

## A REVIEW STUDY ON THE ROLE OF QWL ON EMPLOYEES' JOB SATISFACTION & ORGANIZATIONAL COMMITMENTS

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### ABSTRACT

This review paper aims to identify the factors that help to create a positive work environment and provide maximum job satisfaction to the employees within the organization. Here, the researcher talks about the job satisfaction of nurses in India. QWL is very popular nowadays for employees as well as for an employer because a stress-free environment helps to increase individual productivity as well as also increase the organizations' productivity too. The researcher has created a model for the study and included three basic concepts of the study i.e., Quality of Work-life, Job Satisfaction, and Organizational commitments. Four dimensions have been decided by the researcher in each attribute they are concepts of attributes, dimensions, impacts, and strategies of all three attributes. Based on previous kinds of literature discussion has been given and concluded the research topic. The current study will help the future reader as well as upcoming users of the paper to clearly understand the role of quality of work-life, job satisfaction, and organizational commitments.

Keywords- Quality Work-Life, Organizational Commitment, Job Satisfaction, Work Stress, Family conflicts

### INTRODUCTION

Any organization's human resources are seen as a valuable asset. The human relationship emphasizes the value of people in an organization and helps to balance the repair of mechanical parts. "Using a socio-technical approach, the Tavistock Institute of Human Relationships stressed the reality of job redesign and placed a high value on improving work-life" (Saklani 2004). Quality of work and job satisfaction are regarded as important qualities of the job in today's management style. The collection of obligations of an organization in raising the standards of factors regulating regular work and satisfaction at the company is referred to as an employee's

quality of work-life. Workplace quality in terms of employee-employer relationships (injury prevention, employee education, occupational medicine), adequate work time (fixed work schedule, flexible work schedule, rotating work schedule), and appropriate compensation (factor in experience, factor in flexibility, factor in location) The term "quality of work-life" refers to the amount of time and effort spent at work to maximize efficiency.

"The overall environment has an impact on the quality of a worker's output." Families and communities are affected by the quality of work; quality of work-life represents the link that exists between workers and the environment, which is defined by how workers adjust to their jobs" (Hosmani & Shambhu, 2014). For the organization's progress, the study of work-life quality has gained a lot of relevance among scholars and practicing managers. One of the numerous issues that organization faces are ensuring that its personnel is satisfied to handle the ever-changing environment, achieve success, and stay competitive. To boost productivity, The firm must serve the demands of its employees by "Quality of work-life implies to live or spend one's life even when working and making a large out of it." We can generate a very good product / will be able to fulfill the stated goals for the company/institution by offering a good quality of work-life to the personnel. As an employee with a high level of job happiness is preferable to one with a low level of job satisfaction" (Budheshwar & Vanita, 2017). Job satisfaction is accomplished by employee performance, which refers to the degree to which tasks that make up a specific job are completed. It reveals how well people can handle and meet the demands of their jobs. Job satisfaction is earned via hard work, and it is judged in terms of results rather than effort. Rewards, recognition, job stability, promotions, and fair salary, as well as career and development possibilities, should all be used to inspire employees.

### **MODEL OF THE STUDY**

A researcher has designed a conceptual model to understand the role and importance of the three pillars of the study. These are:

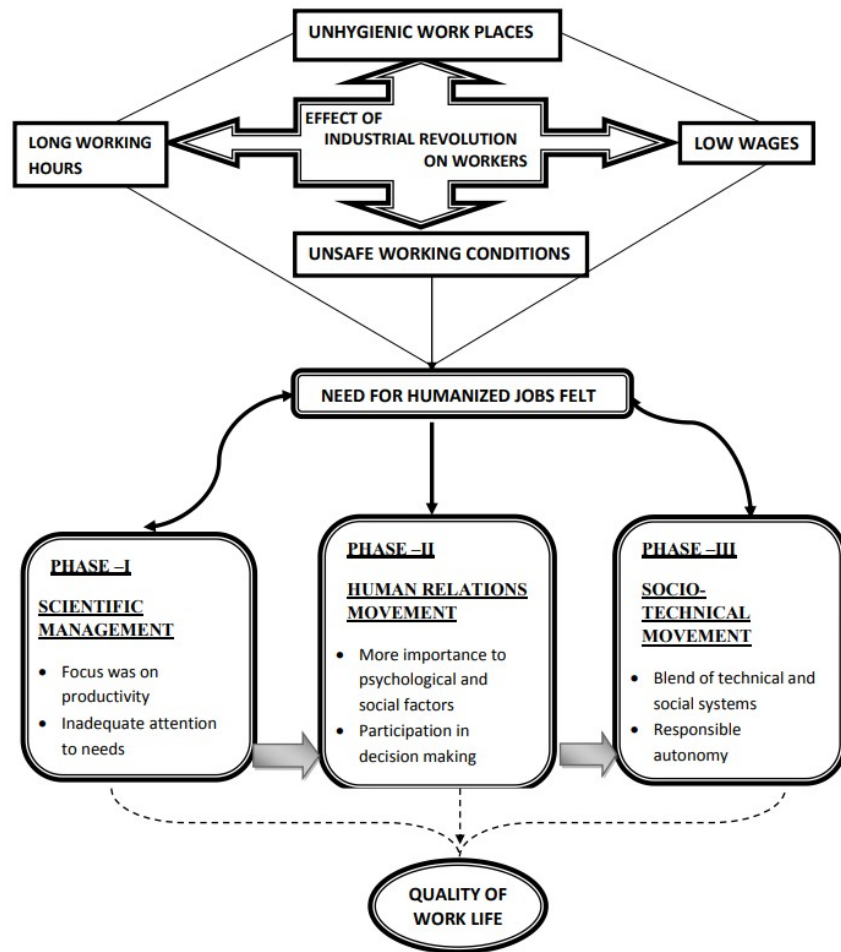
**FIGURE- MODEL OF THE STUDY****REVIEW OF LITERATURE**

Previous works of literature are playing a very important role in drafting the research design of your research study. Few parameters have been decided for the reviews of the previous articles and papers. They are-

