

Job Satisfaction and Quality of Work Life – A Case Study of Women Teachers in Higher Education

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Abstract

Currently employees are considered knowledge workers and what they bring to the world of work in terms of the knowledge and competency matters for the organizations in their desire to be more effective. It is important to keep the employees happy and satisfied and also to ensure the quality of work life at the work place. Job satisfaction and quality of work life needs to be addressed positively to keep them motivated to contribute to the organizational effectiveness and growth. With this background in mind, the present paper aims to study the aspects of job satisfaction and quality of work life among working women teachers in educational institutions coming under University of Mysore. For the purpose of data collection 289 women teachers have been selected using stratified random technique. The present study aims to understand the relationship between job satisfaction on quality of work life. The result of the study shows that there is positive impact of job satisfaction on quality of work life of women teachers.

Keywords: *Quality of Work Life, Job Satisfaction, Women Teachers, Working Environment.*

1. Introduction

Human resources are considered to be an asset by many organizations. The thinking on these lines has come in a long way, starting from the time office to personnel management to Human Resource Management since 1960s. However, from 1990 onwards the rise of knowledge based organizations like Information Technology industries and other service sector businesses made the managers to realize that the major differentiators and uniqueness of the organization comes from its human resources. Since then the approach to HRD has become employee centric, considering human resources as an asset, keeping them at best of the humor and creating a pride in the mindsets.

The human relations movement which emphasized the importance of people element than the machine element restored the balance and brought forth the significance of human beings in organizations. The Tavistock insti-

tute of Human Relations using the socio-technical approach emphasized the fact of job redesign and giving high importance of bettering working life (Saklani, 2004). In this context study of job satisfaction and its relation with the quality of work life gained a lot of importance among the researchers and practicing managers for the organization's growth.

Quality of Work life refers to the quality of relationship between employees and the total working environment which includes, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for career growth, social integration in the work force, work-life balance, participative management style, reward and recognition.

The phrase "Quality of Work Life" (QWL) is in use

to evoke a broad range of working conditions and the related aspirations and expectations of the employees. The QWL can be described as the subjectively perceived satisfaction in different aspects of work life as reported by the individual. It is an index of what people find interesting and satisfying at their work. For this reason, one needs to be sensitive to the factors related to performance, recognition, work content, responsibility, promotion, pay, organizational policies, working conditions. QWL is a concern not only to improve life at work, but also life outside work. Hence it encompasses a wide variety of programs and techniques that have been developed to endeavor to reconcile the twin goals of an individual and the organization, i.e. quality of life and organizational growth. The Quality of Work Life has, therefore become key area of consideration now a days.

Chelte (1983) defines quality of work life as, quality of relationship between employees and the total working environment with human dimensions, technical and economic consideration. Many researchers have tried to identify the different kinds of dimensions that determine quality of work life. Mirvis and Lawler (1984) pointed out the indicators such as satisfaction with wages, hours and working conditions, safe work environment, equitable wages, equal employment opportunities and opportunities for advancement are the basic elements of a good quality of work life. Baba and Jamal (1991) listed the indicators of quality work life such as job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

Interest in the area of QWL got a major boost due to its importance as panacea for organizational problems related to people in the organization (Che Rose, et.al, 2006). Quality of work life sustained its importance from the fact that organizations started focusing on certain social responsibilities and realized that focus on profit alone is not sufficient to encounter the organizational issues. Improvement in QWL is considered necessary because it contributes to organizational efficiency, helps to reduce negative employee behavior

and also justice & fair play demand. Moreover, the discharge of this social responsibility by organizations is not merely a means to some end but is an end in itself Mullins, (1996).

Hossain and Tariqual (1999) investigate the correlation between quality of work life, job satisfaction and performance of women employees working in government hospitals. The finding of the study reveals that there was a significant positive correlation between quality of work life and job satisfaction.

