized to improve the quality of worklife in my institution), 27 respondents which made up 8.4% strongly disagreed, 69 respondents which made up 21.4% disagreed, 42 respondents which made up 13% were Unsure, 138 respondents which made up 42.9% agreed and 46 respondents which made up 14.3% strongly agreed. Generally, the

extent to which training programs are organized to improve the quality of worklife in the institution (mean=3.33) is moderate.

In item number 14 (I get fringe benefits in my Institution), 43 respondents which made up 13.4% strongly disagreed, 124 respondents which made up 38.5% disagreed, 34 respondents which made up 10.6% were Unsure, 69 respondents which made up 21.4% agreed and 32 respondents which made up 16.1% strongly agreed. Generally, the extent to which respondents get fringe benefits in the institution (mean=2.89) is moderate.

In item number 15 (Over-time wages are provided in my institution), 84 respondents which made up 26.1% strongly disagreed, 138 respondents which made up 42.9% disagreed, 17 respondents which made up 5.3% were Unsure, 45 respondents which made up 14% agreed and 38 respondents which made up 11.8% strongly agreed. Generally, the extent to which over-time wages are provided in the institution (mean=2.43) is low.

In item number 16 (Reward based on performance are given in my institution), 59 respondents which made up 18.3% strongly disagreed, 153 respondents which made up 47.5% disagreed, 37 respondents which made up 11.5% were Unsure, 35 respondents which made up 10.9% agreed and 38 respondents which made up 11.8% strongly agreed. Generally, the extent to which respondents receive rewards based on performance in the institution (mean=2.50) is moderate.

In item number 17 (Compensation for night shifts is available in my institution), 73 respondents which made up 22.7% strongly disagreed, 108 respondents which made up 33.5% disagreed, 89 respondents which made up 27.6% were Unsure, 35 respondents which made up 10.9% agreed

and 17 respondents which made up 5.3% strongly agreed. Generally, the extent to which respondents receive rewards based on performance in the institution (mean=2.43) is low.

In item number 18 (Safety measures are strictly followed in the working environment), 46 respondents which made up 14.3% strongly disagreed, 123 respondents which made up 38.2% disagreed, 37 respondents which made up 11.5% were Unsure, 104 respondents which made up 32.3% agreed and 12 respondents which made up 3.7% strongly agreed. Generally, the extent to which safety measures are strictly followed in the working environment (mean=2.73) is moderate.

In item number 19 (Health maintenance programs are executed systematically in my institution), 56 respondents which made up 17.4% strongly disagreed, 130 respondents which made up 40.4% disagreed, 24 respondents which made up 7.5% were Unsure, 105 respondents which made up 32.6% agreed and 7 respondents which made up 2.2% strongly agreed. Generally, the extent to which health maintenance programs are executed systematically in the institution (mean=2.62) is moderate.

In item number 20 (Life insurance facilities are available in my institution), 82 respondents which made up 25.5% strongly disagreed, 112 respondents which made up 34.8% disagreed, 51 respondents which made up 15.8% were Unsure, 56 respondents which made up 17.4% agreed and 21 respondents which made up 6.5% strongly agreed. Generally, the extent to which life insurance facilities are available in the institution (mean=2.45) is moderate.

In item number 21 (Total working hours per week are reasonable in my institution), 42

respondents which made up 13% strongly disagreed, 38 respondents which made up 11.8% disagreed, 7 respondents which made up 2.2% were Unsure, 216 respondents which made up 67.1% agreed and 19 respondents which made up 5.9% strongly agreed. Generally, the extent to which total working hours per week are reasonable in the institution (mean=3.41) is moderate.

In item number 22 (Over time work is optional during festival seasons in my institution), 67 respondents which made up 20.8% strongly disagreed, 115 respondents which made up 35.7% disagreed, 37 respondents which made up 11.5% were Unsure, 89 respondents which made up 27.6% agreed and 14 respondents which made up 4.3% strongly agreed. Generally, the extent to which respondents over time work is optional during festival seasons in the institution (mean=2.59) is moderate. Overall, the extent to which the quality of work-life of the institution (University of Benin) affects job satisfaction (overall mean=2.97) is moderate.

Research Question 2

What is the perception of work-life balance of university of workers in the University of Benin?

