

Assessing the Impact of Leadership and Quality of Work Life on Employees Job Satisfaction: Evidence from Jiangsu University

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Abstract

This research aimed to focus on the influences of motivational factors (e.g., Leadership (LDSP), Quality of work life (QWLF) on the employees' job satisfaction (EJS). A quantitative method was employed in the sample size of 211. The convenient random sampling technique was selected for data collection. Data was collected through a field survey by using a closed-ended questionnaire. The analysis was done on the structural equation model of partial least square. More specifically, techniques of bootstrapping and PLS Algorithm were used. The findings for this study is consistent with previous researchers, prove the direct relationship between LDSP, QWLF and EJS. The positive and statistically significant effects of motivational factors and employees job satisfaction. This study assists the executives from different departments of Jiangsu University. Furthermore, the study conclude with some brief views that the organization need to recognize the significance of good Leadership and Quality of work life for maximizing the level of employee's job satisfaction. This study offers an advantage to the society, boosting the values in people to add more to their jobs and may help them in their personal growth and

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development. Hence, it's essential for firms to inspire their employees' to work hard for achieving the firm's goals and objectives.

Keywords: Quality of work life (QWLF), Leadership (LDSP) Employees Job Satisfaction (EJS), University, China

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Introduction

Education always plays a vital role in a development of society and institutions as well, education create a ground of development whether of an individual society or institution. This study focuses on the role of leadership, quality of work life and employee job satisfaction. Moreover, gap was identified in the academic study regarding leadership in the (HEI) higher education institutions (Bryman, 2007). The former research studied on leadership in educational institutions emphasize one or numerous leadership styles such as transactional (Aydin, Sarier, & Uysal, 2013; Webb, 2008), transformational (Abbas, Iqbal, Waheed, & Naveed Riaz, 2012; Asmawi, Zakaria, & Chin Wei, 2013; Lin & Tseng, 2013; Webb, 2008), laissez-faire (Webb, 2008) servant (Shaw & Newton, 2014), distributed (Van Ameijde, Nelson, Billsberry, & Van Meurs, 2009); or leadership behaviors: development-oriented leadership behavior, task-oriented and relations-oriented (Fernandez, 2008). Therefore, the study is important in testing leadership role in a university with job satisfaction. The focus of study to reveal the 'Quality of work life', in this changing environment, concept to develop as a leadership 'Quality', irrespective of any field where employees work and perform job duties it is necessary to have a work life (QWL). Concluding, QWL is the foundation of well-being employees, leads to the better performance and creates job satisfaction.

It is conducted from organizations and related companies to explore the impact of leadership and quality of work-life over job satisfaction. Rare studies are found in universities and colleges level that define influencing roles of these variables. Therefore, the research is conduct by taking Chinese university as sample population, the university is chosen from china because its densely populated country and this research will serve practicality, which will give motivational factors to the university employees. This research is conducted with small sample size with 211 respondents. The aim of this study is to explore impact of leadership and quality of work life on employee's job satisfaction in an institute.

Literature Review and Hypothesis Development

Leadership and Employee job satisfaction

The productivity and performance of an organization rely on corporate citizenship, job satisfaction and income growth. The transformation leadership approach is to build strong inter personal relationship between manager's and employee's. The transformational

leaders discover thoughts to the employees who are more innovative, creative and adaptable to exogenous determinants which play an important role in organization competitive development model. (Bushra, Ahmad, & Naveed, 2011) stated that many national and international studies were found on leadership and relationship of job satisfaction. Many studies reveal a constructive correlation among management style, employee job satisfaction, leadership style and corporate vision. (Voon, Lo, Ngui, & Ayob, 2011) delineates that survey was conducted from higher authorities of an organization which reveals constructive relationship between employee job satisfaction and leadership. The researcher (Kim, 2002), stated that the regional governmental companies are directly link with employee job satisfaction and participatory leadership style. A study conducted by (Testa, 1999), stated that there is correlation between achieving participatory corporate visionary leadership and employee satisfaction.