Lau et al., (2001) measures the quality of work life as the favorable working atmosphere that chains and promotes satisfaction by giving employees with rewards, job security and career development opportunity. Heskett, Sasser and Schlesinger (1997) summarize quality of work life as the outlook that employees have towards their job, colleagues and organization that light a chain leading to the organization's growth and profitability. Beaudoin & Edgar (2003) opined that QWL is not only related to the personnel well being and attitude of the employees but also related to employees feelings towards their jobs. Saklani (2004) empirically evaluated the importance of various qualities of work life factors pertaining to employees and to measure the status of their existence in organization. The result of the study says that apart from monetary considerations, employees in India accord a high value to the factors that satisfy self esteem and self actualization need of a higher order.

Raj Adhikar and Kumar Gautam (2010) opined that quality of work life lead to create motivation, loyalty and flexibility in the workforce. All these factors are crucial for competitiveness of organizations and also quality of work life lead to reduce absenteeism, turnover rates of employees and increase their job satisfaction.

Rochita Ganguly (2010) conducted study to know the relationship between quality of work life and job satisfaction among university employees. The result of the study reveals that the university employees were not happy with the degree of autonomy they are enjoy-

ing, the nature of personal growth opportunities, work complexity, their control on the task and the degree of top management support in the work. The study also reveals that there is positive relationship between job satisfaction and QWL. Ayesha Tabassum (2012) used Walton's eight components of quality of work life to measure the relationship between the components of QWL and job satisfaction in faculty members of private universities in Bangladesh. The study reveals that all the components are positively associated with the job satisfaction of faculty.

Chitra and Mahalakshmi (2013) considered ten variables to measure quality of work life namely support from organization, work-family conflict, relationship with peers, self competence, impact of job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. The study reveals that each of these QWL variables is a salient predictor of Job Satisfaction.

Hoppock (1935) defines job satisfaction as any combination of psychological, physiological and environmental circumstances that brings satisfaction in the job. Locke (2001) defines job satisfaction as the degree to which an employee likes the job. Chappel (1995) opines that job satisfaction has been a topic of interest to researchers because of the perception that it is associated with absenteeism, worker productivity, employee turnover, and general mental health of employees. Watson et al, (2003) explains that job satisfaction is the favorableness or unfavorableness with which employees view their work. It is affected by the environment. Different aspects such as pay, promotions, supervision, fringe benefits, co-workers support are associated with the levels of job satisfaction. Tasmin (2006) claimed that women teachers' job satisfaction is influenced by their work environment, interpersonal relation and supervision of the head teachers, where as men teacher's job satisfaction is influenced by salary and job security. Drobnic, Behan and Prag (2010) opined that those employees who have secured better jobs and good pay structure would feel comfortable at the work place and this affects their quality of work life.

Based on various studies and reviews the following

questions were raised:

1. What is the relationship between job satisfaction and quality of work life among college teachers in education sector?
2. What are the demographic factors influencing on job satisfaction and quality of work life?
3. What is the impact of job satisfaction on quality of work life of college teacher?

1.1 Objectives of the Study

Following objectives are identified for the present study,

1. To know the level of job satisfaction and quality of work life among women teachers in colleges.
2. To know the relationship between job satisfaction and quality of work life among women teachers in colleges.
3. To know the impact of job satisfaction on quality of work life among women teachers in colleges.

1.2 Scope of the Study

Several studies have quoted the relationship of job satisfaction and quality of work life in business production based organizations. However, there are not many studies which have been carried out on working women teachers in higher educational institutions. Therefore the researcher has undertaken to study the relationship between job satisfaction, and quality of work life including the demographic variables among married working women teachers in higher education. The study was confined to married women teachers working in the colleges affiliated to University of Mysore which has the jurisdictions on four districts, namely, Mysore, Chamarajanagara, Mandya and Hasana.

