Relationship Quality of Work-life and Job Satisfaction in Asia: A Literature Review

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ABSTRACT

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Quality of work-life and job satisfaction is essential in an organization so that it attracts the attention of researchers. There are several articles on the relationship between quality of work-life and job satisfaction, especially in the Asian context; but there is a dearth of literature review on such relationship. The purpose of this review is to examine the relationship between quality of work-life and job satisfaction in Asia. Based on the results of the literature review from various countries and organizations in Asia, we find that quality of work-life and job satisfaction has a positive and significant relationship in organizations in various countries in the Asian region.

Introduction

Modern organizations in the 21st century must be able to face competitive pressures that require them to continue to innovate Muindi (2006). This continuous innovation is needed for the survival of the organization. The success of an organization to achieve goals depends very much on how the organization attracts, recruits, motivates, and maintains its workforce Othman and Mok (2009). Organizational management must give high priority to the needs of the most important component of their organization namely human resources Alzalabani (2017). This means that to innovate requires competitive human resources and always ready to innovate. Based on this to optimize the competitive value of human resources, organizations need to

address aspects such as the quality of work-life and employee job satisfaction Muindi (2006).

Low-quality work-life can cause dangerous behaviors such as not coming to work, not completing assigned tasks, committing crimes at work such as stealing and interfering with workplace processes Drus, Nadaraja and Khalid (2019). Quality of work-life is needed to improve organizational and employee effectiveness Ramawickrama, Opatha and Kumari (2017). The quality of work-life system considers investment in human resources as the most important variable in the implementation of strategic management Jahanbani et al (2018). Quality of work-life provides employees with a pleasant and safe work environment so that they can make professional growth in accepting their rights Alzalabani (2017). Prioritizing each goal with more emphasis on personal results, work experience to increase work to meet personal needs Kermansaravi et al (2015). When individual goals are integrated with organizational goals it will produce high quality products so that the highest productivity will be achieved by the company Ramawickrama, Opatha and Kumari (2017).

Quality of work-life is a combination of work satisfaction for employees and the achievement of effective organizational goals Nuari (2016). Job satisfaction has become an important focal point for organizations and industries Sh and Sh (2014). Job satisfaction is related to the extent to which a person achieves progress, achievement, teamwork, job enhancement and job enrichment from work Muindi (2006). Job satisfaction is also strongly related to job attributes including various aspects of job content as the significance of tasks, variety, and use of skills, job security, salaries and other benefits, recognition, working conditions, promotion opportunities, effective communication structures in the company, relationships with colleagues and participation in managerial decision making Muindi (2006). Overall job satisfaction depends on what is expected and what he receives Nirmalathan and Ather (2010). An employee will remain satisfied if receiving what is expected either

less or more as long as in accordance with the wishes of the employee. A high level of acceptance is needed so that an employee feels satisfied with high expectations.

Apart from the organization, employees view their colleagues to understand and develop positive or negative attitudes about their work environment leading to satisfaction. In other words, if employees see that their colleagues are satisfied, they will most likely be satisfied Muindi (2006). Therefore, understanding employee job satisfaction is an important organizational goal because improving the quality of work-life is needed to create job satisfaction as a trigger and shaper of good and quality employee performance.

It is well known that there are many studies on the relationship between work quality and job satisfaction in various countries such as Indonesia Nuari (2016) Pio and Tampi (2018), Sri Lanka Jenitta and Elangkumaran (2014), Ramawickrama, Opatha and Kumari (2017), Saudi Arabia Alzalabani (2017), Iran Kermansaravi et al (2015), Jahanbani et al (2018), India Sandri and Goveas (2013), Kenya Muindi (2006) and Malaysia Othman and Mok (2009) Drus, Nadaraja and Khalid (2019). However, there are still few studies of analysis of the relationship between quality of work-life and job satisfaction as a literature review. Therefore, the focus of this study is to fill these limitations so that it focuses on the relationship between quality of work-life and job satisfaction in a literature review. The research question that guides this article is focus: what is the relationship between quality of work-life and job satisfaction in an Asian context?