As per (Wong & Laschinger, 2013), organizational management and implication are efficient determinant for job satisfaction. The research explores that there is significant relationship between leadership and job satisfaction. (Wu, 2004) evaluate that leadership derived from job satisfaction and employee perceived values to extent of their relations. Therefore, (Bogler, 2001) conducted research on 740 teachers which highlight the transformational leadership concentrated on management which is prioritized with task-oriented management style. (Walumbwa, Orwa, Wang, & Lawler, 2005) stated the more employees attributed to transformational oriented management style, or increment and decrement levels are directly proportional to leadership and management style, that define the job satisfaction under these observations and conditions. The several researchers reported that there is no significant relation between leadership behavior and job satisfaction (Hampton, Dubinsky, & Skinner, 1986).

Hence, hypothesis is generated to reveal the impact of leadership on employee job satisfaction.

H1: Leadership holds a positive and significant influence on employees' job satisfaction.

Quality of work life (QWLF) and Employee job satisfaction (EJS)

QWLF expresses a concept that incorporates the prosperity of employees in work at the place (Champoux, 1981; Sirgy, Efraty, Siegel, & Lee, 2001) and (Kahn, 1981). Prior studies described QWLF from different viewpoints. (Boisvert, 1977), stated that QWLF is a set of advantageous outcomes of managing life at a job, which incorporates other domains of life (e.g., Family, leisure, and society). Furthermore, (Kolodny & Van Beinum, 1983) described QWLF as a complicated object affected by various perspectives of the human aspects of the work condition. (Nadler & Lawler, 1983), QWLF was described as a "way of thinking" to evaluate the impact of job on staff and efficacy of an organization. Moreover, (Carayon, 1997) classify the importance of QWLF as individual duty, organizational determinants, tools and technology which evaluate the complicated interrelationships of QWL and EJS .

The "Quality of work life" is part of the overall quality of life that is influenced by work. It is more than job satisfaction or happiness at work, but the broader context in

which an employee will evaluate their work environment". (Varghese & Jayan, 2013). The quality of work life is a progressive dimension which focalized the idea on welfare of employees. It involves not only the productivity of employees but also discuss the impulsive needs to satisfy with their work experience. Though QWLF is not like as job satisfaction (Lawler, 1982). QWLF is an understanding or a set of systems established on the long term achievement of staff as the most essential and meaningful center of the organization to be manage with respect and dignity. (Straw & Heckscher, 1983), QWLF combines work related determinants like salary, job satisfaction, connection with peers and intangible assets. (Danna & Griffin, 1999), the quality of workers life is influenced by: health and safety, fair compensation, growth and security, personal growth, constitutionalism, social integration, social relevance and job scope. A sort of needs in the area of the job involves work requirements, supervisory behavior, auxiliary programs, organizational commitment and work environment (Walton, 1991). Workplace needs can be satisfied by task-related activities, resources, and results from cooperation (Sirgy et al., 2001). Following the physical workspace has been added to QWLF as a determinant affecting job satisfaction and employees performance (Cummings & Worley, 2005).

H2: QWLF holds positive and significant influence on EJS.

Employee job satisfaction

Several descriptions are explained in literature related to job satisfaction. According to (Vroom, 1964) job satisfaction implies the level of happiness for employees associated with their job. The job satisfaction is commonly described as the social and physical influences that define employee response and physiological changes resulting from working conditions. According to (Locke, Fitzpatrick, & White, 1983) job satisfaction define as explanation regarding employees' belief in work experience and job evaluation. Moreover, (Testa, 1999) states job satisfaction is a level of happiness with the self-achievement, physiology, socially. Indeed, job satisfaction says a typical demonstrative response to unique conditions.

Job satisfaction begins not only from the rank secured in the working environment but also from the social and physical environment and the links among colleagues, managers, establish team, management style and culture. All of these determinants hold various impacts on employee's level of satisfaction (Rashidi, Kozechian, & Heidary, 2012). According to Maslow's "Hierarchy of needs" theory, employees try to reach higher levels when they involve in their present standards.