In collecting the data for this, research question 23 to 28 of the questionnaire were used.

Table 4.3: Work-life Balance

S/N	Statement	Response					MEAN	Remark
		SD	D	U	A	SA		
Work-life Balance								
23	I have adequate time to spend with the family even if work in my	45 (14%)	45 (14%)	25 (7.8%)	168 (52.2%)	39 (12.1%)	3.34	Moderate

	institution							
24	I have time sufficient to take care of my children even if I work in my institution	26 (8.1%)	39 (12.1%)	46 (14.3%)	165 (51.2%)	46 (14.3%)	3.52	High
25	I have enough time to take care of elderly dependents even if I work in my institution	36 (11.2%)	49 (15.2%)	127 (39.4%)	110 (34.2%)	–	2.97	Moderate
26	I am not missing important social occasions even if I work in my institution	40 (12.4%)	52 (16.1%)	38 (11.8%)	163 (50.6%)	29 (9%)	3.28	Moderate
27	I can maintain my work and family with a proper schedule even if I work in my institution	14 (4.3%)	27 (8.4%)	38 (11.8%)	190 (59%)	53 (16.5%)	3.75	High
28	I have enough time to take medical health check-ups even if I work in my institution	19 (5.9%)	61 (18.9%)	37 (11.5%)	137 (42.5%)	68 (21.1%)	3.54	High
	Overall mean for Work-life Balance						3.4	Moderate

Source: Author's computation (2023)

The findings in the above table showed that in item 23 (I have an adequate time to spend with the family even if i work in my institution), 45 respondents which made up 14% strongly disagreed, 45 respondents which made up 14% disagreed, 25 respondents which made up 7.8% were Unsure, 168 respondents which made up 52.2% agreed and 39 respondents which made up 12.1% strongly agreed. Generally, the extent to which respondents have adequate time to spend with family even if they work in the institution (Mean=3.43) is moderate.

In item number 24 (I have time sufficient to take care of my children even if i work in my

institution), 26 respondents which made up 8.1% strongly disagreed, 39 respondents which made up 12.1% disagreed, 46 respondents which made up 14.3% were Unsure, 165 respondents which made up 51.2% agreed and 46 respondents which made up 14.3% strongly agreed. Generally, the extent to which respondents have time sufficient to take care of their children even if they work in the institution (Mean=3.52) is high.

In item number 25 (I have enough time to take care of elderly dependents even if I work in my institution), 36 respondents which made up 11.2% strongly disagreed, 49 respondents which made up 15.2% disagreed, 127 respondents which made up 39.4% were Unsure, and 110 respondents which made up 34.2% agreed. Generally, the extent to which respondents have enough time to take care of elderly dependents even if they work in the institution (Mean=2.97) is moderate.

In item number 26 (I am not missing important social occasions even if I work in my institution), 40 respondents which made up 12.4% strongly disagreed, 52 respondents which made up 16.1% disagreed, 38 respondents which made up 11.8% were Unsure, 163 respondents which made up 50.6% agreed and 29 respondents which made up 9% strongly agreed. Generally, the extent to which respondents do not miss important social occasion even if they work in the institution (Mean=3.28) is moderate.

In item number 27 (I can maintain my work and family with a proper schedule even if I work in my institution), 14 respondents which made up 4.3% strongly disagreed, 27 respondents which made up 8.4% disagreed, 38 respondents which made up 11.8% were Unsure, 190 respondents

which made up 59% agreed and 53 respondents which made up 16.5% strongly agreed. Generally, the extent to which respondents can maintain work and family with a proper schedule even if they work in the institution (Mean=3.75) is high.

In item number 28 (I have enough time to take medical health check-ups even if I work in my institution), 19 respondents which made up 5.9% strongly disagreed, 61 respondents which made up 18.9% disagreed, 37 respondents which made up 11.5% were Unsure, 137 respondents which made up 42.5% agreed and 68 respondents which made up 21.1% strongly agreed. Generally, the extent to which respondents have enough time to take medical check-ups even if they work in the institution (Mean=3.54) is high.

Overall, the extent to which the work-life balance of the institution (University of Benin) affects job satisfaction (overall mean=3.4) is moderate.