2. Methodology

The research is descriptive in nature. The study population comprised the working women teachers of under graduate and post graduate affiliated colleges of University of Mysore. By using proportionate stratified

random sampling method 289 women teachers were considered as final sample for the study. The data was collected from the sample respondents through survey method by administering questionnaire developed for the purpose. The questionnaire has three sections. First section is related to various socio-economic or demographic variables of the respondents, second section consists of fifteen items to measure the job satisfaction level of women teachers by using Likert's four point scale and third section consists of 34 items to measure quality of work life through Likert's five point scale. The data was collected during the January 2013 to June 2013.

2.1 Reliability Test

A reliability analysis is commonly used to identify the internal consistency of the variables. Cronbach's alpha is commonly used to test the reliability and the range of alpha coefficient value is in between 0 to 1. The higher value indicates the higher reliability (Hair, et al., 1992). A value more than 0.70 is significantly good measure for sufficient scale of reliability (Cronbach, 1951, Nunnally, 1987). The reliability co-efficient for the construct job satisfaction is 0.870 and for the quality of work life is 0.952 which is closure to unity and ensures the reliability of the questionnaire.

2.2 Analysis of Data

2.2.1 Demographic Analysis

Out of the total 289 respondents, 48.4% respondents are from Mysore district, 15% of them are from Hassan district, 17.6% of them are from Mandya district and 18.7% respondents are from Chamarajanagara district. About 40.8% of the respondents are in the medium age of 30-40 years. Majority of the respondents about 63% have post graduation degree, 23.2% of the respondents have both post graduation and M.Phil degree and 13.8% have Ph. D. degree. About 41.2% of the respondents are earning up to Rs. 15000 per month, 26% are having monthly income of Rs.15000 to Rs.40000 and 32.8% respondents have monthly income of Rs. 40000 and above. To know the level of job satisfaction and quality of work life of the respondents, overall score

of the construct job satisfaction is classified as low (15.0–37.5), moderate (37.5–48.25) and high (48.25–60.0). The mean value of the construct job satisfaction is 40.415, it is understood that all the respondents have moderate level of satisfaction towards their jobs. The overall score of the construct quality of work life is classified as low (34–102), moderate (102–136) and high (136–170). The mean value of the construct quality of work life is 109.930, it is understood that all the respondents have moderate level of quality of work life.

2.2.2 Analysis of Variance (ANOVA)

To find the level of job satisfaction and quality of work life among women college teacher, demographic variables like age, qualification and monthly income were considered and statistical tool ANOVA was applied appropriately.

2.2.2.1 Age Verses Level of Opinion on Constructs

Null Hypothesis: Respondents belonging to various age groups have on an average same level of opinion on job satisfaction and quality of work life.

Alternative Hypothesis: Respondents belonging to various age groups do not have on an average same level of opinion on job satisfaction and quality of work life.

Table 1. Table showing the mean value of constructs based on age of the respondents

Age	Job satisfaction	Quality of work life
Less than 30	38.7349	109.8072
30-40	39.9576	108.6525
Above 40	42.6136	111.7614

Source of data: Primary data.

ANOVA reveals that, table significant value of the construct job satisfaction is less than 0.05, the level of significance, the null hypothesis is rejected and it is concluded that respondents belonging to various age groups differ significantly in their opinion on Job satisfaction. However, the table significant value of quality of work life is more than 0.05, the level of significance,

Table 2. ANOVA

		Sum of Squares	DF	Mean Square	F	Sig.	REMARK
Job satisfaction	Between groups	684.353	2	342.176	6.608	0.002	SIGNIFICANT
	Within groups	14809.820	286	51.783			
	Total	15494.173	288				
Quality of work life	Between groups	488.957	2	244.479	0.445	0.642	NOT SIGNIFICANT
	Within groups	157301.659	286	550.006			
	Total	157790.616	288				

Significant at the 0.05 level.

Source of data: Primary data.

the null hypothesis is accepted and it is concluded that the respondents belonging to different age groups do not differ in their opinion on quality of work life.

