

**Open University of Mauritius**

**A Study of the  
Quality of Working Life  
at  
ALPHA OMEGA ORGANIZATION\*\***

by

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in Partial Fulfillment of the Requirements for the Commonwealth  
Executive Masters in Business Administration**

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29 January 2016

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\*\* The name of the Organization is changed.

## Dedication

*This work is dedicated to all staff of the Alpha Omega Organization who are always performing their duties with utmost dedication for the smooth running of the activities of the Institute*

## Abstract

Many organisations are developing policies to address the quality of work life, of their employees so as to actualise their full potential and satisfy both their needs and those of the organisation. According to the literature, work can positively be made more meaningful and opportunities may be tapped to develop the employees' personal skills and encourage them to participate actively in the management process. Sirgy, Efraty, Siegel and Lee (2001) defines quality of work life (QWL) as "employee satisfaction with a variety of needs by means of resources, activities, and outcomes stemming from participation in the workplace" As to date, no study has been done to look into the quality of work life among the employees of the Alpha Omega Organization. This study intends to fill in the missing link.

The main objectives of this research are: to study the perception of quality of work life among the staff of ALPHA OMEGA ORGANIZATION and to gauge its impact on their work life balance; and to examine the level of job satisfaction among the employees of ALPHA OMEGA ORGANIZATION. The study has been designed using the survey method and it uses a quantitative approach, In that respect, data has been collected using self-administered questionnaire. The study has been framed using the Walton Model. The Model sets out the determinants of employee satisfaction, and their impact on employee motivation, performance and productivity. Data and

information obtained from the survey have been analysed using SPSS version 21 and Excel Software. Both descriptive statistics (Frequency distribution, mean and standard deviation) and inferential statistics (Kruskal Wallis) have been used in the analysis. Using the Walton Model, the study shows that employees of ALPHA OMEGA ORGANIZATION are not satisfied with the work condition; use and development of capabilities; work and total life space; and reward except for the social integration and constitutionalism factors. As a conclusion, it can be safely inferred that there is a low perception of quality of work life among the staff of ALPHA OMEGA ORGANIZATION and this affects the work life balance of these employees. This is substantiated by the low level of job satisfaction among the employees. In this respect, it is very important for the management of ALPHA OMEGA ORGANIZATION to address these issues for improving the overall effectiveness of the organisation.

In the light of the findings, recommendations have been made in the following areas: (i) Job Design, (ii) Training, (iii) Open Family days, (iv) Communication, (v) Counselling Service, (vi) Implementation of Flexible Working Hours and (vii) Planning of Activities and Management of Meetings for improving the quality of work life and job satisfaction of ALPHA OMEGA ORGANIZATION employees.

## Published Work

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I hereby declare that this thesis has been composed by myself and has not been presented or accepted in any previous application for a degree. The work, of which this is a record, has been carried out by me unless otherwise stated and where the work is mine, it reflects personal views and values. All quotations have been distinguished by quotation marks and all sources of information have been acknowledged by means of references including those of the Internet.

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## Abbreviations

<b>Flexible work arrangements</b>	<b>: FWA</b>
<b>Human Resources Management</b>	<b>: HRM</b>
<b>Job Characteristics Model</b>	<b>: JCM</b>
<b>Alpha Omega Organization</b>	<b>: ALPHA OMEGA ORGANIZATION</b>
<b>Mean</b>	<b>: M</b>
<b>Neither Satisfied Nor Dissatisfied</b>	<b>: NSND</b>
<b>Not Satisfied</b>	<b>: NS</b>
<b>Pay Research Bureau</b>	<b>: PRB</b>
<b>Quality of work life</b>	<b>: QWL</b>
<b>Satisfied</b>	<b>: S</b>
<b>Slightly Satisfied</b>	<b>: SS</b>
<b>Standard Deviation</b>	<b>: SD</b>
<b>Very Satisfied</b>	<b>: VS</b>
<b>Work life balance</b>	<b>: WLB</b>

# Chapter One: Introduction

## 1.1 Introduction

Quality of Work Life has become a worldwide issue for survival in this competitive world and employers are laying much emphasis on providing a decent working environment in order to attract new officers and retain its existing talented employees. With the facilities provided by modern communication technology people are most of the time accessible at all hours thus bridging a narrow gap between work and personal life. It is reported that this situation creates dissatisfaction due to the persisting increasing inability to harmonise both work and family life especially by women because of the necessity for longer working hours and also for performing highly stressful jobs. This is definitely having a negative impact on family life and is also having serious consequences on health-related issues of the work environment, employees and society as a whole. Many employees strongly wish to fully draw a line between their personal and professional life, particularly when there is no inner feelings of job satisfaction.

The future of the ALPHA OMEGA ORGANIZATION lies in its people and they should thus be managed properly in order to bring out the best of their capabilities in their functions and consequently contribute to the success of the Institute. Employees are still considered as prime assets in this technological age for the simple reason that machines cannot work on their own without the appropriate software so as to produce the desired results and be simultaneously prosperous and successful.

