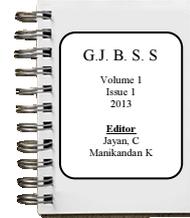




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Influence of Certain Demographic variables on Job Attitudes and Quality of Life of Employees

Sarath, P* & Raju, S**

*Research Scholar, Department of Psychology, University of Calicut.

**Associate Professor, Department of Psychology, University of Kerala.

Abstract

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Recently, organizational researches are focusing on employee attitude -Job satisfaction and Organizational commitment as it is a strong predictor of organizational performance. Different demographic variables influence the employee attitudes. The aim of this study is to find out the influence of selected demographic variables such as age, income, experience, and education on Job Attitudes along with Quality of Life of Employees. Separate One-Way ANOVA and post hoc tests were done to find out the influence. Results revealed that there is strong influence of demographic variables on Job satisfaction, Organizational commitment and Quality of life. The results discussed in detail.

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Psychologists in organization perform a wide variety of tasks. This task include running human resource departments, walking to improve staff morale and attitudes, striving to improve job satisfaction and productivity, examining organizational structures and procedures and making recommendations for improvements. Robbins and Judge (2009) defines organizational Behavior as "A field of study that investigates the impact that individuals, groups and structure have on behavior within organizations, for the purpose of applying such knowledge towards an organizations effectiveness".

Recently, Organizational researchers are giving more importance to specific employee attitudes (Al-Aameri, 2000; Davis, 2004; Iqbal, 2010). Attitudes are evaluative statements- either favorable or unfavorable- concerning objects, people or events. A person has thousands of attitudes but organizational behavior (OB) focuses on a very limited number of work related attitudes. Job Satisfaction and organizational Commitment are the two most interested areas in research of organizational behavior.

The Job Satisfaction focuses on employee's attitude toward their job. Locke (1976) gives comprehensive definition of Job Satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Job Satisfaction is the result of employee's perception of how well their job provides those things that are viewed as important. Job Satisfaction is the positive feeling about one's job resulting from an evaluation of its characteristics on employee's assessment with the job is a complex summation of a number of discrete job elements.

There are a number of factors that influence Job Satisfaction. However the main influences can be listed as: - nature of work, nature of payment, promotional opportunities, supervisory style, work group, and working conditions. From the organizational effectiveness perspective, it is important to know how, if at all, satisfaction relates to outcome variables. The answers for all questions in this research are not simple. There are consequences when employees like their jobs and there are consequences when employees dislike their jobs. Liking



and disliking the job in turn influences the performance, organizational citizenship behavior, customer satisfaction, absenteeism, turn over and work place deviance (Luthans, 1995).

Job Satisfaction has received the most attention over the years. Recently the more global organizational commitment has emerged out of the research literature as being important to understanding and predicting organizational behavior. As an attitude, Luthans (1995) summarized organizational commitment as -a strong desire to remain a member of a particular organization, a willingness to exert high levels of effort over behalf of the organization and a definite belief in and acceptance of, the values and goals of the organization.

The organization commitment is determined by a number of personal (age, tenure in the organization and dispositions such as positive or negative affectivity or internal or external control attributions) and organizational (the job design and the leadership style of one's supervisor) variables (Luthans, 1995). Even non organizational factors such as availability of alternatives after making initial choice to join an organization, will affect subsequent commitment.

Because of this multidimensional nature of organizational commitment, there is growing support for a three component model (Meyer & Allen, 1991). The three dimensions in this model are - affective commitment which involves commitment based on the costs that the employee associates with leaving the organization, continuance commitment which involves commitment based on the costs that the employee associates with learning the organization and normative commitment which involves the employee's feelings of obligation to stay with the organization.

There appear to be a positive relationship between organizational commitment and job productivity, but the relationship is modest. The study seems that affective commitment is more strongly related to organizational outcomes like performance and turnover than the other two commitment dimensions (Robbins & Judge, 2007).

Quality of life is a product of the interplay among social, health, economic and environmental conditions which affect human and social development. The quality of life is not same to all but there exist individual differences. But, it can be said that quality of life is viewed as a positive aspect by all.

According to McCall (1975), the best way of approaching quality of life measurement is to measure the extent to which people happiness requirements are met ,i.e., these requirements which are a necessary (although not sufficient) condition of anyone's happiness- those without which no member of the human race can be happy.