The researchers (Sergeant & Laws-Chapman, 2012) says that the next stage of employee's satisfaction is physical needs and self-esteem. Expectations of employees do not remain same at workplace but it can be understood that the competitive accomplishment of an organization is planned by maintaining optimal levels of overall employee satisfaction. In accordance with (Ganta, 2014), satisfied that the employees shows commitment in the workplace by revealing self-dedication, although they are less stressed but serve in a better way by their emotions and exhibit their work as a profession. (Lockwood, 2007). However, other elements define the business atmosphere, as the feeling of employees, management strategies and leadership styles.

Theoretical Support

Multiple theories supported the work environment, leadership and job satisfaction and there concepts widely; related theories that support my related work are: In specific, (Sirgy et al., 2001) came up with a study to look into the core aspects of QWLF grounded on need fulfillment and spillover theories. Construction on the principles of (Maslow, 1954) and (Herzberg, Mausner, & Snyderman, 1959; Sirgy et al., 2001) demonstrated that people hold basic needs, they attempt to fulfill these primary needs by means of work. The statement of (Sirgy et al., 2001), was persistent with the perspective of (Porter, 1961), who formed an assessment of QWL with need satisfaction in an organization. Staff members attempt to satisfy certain needs at work, like safety and health (primary wish for assurance from probable mental harm or injury), job specifications (e.g., primary requirement for appraisals and recognition under job attributes; basic aspire for a fair workload), supervisory behavior (e.g., essential request for interpersonal communication amongst employers, staff members, and customers, as well as amongst internal and external members themselves), and adjuvant programs (e.g., requisite training and flexible work programs) (Porter, 1961). Hence, if workers understand that these requirements at work are accomplished or have transcended their anticipations, then they feel a desirable degree of QWLF, which will heighten the level of their JS (Champoux, 1981; Sirgy et al., 2001) and (Kahn, 1981). Furthermore, following spillover theory, in addition to QWLF affects JS as well as different classes of life satisfaction, like those want the flexibility of hours, concerning family, and social dimensions (Crohan, Antonucci, Adelman, & Coleman, 1989; Schmitt & Mellon, 1980; Sirgy et al., 2001).

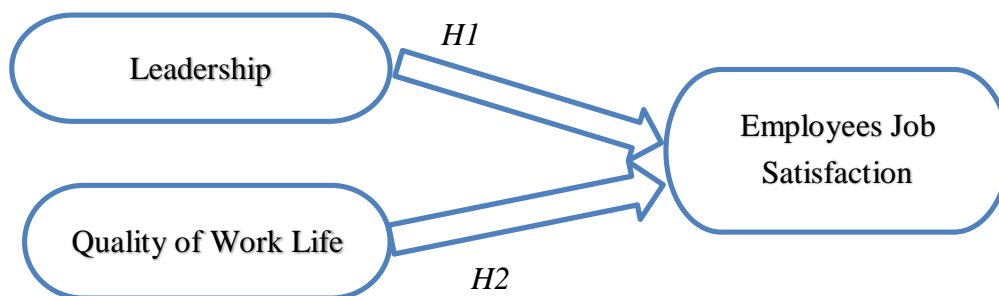


Figure 1: Research model

Methodology

Sample and data collection

The research aim is to examine the relations among Leadership, Quality of work-life, and job satisfaction. The data was collected in random manner from the personnel of Jiangsu University, Zhenjiang, Jiangsu province, China, through questionnaire survey. Several departments were focus to collect data and respondents were 211. As proof recommends that self-administered survey forms, disseminated via emails and by hand, is most appropriate in various natures of study (Eleanor, 1993). The key purpose of selecting employees from different disciplines and departments of a university is to

develop an attitude from various groups and individuals that the outcomes widely to accept.