To find out which age group differ significantly from others Post Hoc Test was followed

Table 3. Table showing Post Hoc Test result of job satisfaction based on age

Construct	Age	Mean difference	Sig.
Job satisfaction	Above 40	684.353	3.87870*
	14809.820	2.65601*	0.025

* The mean difference is significant at the 0.05 level.

From the Post Hoc analysis it is observed that respondents belonging to the age group above 40 years differ significantly from other two groups of respondents having age of less than 30 years and between 30–40 years. The magnitude of the mean value says that respondents who are having age of above 40 years experience higher level of job satisfaction than the respondents having age of less than 30 years and 30–40 years. As the increase in the age of the college women teachers,

their job satisfaction will increase.

2.2.2.2 Qualification Verses Level of Opinion on Constructs

Null Hypothesis: Respondents having different qualification have on an average same level of opinion on job satisfaction and quality of work life.

Alternative Hypothesis: Respondents having different qualification do not have on an average same level of opinion on job satisfaction and quality of work life.

Table 4. Table showing the mean value of constructs based on qualification of the respondents

Qualification	Job satisfaction	Quality of work life
PG	39.3736	106.4231
M.Phil	41.4627	113.1791
Ph.D	43.4000	120.4500

Source of data: Primary data

The table significant value of both the constructs are less than 0.05, so the null hypothesis is rejected and it is concluded that the respondents having differ-

Table 5. ANOVA

		Sum of Squares	DF	Mean Square	F	Sig.	REMARK
Job satisfaction	Between groups	627.323	2	313.661	6.034	0.003	SIGNIFICANT
	Within groups	14866.850	286	51.982			
	Total	33026.000	288				
Quality of work life	Between groups	7372.442	2	3686.221	7.009	0.001	SIGNIFICANT
	Within groups	150418.174	286	525.938			
	Total	157790.616	288				

Significant at the 0.05 level.

Source of data: Primary data.

ent qualification groups differ significantly in their opinion on job satisfaction and quality of work life. To find out which qualification group of respondents differs significantly from other groups, Post Hoc Test is followed.

Table 6. Post hoc test result of the job satisfaction based on qualification

Construct	Qualification		Mean difference	Sig.
Job satisfaction	Ph.D	PG	4.02637*	0.004
		M.Phil	1.93731	0.372

*The mean difference is significant at the 0.05 level.

From the Post Hoc analysis it is observed that the respondents having PhD qualification are significantly different from the respondents with PG qualification. The magnitude of the mean value says that PhD qualified respondents experience high job satisfaction than the respondents having PG qualification. However, M.Phil qualified respondents and PhD qualified respondents have on an average the same level of opinion towards the construct job satisfaction.

Table 7. Post hoc test result of the quality of work life based on qualification

Construct	Qualification		Mean difference	Sig.
Quality of work life	Ph.D	PG	14.02692*	0.002
		M.Phil	7.27090	0.253

*The mean difference is significant at the 0.05 level.

From the Post Hoc analysis it is observed that PhD qualified respondents differ significantly in their level of opinion on quality of work life than PG qualified respondents. The magnitude of the mean value says

that respondents with PhD qualification experience high level of quality of work life than the respondents with PG qualification. However, M.Phil and PhD qualified respondents on an average experience same level quality of work life.

2.2.2.3 Monthly Income Verses Level of Opinion on Constructs

Null Hypothesis: Respondents belonging to various income groups have on an average same level of opinion on job satisfaction and quality of work life.

Alternative Hypothesis: Respondents belonging to various income group do not have on an average same level of opinion on job satisfaction and quality of work life.