The components of quality of life are shared by all people. It include physical well being, emotional well being, social well being, productive well being and civil well being.

The quality of life may depend on the satisfaction and possession of some characteristics. In every society, quality of life is an indicator of occupational status and economic attainment. Therefore, quality of life of an employee essentially linked with organization which he/she works.

The contemporary world is characterized by increased competition. To win in the business world, highly motivated, devoted and competent employees is needed to every corner of an organization. Effectiveness of an individual employee is the main factor behind effeciency of an organization. Job Satisfaction, Organizational Commitment and Quality of Life are some of the important factors which have a major impact on performance of the employees. In this context, here the investigator feels that, it is important to study the demographic factors that influence Job Satisfaction, Organizational Commitment and Quality of Life of employees. The study will positively enhance the knowledge about the individual performance.

Objective

1. To find out whether Job Satisfaction, Organizational Commitment and Quality of Life is influenced by certain selected demographic variables.



Hypothesis

1. There will be significant influence of age, education, income and experience on Job satisfaction, organizational commitment and quality of life of employees.

Method

Participants

The participants for this study consist of 119 employees belonging to the different organizations situated in Kerala. Among the participants 62 (52.10%) were permanent employees and 57 (47.90%) were temporary employees. There were three age groups: 1- 20-30 years (N=39, 32.80%), 2- 31-40 (N=61, 51.30%), and 3- the age group 41 & above (N=18, 16.10%). Both males (N=33, 27.70%) and females (N=86, 72.30%) were served as participants. The income level breakup was- Below 10,000(N=70, 58%), 10,001 - 20,000 (N=23, 19.3%), and 20,001 & above (N=26, 21.8%). The participants was categorized into three groups on the basis of the education, Group I- Degree and below (N=15, 12.6%), Group II- PG and above (30, 25.2%) and Group III- Professionals (74, 62.2%). Categorization on the basis of experience was- Below 5 years (N=83, 69.7%), 5 - 10 years (N=15, 12.6%), 11 - 20 years (N=9, 7.6%) and 21 & above (N=12, 10.1%).

Instruments

1. Job Satisfaction Scale: Job satisfaction scale was developed by Kavitha and Sanandraj (1998) includes sixteen items. The subjects asked to respond to items using five alternatives, A-strongly agree, B-agree, C-undecided, D - disagree, E - strongly disagree. Subjects have to answer in such a manner that, they either Strongly agrees to the statements, Agree, Undecided, Disagree and Strongly disagree. By adding the total score of the each item constitute the job satisfaction. The split-half reliability of the job satisfaction scale using odd even method was found to be .93. Validity was found on the sample as described under reliability. For estimating validity, job satisfaction scale of Singh and Sharma was given and the coefficient obtained was .72.
2. Organizational Commitment Scale: Organizational commitment scale developed by Balachandran and Thomas (1992) includes 39 items in which 18 were positively worded and 21 were negatively worded. Test - retest reliability of organizational commitment scale was 0.88 (N = 75), and split- half reliability was .90 (N = 300). The Cronbach alpha for the 39 items was found to be .87.
3. Quality of Life Scale: Quality of life scale (Warrier & Samsanandaraj, 1990) is used to measure the variable quality of life, using statements which probe the frame of mind of the subject with regard to three main aspects, physical, psychological and social circumstances of the subject's life. The scale consisted of a total of 30 items of which 15 are positive items and the remaining 15 are negative. For testing reliability, split-half method (odd- even) was used. The reliability estimates for three sections are - Section A: 0.58, Section B: .69 and Section C: .70. In the absence of readily availability standard test for validating this test, valid and reliable items from (a) Rosenberg (1965) Self Esteem scale, (b) The Tennessee Self concept scale, (c) Social support appraisals scale and (d) Nottingham Health Profile were taken for the purpose and the correlation was calculated. The correlation was found to be .78 which confirms that the test has concurrent validity.
4. Background Information Schedule: The relevant information related to the subjects and organization were collected through back ground information schedule, then property assigned and categorized numerical codes to variables such as age, experience, level of education etc.

Results and Discussion

To know the effect of age on job satisfaction, organizational commitment and quality of life of employees, one-way ANOVA was carried out and the results are presented in table 1.



