IOSR Journal of Business and Management (IOSR-JBM)
e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 9.Ver. I (Sep. 2014), PP 01-12
www.iosrjournals.org

Quality of Work Life Evaluation among Service Sector Employees

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Abstract: *Human capital is the main asset of the service sector companies; therefore, attrition does not just affect the headcount, but results in the loss of knowledge and skills that the employees take back with them on leaving an organisation. Quality of work life is important criteria that need to be focussed by the organisations to achieve higher productivity and business goals and retain the employees. The main objective of this study was to understand the influence of quality of work life dimensions on the overall satisfaction of the employees with the organisation Random sampling technique was used to collect opinions from 171 employees of different service sector companies. Eight quality of work life factors were examined to study the relationship with the overall satisfaction of the employees. Reliability of the data was checked using Cronbach's alpha value and the construct validity was tested using factorial analysis. Hypotheses were tested using linear regression analysis. Commitment to the organisation was considered the most important factor among the eight dimensions. Pearson's correlation analysis showed that all the factors were positively correlated to overall satisfaction. The recommendations provided in the study can be used by the organisations to rework on their policies to enhance quality of work life for employees that would have a positive impact on the attainment of business goals.*
Key words: *QWL, service sector, commitment, job satisfaction, QWL dimensions*

I. Introduction

To attainhigher economic status, numerous people work harder and for long durations and still struggle to get a good work life balance. Yet on day to day basis employees make conscious decision remain in the jobs which has a direct impact on their performance, job satisfaction, and coping with stress. Organisations, on the other hand, are evolving structurally, culturally, and demographically leading to high demand on multi-skilled workers who could play more than one role to meet the demanding job requirements. The service sectors especially expect their employees to perform multi-functions at challenging work environments. Notwithstanding, employees find it trying to take the burden of overloaded work which results in adverse effects in worklife, affecting directly and indirectly the personal life, mental well-being, and health. The work life stress, work life conflicts and overloaded work have a major impact on the personal and professional life of an individual [1].

The stress on service sector is much higher compared to other sectors as the competition is higher, so also the need to remain above the competition to be successful [2]. This stress gets translated to the employees who struggle to maintain the balance between the work life, family life and social life, in particular when they need to work for long hours and at times hold second jobs [3]. This study therefore focussed on quality of work life in the service sector employees to recommend suggestions that could help in altering the life style.

II. Review of Literature

The working environment in the service sector is filled with emotional exhaustion, stress, low levels of job satisfaction resulting in high attrition rate [4]. Ill-treating the employees and abusing them further degrades their self-esteem and self-efficacy [5]. Inefficiency of organisation to provide high quality of work life eventually results in demotivation and low performance of the employees.The employees unable to cope up with the stress in workplace tend to opt for voluntary retirement [6]. According to the researchers, the turnover intention of the employees is to a major extent is dependent on the stress in work life [7], [8]. The unfavourable conditions in the work leads to the decrease in the job satisfaction, affecting physical and mental health of the employees, thus, increasing their turnover intentions [9].

Any institution or system to endure, maintain and draw its staff members is dependent on the quality of work life it provides [10]. The important elements of a high quality work life arethe adequate and fair compensation, safe and healthy working environment, opportunity for the constant growth and development, opportunity to use the human capacities, co-operation and social integration in the work organisation, constitutionalism in the work environment, space in worklife, social relevance of work life [11].

Service industries play a crucial role in Indian economy wherein it creates employment and contributes towards national economy. Without a doubt, the postwar economy triggered a phenomenal growth in the service

sector, which represented nearly 60% of all jobs in the United States by the end of the 1960s [12]. The work environment of the organisation dictates the ingenuity of the employees; hence, utmost attention should be given to provide a satisfying and a high quality work environment for the employees, which commensurate with other related work factors [13].

The attention to employee well-being serves as a foundation for a climate for service. Hence, the ability of the organisation to deliver higher quality service is enhanced if employees are satisfied resulting in higher performance [15]. In the case of service sector employees, quality in the work life of an employee reflects instinctively in mental and physical well-being and is appropriately conveyed as 'quality' in the service towards customers. Some studies have been conducted in the context of viewing customers as not just external entity, but the employees of the organisation are also considered internal customers [16]. A British study conducted by Holman [17] in call centres ascertains the correlation of higher levels of employee well-being with employees having greater control over work methods and procedures.