Research Question 3

What is the level of job satisfaction among university of workers in the University of Benin?

In collecting the data for this, research question 29 to 44 of the questionnaire were used.

Table 4.4: Job Satisfaction

S/N	Statement	Response					MEAN	Remark
		SD	D	U	A	SA		
Job Satisfaction								
29	I am satisfied with my job responsibility in my institution	69 (21.4%)	46 (14.3%)	26 (8.1%)	154 (47.8%)	27 (8.4%)	3.07	Moderate

30	I am happy about the work itself in my institution	45 (14%)	93 (28.9%)	32 (9.9%)	122 (37.9%)	30 (9.3%)	3.00	Moderate
31	I get recognition in my work at my institution	38 (11.8%)	91 (28.3%)	70 (21.7%)	99 (30.7%)	24 (7.5%)	2.94	Moderate
32	I find achievement in my job at my institution	55 (17.1%)	68 (21.1%)	40 (12.4%)	130 (40.4%)	29 (9%)	3.03	Moderate
33	I get a fair promotion in my institution	17 (5.3%)	24 (7.5%)	21 (6.5%)	215 (66.8%)	45 (14%)	3.77	High
34	I am satisfied with the use of my abilities in my institution	29 (9%)	69 (21.4%)	82 (25.5%)	96 (29.8%)	46 (14.3%)	3.19	Moderate
35	I am satisfied with my family life because of my work in my institution	38 (11.8%)	50 (15.5%)	62 (19.3%)	145 (45%)	27 (8.4%)	3.23	Moderate
36	I am happy with the job security provided by my institution	45 (14%)	34 (10.6%)	42 (13%)	168 (52.2%)	33 (10.2%)	3.34	Moderate
37	I find growth because I work in my institution	20 (6.2%)	85 (26.4%)	60 (18.6%)	126 (39.1%)	31 (9.6%)	3.20	Moderate
38	I am satisfied with the working condition of the institution	37 (11.5%)	141 (43.8%)	30 (9.3%)	71 (22%)	43 (13.4)	2.82	Moderate
39	I am satisfied with the salary provided by my institution	88 (27.3%)	148 (46%)	–	55 (17.1%)	31 (9.6%)	2.36	Low
40	I am satisfied with my institution	34 (10.6%)	87 (27%)	78 (24.2%)	87 (27%)	36 (11.2%)	3.01	Moderate
41	I am satisfied with my job performance at my institution	5 (1.6%)	52 (16.1%)	72 (22.4%)	167 (51.9%)	26 (8.1%)	3.49	High
42	I get co-operation from colleagues in my institution	25 (7.8%)	26 (8.1%)	52 (16.1%)	161 (50%)	58 (18%)	3.62	High
43	I find autonomy in my job performance at my institution	35 (10.9%)	77 (23.9%)	46 (14.3%)	116 (36%)	48 (14.9%)	3.20	Moderate

44	I am satisfied with the communication received from the superiors in my institution	26 (8.1%)	31 (9.6%)	32 (9.9%)	195 (60.6%)	38 (11.8%)	3.58	High
Overall mean for Job satisfaction							3.18	Moderate

Source: Author's computation (2023)

The findings in the above table showed that in item 29 (I am satisfied with my job responsibility in my institution), 69 respondents which made up 21.4% strongly disagreed, 46 respondents which made up 14.3% disagreed, 26 respondents which made up 8.1% were Unsure, 154 respondents which made up 47.8% agreed and 27 respondents which made up 8.4% strongly agreed. Generally, the extent to which respondents are satisfied with their job in the institution (Mean=3.07) is moderate.

In item number 30 (I am happy about the work itself in my institution), 45 respondents which made up 14% strongly disagreed, 93 respondents which made up 28.9% disagreed, 32 respondents which made up 9.9% were Unsure, 122 respondents which made up 37.9% agreed and 30 respondents which made up 9.3% strongly agreed. Generally, the extent to which respondents are happy about the work itself in the institution (Mean=3.00) is Moderate.

In item number 31 (I get recognition in my work at my institution), 38 respondents which made up 11.8% strongly disagreed, 91 respondents which made up 28.3% disagreed, 70 respondents which made up 21.7% were Unsure, 99 respondents which made up 30.7% agreed and 24 respondents which made up 7.5% strongly agreed. Generally, the extent to which respondents get recognition in the institution (Mean=2.94) is Moderate.