Literature REVIEW

Quality of Work-life

The quality of work-life lies in the pleasant or unpleasant state of the work environment for someone. Quality of Work-life (QWL) is seen as an important dimension of quality of life Sh and Sh (2014). The quality of work-life is based on person feelings about the desires of the workplace and what is there and

goes beyond satisfaction with work, satisfaction in the domain of non-work-life and subjective well-being Mobaraki et al (2017). Quality of work-life means a process that responds to the needs of employees and provides full opportunities for decision-making and planning for their work-life Hariandja (2007). The process includes how to work better together, how to decide their own activities, change and improve what is needed and effective for the organization, have integration within the organization, lead to the development of different human capabilities and opportunities for growth in the organization Hamidi and Mohamadi (2012). This process refers to the level of satisfaction, motivation, involvement and commitment experienced by people on their lives at work Sandri and Goveas (2013). The relationship between workers and their environment can be seen and designed directly Jenitta and Elangkumaran (2014). Quality of work-life is believed to be an indicator to pay attention to human needs and place them in work content Alzalabani (2017).

Walton (1973) defines the quality of work-life as a reaction to work especially the results are very important with its relation to job satisfaction and psychological health. Walton (1973) also describes a theoretical model to explain the quality of work-life consisting of adequate and fair compensation, a safe and healthy environment, constitutionalism in organizations, preparing opportunities for sustainable growth and security, social relevance of work-life, social integration, development of human capabilities and total living space. Meanwhile, according to Cascio (2006) there are two ways in explaining the quality of work-life, namely as a set of employees' perceptions about safety at work, job satisfaction, and conditions to be able to grow and develop as humans and as a set of goals to be achieved through organizational policies such as conditions safe work, job involvement, career development policies, fair compensation and others.

According to Othman and Mok (2009) work system design that enhances the work-life experience of members of an organization is a general condition for improving the quality of work-life, while the specific need is employee perceptions about their

physical and psychological well-being in the workplace. According to Gitosudarmo (2000) the quality of work-life determined by the company is very beneficial for employees, companies and consumers. For employees, the quality of work-life can satisfy the personal needs of employees. For companies or organizations can cut absenteeism and labor turnover, and increase productivity. Whereas for consumers the quality of work-life can improve the quality of products and services produced by companies or organizations through their employees.

Job Satisfaction

Job satisfaction is different from the quality of work-life and can be interpreted as one of the many results of quality of work-life. This is because the quality of work-life is influenced not only by job satisfaction, but also by satisfaction in other fields of life such as family life, casual life, social life, and financial life Mobaraki et al (2017). Job satisfaction is a feeling of pleasure or satisfaction with the work experienced by individuals Nuari (2016). Job satisfaction also means the level of employee pleasure felt after evaluating the results of his work Ramawickrama, Opatha and Kumari (2017) and also related to employee attitudes in the workplace Pio and Tampi (2018).

According to Luthan (2006) dimensions of job satisfaction is emotional responses to work situations, how well the results achieved and attitudes related to work. The job satisfaction dimension also includes the type of work, wages, opportunities for promotion, supervisory supervision, and work colleagues at work Othman and Mok (2009). Meanwhile according to Sandri and Goveas (2013) dimensions of job satisfaction which include the type of work, wages, opportunities for promotion, supervisor supervision, and colleagues at work. Job satisfaction can be explained by using job characteristics, organizational characteristics or employee characteristics Muindi (2006).

Job satisfaction in organizations can be improved through the existence of a good quality of work-life between employees and employers in an organization Jenitta and

Elangkumaran (2014). In addition, a suitable organizational environment is very effective in motivating employees and increasing collaboration so that it can be an important source in increasing work creativity to spur job satisfaction Haidarie et al (2012). Employee participation in decision-making as well as in having opportunities to develop will be able to increase job satisfaction so that it can indirectly improve the quality of work-life Sari, Bendesa and Antara (2019).

There are several factors that cause job satisfaction or dissatisfaction, namely intrinsic and extrinsic factors which include opportunities for growth, work-related stress, quality of supervision, work group relationships, work standards, success rates at work, salary, benefits and level of authority while factors Other factors include job security and the ability to retire in organizations Muindi (2006). According to Smith et al. Cited in Luthan (2006) there are 6 important factors that influence job satisfaction are the job itself, wages or salaries, promotional opportunities, supervision, coworkers, and working conditions. Job satisfaction is the result of quality of life Sh and Sh (2014). Job satisfaction, like many other variables, is a phenomenon formed by various factors and influenced by various factors.