Greene, et al. [18] have demonstrated in a study that when employees are treated as internal customers and are involved in contingent organisational practices then these internal marketing resourcefulness leads to outstanding service and successful external marketing.Consequently, satisfied employees naturally provide a higher level of external service quality, furthering increased customer satisfaction [19], [20]. On the contrary, low QWL may affect the quality of services and commitment to the organisation [21].

In the service sector, the quality of work life depends on the satisfaction in a job, autonomy to prioritize the work, challenging task, motivation by the organisation and organisational commitment. Service industries are becoming increasingly important to the economies of developed nations [22]. Managers of service organisation know that their employees are the most valuable asset [23]. This is particularly relevant for those service sectors, which are largely dependent on the direct interaction of employees and customers [24]. Inducing quality into the work life of employees is an incredible task as well as inevitable for any organisation, which is especially true in the case of service sector employees. Hodson and Roscigno [25] describes that organisational success and employee well-being are complementary to each other. Any initiative taken towards improving the QWL of the employees will extend to their greater self-esteem and improved job satisfaction [26], as satisfied employees are motivated to work harder and offer better services [27]. Similarly, according to Gröpel and Kuhl [28], there is a direct relationship between satisfaction at work and social domains and work life balance and subjective well-being.

Edvardsson and Gustavsson [29] believe that despite understanding the relationship between well-being of the employees and success of the organisation, not much attention has been paid towards working conditions of the employees at the workplace, which is the foundation for service inclined employees. Earlier to that, Mowday et al. [30] stressed on commitment to the organisation where the employees demonstrate a strong desire to be part of the organisation, therefore, are willing to exert high level of efforts and believe and accept the goals and values of the organisation. Modern management of employees attempt to foster employee's commitment to the organisation by reinforcing employee loyalty as those committed are reported to perform better [31], [32]. In line with those thoughts, Mowday et al., [30] felt that committed employees are more aligned to the goals of the organisation and less likely to seek employment outside.

Hossain and Islam [33]claim that QWL plays a greater role in job performance than the job satisfaction. Their studies among the nurses of the government hospital demonstrated revealed a significant positive correlation between QWL and job satisfaction, between QWL and performance, and job satisfaction and performance. QWL has the highest contribution to performance.

Many of the call centres in order to compete with the service quality design tasks such that it involves the discretion of employees thereby facilitate individual autonomy [34], [35]. In contrast to this view, some companies, who aim to minimise costs and maximise volume, accentuate on service standardisation. These companies automate the tasks in such vigour that the tasks almost become "repetitive, routine and highly scripted" [35]. Acute automation of tasks strips of creative involvement of the employees' effort and offers limited job diversity and little decision-making prudence [36], [37]. Hannif [38] demonstrated that call centre employees, who were given work that had job variety and had some autonomy that helped them to control their work functions as well as working hours, were found to be a satisfied with their work, which in turn produced low turnover.

The advancing technology and easily accessible information, the study of organisations with respect to productivity, efficiency and quality of services are very crucial in order to improve the performance of work in India[39].Four dimensions have been identified as the construct of quality of nursing work life by Brook and Anderson [40] realizing the need to improve organisational productivity in the health care industry.

The relationship between job involvement, role stress and personality types were studied by Dhadda [41] in aviation and railway officials. He found a negative correlation between role overload and stress among the railway officials. On the contrary, role ambiguity had negative correlation with stress. Job involvement was also shown to be positively related to role stress. Venkatachalam et al. [42] studied the impact of job level and

the organisation's identity on job involvement and job satisfaction among the workers of banks, schools and government organisation. In all the three organisations, job level had a significant effect on job involvement and job satisfaction and organisation's identity demonstrated an effect on job satisfaction.

Manickavasagam [43] studied the relation between morale and some factors of job performance such as productivity, labour cost, turnover, absenteeism and accidents. The study established that there are positive though insignificant relationships between morale and job performance.