**QUALITY OF WORK LIFE**

The cornerstone of a company's long-term viability and progress is its employees' quality of life. It is a broad term that incorporates workers' attitudes toward all aspects of work, including monetary compensation, working conditions, security, organizational and interpersonal connections, and the intrinsic value of work in a person's life (Desti & Sasikumar, 2014). It also comprises a wide range of programs, approaches, and theories developed in an attempt to balance the twin aims of increased productivity and a better social climate in modern workplaces. This movement stressed improving workplace circumstances to meet the expectations of employees as well as the organizational needs for increased productivity and quality [1]. The origins of Quality of Work-Life can be traced back to the Industrial Revolution, though the concept as a whole began in the United States in the 1960s and 1970s. Higher productivity was pushed to such a degree throughout the industrial revolution that workers were deemed simply instruments of production, motivated by the pull of money, ready to labor from dawn to sunset, and their welfare was ignored. As the negative consequences of this approach became more widely known, the necessity for job humanization became apparent [2]. In the late

1960s, the International Council for Workplace Quality of Life was founded in the same year. Since 1980, QWL has placed a greater emphasis on employee-centered efficiency projects[3]. Since then, the word QWL has become ingrained in the lexicon of workers, trade unions, management, and policymakers alike. Many additional phrases, such as "humanization of work," "quality of working life," "industrial democracy," and "participative labor," have become interchangeable with QWL. The term "improvement of working conditions" is commonly used in France and other French-speaking countries, whereas "workers protection" is commonly used in socialist countries." In Japan, the terms hatarakigai and ikigai are used interchangeably(Walton, 1975). As shown in the diagram, the QWL concept evolved in three stages: scientific management, human relations movement, and ultimately socio-technical movement.



**Figure: Historical Evolution of Quality of Work-Life**

**Conceptualizing Quality of Work Life (QWL)**

Both employers and employees argue over the quality of work-life balance. The concern for Quality of Work-Life (QWL) has preoccupied social scientists for decades because how organizations deal with this issue is both intellectual and practical[4]. Researchers from the United States, Japan, Sweden, Denmark, Switzerland, and Australia have all expressed interest in the notion. GM, Ford, XEROX, IBM, BHEL, and TISCO, as well as Hewlett-Packard, American Express, Colgate Palmolive, Gillette, Dr. Reddy's Laboratories, Reliance, and Maruti Udyog, have all underlined the importance of QWL and have adopted it in some form. However, there is no common definition of what makes or develops work-life quality; it might mean different things to different people[5]. Some see it as an example of industrial democracy, in which workers are increasingly involved in decision-making and share responsibility and authority in the company. Managers and administrators see QWL as a way to boost productivity by improving the psychological aspects of work. QWL signifies equal profit sharing, fair and equitable wages, job security, and healthy and compassionate working conditions for unions and employees. Some see it as a way to improve workplace social interactions through self-contained workgroups, while others see it as a way to change the overall organizational atmosphere by humanizing labor, individualizing organizations, and modifying structural and management systems[6]. According to the American Society of Training and Development (1979), QWL is "a value-based process that allows its members to actively participate in shaping the organization's work environment, processes, and outcomes, at all levels, to achieve the goals of increased organizational effectiveness and improved employee quality of life at work." It demonstrates care for the workers' job experience, interpersonal relationships, and work environment (Holton, 1995). QWL is a method of thinking about work, people, and organizations in which individuals are involved in a way that eliminates "us-versus-them" rivalries[7]. To be successful, QWL activities must contain (i) concern about the impact of work on people as well as organizational effectiveness, and (ii) the concept of involvement in organizational problem-solving and decision-making (Nadler and Lawler, 1983). "QWL is a set of ideology and beliefs that states human resources are the strategic assets of an organization because they are inimitable, responsible, non-substitutional, and capable of making valuable contributions and should be treated with utmost care and respect," according to (Heckscher, 1984). Because people are so important in the workplace, an organization's integrity, effectiveness, and even survival are dependent on the people who make up its workforce. "An internally designed endeavor to

promote labor-management cooperation so that they can jointly solve the problems of improving organizational performance and employee happiness," Cohel and Rosenthal (1980) write. According to Udai and Rao (1997), QWL is a prescriptive concept that aims to build a work environment that promotes human wellbeing and focuses on the perfection of employee-to-total-work-environment relationships[8]. According to Katzell et al. (1975), a worker has a high quality of working life when he has a positive attitude toward his job, is driven to perform well, and believes his work life and personal life are well-aligned. Other parts of QWL include reward systems, working conditions, the physical work environment, security, employee involvement, rights, and esteem requirements (Cummings and Worley, 2005). According to Carlson (1983), QWL is both a goal and a process. As a goal, it is the organization's commitment to delivering more engaging and gratifying jobs for its employees at all levels, and as a process, it entails full employee participation to achieve this aim. Mansell and Rankin (1983) define QWL as "the degree of excellence in one's life that helps both the individual and society as a whole." According to Guest (1979), QWL is a method for an organization to tap into its employees' creative potential by allowing them to participate in decision-making that affects their work lives[9]. QWL is defined as an activity that individuals consider worthwhile to participate in, taking pride in doing so and doing it well, and using one's talents to face challenges and situations that require independent initiative and self-direction (Serey, 2006), as well as a feeling that employees have toward their jobs, colleagues, and organizations that ignites a chain leading to the organization's growth and profitability (Heskett, et al. 1997). Employees that have a positive attitude about their jobs are more likely to be satisfied with their employment, which leads to a more productive workplace[10]. Apart from basic demands, QWL is likewise concerned with meeting employees' higher-order requirements.