In item 32 (I find achievement in my job at my institution), 55 respondents which made up 17.1% strongly disagreed, 68 respondents which made up 21.1% disagreed, 40 respondents which made up 12.4% were Unsure, 130 respondents which made up 40.4% agreed and 29 respondents which made up 9% strongly agreed. Generally, the extent to which respondents find achievement in their job in the institution (Mean=3.03) is Moderate.

In item 33 (I get a fair promotion in my institution), 17 respondents which made up 5.3% strongly disagreed, 24 respondents which made up 7.5% disagreed, 21 respondents which made up 6.5% were Unsure, 215 respondents which made up 66.8% agreed and 45 respondents which made up 14% strongly agreed. Generally, the extent to which respondents get a fair promotion in the institution (Mean=3.77) is high.

In item number 34 (I am satisfied with the use of my ability in my institution), 29 respondents which made up 9% strongly disagreed, 69 respondents which made up 21.4% disagreed, 82 respondents which made up 25.5% were Unsure, 96 respondents which made up 29.8% agreed and 46 respondents which made up 14.3% strongly agreed. Generally, the extent to which respondents are satisfied with the use of their ability in the institution (Mean=3.19) is Moderate.

In item number 35 (I am satisfied with my family life because of my work in my institution), 38 respondents which made up 11.8% strongly disagreed, 50 respondents which made up 15.5% disagreed, 62 respondents which made up 19.3% were Unsure, 145 respondents which made up 45% agreed and 27 respondents which made up 8.4% strongly agreed. Generally, the extent to which respondents are satisfied with their family life because of their work in the institution

(Mean=3.23) is Moderate.

In item number 36 (I am happy with my job security provided by my institution), 45 respondents which made up 14% strongly disagreed, 34 respondents which made up 10.6% disagreed, 42 respondents which made up 13% were Unsure, 168 respondents which made up 52.2% agreed and 33 respondents which made up 10.2% strongly agreed. Generally, the extent to which respondents are happy with their job security provided by the institution (Mean=3.34) is Moderate.

In item number 37 (I find growth because i work in my institution), 20 respondents which made up 6.2% strongly disagreed, 85 respondents which made up 26.4% disagreed, 60 respondents which made up 18.6% were Unsure, 126 respondents which made up 39.1% agreed and 31 respondents which made up 9.6% strongly agreed. Generally, the extent to which respondents find achievement in their job in the institution (Mean=3.20) is Moderate.

In item number 38 (I am satisfied with the working conditions of the institution), 37 respondents which made up 11.5% strongly disagreed, 141 respondents which made up 43.8% disagreed, 30 respondents which made up 9.3% were Unsure, 71 respondents which made up 22% agreed and 43 respondents which made up 13.4% strongly agreed. Generally, the extent to which respondents are satisfied with the working conditions of the institution (Mean=2.82) is Moderate.

In item number 39 (I am satisfied with the salary provided by my institution), 88 respondents which made up 27.3% strongly disagreed, 148 respondents which made up 46% disagreed, 55 respondents which made up 17.1% agreed and 31 respondents which made up 9.6% strongly

agreed. Generally, the extent to which respondents are satisfied with the salary provided by the institution (Mean=2.36) is low.

In item number 40 (I am satisfied with my institution), 34 respondents which made up 10.6% strongly disagreed, 87 respondents which made up 27% disagreed, 78 respondents which made up 24.2% were unsure, 87 respondents which made up 27% agreed, and 36 respondents which made up 11.2% strongly agreed. Generally, the extent to which respondents are satisfied with the institution (Mean=3.01) is moderate.

In item number 41 (I am satisfied with my job performance at my institution), 5 respondents which made up 1.6% strongly disagreed, 52 respondents which made up 16.1% disagreed, 72 respondents which made up 22.4% were unsure, 167 respondents which made up 51.9% agreed, and 26 respondents which made up 8.1% strongly agreed. Generally, the extent to which respondents are satisfied with their job performance in the institution (Mean=3.49) is high.