In a critical study by Ramesh [44] on call centre employees exposed the vulnerabilities and insecurities of labour engaged in non-standard work. A host of insecurities to the workforce includes increased stress at work, growing attrition rates and eroding collectivity of workers. This study explained how the emergence of a new genre of worker, with distinct features and differently conceived identity, enables the firm to draw and maintain a "productively docile" workforce within a changed framework of human resource management.
Wickramasinghe [45] studied the relationship between work-related attitudes of Business Process Outsourcing (BPO) employees. Around 117 employees were selected for this study from 25 BPO firms. The two main criteria tenure and marital status were studied. Of these, tenure had an impact on task autonomy and marital status had a significant effect on working hours. The work-related attitudes of BPO employees towards their work and work environment were found to have positive correlated, which brings to the fore that these organisations provided employees with key information that could enable them to make informed managerial decisions.

In an interesting study conducted by Juliet Mary [46] among the IT and ITES employees shows that QWL dimensions positively influenced, affected and correlated with People Capability Maturity Model (PCMM). But there was no difference in QWL among PCMM implemented and non-implemented organisations. The authors believe that the observed results can instigate the companies which have not implemented PCMM to prepare the employees psychologically to meet the demands and challenges which otherwise may risk a poor QWL program implementation.

Mosadeghrad [47] investigated the QWL of nurses in Iranian hospital as the nurses are subjected to high levels of stress due to the nature of their jobs. The main stressors are high physical strain, low degree of staffing, lower pay packages, lack of promotional opportunities, greater work load, which takes a heavy toll on them. He suggests that concepts like good and decent participation, treatment by the management, proper environment, increased income, and monetary benefits be given to the nurses to increase the QWL.

Coburn and Hall [48] studied the perception of QWL between four generations in the nursing workforce. Due to a different set of values held by each generation, the perception of QWL, psychological empowerment, and job satisfaction were better among the baby boomers suggesting a need to create a work environment by manager that is supportive of multiple generations of nurses. On the contrary, Han et al [49] observed that high quality initial training provided to the nurse produced better job satisfaction. Therefore, they have recommended that training be given priority to arrest high turnover rate among the nurses.

Further, Skinner et al [50] extended the work life challenges across the life course in healthcare professionals. She found a significant difference in the perception of work life balance at different stages of life. Such a pattern was also observed with respect to work demand and flexibility. However, the existing policies of the companies do not meet these demands which in turn lead to reduced work hours and increased turnover rates.

The studies on the public sector companies especially banking industry do not show high QWL [51]. Few reasons attributed to such poor QWL are inequitable reward system, which demotivate the better performing employees; the recruitment of overqualified personnel for rather routine job; frustration experienced due to lack of alternative job avenues; scarce chance of promotion; alienation from work and so on. Perhaps more autonomy, power and control and greater decentralization in order to recruit the right people for the right job, design of job description, and reward to employees based on performance may enhance the QWL in banks.
On the contrary, staff of Air India (a public sector company) were more inclined to be satisfied with job with respect to physical and psychological conditions of work, such as family ties, job earned community respect, pride in organisation, reasonable working hours, rural background, etc., rather than to physical strain, friendship with colleagues, skills, risks of injury and good work location[52]. Among the bus drivers of Pune Municipal Corporation in a metropolitan city, QWL was related to working conditions, the quality of the buses driven, external conditions like pollution, and heavy work demands like the unruly and noisy commuters who are not cooperative [53].

Thus the philosophy and drive of QWL is not exactly aligned with the prevailing culture in the service industry, therefore, requires further study to understand and provide suggestions to tackle the challenges that arises from non-adoption of simple cost-effective methods that may improve the conditions.

III. Research Objectives

The main objective of this study is to understand the constructs of QWL that has an impact on the overall satisfaction of the employees of the service sector industry.