Table 1

Summary of One-way ANOVA for Job satisfaction, Organizational commitment and Quality of life by age

Variables	Between Groups		Within Groups		'F'
	Sum of Squares	Mean Squares	Sum of Squares	Mean Squares	
Job Satisfaction	903.92	451.95	2837.76	24.67	18.32**
Organizational commitment	2502.86	1251.44	45632.96	306.81	3.16*
Quality of Life	2191.86	1095.93	17839.54	155.17	7.07**

**p< .01, *p< .05

Table 1 gives the influence of age on Job satisfaction, Organizational commitment and Quality of life of employees. Results shows that age has a significant influence on job satisfaction (F=18.32, p<.01), quality of life (F=7.07, p<.01) and organizational commitment (F=3.16, p<.05). Kuo & Chen (2004) and Manikandan & Jayan (2006) also found significant differences on job satisfaction with regard to age of the employees. Al-Aameri (2000) found the correlation between demographic variable age and the variables job satisfaction and organizational commitment. But Davis (2004) found that age did not show significant impact over job satisfaction. Azeem (2010) reported that Age is a strong predictor of organizational commitment. Prause, Saletu, Tribl..., Zeithofer (2000) found that age has a major influence on subjectively rated Health Related Quality of life.

To know which group actually makes the difference, the post hoc analysis, Duncan's procedure was carried out and the results are presented in table 2.

Table: 2

Duncan's procedure on Job satisfaction, Organizational Commitment and Quality of Life by age

Variables	Age group	N	Subset for alpha = 0.05	
			1	2
Job Satisfaction	31- 40 years	61	50.94	
	20- 30 years	69	52.08	
	41 and above	18	--	58.95
	Sig		.309	1.000
Organizational Commitment	20 -30	39	133.49	
	41 and above	18	136.67	
	31 - 40	61	143.48	
	Sig		.065	
Quality of Life	41 and above	18	110.78	
	31 - 40	61	114	
	20 - 30	39	--	122.52
	Sig		.219	1.000

The result revealed that the employees of 41 years and above age has higher levels of job satisfaction (Mean=58.95) than other age group of 20 and 30 years (Mean=52.08) and age group between 31 and 40 years (Mean=50.94). This indicates that when the age of employees increasing their job satisfaction also increases. It may be due to adaptation of employees with their work. With regard to the variable organizational commitment, the analysis revealed that the group consists of employees in between 20 years and 30 years of age have a mean score of 133.49 which is lowest among group. Highest mean scores is for the group of employees who have age between 31-40 years (Mean=143.48). The mean score of the age group of 41 years and above is 136.67. In Brief, the group means are unequal when the variable age associated with



organizational commitment. In the case of variable quality of life the employees who have age between 20 years and 30 years is significantly differ (Mean = 122.52) from age between other two groups. The mean score on quality of life of age group 31- 40 years (Mean=114.71) and the age group of 41 years and above (Mean=110.78) are very less compare to other age group.

The subject's educational training is another variable which has a profound influence on work behavior. There were participants with PG degree, Graduation and Professional qualification. How their educational qualification play role on their job satisfaction, organizational commitment and quality of life was analyzed using one-way ANOVA and the results are presented in table 3.

Table: 3

Summary of One-way ANOVA for Job satisfaction, Organizational commitment and Quality of life of different educational groups of employees by education

Variables	Between Groups		Within Groups		'F'
	Sum of Squares	Mean Squares	Sum of Squares	Mean Squares	
Job Satisfaction	657.94	328.97	3154.49	27.19	12.09**
Organizational commitment	8682.74	4341.37	39884.75	343.84	12.63**
Quality of Life	944.93	472.47	19118.55	164.82	2.87

**p< .01

The results revealed that level of education has a significant influence on job satisfaction and organizational commitment. The calculated 'F' value for job satisfaction is 12.09 which is significant at .01 level. For the variable organizational commitment, 'F' value is 12.63 which is also significant at .01 level. The variable quality of life (F=2.87) is not influenced by the level of education. Gurbus (2007) found a positive relationship between level of education and job satisfaction. Iqbal (2010) reported that education level is negatively correlated with organizational commitment.

To know which groups make difference on the basis of education, post -hoc tests were carried out. The result of post hoc test, Duncan's procedure is presented in the table 4.