In item number 42 (I get co-operation from colleagues in my institution), 25 respondents which made up 7.8% strongly disagreed, 26 respondents which made up 8.1% disagreed, 52 respondents which made up 16.1% were unsure, 161 respondents which made up 50% agreed, and 58 respondents which made up 18% strongly agreed. Generally, the extent to which respondents get co-operation from colleagues in the institution (Mean=3.62) is high.

In item number 43 (I find autonomy in my job performance at my institution), 35 respondents which made up 10.9% strongly disagreed, 77 respondents which made up 23.9% disagreed, 46 respondents which made up 14.3% were unsure, 116 respondents which made up 36% agreed,

and 48 respondents which made up 14.9% strongly agreed. Generally, the extent to which respondents find autonomy in their job performance in the institution (Mean=3.20) is moderate.

In item number 44 (I am satisfied with the communication received from the superiors in my institution), 26 respondents which made up 8.1% strongly disagreed, 31 respondents which made up 9.6% disagreed, 32 respondents which made up 9.9% were unsure, 195 respondents which made up 60.6% agreed, and 38 respondents which made up 11.8% strongly agreed. Generally, the extent to which respondents are satisfied with the communication received from their superiors in the institution (Mean=3.58) is high.

Overall, the extent to which respondents are satisfied with the quality of worklife, work-life balance and job satisfaction of the institution (University of Benin) (overall mean=3.18) is moderate.

Discussion of Findings

Quality of worklife, work-life balance and job satisfaction are critical elements to the success of every organisation. Every organisation that desires growth and productivity need to pay more attention to their workforce as they are the pivot to the everyday running of the organisation.

The result obtained from the analysis revealed that workers perceive some element of quality of worklife in the institution (University of Benin) although moderately.

Again, in collecting data on the perception of work-life balance of the respondents, it was observed that workers understand what constitutes work-life balance. The responses from respondents revealed that the institution has policies on work-life balance although they are

moderate.

Furthermore, it was observed that workers have a moderate level of satisfaction towards their job in the institution and this is as a result of workers being satisfied with only some aspect of their job such as promotion and job security.

It was also observed during the course of the study that demographic variables such as age and sex are major determinant of how workers perceive quality of worklife, work-life balance and their level of job satisfaction. Similar study was conducted by Akram and Amir (2020) which indicated a difference in perception of quality of worklife, work-life balance and level of job satisfaction in faculty members based on their gender, age, designation, and type of university (public or private). This basically means that every worker has a perception of what constitute the quality of their worklife, work-life balance and job satisfaction.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This study was carried out to examine the quality of worklife, work-life balance and job satisfaction of university workers in the University of Benin, Benin City, Edo State, Nigeria.

This study adopted a survey research instrument through the administration of questionnaires to three hundred and forty (340) respondents of which three hundred and twenty-two (322) was retrieved and analysed using a descriptive-statistics.

5.2 Summary of findings

The results from the analysis showed that;

1. The quality of worklife of university workers in the University of Benin is moderate.
2. The perception of university workers on work-life balance initiative in the University of Benin is moderate.
3. The level of job satisfaction of university workers in the University of Benin is moderate.

5.3 Contributions to knowledge

The following are the contribution of this study to knowledge:

1. This study has clearly show that some form of quality of worklife and work-life balance which are organizationally focused exists in the University of Benin, Benin City, Edo State, Nigeria, although, moderately. This study therefore advances literatures in the form

of quality of worklife, work-life balance and job satisfaction in a Nigerian university context.

2. The findings of this study, which revealed that there exists a difference in the perception of quality of worklife, work-life balance and job satisfaction among staff in the University of Benin based on age, job tenure, educational qualification, and marital status is a significant contribution to knowledge.

5.4 Conclusion

Quality of worklife, work-life balance and job satisfaction are critical elements to the success of every organisation. Every organisation that desires growth and productivity need to pay more attention to their workforce as they are the pivot to the everyday running of the organisation. To encourage workers to take initiative to improve their level of performance at work, management of institutions are encouraged to constantly improve on the quality of work provided to workers. Employee productivity levels and their positive contributions to the objectives of the company should be taken into consideration when making decisions about promotion, recognition, awards, or prizes at work rather than length of service or educational background. Given the number of hours spent at work, it is apparent that attention should be given to this crucial aspect of human existence so that people can perform at their very best in the various domains of life in which they find themselves and are active. In order to assist employees, have more fulfilling jobs and to support them in reducing work-life conflict, various organizations should design new sorts of work-life balance initiatives. Leaders at all kinds of organizations, not just the university

institutions, should determine what makes workers satisfied with their job, and stay with a company and do their best to give it.