IV. Research Methodology

a. Data Collection

Survey method was used to collect data from different service sector organisations ranging from banks, hospitals, hotels, railways, insurance and IT. Random sampling technique was used to select the companies as well as the respondents. Around 171 employees of these organisations returned the filled-in questionnaires.

b. Research Instruments

The constructs used in the survey were modelled based on the constructs deduced by Walton [12].The items in the survey instrument were customized to address the targeted employees' needs and were basically established on the validated measures of work environment and organisational macroclimate of the service industry. Most of the items used in this study were constructed from previous research [54]-[56]. All the items in the questionnaire were marked on a seven-point Likert scale ranging from 1 = Strongly Disagree to 7 = Strongly Agree. A pilot study was conducted with50 respondents to ensure that the research instrument was reliable and valid. Those participated in the study were comfortable in using the questionnaire.

c. Conceptual Model

Literature on QWL dimensions have been shown to have a significant impact on the job satisfaction of the employees. The constructs used in this study were Commitment to work place, Job satisfaction, Opportunity to use and develop skills and capabilities and to growth, Training and development, Adequate and fair compensation, Safe and healthy working conditions, Work environment, and Social integration in the work organisation. These were tested for their relationship with over job satisfaction of employees. In this study, apositivist approach that comprised the deductive analytical techniques as established by past researchers was taken to maximise the advantages of the analysis[57]. Regression analysis was used to test the hypothesis.

d. Data Analysis

The descriptive statistics (percentages, mean scores, and standard deviations), and inferential statistics (Pearson's correlation coefficient, reliability and factorial analysis, and linear regression analysis) were analysed using SPSS v20.

V. Results And Discussion

A total of 171 employees from different service sector companies participated in the survey. There was not much difference found in the number of male (55%) and female (45%) respondents who participated in this study. Most of the respondents were between 20 and 45 years (20-30 years = 39%; 31-45 years = 40%).More than 75% of the respondents were married which supports our study's aim of finding the QWL among the married people as they were able to relate better to the constructs of the study. Almost equal number of the respondents was graduates and postgraduates (together 89%) with 42% as junior staff and 46% as manager and above. About 57% had 2-10 years of overall experience in the industry and 57% of the respondents drawing salaries between Rs.11,000 and Rs.30,000. More than 71% had been working in the present company for at least three years and those with more than 5 years of tenure were 49%. The demographic details presented clearly justify the group of people selected for the study to give their opinion on QWL constructs used for the service sector companies. Table 1 depicts the demographic details.

Table 1. Demographic details of the respondents

	Frequency	Percentage
Gender		
Male	94	54.97
Female	77	45.03
Age		
20-30 yrs	66	38.6
31-45 yrs	68	39.77
>46	37	21.64
Marital Status		
Single	38	22.22
Married	133	77.78
Qualification		
Graduate	77	45.03
Post Graduate	76	44.44

Diploma	18	10.53
Designation		
Fresher	20	11.7
Junior	72	42.11
Manager	63	36.84
Senior manager	16	9.36
Experience		
≤1 yr	21	12.28
2-5 yrs	62	36.26
6-10 yrs	35	20.47
>10 yrs	53	30.99
Income (monthly in Rs.)		
≤10,000	26	15.2
11,000-20,000	50	29.24
21,000-30,000	48	28.07
>30,000	47	27.49
Tenure with current organisation		
≤1 yr	17	9.94
1-2 yrs	33	19.3
3-5 yrs	37	21.64
>5 yrs	84	49.12

Reliability analysis was conducted to test if the research conducted at a similar environment can produce the same result [58]. DeVellis [59] suggests a Cronbach's alpha of 0.7 as a reliable metric to be considered for high internal consistency. According to these standard measures, the Cronbach's alpha value for the current study ranged from 0.67 to 0.81, which suggests the existence of internal consistency among the items of the constructs. Table 2 provides the Cornbach's alpha value of the eight dimensions of QWL selected for this study.

Table 2.Cronbach's alpha value for the identified constructs

Dimensions	Cronbach's Alpha
Commitment	0.728
Job satisfaction	0.710
Opportunity to use and develop skills and abilities	0.710
Opportunity for growth	0.670
Training and development	0.717
Adequate and fair compensation	0.785
Safe and healthy working conditions	0.742
Social integration in the work organisation	0.818

KMO and Bartlett's Test of Sphericityestablishes the sampling adequacy, which is recommended to ascertain the item to variable ratio for the analysis that is being conducted. Though KMO value ranges from 0 to 1, the accepted value is over 0.6. In this study, a value of 0.872 was obtained indicating the adequate sample size being considered. The Bartlett's Test of Sphericityrefers to the significance of the study, thus shows the validity and appropriateness of the responses collected to the QWL dimensions used in this study. A value less that 0.05 is admitted to be valid for Bartlett's Test of Sphericity (Table 3).