### **DIMENSIONS OF QWL**

Quality of Work Life is a multi-dimensional construct made up of various interconnected components. Many psychologists and managers have been interested in examining the elements of Workplace Quality of Life since the early 1970s, and their concerns have led to the development of many models. Harvard Professor Richard E. Walton proposed one of the most widely used and accepted models among them (1975). As basic elements of a decent quality of work, he stressed the significance of adequate and fair compensation, safe and healthy working

circumstances, development of human potential, growth and security, social integration, constitutionalism, total living space, and social relevance[11]. His Quality of Work-Life model is arguably the most extensive attempt to operationalize the notion, and subsequent attempts to research QWL have primarily derived dimensions from his efforts and hence bear parallels (Orpen, 1981; Sandhya Nair, 2013). QWL was found to have a substantial association with income and benefits, job security, a healthy and secure work environment, autonomy at work, job growth, employee effectiveness, service quality, and customer relationship management, according to Geiger & Turley (2005). Dimensions such as social significance of work-life, safe and healthy working conditions, and social integration, according to Tabassum (2012), are more relevant in the workplace. While it was also discovered that the perceived value of work, work-life balance, and happiness with interpersonal relationships are the key factors that influence work attitudes and instructors' perceptions of total work-life quality (Arif & Ilyas, 2013). Furthermore, according to Nanjundeswaraswamy and Swamy (2013), amicable work environments, organizational culture, and climate, cordial relations, and cooperation with other members, continuous training and development, fair compensation and rewards, facilities, job satisfaction, and job security, work autonomy, and adequacy of resources are essential factors in the quality of work-life[12]. Lewis et al. (2001) examined QWL in terms of extrinsic qualities (salaries and other tangible rewards), intrinsic traits (such as skill levels, authority, and challenge), and previous traits (gender or work position) of those who participated in the study. Salary, cooperation with coworkers, training, and growth, freedom to work, rewards & recognition, social & cultural activities, and health, safety, and welfare measures, according to Bhuvaneshwari et al. (2013), shape the quality of work-life. In a similar vein, Indumathi & Selvan (2013) suggested that work-life quality is strongly linked to stress, work-life balance, job security, social integration in the workplace, management policies, and workplace communication. Rathamani and Ramchandra (2013), on the other hand, claimed that motivating insight (promotion, insurance protection, training, awards and acknowledgment, and skill variety) persuades and improves work-life quality. Stress and overload, according to Moen (2000), lead to greater QWL by having a high level of perceived coping or mastery and generally feeling low levels of conflict between work and personal life[13]. As identified by Singh & Srivastav (2012), tangibles (physical facilities and benefits), responsiveness (quickly available), safety (physical and financial safety), communication (understandably informing employees),

reliability (employee-oriented policies, fair treatment, and equality), assurance (competence and its security, credibility), and comfort (benefits and possessions accessible to the workforce for use) are all important factors for employee QWL. (Sirgy, et al., 2001) looked into the key seven wants to be satisfied with a better quality of work-life (health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs). In employees' working lives, adequate financial returns, job security, better working conditions, and advancement opportunities are the most important considerations, and failure to meet any of these expectations can lead to frustration, discouragement, and bitterness, all of which are unconstructive connections to QWL (Gani and Ahmad, 1995). Participation in decision-making, equitable treatment, nominal working hours, reasonable task, grievance handling, job-related autonomy and freedom, workgroup relations, role clarity, feedback system, and relationship with the boss were all identified as variables to develop QWL by Stephen and Dhanapal (2012). Employees' QWL is influenced by constitutionalism, working circumstances, social relevance, the importance of work, compensation, capacity utilization and social integration, and organizational ambiance, according to Kanten&Sadullah (2012). The task itself, the physical and social surroundings, executive organization, and affiliation between life inside and outside the company all contribute to the quality of work-life (Rainayee and Bhat, 2007).

### **IMPACT OF QUALITY OF WORK LIFE**

Because of its significance, QWL has become a maxim in today's revolutionary society. It consists of a set of organizational practices that help people to improve their abilities, have positive interpersonal relationships, be motivated, be virtually safe, work in a passionate atmosphere, and have more possibilities for growth and development. To preserve a competitive advantage, successful firms implement Quality of Work Life as a strategy. If effectively implemented, QWL allows employees to maintain a suitable balance between their personal and professional lives, resulting in the greatest performance and a successful organization. Employees at QWL enjoy a friendly work environment in which they feel like they belong and that the company cares about them. Motivational insight persuades and improves the quality of work-life (promotion, insurance protection, training, awards and acknowledgment, skill variety) (Rathamani and Ramchandra, 2013). Employees feel satisfied and happy at work when they have decent working conditions and benefits, and consequently have a sense of contentment and



devotion to their jobs (Johnston & Jones 2004; Normala, 2010; Tanke, 2001). Increased QWL leads to improved employee performance, which leads to improved employee behavior and, eventually, higher production. A favorable association exists between QWL and productivity, according to several studies conducted by various scholars (Jeyarathaman&Malarvizhi, 2011; Mankidy 2000; Powers, et. al, 2012; Viljoen, et.al, 2014). According to an empirical study, QWL leads to a high retention rate (Meyer, et.al 2002; Jaramillo & Mulki, 2006; Purani& Sahadev 2008). As a result of better QWL, there is a positive association between organizational dedication and QWL. QWL results in a high level of psychological connection to the organization (Srivastava & Kanpur, 2014). Working life is just one component of a person's overall life. Improved QWL has a positive effect on employees' overall quality of life (Nathan. et.al, 2014). The work environment has the greatest impact on QWL, and concentrating on it will help firms improve their long-term effectiveness (Fisher 2010; Martinko, et.al, 2011; Yadev& Khanna, 2014). QWL experiences are also linked to a variety of other organizational outcomes, such as lower health-care expenses, absenteeism (ShineyChib 2012), fewer workplace accidents (Havolovic 1991; Martin, 2006), and resolving employee grievances (Havolovic 1991). In the current situation, improving the quality of work-life appears to be the new organizational strategy, and its efficacy is dependent on the quality of management personnel as measured by their skill[12]. Furthermore, for firms to continue to attract and retain personnel, a high quality of work-life is required (Sandrick, 2003). As a result, the QWL concept has gained traction and has become a social concern around the world, and research is underway to identify inputs that can be used to frame QWL strategies.