Measures

Leadership

We adopted 11 items from the works of (Chaiprasit & Santidhiraku, 2011), to calculate LDSP. The questions in this scale indicate the degree to execute new concepts into the corporation's system. Leadership measured by employing a 5-point Likert scale strongly disagree = 1 to strongly agree = 5. The sample items were: "Leader is dedicated to both employees and organization".

Quality of Work life

We adapted 3 items from the works of (Chaiprasit & Santidhiraku, 2011), to estimate QWLF. The questions scale exhibit the range to extend and execute new concepts into organization's structure. The 5-point Likert scale strongly disagree = 1 to strongly agree = 5 was chosen. The sample item was: "Work environment is good, safe and promotes both physical and mental well-being".

Employee job Satisfaction

We adopted 4 items scale from the works of (Bamfo, Dogbe, & Mingle, 2018), to assess EJS. The questions in this scale reveal the extent to improve and carry out novel concepts into organization's system. Rankings were accomplished employing a 5-point Likert scale consisting a range from strongly disagree = 1 to strongly agree = 5. The sample question was: "My job gives me a sense of accomplishment".

Analytical procedures

The current research used Smart-PLS partial least square to examine the theoretical research model. Following reasons for selecting PLS such as: the PLS path modelling holds a wide acceptable implication in social and management sciences field (Joe F Hair, Sarstedt, Ringle, & Mena, 2012; Kura, 2016; Kura, Shamsudin, & Chauhan, 2015; Real, Roldán, & Leal, 2014; Roldán & Sánchez-Franco, 2012). To calculate dependent variable, PLS path modelling is appropriate analytical procedure (Joe F Hair, Ringle, & Sarstedt, 2011). Lastly, PLS path modelling is standardized and known for the "most fully developed and general system" (McDonald, 1996) based on variance structural equation modelling (SEM) methods. Thus, the current research used Smart - PLS 3.7 software (Ringle, Wende, & Becker, 2015).

Results

Demographics characteristics of respondents

Some demographic variables were collected in the present study. The study includes education, gender, age, department; salary, work experience, and marital status (see Table 1).

Table 1: Demographics Profile

Variables	Frequency	(%)
Gender		
Male	111	52.61
Female	100	47.39
Age		
20-30	103	48.82
31-40	61	28.91
41-50	35	16.59
51 & Above	12	5.69
Education		
Graduation	34	16.11
Master Degree	102	48.34
Higher than Master Degree	75	35.55
Department		
Administrative Staff	31	15.16
Faculty Members	179	84.84
Work Experience		
1 To 5 Years	118	55.92
5 To 10 Years	35	16.59
11 To 15 Years	33	15.64
16 Years & Above	25	11.85
Salary		
Below 3000RMB	45	21.33
3000-6000RMB	48	22.75
6000-9000RMB	74	35.07
Above 9000RMB	44	20.85
Marital Status		
Married	106	50.24
Single	105	49.76

The total questionnaires received from respondents were 211 out of 300, the male respondents were 111 with 52.61% and female were 100 with 47.39%. The married respondents were 106 and unmarried were 105 with 50.24% and 49.76%, 103 respondents age fell under the range of 20 to 30 and percentage was 48.82, similarly 61 respondents age fell under the range of 31 to 40 and percentage was 28.91, 35 respondents age fell under the range of 41 to 50 and percentage was 16.59, and 12 respondents age fell under the range of 51 & above and percentage was 5.69. Under education levels, graduation degree holder staff was 34 and holding percentage of 16.11, master degree holder staff was 102 and holding percentage of 48.34, and higher than master degree holder staff was 75 and holding percentage of 35.55. Administrative staff was 31 consisting 15.16 and faculty members were 179 consisting 84.84. Staff having experience of 1 to 5 years were 118 keeping percentage of 55.92, 5 to 10 years were 35 and percentage 16.59, 11 to 15 years were 33 and percentage 15.64 and 16 years and above years of experience were 25

and percentage 11.85. Respondents having salary ranges were observed as following equal or below 3000 RMB were 45 and percentage 21.33, 3000 to 6000 RMB were 48 and percentage 22.75, range from 6000 to 9000 RMB were 74 and percentage 35.07, and above 9000 were 44 and percentage 20.85.