Employee satisfaction is one of the most important pillars of organizational sustainability and stability Mobaraki et al (2017). A high level of job satisfaction can be a sign of good emotional conditions and happy mental conditions that result in positive employee behavior Drus, Nadaraja and Khalid (2019). Effective job satisfaction is at a level that pleases individuals' emotional feelings about their work as a whole and differs from cognitive job satisfaction which is the level of personal satisfaction with certain aspects of their work such as salary, retirement arrangements, working hours, and various other aspects of their work Sandri and Goveas (2013). There are three ways to explain job satisfaction from the perspectives of various authors namely the nature of work, personal disposition and organizational characteristics where people work have a significant influence on job satisfaction Muindi (2006).

Through an understanding of the meaning of job satisfaction and fulfillment of satisfaction in each person, employees will give the best in exchange for high productivity companies. Basically job satisfaction is an person thing. This is because every individual has different and varied job satisfaction indicators. The more aspects that are relevant to an employee in his work, the greater the level of job satisfaction that is felt. The level of job satisfaction is one of the factors that affect work performance because that ultimately affects the effectiveness of the organization so that no doubt employees are more satisfied than more effective and more able to help the organization in achieving organizational goals.

Method

This literature review focuses on the relationship between quality of work-life and job satisfaction.

A. Search and Review Methods

The review process begins in the search engine "Google Scholar" to search for articles with keywords: "Quality of work-life and job satisfaction". Searches ranged from 2009-2019. The criteria for inclusion in this study are as follows:

- a. Quantitative results are the relationship between quality of work-life and job satisfaction
- b. The research was conducted in Asia
- c. The research use English language
- d. Dissertation and thesis are excluded.

B. Steps for Literature Review

1. Look for Literature

Look for literature that is relevant to research and get an overview of research topics

2. Evaluate data

See any contribution to the topic discussed and finding the right data source according to the need to support research

3. Data analysis

Discuss and find and summarize literature

Result and Discussion

Results and discussion of this literature review article are based on the articles in the Asian context shown in Table 1.

Table 1: Relationship between Quality of Work-life and Job Satisfaction

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
Othman and Mok (2009)	Company	80	Malaysia	The results showed that 54.8 percent of respondents saw the QWL program as good and the level of job satisfaction as moderate. Spearman correlation analysis is used to test the relationship between two variables. Overall, there is a significant relationship between the QWL program and job satisfaction with a value of $r_s = 0.754$, at a significance level of $\alpha = 0.01$.	QWL Questionnaire by Walton (1974) and Lewis (2001)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)
Nirmalathasan and Ather	University	133	Bangladesh	The results showed that there was a very	QWL Questionnaire by Sirgy,	Job Satisfaction survey