### **STRATEGIES TO IMPROVE QWL**

Employees, employers, and the nation as a whole will gain from persistent and steadfast actions to improve the quality of work-life for employees at all levels. Organizations fulfill their obligation by providing employees with suitable jobs and working conditions that benefit both the individuals and the institution's economic health by adopting QWL programs (Dolai, 2015). Because there is no uniform phenomenon when it comes to enhancing QWL, various scholars and practitioners have proposed diverse techniques[14]. Job enrichment, which aims to create a job in such a way that it meets employees' higher-order demands by offering fascinating, exciting, and demanding work, has long been seen as a key technique for improving employee

QWL. According to research, the level of work enrichment impacts the level of QWL (Hosseini. et.al, 2010; Suri, 1991). Employees have positive feelings about autonomous workgroups because they have the freedom to make decisions, choose work methods, distribute tasks, and design work schedules (Bhuvaneswari, et al, 2013), which will lead to their personal growth due to the non-restrictive nature of the job (Bhuvaneswari, et al, 2013). Employees' QWL can be increased by giving them more possibilities for self-expression and development (Amin, 2013). Many companies offer employees career planning services to help them improve their knowledge, skills, and capacities, allowing them to grow and develop their expertise. Providing employees with on-the-job career chances contributes to their continuing personal progress and security (Alireza, 2011; Stephen &Dhanapal, 2012). By implementing such changes, management can foster a sense of involvement, commitment, and togetherness among employees, paving the way for a higher quality of work-life, as employee participation in decision-making, particularly on matters directly related to his or her job, has a significant impact on his or her satisfaction and performance (Normala, 2010; Sinha, 2012; Stephen &Dhanapal, 2012). Employee suggestion systems, collective bargaining systems, conflict management, grievance redressing mechanisms, and dynamic union-management relations all lead to more devoted and pleased employees, as well as a better work-life balance (Sundaray et al., 2010). Job security has become an essential component of employee preference for the business since it is a major factor influencing an employee's decision to join or not join (Schappel, 2012). Employees' quality of life can be improved by promoting them based on their experience, providing amusement, offering stress-reduction training, and promptly addressing employee complaints (Jeyaratham and Malarvizhi, 2011). Thus, QWL is a shared duty not only of management and employees but also of society and the flexible working environment, which can be an answer to the problem of QWL by merging the job role and the social role in such a way that synergies are effectively obtained[15].

## **JOB SATISFACTION**

Job satisfaction is one of the most important yet little-understood constructs in the study of labor relations (Locke, 1976; Yuzuki, 1961). It has piqued the curiosity of many scholars over the last few decades because of its link to an employee's efficacy and long-term success (Naumann, 1993). Uhrbrock (1934) was one of the first psychologists to analyze worker attitudes using

newly established attitude measurement tools.[16] Job satisfaction has a long history, dating back to the early 1900s and the situationist perspective on job satisfaction[17]. According to this viewpoint, job satisfaction is determined by particular job features as well as the work environment. Since the early investigations by Hauser and Taylor, as well as the many projects at the Western Electric plants in Hawthorne, this viewpoint has been prevalent in the literature (Cranny, et.al, 1992). While the systematic study of job satisfaction did not begin until 1930, research on workers' attitudes began far earlier. One of the earliest ideas to investigate the main contributions to job happiness was Maslow's demands hierarchy theory[18]. Following the Hawthorne trials, Hoppock (1935) undertook an in-depth investigation into job satisfaction and discovered that work products should be linked to the complexity of human nature, not just to physical variables like work pauses. Other influential human motivation theorists include Adam Smith, who developed the Political, Economic Approach; McGregor, who developed Theory X and Theory Y; Adams, who developed the Equity Theory of Motivation; Victor H. Vroom, who developed the Expectancy Theory, and Porter and Lawler, who further developed Vroom's model; and Hackman & Oldham Job Characteristics Model, which helped predict job satisfaction (Maund, 1999). Discrepancy theory was also developed in the 1960s. Dawis and Lofquist's (1984) Theory of Work Adjustment centered on the concept of a mutual connection between the worker and employer satisfaction (Eggert, 2008), as well as the "Minnesota Satisfaction Questionnaire," which is still in use today. The 1970s reviews paved the way for more radical developments and consolidated thought around an established research stream (Locke, 1976). It has taken on greater significance in the contemporary situation, as the labor force becomes more organized every day and is far more politically active than it has ever been. As a result, employers can expect it to cooperate willingly if it is maintained reasonably satisfied with its work. Apart from human factors, keeping personnel relatively content on the job is a requirement of expediency in today's setup for smooth organizational running.

### **CONCEPTUALIZING JOB-SATISFACTION**

Job satisfaction is a much debated and extensively researched area of concern and still attracts the attention of researchers due to its everlasting significance. Due to its wide usage in organizational psychology/organizational behavior, various researchers and practitioners have provided their own varied but somehow similar definitions, but still there is no consensus