Measurement model assessment

As per recommended criteria given by (J.F Hair, Black, Babin, & Anderson, 2010; J. F. Hair, Hult, G.T.M., Ringle, C.M. and Sarstedt, M., 2014) and (Henseler, Ringle, & Sinkovics, 2009) for analyzing measurement model; scholars require to report internal consistency and assess individual item reliability, convergent validity, discriminant validity as well as content validity.

Individual item reliability

Looking into individual item reliability, ought to be calculated by viewing into the factor loadings of every item, construct (Duarte & Raposo, 2010; J. F. Hair, Hult, G.T.M., Ringle, C.M. and Sarstedt, M., 2014; Joe F Hair et al., 2012) also (Hulland, 1999). Investigators have delivered a set of rule for holding the questions through which they have recommended holding items between 0.40 and 0.70 (J. F. Hair, Hult, G.T.M., Ringle, C.M. and Sarstedt, M., 2014). In this study outer loadings were found above 0.5 (see Table 2), that successfully met criteria as recommended.

Internal consistency reliability

The researchers (Bagozzi & Yi, 1988) and (Joe F Hair et al., 2011), providing a standardized rule (widely acceptable) for understanding composite reliability coefficient proposing an initial point of 0.7 or above. Table 2 shows the composite reliability coefficient individually of latent variables. Composite reliability coefficient, as showed in Table 2, each latent variable fall in between 0.904 to 0.943; this signifying the satisfactory internal consistency reliability of the items (Bagozzi & Yi, 1988) and (Joe F Hair et al., 2011).

Table 2: Measurement Model

Construct	Items	Factor Loadings	Alpha	CR	AVE
Employee Job Satisfaction	EJS1	0.852	0.891	0.925	0.754
	EJS2	0.864			
	EJS3	0.898			
	EJS4	0.858			
Leadership	LDSP1	0.817	0.933	0.943	0.604
	LDSP10	0.658			
	LDSP11	0.679			
	LDSP2	0.769			
	LDSP3	0.794			
	LDSP4	0.817			
	LDSP5	0.783			

Construct	Items	Factor Loadings	Alpha	CR	AVE
	LDSP6	0.835			
	LDSP7	0.833			
	LDSP8	0.843			
	LDSP9	0.691			
Quality of Work Life	QWLF1	0.827	0.841	0.904	0.759
	QWLF2	0.906			
	QWLF3	0.879			

Convergent validity

Evaluating the convergent validity under average variance extracted (AVE) is suggested by (Fornell & Larcker, 1981). Conversely, in accordance with (Chin, 1998), the AVE indicates minimum acceptable value 0.50 or more directed the convergent validity of an specific variable. Table 2 the AVE values given specified that all the variables of current research met the minimum value of 0.50 AVE; therefore, it is determined in the research verified satisfactory convergent validity (Chin, 1998).

Discriminant validity

Assessment of the discriminant validity under a criterion given by (Fornell & Larcker, 1981). Following a threshold, Fornell and Larcker recommended AVE with 0.5 value or greater. Besides, for discovering discriminant validity, it is recommended that the square root of the AVE is supposed to be greater than the correlations of other the latent variables correlations. Table 2 proposes that the AVE for entire latent variables fell under the minimum cutoff of 0.5. Table 3 specifies that the square root of AVE had a values higher than the other latent variable correlation. Hence, it could be drawn that all the variables provided in this current research hold a significant degree of discriminant validity.

Table 3: Discriminant validity of constructs

	EJS	LDSP	QWLF
EJS	0.868		
LDSP	0.4	0.777	
QWLF	0.425	0.619	0.871

Abbreviations: EJS, employee job satisfaction; LDSP, leadership; QWLF, quality of work life.