Table 8. Table showing the mean value of constructs based on monthly income of the respondents

Monthly Income	Job satisfaction	Quality of work life
Less than 15000	38.4286	107.7983
15000–40000	42.2133	110.1733
Above 40000	41.4842	112.4105

Source of data: Primary data

ANOVA reveals that the table significant value of job satisfaction is less than 0.05, the level of significance, the null hypothesis is rejected and it is concluded that respondents of different income groups differ significantly in their opinion on the construct job satisfaction. However, the table significant value of quality of work life is more than 0.05, the level of significance, the null hypothesis is accepted. It is concluded that on an aver-

Table 9. ANOVA

		Sum of Squares	DF	Mean Square	F	Sig.	REMARK
Job satisfaction	Between groups	820.717	2	410.359	7.998	0.0001	SIGNIFICANT
	Within groups	14673.456	286	51.306			
	Total	15494.173	288				
Quality of work life	Between groups	1129.720	2	564.860	1.031	0.358	NOT SIGNIFICANT
	Within groups	156660.896	286	547.765			
	Total	157790.616	288				

Significant at the 0.05 level.

Source of data: Primary data.

age respondents of different income groups have the same level of opinion on the constructs quality of work life.

To find out which income group differs significantly from others, post hoc test was followed.

Table 10. Table showing Post Hoc test result of job satisfaction based on monthly income

		Monthly Income	Mean difference	Sig.
Job satisfaction	15000-40000	Less than 15000	3.78476*	0.001
		Above 40000	.72912	0.787
	Above 40000	Less than 15000	3.05564*	0.006
		15000-40000	-.72912	0.787

*The mean difference is significant at the 0.05 level.

From post hoc test analysis it is observed that respondents having income between Rs. 15000-Rs.40000 differ significantly from the respondents having income less than Rs.15000. The magnitude of the mean value says that respondents having income between Rs. 15000-Rs.40000 experience high level of job satisfaction than the respondents having income less than 15000.

It is also revealed from the Post Hoc test that respondents having income above Rs. 40000 differ significantly in their opinion on levels of job satisfaction from the respondents earning less than Rs.15000. The magnitude of the mean value says that respondents having income above Rs.40000 experience higher level of job satisfaction than the respondents earning less than 15000.

2.3 Factor Analysis

Factor analysis was applied to reduce the complexity of data (Joseph S Hair Jr et al., 2009). The questionnaire contained fifteen items to measure the job satisfaction. It is difficult to understand the influence of these items on quality of work life; therefore it is reduced to few components or factors. The items were grouped into two factors: Working Environment and Job Security & Pay. However, to find out whether the data is fit to apply factor analysis Kaiser – Meyer- Olkin (K M O) test and Bartlett’s test of Sphericity is applied on the

data. The Table 11 explains the results of KMO test and Bartlett’s test.

Table 11. KMO and Bartlett's Test on the construct job satisfaction

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.876
Bartlett's Test of Sphericity	Approx. Chi-Square	1652.596
df		105
Sig.		0.0001

Source of data: Primary data

The above table shows that Kaiser-Meyer-Olkin Measure of Sampling Adequacy test value is (0.876) closer to 1 indicates that the sample size is sufficient for applying factor analysis. Therefore the data was taken for further analysis of factors.

The Bartlett’s test of Sphericity ensures overall significance of the correlations in correlation metrics. The Chi-square significance ensures the significance of correlations. Hence the list approves the application of factor analysis to the data.

The following is the Rotated component obtained from factor analysis

Table 12. Table showing the mean value of constructs based on monthly income of the respondents

Items	Component	
	1	2
The way Employees help one another	.757	-.050
The way this college is managed	.748	.028
The attention paid to suggestions you make	.744	.078
The information you get to do your job	.736	-.059
The working conditions	.682	.207
The attention paid to your opinion	.638	.194
The teamwork between Employees and other staff	.627	.289
The amount of responsibility you have	.619	.132
The recognition you get for your work	.569	.470
The supplies you use on the job	.523	.314
The feedback you get about how well you do your job	.516	.255
Amount of variety in your job	.480	.316
Your job security	.026	.839
Your pay	.020	.830
Your fringe benefits	.220	.668

Source of data: Primary data

The items given below are named as working environment for further analysis.