regarding what job satisfaction is (Chopra and Khan, 2010). The concept of job satisfaction as per Jones, et.al, (2000) is the compilation of thoughts and beliefs about a job[19]. It is an expression of an employee's feelings about various aspects of work (Rice, et al 1991; Stone, 2005), an attitude resulting from a summation of various likes and dislikes experienced in connection with the job (Schermerhorn, et.al, 1994), positive attitude that is believed to lead higher performance (Daft & Marcic, 2001), set of favorable feelings with which employees view their work (Newstrom and Davis, 1997). While, Judge and Hulin (1993) proposed job satisfaction, "as a multidimensional response of individuals towards their job, and that these responses have cognitive (evaluative), affective (or emotional), and behavioral component", For Weiss & Cropanzano, (2002) job satisfaction is an attitude of individuals towards their job and points out that researchers should differentiate the objects that have an impact on the cognitive evaluation of individuals. Job satisfaction is an outcome that ascertains the gratification of the individual and emerges when the qualifications of the job and the demands of the individual match (Reichers, 2006). In line with this concept, job satisfaction results from the comparison between the expectations from his job and the job in question which is performed and may either result in contentment or displeasure from the job (Marriner, 1996). Whereas Sushila and Singhal (1972) think that job satisfaction is a composite measure obtained by a combination of personal, organizational, and situational factors. For, Silver, et.al (1997) job satisfaction is a multidimensional system of interrelated variables that are divided into three categories which include personal factors (attitudes, values, etc), intrinsic rewards related to characteristics of job tasks (opportunities to be creative, problem-solving challenges) and extrinsic rewards related to organizational characteristics (wages, working hours, benefits, organizational climate)[20]. Generally, it has been observed that in almost all the approaches to explaining job satisfaction organizational characteristics and employees' characteristics are taken into consideration to explain the reasons for job satisfaction (Jex, 2002).

### **DIMENSIONS OF JOB-SATISFACTION**

Measurement of job satisfaction is a complex issue and is still under debate since job satisfaction is explained not only by job characteristics, but rather personal characteristics, needs, values, and expectancies are also taken into consideration. Most scholars recognize job satisfaction as a universal concept that encompasses facets such as pay, promotions, coworkers, supervision, and

the work itself (Smith, et al., 1969), while recognition, working conditions, and company and management are other factors given by Locke (1976). Akinly, Fajana (2002) explored five major components of job satisfaction attitude toward workgroup, organization, supervision, working conditions, and economic benefits which largely shape job satisfaction. Some researchers split job satisfaction into intrinsic factors (co-workers, supervision, and the work itself) and extrinsic elements (pay and promotions). Marriner, (2000) proposed that job satisfaction includes aspects like contentment with work, superior, work conditions, amiable culture, pay opportunities, and practices in the organization. Contentment with one's work differs across individuals, and how individuals view their work orientation depends not only on how satisfied they are with the variety of aspects of their work but also on their values and beliefs (Lan, et al., 2013). Job satisfaction is not only related to perceptions of their working culture, relations with colleagues, institution aims and strategies, leadership, and social support but is also predicted by these factors. Staff who perceive their work environment as dynamic and entrepreneurial have a greater sense of satisfaction in their roles, but in case, there exist differences between what employees prefer and what is being provided by the current organizational culture, will affect the employee's job commitment and turnover intention which will eventually, lead to a decrease in job performance (Dimitrios & Athanasios, 2014). Bakotic & Babic, (2013), Gibson, et al (1997), and Luthan (1998) identify satisfaction with salary, job promotion opportunities, control, co-workers, and supervision as the dimensions associated with job satisfaction [21]. Robbins & Judge, (2007) elucidated job satisfaction as a worker's emotional response to the different job-related factors to find delight, comfort, confidence, rewards, personal growth, and opportunities, including upward mobility, recognition, and appraisal done on a merit pattern with monetary value as compensation. Job Description Index developed by Smith, Kendall, and Hulin (1969) is one of the most widely used approaches to identify factors affecting job satisfaction, and can be measured with aspects namely; pay, coworkers, promotions, supervision, and the nature of the work. Minnesota Satisfaction Questionnaire, which is even widely used, was also designed to measure job satisfaction of employees which measures intrinsic satisfaction, extrinsic satisfaction, and general satisfaction (Zaim, et al., 2012). Pay, job security, organizational support, job challenge, and recognition of employees have been rated as the most influential factor related to job satisfaction (Brockner, 1988; Hackman and Lawler, 1971). Job transparency, efficient communications, participatory management, support for career development,

opportunities for advancement, family-friendly policies, amiable work- environment all affect the job satisfaction of employees (Cranny, et.al,1992; Kim, 2009). Emhan,et.al, (2012) identified the influence of supervision, management, and co-worker (in terms of social support, networking, and possible benefits attached to those relationships) as the important determinants of job satisfaction. Hackman and Oldham (1980); Loscocco (1990) argue that the key to satisfaction is the task itself as challenging jobs that have task skill variety, decision authority and autonomy, task identity and significance leads to work outcomes such as job satisfaction and work motivation as compared to the jobs which are monotonous and require only a few skills. Moreover, Lam, (2010) unfolded skill underutilization, excessive workload and/or variance workload, and role vagueness to be the most significant predictors of job satisfaction. Past literature has revealed two main approaches for the measurement of job satisfaction: „global approach“ and „facet approach“. Global satisfaction scales developed during the 1970s can be categorized into multi-item and single-item instruments [22]. However, some researchers criticized the use of single-item measures because it assumes job satisfaction as being one-dimensional (Green, 2000). Among the global job satisfaction scales having multiple items, the two most prominent are the Job in General Scale (JIG) and Michigan Organizational Assessment Questionnaire Sub-scale. On the other hand, the facet approach is used to obtain aspects of the job which cause satisfaction or dissatisfaction (Spector, 1997). Minnesota Satisfaction Questionnaire (MSQ) that was designed by Weiss et.al, (1967) covers 20 facets while the long-form of MSQ with 100 items contains five items per facet. Moreover, the Job Description Scale, designed by Hackman and Oldman investigated the effects of job characteristics on people and measured the nature of work, motivation, personality, psychological states, and reaction to the job like job satisfaction. Furthermore, it also covers several areas of job satisfaction: growth, pay, security, social and supervision as well as global satisfaction (Spector, 1997).