Structural model assessment

The current research standard bootstrapping technique dealing 500 bootstraps samples and 211 respondents to define the implication of path coefficients suggested by (J.F Hair, Hult, Ringle, & Sarstedt, 2014; Joe F Hair et al., 2011; Joe F Hair et al., 2012) and (Henseler et al., 2009). Table 4 and Figure 2 shows, H1 recommended that LDSP will be confidently associated with EJS. Provided Outcomes in Table 4 and Figure 2 have disclosed a meaningfully confident bond between LDSP and EJS ($b = 0.22$, $t = 2.57$, $p < 0.01$). Thus, defending H1. The outcomes likewise describe an agreeing association

between QWLF and EJS with ($b = 0.29$, $t = 3.44$, $p < 0.001$). Accordingly H2 also defended.

Calculation of variance explained in the dependent variable and PLS-SEM structural model evaluation endorses additional significant criterion; the R2 score valuation also named coefficient of determination (Joe F Hair et al., 2011; Joe F Hair et al., 2012; Henseler et al., 2009). As reported by several researchers like (Falk & Miller, 1992), R2 value 0.10 shows adequacy. Likewise, (Chin, 1998) recommended in PLS-SEM that R2 value of 0.60 reflects as significant, 0.33 as reasonable and 0.19 indicates low adequacy. Value of R2 acquired for the current research was 0.21. It proposes that LDSP and QWLF collectively describe 21 percent of the variance in EJS. According to (Chin, 1998) endorsement the attained R2 value is poor but acceptable. Though, as per (Falk & Miller, 1992), R2 value is satisfactorily higher than the least possible adequate threshold.

Table 4: Results of hypothesis test

Hypothesis	Relationship	β	Mean	SE	T	P	Decision	R ²
H1	LDSP -> EJS	0.22	0.23	0.09	2.57	0.01	Supported	0.21
H2	QWLF -> EJS	0.29	0.29	0.08	3.44	0.001	Supported	