Table 3. KMO and Bartlett's Test used for sampling adequacy

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.872
	Approx. Chi-Square	5125.282
Bartlett's Test of Sphericity	df	1225
	Sig.	.000

Validity of the research instrument is essential to understand how well the concept is demarcated by the measures. The validity as defined by Hair, et al. [60]refers to "the degree to which a measure accurately represents what it is supposed to." Content validity, construct validity, and predictive validityare the three types of validity normally tested. Content validity, also known as the face validity, assesses the relation between the individual items and the concept it measures [61]. Construct validity has often been defined as the practical demonstration of a test to measure the construct it claims to be measuring. In this paper, content validity was reviewed through the literature, while construct validity is established through the factorial analysis. In this study, we have taken factors that had an Eigen value more than 1 with at least 0.4 as the loading. Table 4 illustrates the factor loadings obtained for the identified QWL constructs for the service sector. Factors that loaded below 0.4 were suppressed for better reading of the results. The results shows that eight factors were

extracted with Eigen value more than 61% of the variability of the data. Among the eight factors that were extracted, Commitment to work place has been shown to be the most important factor that the employees consider as an important QWL dimension. Adequate and fair compensation contributed only 6.59% of the variance in the QWL dimensions suggesting that pay though important is not the main driving force of QWL. This was followed by Job satisfaction (5.53%), Training and development (4.12%), Safe and healthy working conditions (3.78%), Skill utilization and opportunity for growth (3.44%), Social integration in the work organisation (3.094%), and Work environment (2.689%).

Table 4. Factor loadings for QWL dimensions

QWL Dimensions	Factor loadings	% variance	% Cumulative variance
Commitment to work place		32.248	32.248
I recommend my company as a model employer over others	.633		
There is a sense of belongingness among all my colleagues	.623		
Work environment motivates me to do my work better	.621		
I feel proud to be identified with my company	.605		
I am ready to work here till my retirement	.542		
I am satisfied with my teams and colleagues commitment to work	.538		
Adequate and fair compensation		6.589	38.837
We have a sound promotion policy	.681		
My salary is commensurate with my efforts and contribution	.679		
Performance appraisal system / method in my company is fair	.668		
The extra benefits (food, doctor, etc) that the company offers are adequate	.654		
Good work is adequately compensated in my company	.608		
Health and education of the family is covered by company's welfare schemes	.574		
My rewards are linked to my performance	.567		
Pay to employees depends on the work they do	.563		
The salary I am getting is commensurate with my abilities	.560		
Food and other beverages are served at a subsidised price in the canteen	.495		
The retirement benefits provided to workers is reasonable	.426		
Job Satisfaction		5.530	44.367
Organisation recognizes and appreciates individual achievements	.672		
I am satisfied with the freedom to make decisions at my level	.635		
The Technology used in my job is the best in the Industry	.598		
There is no discrimination of any type (social, racial, religious, sexual etc)	.567		
Job requires my personal involvement	.561		
The services and products that the company provides are qualitative	.540		
There is ambiguity about my authority and responsibility on the job	.522		
There is a harmonious relationship between Management and the Employees	.439		
My views are considered in corporate planning, research and development	.406		
Training and development		4.123	48.490
I am given adequate training to do the job better	.587		
Training have helped me to do my job better	.579		
The training helps in achieving the skill for performing the job efficiently	.553		
Safe and healthy working conditions		3.781	52.271
Organisation gives high priority for the safety of its workers	.553		
My financial needs are fulfilled adequately by my pay	.524		
Company provides good security equipment and health care measures	.508		
Skill utilization and opportunity for growth		3.437	55.708
There is enough scope for professional growth in my job	.634		
My job gives me a sense of security	.626		
The work I do matches with my ability	.608		
Opportunity to use and develop skills and capabilities	.579		
My company encourages us to take higher studies and proficiency development	.497		
Social integration in the work organisation		3.094	58.802
The energy and time spent on the job affect my life adversely	.651		
My family knows about my job and my company's business	.543		
My company cares not only its employees, but also for the families	.526		
There will be periodical occasions to meet the family members of my colleagues	.421		
There is a system to resolve any disputes internally			
Work environment		2.689	61.491
My seniors help me to do my job better	.635		
For beginners this is a better place to start their career	.577		
My views are taken into account in resolving work-related problems	.562		
Workload given to me can be easily done	.561		
The work load given is reasonable and attainable	.547		
Work timings and shifts are scientifically scheduled	.536		
Unions have never been a problem in our Company	.467		