### **IMPACT OF JOB-SATISFACTION**

Job satisfaction is becoming increasingly crucial as businesses realize that the "happier" their employees are, the better their attitudes about work, the higher their drive, and the better their performance will be. According to Balgir (1991), job happiness, compensation, promotion chances, a pleasant personal life, a high position, status, and a friendly social circle are some of the motivational variables that greatly impact and dominate the minds of employees. Satisfaction

is a motivator that leads to increased productivity and efficiency (Zelenski, et.al, 2008). Furthermore, a pleasant work atmosphere may be credited with fostering long-term employee loyalty (Hatch and Schultz, 2002). Because there is a positive association between job and life satisfaction, job satisfaction is directly linked to an individual's happiness (Kornhauser, 1965). Employee satisfaction with their job has a favorable impact on their performance (Podsakoff et al., 2000) because excellence in work is only achievable when the working individual recognizes and welcomes the nature of work. Furthermore, job satisfaction is a significant factor of organizational commitment (Ashford et al., 1989), as job satisfaction is linked to commitment. Various studies have found a link between job happiness and career mentorship (Baranik, et al, 2010; Weng, et al, 2010) and emotional intelligence (Weng, et al, 2010). (Moon & Hur, 2011; Samanvitha & Jawahar, 2012; Sony & Mekoth, 2016; Trivellas, et al, 2013). Job satisfaction also reduces stress, which can have an impact on employee performance, emotional well-being, and physical health. Organizations should use the term "rule of law" and ensure that the constitutional guarantee is never violated. Employees who are dissatisfied with their work are more likely to resign, according to research (Medina, 2012; Singh & Loncar, 2010). They will have a negative attitude and a sense that their employment is pointless, which will lead to a decrease in inefficiency. Job satisfaction has also been linked to work-family conflict (Buonocore, & Russo, 2013; Grawitch, et al, 2013; Haar, et al, 2014), absenteeism (Diestel, et al 2014; Kass, 2001; Wattles, & Harris, 2003), and emotional weariness (Buonocore, & Russo, 2013; Grawitch, et al, 2013; Haar, et al (Moon, & Hur, 2011; Skaalvik, & Skaalvik, 2014). Disciplined behavior thrives when there is a sense of dissatisfaction, stress, and irritation.

## **STRATEGIES TO IMPROVE JOB SATISFACTION**

The most crucial factor that has a significant impact on the organization's success. No organization will be able to fulfill its goals unless and until its employees are happy with their jobs. Employee expectations have risen as a result, forcing businesses to evaluate even the tiniest of factors that influence employee satisfaction. As a result, understanding the factors that contribute to job satisfaction is critical to employees' well-being. As a result, by making some modifications, management may foster a sense of involvement, dedication, and unity among employees, paving the way for contentment. To achieve job happiness, you must first create a pleasant working atmosphere. Employee job satisfaction is positively influenced by the working

environment (Lee and Brand, 2005). Employees that are content with their work environment are happier and more confident, and they can be a significant asset to the company. Fair treatment, supervisory support, and pleasant employment circumstances obtained by employees inside a company have a positive impact on the employees' job satisfaction (Rhoades & Eisenberger, 2002). Nonmonetary incentives, such as employee appreciation, are more likely to drive employees to improve their performance. Both financial and non-financial awards can be used to acknowledge, appreciate, applaud, or approve an individual's or team's positive accomplishments or behaviors (Caligiuri et al., 2010). Employee recognition is a strong tool for boosting morale and motivation (Allen and Helms, 2002). Employees feel appreciated and more confident in themselves and their ability to contribute when they are recognized, which increases satisfaction (Gostick & Elton, 2007). As a result, satisfied employees are motivated to work productively and have a positive perception of their workplaces, which include conditions such as reasonable demands, high intrinsic and extrinsic rewards, good social support, influence over workplace decisions, and adequate resources to do the job. Job enrichment also improves employee satisfaction and performance at work, provides them more freedom, and makes it easier for them to attain their goals (Latham & Yukl, 1976). Furthermore, it increases employee competency, which aids in their career development and advancement, and eventually leads to job satisfaction.

### **STUDIES RELATED TO JOB SATISFACTION**

In the field of education Because the intellectual and social structures of the higher education system change over time, concern for faculty satisfaction and retention is extremely important for university administrators and education policymakers. As a result, it has become a serious problem in the management of educational institutions (Agnihotri, 2013). Teachers are the most important group of professionals for the nation's future, and research has shown that employees with high job satisfaction show high energy, gratifying commitment, and passion, while employees with low job satisfaction show distress, unpleasant engagement, disappointment, nonchalant attitude toward work, rebellion, and nervousness (Filak & Sheldon, 2003; Heller et al., 2002). If diverse aspects of job satisfaction, performance, and motivation elements are present in their employment, teachers are likely to be satisfied and believe that it will have a favorable impact on their job performance. Furthermore, the ability to progress, achieve and



maintain high levels of excellence, be recognized by others, have authority and be self-sufficient all contribute to job satisfaction[23]. While status, importance, influence, money, and fringe perks are listed as the least probable elements to cause job happiness, they are ranked as the most likely factors to cause job satisfaction (Ololube, 2006). According to Sabharwal & Corley (2009), female faculty members value intrinsic factors (such as possibilities for development and intellectual challenge) more than male faculty members, who value extrinsic aspects (e.g., remuneration and other benefits). Institutional variables like as leadership, collegial and student interactions, environment, and university culture are said to have a significant impact on teacher satisfaction (Zhou & Volkwein, 2004). Sanjay (2013), on the other hand, believes that appealing pay, self-esteem, social standing, job stability, job matching with academic qualifications, pleasant work environment, and a career in one's selected field all influence job satisfaction among university professors. Bhatti, et al. (2011) found a substantial negative association between job stress and job satisfaction, indicating that unhealthy job stress harms instructors' physical, intellectual, and social capacities, with the same effect being felt by pupils. Failure on the part of educational institutions to provide a healthy working environment could lead to a slew of issues, particularly in terms of employee performance in teaching students and the administrative side of the university, as both the employer and the employees share responsibility for stress management (Ahsan, et.al, 2009). Discipline issues, student disinterest, crowded classes, unplanned transfers, insufficient pay, lack of administrative support and aid, limited control systems and culture, and a lack of severe difficulties in educational institution management have all been emphasized in various studies (Agnihotri, 2013). This is because teachers are the most important group of professionals for the country's future, and research has shown that employees with high job satisfaction display high energy, gratifying commitment, and passion, while employees with low job satisfaction display distress, unpleasant engagement, disappointment, a casual attitude toward work, rebellion, and nervousness (Filak & Sheldon, 2003; Heller et al., 2002). Sanjay (2013), on the other hand, believes that appealing pay, self-esteem, social standing, job stability, job matching with academic qualifications, pleasant work environment, and a career in one's selected field all influence job satisfaction among university professors. Bhatti, et al. (2011) found a substantial negative association between job stress and job satisfaction, indicating that unhealthy job stress harms instructors' physical, intellectual, and social capacities, with the same effect being felt by pupils[24]. Failure on the part of educational