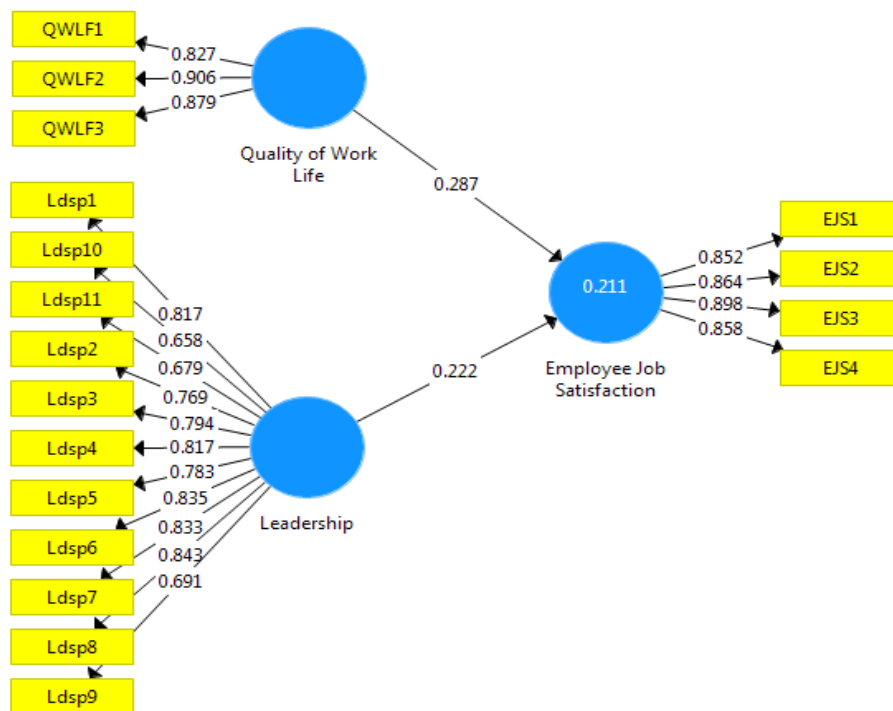


Figure 2: Structural model on Employee Job Satisfaction

Conclusions, limitations, and extension of practical Implications

Early inquiry based investigations have revealed that leadership and quality of work life at work, hold a significant influence over staff job satisfaction. Job satisfaction straightforward impacts on staff performance as well as organizational performance. Therefore, for staff to accomplish well and raise their contribution towards success in organization as a whole, employees must hold a high level of satisfaction. In this study, it was tested that the influence of leadership and Quality of work life on job satisfaction. This current research has shown that staff members are quite pleased with their work, particularly the key (intrinsic) factors, and even more confident with their supervisor's instructions. This experiential research has correspondingly presented that leadership and Quality of work life, in general, have a significant constructive impact on job satisfaction of employees at Jiangsu University in China.

Therefore, boundaries of the study elucidate in sample chosen for study and its demonstration. Primarily, not all the departments in Zhenjiang have been selected for this study, other universities and colleges are still remaining. Adding more respondents can give more accurate knowledge and their intentions towards their satisfaction levels. Another limitation, roles and styles of leadership can clarify under their classifications such as transformational, transactional and charismatic concepts.

This research is discovering the part which shows absence of academic study. There are very few researches examining the influence of leadership and quality of work life on staff members' job satisfaction in HEIs worldwide. This type of research has not been conducted before neither in China nor in Zhenjiang HEIs. Moreover, this study is investigating how leadership role, Quality of work life, and job satisfaction is assessed through both supervisor and employee perceptions. Leadership, Quality of work-life and job satisfaction can be inquired into using other dimensions like how these influence job stress, organizational climate, organizational learning, organizational success and likewise employees' performance, motivation as well as absenteeism in HEIs.

The study can be extended whether extensively and geographically (e.g., relative investigation in diverse countries) or institutionally (e.g., in different educational institutions, like universities or colleges). Secondly, as declared by investigation, the influence of leadership performance and Quality of work-life on staff satisfaction might be indirect, i.e., testing the mediators like the process of the learning organization (Chang & Lee, 2007), organizational commitment (Huey Yiing & Zaman Bin Ahmad, 2009), leadership trust (Yang, 2014). Hence additional studies in HEIs might investigate the relations, containing the referred mediators. Correspondingly country and organizational values might be essential as verified by (Lok & Crawford, 2004), (Chang & Lee, 2007) and (Huey Yiing & Zaman Bin Ahmad, 2009). Accordingly, additional study, covering the stated variables, is suggested. For instance, how departmental heads role, quality of work life and their influence on employee job satisfaction would differentiate in diverse countries (e.g., in USA and Baltic states), meanwhile (Shane Wood & Fields, 2007) who carried on related study assert it would be related) or to check how leadership role, Quality of work life and their influence on staff job satisfaction would be different in private and public universities due to diverse organizational culture.

Employee's satisfaction at the job seems delighted in this university, in depth understanding of employees as per duties, job task, working hours and considerations of ethical conduct are acknowledged parts. Moreover, leadership performance into two parts reveals that administration as well as faculty playing its role to sustain the institutional development and keep their staff motivated by working on grooming of employees to achieve their departmental goals timely. Likewise, another critical part that is quality of work-life appears fascinated, define employees are happy with their lifestyles under the job they are performing, it also explains university authority considering all its moral values to work on employees satisfaction that reduces absenteeism and turnover among employees that is the major achievement of this university.

Practical indications of this research are devoted to the leaders of staff in university. As per the outcomes of this research, heads of the departments as leaders or directors hold the influence to raise the degrees of job satisfaction of their staff members, through describing their role as a leading head member, conveying supervision behaviours and obtaining distinct leadership styles. Taking into consideration, leadership styles' usefulness gains when the practice is employed properly for particular conditions. This gives meaningful understanding that the leaders ought to improve their leadership capabilities and regulate their leadership style as per the condition and objectives they are attempting to chase.

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