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
(2010)				positive correlation (r = 0.729, n = 133, p <0.01) between QWL and JS. 'Work creativity', 'Job benefits for the family' and safety Work safety 'were found to have a large positive impact on JS factors such as' advice' and 'career promotion'.	Efraty, Siegel and Lee (2001)	instrument by Authors
Hong and Bujang (2010)	Education	110	Malaysia	The results in this study indicate that respondents only have a moderate quality of work-life. There is also a moderate relationship between quality of work-life and work commitment, stress, and satisfaction but there is no difference in quality of work-life based on demographic variables.	QWL Questionnaire by Reyes (1990)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
Mohamma di and Shahrabi (2013)	University	188	Iran	The results in this study indicate that quality of work-life, organizational health and organizational commitment correlate with job satisfaction.	QWL Questionnaire by Mirsepasi (1996)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)
Danaeifar et all (2016)	Government	86	Iran	The survey results have confirmed that there are several significant relationships between the quality of work-life and job satisfaction in both organizations.	QWL survey instrument developed by Authors	Job Satisfaction survey instrument developed by Authors
Jenitta and Elangkuma ran (2014)	Company	57	Sri Lanka	The results showed that there was a strong and strong positive correlation between QWL and job satisfaction and significantly impacted job satisfaction. This research shows that high QWL practices benefit individuals and organizations	QWL Questionnaire by Meenakshi Gupta and Parul Sharma (2011)	Job Satisfaction Questionnaire by Lytle (1994)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				through the highest job satisfaction.		
Sh and Sh (2014)	Hospital	158	Iran	The results showed that there was a significant positive relationship between quality of work-life, work stress, job satisfaction, and citizen behavior. Quality of work-life is the most important variable among the independent variables because it is able to identify around 18% of citizens' behavior.	QWL Questionnaire by Walton (1974)	Job Satisfaction survey instrument developed by Authors
Kermansar avi et all (2015)	University	202	Iran	The results showed the average score of quality of work-life was $121/30 \pm 37/08$ and job satisfaction was $135/98 \pm 33/78$. There is a significant and positive correlation between job satisfaction of faculty members and the quality of	QWL Questionnaire by Kendall and Walton (1974)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				their work-life ($P = 0.003$). In addition, two components of quality of work-life "adequate and fair compensation" ($\beta = 0.3$) and "Social Integration" ($\beta = 0.4$) can predict job satisfaction of faculty members.		
Danaeifar et all (2016)	Company	62	Iran	Structural equation modeling results show that there is a significant positive relationship between organizational commitment and quality of work-life and employee job satisfaction, and the model has goodness of fit. The results of the regression analysis showed that the organizational commitment component (affective, continuation, normative) can predict employee job satisfaction	QWL Questionnaire by Walton (1974)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Visouki and Crome (1991)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				variables. Among the quality components of work-life, individual ability development, growth opportunities, fair and adequate payment, dependency and social integrity can predict employee job satisfaction variables. In addition, multivariate analysis of variance showed significant differences between the quality of work-life components and job satisfaction with the sex of the participants.		
Alzalabani (2017)	Industry	390	Saudi Arabia	The results showed that the level of Quality of Work-life of the population was high. The majority of employees have adequate confidence regarding their	QWL Questionnaire by Almaghrabi (2007)	Job Satisfaction Questionnaire by Roche WK (2009)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				skills, their job characteristics, opportunities to participate in decision making and relationships. However, some of them complained about their wage rates. Furthermore, this study found a significant relationship between environmental factors and job satisfaction.		
Mobaraki et al (2017)	Hospital	251	Iran	According to the results of the study, the average job satisfaction of audiologists was 71.8%, generally indicating that audiologists were satisfied with their work. Also, the average quality of work-life of an audiologist is 76.8%, which shows a good quality of work-life for audio experts. The relationship between quality	QWL Questionnaire by Van Laar	Job Satisfaction Questionnaire by Minnesota (MSQ)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				of work-life and its seven dimensions with job satisfaction is significant (p <0.05). In all dimensions except stress at work, the correlation coefficient is positive and significant (p = 0.68).		
Jahanbani et al (2018)	Company	143	Iran	Overall research results, the Walton QWL questionnaire score of 72.95 and the JS survey score of 126.08 are at the moderate level in this study. There is a significant relationship between QWL and JS (P = 0.00). In addition, there was a significant relationship between JS and all QWL components (P = 0.00). The highest and lowest correlations are related to social cohesion (0.539) and safe	QWL Questionnaire by Walton (1974)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				environment (0.212), respectively. The results of the regression analysis showed that QWL explained 39.6% of the variance affecting JS.		
Pio and Tampi (2018)	Hospital	292	Indonesia	The results showed that there was a significant direct effect of spiritual leadership on quality of work- life, spiritual leadership on job satisfaction, quality of work- life on job satisfaction, quality of work- life on organizational citizenship behavior, job satisfaction on organizational citizenship behavior.	QWL Questionnaire by Sirgy et al., (2001) and Koonmee, Virakul (2009)	Job Satisfaction Questionnaire by Luthans, (2006) and Neubert et al., (2009)
Danaeifar et all (2016)	Government	64	Saudi Arabia	The results showed that QWL was found to have a significant relationship with all variables in the	QWL Questionnaire by Walton (1974)	Job Satisfaction Questionnaire by Judge et al (2000)

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				model, and was found, as hypothesized, to have a positive effect on job satisfaction and a negative effect on intention to move.		
Drus, Nadaraja and Khalid (2019)	Company	194	Malaysia	The results of this study indicate that there is a significant positive relationship between quality of work-life and job satisfaction.	QWL Questionnaire by Walton (1974)	Job Satisfaction survey instrument developed by Authors
Jabeen, Friesen, and Ghoudi (2018)	Education	85	Indonesia	The results of this study are that there is an influence of the quality of work-life by 9.2% on the job satisfaction of high school teachers in the city of Mataram. Thus, it can be concluded that the better the quality of work-life of job satisfaction of high school teachers in the city of Mataram	QWL survey instrument developed by Authors	Job Satisfaction survey instrument developed by Authors