Table: 4

Duncan's procedure on Job satisfaction and Organizational commitment by education

Variables	Education	N	Subset for alpha = 0.05		
			1	2	3
Job Satisfaction	Degree and below	15	47.67		
	Professionals	74	--	52.36	
	PG and above	30	--	--	55.71
	Sig.		1.000	1.000	1.000
Organizational Commitment	Degree and below	15	117.94		--
	Professionals	30	--	137.94	
	PG and above	74	--	144.21	
	Sig.		1.000	.23	

Table 4 shows that job satisfaction and organizational commitment differs on the level of education of the employees. When the variable job Satisfaction is taken into consideration, it can be understood that, the group consist of employees degree and below have low level of job satisfaction (Mean=47.67) and the group who have, post graduation and above have high level of job satisfaction (Mean = 55.71). The professional group comes in an average category that has the mean of 52.36. The group of degree and below may not be satisfied with the job as they



do not get promotions as well as dignity with their qualification when compare with high educational qualified employees. In the second variable, organizational commitment, the group consists of employees who have degree and below (Mean=117.94) totally different from other two groups in the level of organizational commitment as it has very low commitment. The mean for other two groups has a slight variation; here the mean for the group post graduate and above employees (Mean=137.94) is lower than the group professional employees (Mean=144.21).

Level of Income is another variable which influence the job satisfaction, organizational commitment and quality of life. There were three groups, in which group one has an income 10,000 & below, second group consist of 10,000-20,000, and the third group consists of 21,001& above. One-way ANOVA was carried out to determine its effects on job satisfaction, organizational commitment and quality of life and the results is presented in the table 5.

Table: 5

Summary of One-way ANOVA for Job satisfaction, Organizational commitment and Quality of life of various categories of employees based on income

Variables	Between Groups		Within Groups		'F'
	Sum of Squares	Mean Squares	Sum of Squares	Mean Squares	
Job Satisfaction	2271.24	1135.62	1547.19	13.28	85.48**
Organizational commitment	5498.78	2749.39	43068.73	371.29	7.41**
Quality of Life	2710.57	1355.29	17352.89	149.59	9.07**

**p< .01

The table 5 shows that, there is a significance influence on the level of income on the level of job satisfaction, organizational commitment and quality of life at a 0.01 level. The calculated 'F' value for the variable on the job satisfaction is 85.48. 'F' value for the variable Organizational commitment is 7.41 and for the variable quality of life 9.07. To know which group makes the difference in these three variables pot-hoc tests were carried out. The result of the post-hoc test (Duncan's procedure) was presented in table 6. Kuo and Chen (2004) found significant differences on the level of job satisfaction with regard to annual income of the employees. Al-Zoubi (2012) reported that the Job Satisfaction is low with high and low salaries and it is highest level with medium range salary. Nazari, Zaidatol, Ramli and Khairuddin (2012) observed significant difference on the level of organizational commitment by income. Top and Gider (2012) were not found substantive relationship between organizational commitment and income status.

As in the case of job satisfaction, table 6 shows that, the group who high level of income (20,001 and above) in the group have high level of job satisfaction (Mean = 60.81). The other groups have a mean of 49.98 for the employees who have income level of below 10,000 and Mean of 51.35 for the employees who have the monthly income in between 10,001 and 20,000. The results can be associated with the theories of job satisfaction which considers pay as one of the determinant of job satisfaction. When the variable organizational commitment taken into consideration, results reveals that the employees who have monthly income in between 10,001-20 000 has lower organizational commitment (Mean=126.39) when compared with the other two groups. The income group 20,000 and above creates high level of organizational commitment (Mean =146.97). The mean of the group who have income of 10,000 and below is 140.72. Above table, also shows that group of employees who have the monthly income in between 10,001 and 20,000 have low quality of life (Mean=107.48) than other two groups. The mean value for the group who have monthly income of below 10,000 (Mean=119.95) and the group with 20,001 and above of monthly income (Mean=115.85) has a mild variation.