institutions to provide a healthy working environment could lead to a slew of issues, particularly in terms of employee performance in teaching students and the administrative side of the university, as both the employer and the employees share responsibility for stress management (Ahsan, et.al, 2009). As a result, teachers must be equipped with emotional and social skills to be effective community change agents. Professors' job satisfaction is influenced by career progression and management, teaching and research services, income, benefits, logistical services, professional prestige, teaching and research facilities, and the work itself, according to Du et al. (2010). Furthermore, university organizational features such as type, level, academic field, organizational environment, evaluation orientation, and management have a significant impact on academics' total job satisfaction. Teachers' psychological well-being is enhanced when their needs are met, allowing them to function and perform at their best (Judge, et.al, 2001; Reis et al., 2000). Teachers, on the other hand, do not thrive when they do not have the expected experiences.

## **ORGANIZATIONAL COMMITMENT**

The concept of organizational commitment has gotten a lot of attention in recent years, and it's the second most investigated topic after job satisfaction since it's a fascinating aspect of employee behavior (Soumyaja, et.al, 2011). Being dedicated to the company, and the firm will be loyal to you, is an adage that understates the complexities involved in a person's attitude and behavior toward their employer (Mowday, et.al, 1982). Organization commitment, according to these authors, is defined as an individual's recognition of and contribution to an organization (Miller & Lee, 2001). During the 1980s, leading multidimensional techniques were founded on the fallacies and limitations that resulted from the faulty execution of the single-dimension strategy [25]. The multi-dimensional technique is championed by Meyer and Allen (1984) and O'Reilly and Chatman (1986). Other multidimensional techniques existed, but they had less influence than the two primary ones (Herscovitch & Meyer, 2002). Meyer and Allen's Three-Dimensional Theory, which they proposed between 1984 and 1997, has been the most widely used approach to organizational commitment for more than three decades. They developed two scales, one for Affective Commitment (an improvement over the Organizational Commitment Questionnaire), the other for Continuance Commitment (better representing Becker's side-bet approach), and the third dimension of Organizational Commitment proposed in 1991, namely,

Normative Commitment (desire to remain a member of the organization due to a sense of obligation), to exemplify the employee's relationship with the organization, and state that (Meyer and Allen, 1991).

### **CONCEPTUALIZING ORGANIZATIONAL-COMMITMENT**

Different academics have defined commitment in different ways, implying that there is no consensus on what the phrase means (Arora, et.al, 2012; Lee & Jameil, 2003). Organizational commitment is a multi-dimensional theory that binds an individual with the target and has three major domains – effective (based on psychological factors), moral (based on philosophical, ethical, and sociological factors), and continuance commitment (based on risk and economic gains) that can be escorted by diverse mindsets to facilitate in determining behavior (Baksh, 2010; Mathieu and Kohler, 1990). "Commitment is a binding factor that links an individual's course of activity to one or more aims," writes Cohen (2003). As a result, power and influence that compel others to act rationally in pursuit of one or more goals constitute commitment (Zaki, 2008). In a similar vein, Bielby (1992) defines commitment as "the identification of an individual with a role, behavior, value, or institution that is perceived to be central among alternatives as a source of identity." Salancik (1977), on the other hand, covered both the cognitive and conative aspects of an individual while discussing the notion. According to him, commitment is "a state of an individual in which a human being is confined by its acts and preserves his interest through these actions to beliefs (cognitive side)." As a result, organizational commitment refers to how much an individual adopts, internalizes, and considers his or her responsibilities in light of organizational beliefs and goals (Johns, 2005). Furthermore, Morrow (1993) defines organizational commitment as an attitude (positive or negative statements/judgments about reality) and behavior (a range of behaviors and mannerisms) that express feelings of affection, appreciation, and devotion to the company. As a result, he concentrated on the concept of commitment as a behavioral trait. Commitment, according to Hall et al. (1970), is a "process that merges organizational and individual aspirations." "Organizational commitment" is defined by O'Reilly and Chatman (1986) as "an individual's affection for the organization, a sense of job participation, and faith in the organization's beliefs." Although there are different approaches to commitment study, one recurring issue is the

individual's psychological attachment to an organization or the psychological relationship that connects the individual and the institution.

### **DIMENSIONS OF ORGANIZATIONAL COMMITMENT**

Previously, an organizational commitment was thought to be a single attitudinal component including employee identification, involvement, and loyalty to the organization (Porter et al., 1974). Organizational commitment research is perhaps overlooked by Meyer and Allen's (1997) tri-dimensional model of commitment (Meyer et al., 2002). This multi-dimensional model of commitment is far more extensive than prior uni-dimensional models, and it addresses the inadequacy of assessing commitment that earlier uni-dimensional models had. This model proposes that an employee's organizational commitment is perceived as three parallel mindsets that can be used to describe an employee's commitment to the organization. The paradigm is compatible with a variety of psychological states, including affective, normative, and continuous organizational commitment. As they are abstractly diverse and separate components of organizational commitment, different individuals within an organization represent variable degrees of all three components of commitment, whether it will be effective, continuation, or normative commitment. Job challenge, role precision, goal transparency, management receptivity, peer cohesiveness, equity, personal importance, opinion, involvement, and dependability are all elements that influence it (Meyer and Allen, 1997). Employee performance (Gill, et al., 2011), absenteeism (Sagie, 1998), turnover (Herscovitch & Meyer, 2002; Lapointe, et al., 2013) work engagement (Poon, 2013), and organizational citizenship (Breitsohl, & Ruhle, 2013; Kazemipour, et al., 2012; Kim, 2014) are all better predicted by affective commitment than the other dimensions of commitment, according to experimental Continuance. Because it is calculative, commitment is frequently referred to as the "sunk costs" commitment, as it reflects a calculation of the costs of quitting vs the individual's desire to maintain membership with the organization an estimate of lucrative benefits earned. Employee investments within a business raise the size of employee commitment to the organization. The affective component of Meyer and Allen's organizational commitment model is referred to as "moral" commitment, and it reflects one's responsibility to stay with the company.