1. The way the employee help one another
2. The way this college is managed
3. The attention paid to suggestions you make
4. The information you get to do your job
5. The working conditions
6. The attention paid to your opinion
7. The teamwork between Employees and other staff
8. The amount of responsibility
9. The recognition you get for your work
10. The supplies you use on the job
11. The feedback you get about how well you do your job
12. Amount of variety in your job

The items given below are named as monetary benefit and security for further analysis

1. Job security
2. Pay and
3. Fringe benefits

To find the mutual interrelationship between the factors such as pay & security, working environment and the construct quality of work life, correlation analysis was adopted. The following table shows the result of correlation analysis.

Table 13. Correlation between factors of job satisfaction and quality of work life

	Pay and security	Working environment	Mean difference	Sig.
Pay and security	Pearson Correlation	1	.345**	.187**
	Sig. (2-tailed)		.0001	.001
	N	289	289	289
Working environment	Pearson Correlation	.345**	1	.524**
	Sig. (2-tailed)	.0001		.0001
	N	289	289	289
Quality of work life	Pearson Correlation	.187**	.524**	.0001
	Sig. (2-tailed)	.001	.0001	
	N	289	289	289

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

Source of data: Primary data.

Table 13, explains the correlation analysis of the two factors of job satisfaction i.e. working environment and pay & security positively and significantly correlated (.345). Since these two factors influences each other, to find out how these two factors influence on quality of work life, the path analysis concept was used (Joseph S Hair Jr et al., 2009). Path analysis gives the following result.

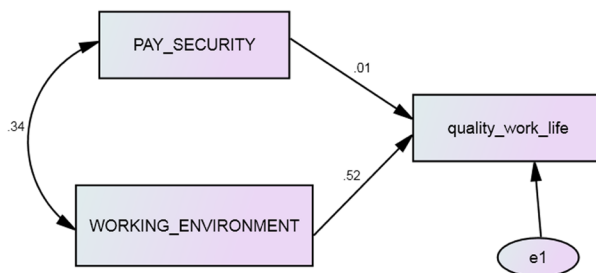


Figure 1. Impact of components of job satisfaction on quality of work life.

From the Figure 1, the following path equation was obtained,

The path equation is $QWL = 0.019 (\text{pay and security}) + 0.52 (\text{working environment})$

From the path analysis it is understood that taking the impact of pay and security (0.34), working environment influences on quality of work life more (0.52). Working environment has more influence on the teachers than monetary benefit and security of the job. Working environment has positive impact on the quality of work life. If the women teachers are satisfied with their work environment, their quality of work life will be high. If the women teachers are not satisfied with their working environment, their quality of work life will be low.

2.4 Findings of the Study

Respondents belonging to the age group of above 40 experience high level of job satisfaction than other two groups' i.e. the respondent's age group of less than 30 years and between 30-40years.

Respondents having different qualification groups differ significantly in their opinion on job satisfaction and quality of work life. PhD qualified respondents experience high job satisfaction than the respondents having qualification of PG. However, M.Phil qualified respondents' job satisfaction is on an average, at the same level when we compare it with PhD qualified respondents.

PhD qualified respondents experience high level of quality of work life than PG qualified respondents. However, M.Phil qualified respondents have on an average same level of quality of work life as experienced by PhD qualified respondents.

Respondents who are earning income between Rs.15000–Rs.40000 experience high levels of job satisfaction than the respondents who have the earnings less than Rs.15000. It was also observed that, respondents who earning above Rs.40000 experience high level of job satisfaction than the respondents' income group which is less than 15000. Hence, women teachers having more income experiences high level of job satisfaction than the women teachers having low income.

Correlation analysis reveals that there is a positive significant relationship between two factors of job satisfaction such as working environment and pay & job security and quality of work life. This finding is in accordance with the study conducted by Mohamed (2012) reveals that, working environment, family life, career growth, working condition and compensatory policy and benefits have positive and significant influence on the quality of work life.

Path analysis reveals that there is more influence of working environment on quality of work life. Working environment has positive impact on the quality of work life. If the women teachers are satisfied with their working environment, their quality of work life will be high. If the women teachers are not satisfied with their working environment, their quality of work life will be low.