VI. Hypotheses Testing

Based on the extracted factors, eight hypotheses were formulated to study the relationship between the QWL dimensions and the overall satisfaction of the service sector employees. The overall satisfaction an employee experiences in an organisation is taken as the dependent variable, while the eight QWL constructs were taken as the independent variables. The average of the items of the construct wastaken to conduct a series of linear regression, in order to obtain a best predictive model. The results of the regressionalso explain the variations in the dependent variable based on the variations in the independent variables. Hypotheses are accepted when standardised coefficient (β) are significant, i.e., the p value should be less than 0.05 at 95% confidence level.

H1: Commitment to work place has a significant impact on the overall satisfaction with the work and the company.

Pearson correlation coefficient was conducted to test the association of the between the overall satisfaction of the employees with QWL dimensions (Table 5). The results of the study indicate a positive relationship between organisational commitment of the employees of service sector companies and overall satisfaction experienced by the employees (r = 0.679). Correlation was significant at 0.05 of alpha level. Alternatively, the results mean that as the organisational commitment of the employees increases, the overall satisfaction with the company will also increase, and vice versa. Further, coefficient of determination suggests that 46.1% of the overall satisfaction of the employees in the organisation can be organisational commitment of the employees (F=135.143) (Tables 6 & 7). Previous studies have examined the relationship between organisational commitment and satisfaction, and reporteda positive relationship between the two [61]. Any deficiency in QWL will reduce the commitment of the employee to the organisation, which may lead to their intention to leave the organisation, shirking from responsibility and substandard service towards the customers [62]. This relationship of high commitment and high involvement in job was found to be positively correlated with positive customer service attitude [63]. Daud[64] also reported that different dimensions of QWL to have distinguishing effects on organisational commitments and quitting intentions. Organisational commitment was found to have a positive and direct relationship in terms of QWL dimensions in sectors like banking, food and educationindustry [65]-[67]. Moreover, studies have shown that women are more effectively committed to the organisation than are men [68]. In contrast, Aranya et al [69] and Marsden et al. [70] reported that men displayed a higher level of commitment than woman. Several studies have reported a positive correlation between human resource practices and organisational commitment [71].

Modern management of employees attempt to foster employee's commitment to the organisation by reinforcing employee loyalty as those committed are reported to perform better [72]. In line with those thoughtsMowday et al. [29] felt that committed employees are more aligned to the goals of the organisation and less likely to seek employment outside. Similarly, Baugh and Roberts [73] showed that strong levels of positive work were found in committed individuals. In contrast, those who were not committed recorded a weak level of positive outcome.

H2: Adequate and fair compensation has a significant impact on the overall satisfaction with the work and the company.

Adequate and fair compensation was positively related to the overall satisfaction of the employees with the organisation (r = 0.559), and it could explain 31.2% of the variation in the overall satisfaction (F=71.142). This suggests that offering fair compensation is essential to retain the employees. When the competitors offer more compensation for the same job may trigger employees to join the competitor and result in high turnover rate. In a study conducted among IT professionals by Martinsons and Cheung [74] showed that poor promotion prospects and inadequate compensation lead to dissatisfaction in job prompt the employees to leave the organisation. Kleimen[75] in his study on bank employees too found that compensation could strongly influence the job satisfaction among the employees.

H3: Job satisfaction has a significant impact on the overall satisfaction with the work and the company.