### **IMPACT OF ORGANIZATIONAL COMMITMENT**

Employee dedication appears to be a key component of organizational success. The majority of businesses have learned that employee performance is critical to the company's success (Zheng, 2010). Employees' dedication to their organization can be seen in their abilities, performance, and dedication to their duty to achieve the organization's aims and objectives. Organizations are going through a transformation right now, and the impact on human resources is undeniable (Honari, 2004). As a result, without their happiness, involvement, and commitment, retaining and attracting well-qualified employees is nearly impossible[26]. Employees that have a high level of commitment to a company see themselves as an intrinsic part of it and are more motivated and dedicated to carrying out and attaining organizational objectives[27]. Furthermore, firms rely on dedicated personnel to achieve excellent performance and develop and sustain a competitive advantage. Employees that are dedicated to their employer are more likely to perform at a higher level[28]. Organizational commitment is one of the most important elements that influence human resource management. It influences organizational growth and productivity, which increases organizational performance and efficacy (Padala, 2011). Job satisfaction, organizational citizenship, performance, turnover intention, work-life job involvement, and absenteeism are all aspects that organizational commitment considers and shapes, according to several research (Angle and Perry, 1981; Greenhaus & Beutell, 1985; Lambert, 2006). A lack of commitment leads to poor work performance and has a detrimental influence on both individuals and the company[29]. Highly obligated employees are more committed to the institution's objectives and goals, have a deeper sense of belonging to the organization, and are likely to exhibit more aggressive conduct and attitudes (Nordin, 2011). A high level of organizational commitment is connected with a high level of perceived ethicality among peers in the organization (Obalola, et.al, 2012). Furthermore, commitment is vital in maintaining long-term partnerships, whereas disproportionate obligations might lead to opportunism on the part of the less dedicated partner (Gundlach et.al. 1995). Furthermore, organizational engagement has a positive association with commitment, i.e., employees that have a high level of organizational engagement have a higher level of commitment. Employees and companies are in a give-and-take relationship, and when employees sense high organizational engagement, they respond with more commitment. Researchers have discovered a link between organizational commitment and overall organizational climate (Bahrami, et.al, 2015; Eliyana & Ratmawati, 2013), individual motivation (Kalkavan & Katrinli, 2014; Tsai, et.al, 2010),

work experience (Geldenhuis, et.al, 2014; Knudsen.et. an 1, 2003), quality of work-life (Ah (Thura & Cisek, 2014). Employees who are content with their working environment and other benefits offered by their employer are less likely to leave, resulting in a high retention rate. Employees that are physically, cognitively, and emotionally immersed in role performance are more likely to stay with the company and have a greater level of confidence and a good relationship with their bosses (Saks, 2006).

### **STRATEGIES TO IMPROVE ORGANIZATIONAL COMMITMENT**

To promote employee engagement, organizations adopt a variety of management and leadership tactics. Paying adequate and fair compensation, establishing a safe and healthy environment, creating opportunities for the development of human competence, creating security, social integration, and relevance, committing to constitutionalism in the organization, creating a balance between employees' work and home environments, independence and self-control, access to a variety of skills, and informatization are all strategies that organizations can use to increase organizational commitment (Abdullah and Ramay, 2012; Sajjad, & Badri, 2014). HR methods (pay, career development, and supervisory assistance) help boost employee engagement by giving them a competitive advantage in the global market (Leenu and Lakhwinder, 2011). Employee commitment is influenced by the impact of leadership behavior on employees. Employees who think their employer is good at interpersonal interactions and emancipatory leadership are more loyal and devoted to their companies (Akinbode & Fagbohunge, 2012). Employees receive a symbolic message that they are trusted when they are informed of financial performance, strategy, and operational metrics (Pfeffer, 1998). Employee satisfaction is significantly connected with employee commitment, and teamwork has a beneficial impact on employee satisfaction. Job security, according to Pfeffer (1998), influences employees' attitudes and conduct toward the organization, as well as their level of commitment. Increases in income and wages, bonus housing, transportation, and other organizational motivating measures will have a major impact on staff productivity by boosting morale [25]. In a business, a well-structured plan will have a long-term and consistent impact on the organization and employee satisfaction (Goddy & Oluwafemi, 2014). Various studies have shown that engaging employees can lead to an increase in employee commitment (Crawford, 2006; Echols, 2005). It is vital to improving employee engagement at the workplace to generate stronger organizational

commitment. Employee commitment is also a major challenge for the optimistic approach (Dixon and Schertzer, 2005). Employees feel more committed when they are included in the decision-making process (Salancik, 1977). Employees who are given more decision-making freedom, difficulties, responsibility, and self-determination are more likely to reciprocate with higher levels of commitment to their firms (Wayne, et.al., 1997). Even an organizational culture that encourages open-mindedness and vision sharing has a beneficial impact on employee commitment, which indicates that employees accept the organization's ideals as a result of their evaluation of their involvement in the business (Naktiyok., 2014)

## DISCUSSION & RESULT

According to the above-mentioned dimensions and the reviews from the previous literature, a researcher can conclude that Quality of Work-life, job commitment, and job satisfaction are the three key concepts that play an important role in individual personal life as well as professional life.

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