3. Conclusion

Based on the above discussion it is concluded that, there is positive significant relationship between job satisfaction and quality of work life of women teacher. Also the study reveals that working environment has more impact on the quality of work life than pay and job security aspects. If women college teachers are happy with the factors such as attention paid to their opinion, responsibility, recognition, and attention paid to their suggestions, they experience better quality of work life. So educational institutions need to concentrate more on better working conditions to increase the quality of work life of working women teachers. The present study was limited to the population of the working women teachers in University of Mysore only. Hence, the generality of the results may not represent the entire working women teachers across the state or country.

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Appendix: Questionnaire

Greetings to you!!!!

This questionnaire is developed to find the level of Job Satisfaction and Quality of Work Life of married working women in education sector. On the following pages you will find several different kinds of questions related to above said variables. Specific instructions are given at various questions wherever it is necessary.

There are no trick questions and your individual answers will be kept completely confidential and used only for research purposes. Please answer each item as honestly and frankly as possible.

Thanks for your time and kind cooperation.

QUESTIONNAIRE

1. Name :
2. Organization :
3. Age :
4. Qualification :
5. Monthly Income :

JOB SATISFACTION

Please indicate how far you are satisfied with the various aspects of your job by making a mark in the appropriate box.

Very satisfied = VS, Satisfied = S, Dissatisfied =D, Very dissatisfied = VD

HOW SATISFIED ARE YOU WITH:	VS	S	D	VD
The working conditions here?				
The way Employees help one another?				
The recognition you get for your work?				
The amount of responsibility you have?				
Your pay?				
The way this college is managed?				
The attention paid to suggestions you ?				
Amount of variety in your job?				
Your job security?				
Your fringe benefits?				
The teamwork between Employees and other staff?				
The attention paid to your opinion				
The information you get to do your job?				
The supplies you use on the job?				
The feedback you get about how well you do your job?				

Quality of work life:

Please indicate how far you agree or disagree with the following statements by making a mark in the appropriate box.

Sl.No.	STATEMENTS	Responses				
		Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
01	I want to improve life at work					
02	I make efforts to democratize the work place					
03	Individuals are facilitated to have influence and control over what they do and how they do it.					
04	The organization responds to employees needs positively					
05	People are getting adequate and fair compensation					
06	The work is having a balanced role in one's life considering the requirement of leisure					
07	Emphasis is laid on the development of human capacities					
08	Employees are able to satisfy their personal needs through their experience in the organization					
09	Policies of the organization are in tune with social integration					
10	Employees are given adequate learning opportunities					
11	Employees tend to have positive feelings towards themselves					
12	Employees tend to have positive feelings towards their jobs.					
13	Employees have strong commitment to organizational goals.					
14	Opportunities are created for greater growth and development of the individual as a person.					
15	Physical and Psychological health is considered important					
16	The organization has low absenteeism					
17	Mutual trust is prevalent in the organization					
18	Pay and benefits are revised from time to time					
19	Superiors encourage participation in decision making					
20	Human dignity and growth are promoted in the organization.					
21	Promotion scheme provides a uniform distribution of promotional opportunities throughout the organization.					
22	Promotion scheme is such that it conveys in advance what avenues are available.					
23	Suggestion schemes are effectively implemented.					
24	Motivation climate is created by rewarding good performance both formally as well as informally.					
25	Employees are in general are satisfied in the organization					
26	Employees are required to use a wide range of abilities in the organization					
27	Most of the activities at work are challenging and interesting.					
28	Seniority and merit both get due weightage at the time of promotion					
29	Employees in General have a sense of accomplishment.					
30	Employees tend to stay for fairly a long time with the organization.					
31	Adequate opportunities are given to develop new skills and abilities at work					
32	Innovation is encouraged					
33	The relationship between Employees and work environment is healthy.					
34	Employees of the organization know their jobs well					