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				will increase.		
Sari, Bendesa and Antara (2019)	Industry	240	Indonesia	The results showed that (1) QWL had a positive and significant effect on job satisfaction and work motivation (2) Job satisfaction and work motivation had a positive and significant effect on employee performance (3) QWL had a positive and significant effect on employee performance mediated by job satisfaction and work motivation.	QWL Questionnaire by Walton (1974)	Job Satisfaction Questionnaire by job descriptive index (JDI) by Smith et al. (1969)
[28]	Government	105	Indonesia	The results showed that the quality of work-life has a significant effect on job satisfaction and organizational citizenship behavior. Job satisfaction has a significant effect on organizational citizenship behavior. Job	QWL survey instrument developed by Authors	Job Satisfaction survey instrument developed by Authors

Author (s) and year	Type of Organization	N	Country	Result	Instrument	
					Quality of Work-life	Job Satisfaction
				satisfaction is a partial mediation of the influence between the quality of work-life on the behavior of organizational citizens.		

Source: Data Adapted from various publications mentioned

This section discusses the main findings of the articles that have been reviewed. From 18 articles, the analysis shows that most of the articles focus on finding the relationship between quality of work-life and job satisfaction. The articles that have been reviewed are research articles conducted in Asian countries with details of Southeast Asia (Indonesia, Malaysia), South Asia (Bangladesh, Sri Lanka) and West Asia (Iran, Saudi Arabia). The three regions are representative of countries with different economic conditions ranging from the low economy is Bangladesh, the medium economy are Indonesia, Sri Lanka, Iran and the high economy are Malaysia and Saudi Arabia. Based on the articles reviewed, there are various ways to collect data on work-life quality and job satisfaction. Different questionnaires are used from one article to another. The most commonly used job satisfaction questionnaires are those developed by Walton (1974) and job satisfaction questionnaires from job descriptive index (JDI) by Smith et al. (1969).

Research on the relationship between quality of work-life and job satisfaction in Asia has been carried out in various organizations. Table 1 shows that research has been carried out at universities with 3 articles, government with 3 articles, companies with 5 articles, hospitals with 3 articles, industry with 2 articles and school with 2 articles. The results of these studies in 18 articles indicate that there is a positive and

significant relationship between quality of work-life and job satisfaction. One of the factors influencing the two relationships is personality Muindi (2006) and the results of this study are widely used for human resource management and application in decision making for job satisfaction and quality of life of employees. For example in research conducted Mobaraki et al (2017) found that quality of work-life that goes beyond job satisfaction can involve satisfaction with work, satisfaction in the domain of non-work-life and subjective well-being. In research Jahanbani et al (2018) found the highest relationship between job satisfaction and quality of work-life is found in social cohesion, so to increase job satisfaction must be through team work development, respect, and group decision making. In research Danaeifar et al (2016) there are some significant relationships between the quality of work-life and job satisfaction in both organizations, for example management leadership style. While in research Jenitta and Elangkumaran (2014), Sh and Sh (2014), Kermansaravi et al (2015) and Alzalabani (2017) the results showed that there was a positive correlation between quality of work-life and job satisfaction. This research shows that high quality of work-life is beneficial for individuals and organizations through highest job satisfaction. In other words, if the employee gets a high quality of work-life, it will cause the employee to be satisfied with his work.

Conclusion

Based on this discussion, it is generally concluded that there is a positive and significant relationship between quality of work-life and job satisfaction in Asia. The broad conclusion is that when considering all studies reviewed about the relationship between quality of work-life and job satisfaction conducted in Asian countries, there is a significant relationship between the two variables. But there are some things that can affect the relationship, such as, organizational commitment, work motivation, organizational performance and organizational climate. So, there are several other factors that can affect the relationship between the two variables.

Like other studies, this review also has limitations. First, the articles were reviewed only in English so other studies were not reviewed because of the author's

limitations. Second, dissertations and theses are not included in the review, this can lead to public bias and results. Third, the scope of the article reviewed is still limited, in this paper the scope is only limited to research conducted in Asian countries, while the variation of Asian countries reviewed is still lacking. A final limitation is that there is no single measure that can compare across studies.

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