Table: 6

Duncan's procedure on job satisfaction, Organizational commitment and Quality of Life by income

Variables	Income	N	Subset for alpha = 0.05	
			1	2
Job Satisfaction	Below 10,000	70	49.98	--
	10,001-20,000	23	51.35	--
	20,001 - and above	26		60.81
	Sig.		.139	1.000
Organizational Commitment	10,000 - 20,000	23	126.39	
	Below 10,000	70		140.72
	20,000 and above	26		146.96
	Sig.		1.00	.203
Quality of Life	10,000 - 20,000	23	107.48	
	Below 10,000	26		115.85
	20,000 and above	70		119.95
	Sig.		1.000	.189

The familiarity of the work and work condition of an employee also influences job satisfaction and organizational commitment and their quality of life. In order to determine the influence of experience, one-way ANOVA was carried out. The results are presented in table 7.

Table: 7

Summary of One-way ANOVA for Job satisfaction, Organizational commitment and Quality of life of employees by Experience

Variables	Between Groups		Within Groups		'F'
	Sum of Squares	Mean Squares	Sum of Squares	Mean Squares	
Job Satisfaction	1313.12	437.703	2499.33	21.733	20.15**
Organizational commitment	3800.55	1266.85	44766.95	389.28	3.26*
Quality of Life	1606.19	535.39	18457.29	160.49	3.34*

**p< .01, *p< .05

Above table brings out the significant role of experience of the employee work variables like job satisfaction, organizational commitment and quality of life. The calculated 'F' value for the variable job satisfaction is 20.15 which is significant at .01 level. Influence of experience on organizational commitment (F=3.26, p< .05) and quality of life (F=3.34, p< .05) is significant. Al-Aameri (2000); Kavanaugh, Duffy and Lilly (2006) has reported a significant association between job satisfaction and experience. Iqbal (2010) found that length of service is significantly associated with organizational commitment.

To know which group of experience makes difference, Duncan's procedure, post-hoc test were carried out. The results are shown in table 8.



Table: 8

Duncan's procedure on Job satisfaction, Organizational commitment and Quality of Life by experience

Variables	Experience	N	Subset for alpha = 0.05	
			1	2
Job Satisfaction	Below 5 years	83	50.72	--
	6 - 10	15	53.41	--
	11-20	9	--	59.34
	21 & above	12	--	59.67
	Sig		.121	.847
Organizational commitment	21 and above	12	132.26	--
	Below 5	83	138.14	--
	5 - 10	15	140.41	--
	11 - 20	9		157.78
	Sig.	--	.297	1.000
Quality of Life	11 - 20	9	107.56	--
	21 and above	12	112.09	112.09
	6 - 10	15	113.14	113.14
	5 and below	83	--	118.92
	Sign		.266	.172

Table 8 indicates that group of 6-10 year experienced employees (Mean = 53.41) and below 5 year experienced employees (Mean = 50.72) is significantly differ from group of 11 - 20 years of experience (Mean=59.34) and above 21 years of experience (Mean=59.67) on the variable job satisfaction in which first two groups has low level job satisfaction than the other two groups. It shows that employee who has high experience might have high job satisfaction. The table also shows that the group of employees who have experience of 11 - 20 years have higher organizational commitments (Mean=157.78) than the group with below 5 years of experience (Mean=138.14) the group with 5-10 years of experience (Mean=140.41) and the group with 21 years and above experience. It is important to note that group with more years of experience and very less experience has lower commitment towards their organization. The other group includes who does not have any emotional attachment with the organization as they are new faces. In the case of quality of life, it can be noted that group with the experience in between 11 years and 20 years (Mean=107.56) is significantly low level of commitment when it compared with group of employees who have the experience with below 5 years (Mean=118.92). The table also shows that, group with 21 years and above experience (Mean=112.09) and group with experience in between 5-10 years experience (Mean=113.13) are homogeneous groups which comes in between other two groups - which has very high and very low commitment (Mean118.92, Mean=107.56).

Conclusion

From the findings it can be concluded that the variables job satisfaction, organization commitment and quality of life is influenced by certain demographic variables at a significant level. Among the variables, Age showed a strong influence on Job satisfaction Organizational commitment and Quality of life. Education has impact on Job satisfaction and Organizational commitment but not quality of life. The study revealed that all the three variables- Job satisfaction, Organizational commitment and Quality of life is influenced by the demographic variable Income. And at last, it is also found that the level of experience has a significant influence on Job satisfaction, Organizational commitment and Quality of life.



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