Job satisfaction was also positively related (r = 0.488) to the overall satisfaction of the employees with the organisation (r = 0.559). Job satisfaction could explain 23.8% of the variation in the overall satisfaction (F=49.271). Employee job satisfaction enhances the overall satisfaction among employees [76], which in turn is important for enhancing organisational and operational productivity. It is often observed that improving job satisfaction can increase the employee morale and organisational effectiveness [77]. Several extrinsic factors like benefits, pay, supervisory style, etc. arise as the determinants of QWL which play a vital for job satisfaction. Since QWL directly influences the human outcomes, it could significantly reduce absenteeism, grievances, and tendency to leave the organisation [78].

H4: Training and development has a significant impact on the overall satisfaction with the work and the company.

Increasing skills and capabilities through training programs is important to not only do the job better but also use it as a tool to motivate the employees. This study shows that Training and development was also

positively related (r = 0.455) to the overall satisfaction of the employees with the organisation (r = 0.559; F=41.276). It could explain 20.7% of the variation in the overall satisfaction. It is clear from this study, employees look forward to training as a means to achieve their personal goals. Gupta and Sharma [79] have shown that employees of the BSNL company were motivated due to the training programs offered and the exams conducted for assessing the employees' capabilities and skills. Based on the results, they were often given training to enhance their skills. Esteves and Caetano [80] also observed that training and development to have one of the highest correlation with organisational commitment. Training and development practices contributed positively to the affective commitment, which in turn contributed to personal investment in career development.

H5: Safety and healthy working conditions of has a significant impact on the overall satisfaction with the work and the company.

One for the predictor for overall satisfaction of employees in the organisation is Safety and healthy working conditions. This was found to be positively related (r = 0.463) to the overall satisfaction and could explain 21.4% of the variation in the overall satisfaction (F=43.131).Safety climate within an organisation refers to anenvironment of physical health and safety, which is observed to predict individual safety behaviour [81], industrial accidents and injury to physical health [82]. Thus, it relates to how the employees perceive the commitment of the management in terms of safety policy, procedures, and practicetowards employees' well-being. Therefore, organisations should have appropriate policy with regard to overtime, occupational hazards like over use of computers, phones, etc. among the service sector employees. The prevalent work practices in the service sector have several maladies (for example travelling, constant interaction with (irate) customers over phone or in person, etc.) attached to it. These need to be overcome with measures through imporving QWL dimensions.

H6: Skill utilization and opportunity for growth has a significant impact on the overall satisfaction with the work and the company.

Skill utilization and opportunity for growth was also positively related (r = 0.598) to the overall satisfaction of the employees with the organisation (r = 0.559; F=87.927). It could explain 35.8% of the variation in the overall satisfaction. Offering career development for the employees is crucial as this study indicates that when they feel that when they have opportunity to grow, they tend to be satisfied with the company, which directly impact productivity of the employees. Further, employees also look for ways to put their skills to use. If the opportunity is denied, they become highly dissatisfied. They also expect the management to acknowledge their skills and utilize them in roles that would best suit the need of the employee. In addition, the employees prefer challenging outcome from their work as that would enable them to upgrade their knowledge, skills and capabilities constantly. On the other hand, factory-like monotonous work in a service industry would demotivate the employees from taking initiative for achieving organisation goal.In fact, a job, which is well accomplishedand challenging, can produce greater satisfaction than any monetary benefit can give as it can boost the self-confidence. Thus, an organisation, which does not take the initiative to keep its workforce motivated and challenging, may soon lose their best of their talent.

H7: Social integration in the work organisationhas a significant impact on the overall satisfaction with the work and the company.

Personal relationship within the organisation is an important dimension of QWL, where work and professional development are pursued within the framework of social integration. In this study, social integration in the work organisation was positively related (r = 0.499) to the overall satisfaction of the employees with the organisation (r = 0.559; F=52.523). Around 25% of the variation in the overall satisfaction could be explained social integration factor. Social integration among the employees can be realized in an organisation by creating an environment, which is free from prejudice, supporting a sense of community and inter-personnel transparency among the workers at lower to middle levels and egalitarianism[83]. Employees in the service industry often work for long hours and on complex projects that keep them away from their home and other colleagues. The heterogeneous nature of the employees creates an unhealthy human relations and frictions among employees. Regular team meetings and departmental meetings may provide a healthy environment to voice their opinion about the challenges faced in the work. Therefore, it is the responsibility of the organisations to maintain an environment where employees can have get togethers, meet each other's families, and be part of the organisation. These exercises could boost the loyalty level among the employees.