5.5 Recommendation

1. Various organizations and institutions should constantly improve on their quality of worklife as this is a determinant of organisation commitment.
2. Employee productivity levels and their positive contributions to the objectives of the institution should be taken into consideration when making decisions about promotion, recognition, awards, or prizes at work rather than length of service or educational background.
3. Management of various institutions should also establish family-friendly work policies that will enable employees spend time with their families in a way that won't conflict with the organization's obligations.
4. Leaders at all kinds of organisations, should conduct a regular survey on job satisfaction and determine what makes people stay in the company and do their best to give it. They need to act quickly to enhance the companies' physical and psychological working environments as well as the conditions under which employees operate.

5.6 Suggestions for Further Studies

This study can be replicated or lead to further research in other sectors of paid employment within Nigeria as well as other countries as the quality of work-life, work-life balance and job satisfaction experiences in various institutions and nations are likely to vary due to diverse working conditions, compensation, and general work outlook in those settings.

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APPENDICES

QUESTIONNAIRE ON QUALITY OF WORK LIFE, WORKLIFE BALANCE AND JOB SATISFACTION

SECTION A

- 1. Designation: Academic Staff [] Non Academic Staff []
- 2. Educational Qualification: Age: 21-30yrs [] 31-40yrs [] 41-50yrs [] 51yrs and above []
- 2. Sex: Male [] Female []
- 3. Marital Status: Married [] Single []
- 4. Job Tenure: 5 years & below [] 6-10 years [] 11-15 years [] 16 years and above []
- 5. Family Structure: Nuclear [] Extended []
- 6. Highest Educational Qualification:.....
-
- 7. Employment Type: Academic Staff [] Non Academic Staff []

SECTION B

Please indicate the extent to which you agree or disagree with the following statements below.

S/N	Statements	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
	QUALITY OF WORK-LIFE					
8	I get cooperation from other departments					
9	I receive adequate and proper communication from my supervisors					
10	Relationship with immediate supervisors is good					
11	Grievance redressal system is excellent in my institution					
12	Training programs are frequently conducted in my institution					
13	Training programs are organized to improve the quality of work-life in my institution					

S/N	Statements	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
14	I get fringe benefits in my institution					
15	Over time wages are provided in my institution					
16	Rewards based on performance are given in my institution					
17	Compensation for night shifts is available in my institution					
18	Safety measures are strictly followed in the working environment					
19	Health maintenance programs are executed systematically in my institution					
20	Life Insurance facilities are available in my institution					
21	Total working hours per week are reasonable in my institution					
22	Over time work is optional during festival seasons in my institution					
	JOB SATISFACTION					
23	I am satisfied with my job responsibility in my institution					
24	I am happy about the work itself in my institution					
25	I get recognition in my work at my institution					
26	I find achievement in my job at my institution					
27	I get a fair promotion in my institution					
28	I am satisfied with the use of my ability in my institution					
29	I am satisfied with my family life because of my work in my institution					
30	I am happy with the job security provided by my institution					
31	I find growth because I work in my institution					
32	I am satisfied with the working condition of the institution					

S/N	Statements	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree
33	I am satisfied with the salary provided by my institution					
34	I am satisfied with my institution					
35	I am satisfied with my job performance at my institution					
36	I get co-operation from colleagues in my institution					
37	I find autonomy in my job performance at my institution					
38	I am satisfied with the communication received from the superiors in my institution					
	WORK-LIFE BALANCE					
39	I have an adequate time to spend with the family even if I work in my institution					
40	I have time sufficient time to take care of my children even if I work in my institution					
41	I have enough time to take care of elderly dependents even if I work in my institution					
42	I am not missing important social occasions even if I work in my institution					
43	I can maintain my work and family with a proper schedule even if I work in my institution					
44	I have enough time to take medical health check-ups even if I work in my institution					

Thank you for completing this questionnaire

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