H8: Work environment has a significant impact on the overall satisfaction with the work and the company.

Working conditions in an organisation can have positive impact on the health of the organisation. Work environment was also positively related (r = 0.560) to the overall satisfaction of the employees with the organisation (r = 0.559). Working conditions could explain 31.4% of the variation in the overall satisfaction (F=72.259). Since an employees' QWL has direct impact on quality of life value, the QWL dimensions could be explained as physical and pscychological outcomes of the working condition, which affects the workers [76]. A

conducive working environment motivates the employees to work towards organisational goal along with working for personal development.

Table 5: Correlation between the QWL dimensions and Overall satisfaction

	Overall Satisfaction	Comit	FC	JS	TD	SH	SG	SI	WE
Overall Satisfaction	1								
Comit	.679**	1							
FC	.559**	.719**	1						
JS	.488**	.709**	.779**	1					
TD	.455**	.641**	.612**	.620**	1				
SH	.463**	.543**	.708**	.529**	.377**	1			
SG	.598**	.837**	.741**	.753**	.637**	.546**	1		
SI	.499**	.573**	.665**	.736**	.478**	.440**	.578**	1	
WE	.560**	.662**	.792**	.725**	.536**	.543**	.650**	.670**	1

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

OS – Overall satisfaction; Comit - Commitment to work place; FC - Adequate and fair compensation; JS - Job satisfaction; TD - Training and development; SH - Safe and healthy working conditions; SG - Skill utilization and opportunity for growth; SI - Social integration in the work organisation; and WE - Work environment.

Model	Independent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	Commitment	.679	.461	0.458	0.828555
2	Adequate and fair compensation	.559	.312	.308	.93592
3	Job satisfaction	.488	.238	.233	.98535
4	Training and development	.455	.207	.202	1.00493
5	Safe and healthy working conditions	.463	.214	.209	1.00028
6	Skill utilization and growth	.598	.358	.353	.90460
7	Social Integration	.499	.249	.245	.97771
8	Work environment	.560	.314	.309	.93487

Table 7: F values of the regression model

Model	Independent Variable	F value	Significance
1	Commitment	135.143	0.000
2	Adequate and fair compensation	71.142	0.000
3	Job satisfaction	49.271	0.000
4	Training and development	41.276	0.000
5	Safe and healthy working conditions	43.131	0.000
6	Skill utilization and growth	87.927	0.000
7	Social Integration	52.523	0.000
8	Work environment	72.259	0.000

VII. Conclusion

Employees are the strength of an organisation and need to be treated with dignity and respect for their sincere and hard work. The employees have the burden of handling the responsibilities in their personal life as well as achieving the higher work expectations in their professional life. Managements should adopt several welfare measures and programs to satisfy the employees through various resources, activities and the participatory outcomes in a work place. A high quality of work life results in employee satisfaction and thus in high productivity. This study has shown that in order to keep the employees satisfied, the organisation must provide a conducive climate to enhance commitment, fair compensation, job satisfaction, safety and health, training and development, opportunity to develop skill and growth, social integration. It is suggested that organisations make performance appraisal transparent, conduct training programs that would enhance skills and capabilities of the employees. The employees who perform challenging jobs remain motivated and perform better. As the employees spend most of their time in the workplace, it is important that an effort be made to address the grievances and minor skirmishes among the employees. An organisation, which considers strategies and policies to create balance in work life, will possibly have a workforce that has increased productivity and increased penchant to work towards achieving organisation goals.

It should also be mentioned that the samples included in this comparative study are heterogeneous in terms of professions. While this heterogeneity has been intended in order to test the application of the measures in a broad spectrum of employed populations, it remains nevertheless unclear to what extent the reported psychometric properties hold true for other professional groups.

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