Strategies must at all cost be developed so as to improve the productivity of the employees at all levels as well as gaining their utmost confidence. With a view to boost the level of satisfaction and intensity of productivity of officers, the organisational performance system management must be redesigned according to the requirements of the work environment and autonomous work groups should be greatly encouraged at the institute. The employees have to be very satisfied with almost all the conditions of the employment before they ultimately contribute to their maximum with their full dedication.

As a result, a good quality of work life would undeniably represent an exceedingly successful win-win situation between both the employees and the employers. This will guarantee the wellbeing of each and every employee and they will be encouraged to show their firm commitment towards the institute in order to attain the organisational goal. In practice it is impossible to please everyone given that each human being has his or her own perception of quality. However, it is high time for ALPHA OMEGA ORGANIZATION to ensure that the approach adopted covers all the basic important issues so that each and every employee enjoys the existing physical facilities and social work environment in an equitable manner indistinctively of the grades of the officer. The institute therefore needs to consider all its employees as family members given that they spend most of their time at their workplace.

## **1.2 The Alpha Omega Organization**

The Alpha Omega Organization is being viewed as a polynodal educational institution in Mauritius and it was established in March 2000.

The Alpha Omega Organization is governed by the ALPHA OMEGA ORGANIZATION Act. The institute pays tribute to a great leader of India and the main objective of the

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ALPHA OMEGA ORGANIZATION is to promote education and culture in Mauritius. Provision is made for a Council as its governance body. The Council consists of members representing the various stakeholders.

The day to day management of the Institute falls under the responsibility of a Director General who is accountable and reports all its activities to the Council and also seeks for approval of its members of Council before embarking on any project. The ALPHA OMEGA ORGANIZATION currently has a workforce of approximately 1500 employees.

The ALPHA OMEGA ORGANIZATION operates in two main sectors, namely, a Tertiary and a Secondary Sector. With the evolution of the education sector in Mauritius ALPHA OMEGA ORGANIZATION now has many direct competitors and some of them are University of Mauritius, Open University of Mauritius, Kurukshetra University, DAV Institute, Annamalai University, Indira Gandhi Centre for Indian Culture. These tertiary institutions are encroaching in the fields of operation of the ALPHA OMEGA ORGANIZATION and are also offering courses in Hindi; Urdu; Tamil; Telugu; Marathi; Indian Philosophy; Sanskrit; Fine Arts; Mauritian and Area Studies; Diaspora Studies; Indian Music and Dance at certificate, diploma, undergraduate and postgraduate levels.

The ALPHA OMEGA ORGANIZATION as a polynodal institution in the educational landscape of Mauritius has to tactically differentiate itself from these competitors by laying emphasis on keeping with the trends of modern technology and by giving an appropriate work life balance to all its employees. The second competitive edge is that the institute is well-structured and most of its staff force are willing to improve their qualifications and most of them have studied up to tertiary level. These employees have an incredible experience and insight regarding all aspects involved in their respective fields of

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employment. The expertise and experience of many of them are very often solicited by other institutions and socio-cultural organisations in Mauritius and in the Indian Ocean region, particularly in the fields of oriental and Asian languages.

ALPHA OMEGA ORGANIZATION serves the huge demand of the public by promoting quality education programmes at both secondary and tertiary levels as well as promoting Indian culture across the region. The Government is currently working towards making Mauritius a knowledge hub in the African region. ALPHA OMEGA ORGANIZATION must therefore be prepared to face all new challenges as well as devise new strategies to survive and meet the expectations of the education industry. One of the challenges is to be proactive and develop innovative strategies so as to improve the productivity of the employees, gain their confidence and provide them with a work life balance.

### **1.3 Problem Statement**

It has become imperative to provide a sound and healthy work environment to employees so that they show commitment to perform their duties with utmost dedication and to their full potential. A good quality of work life is therefore unquestionably the key to a mentally healthy employee, that is, a satisfied employee and hence a very prospective organisation. Such an environment aims to focus on the creation of a work life balance and to optimise on motivation, morale and to minimise work-related stress.

Contrary to the above, the outcome of a rigid hierarchy and an autocratic management is a clear indication of a highly distressful work environment with retarded development and poorly defined responsibilities. According to Tubre and Collins (2000) the clarity with which individuals perceive their work roles has been linked to several organisational

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outcomes and thus any role ambiguity has a high probability to result in low job satisfaction.

Currently, most of the governmental organisations are facing financial constraints and are becoming increasingly accountable (Wallach & Mueller, 2006) due to economic recessions and funding by the state has reduced considerably. Much focus is also being laid on optimum use of resources in order to face this drastic situation. As a result, employees are expected to do much more work for longer hours and take more responsibilities and high risks, often leading to work overload. However, this can result in a dreadful depression and stress disorders (Regehr, 2001).

It is therefore vital for service organisations to breed a positive and quality work environment in the safety and health, and well-being of individuals (Perry 2000; Piliavin, Grube & Callero 2002), safeguarding the rights of employees (Ashforth & Kreiner, 1999) and offer a work life balance to its employees. Each employee will be motivated to perform his/her work effectively and efficiently and would also wish to improve their competencies in order to be more productive and well appreciated.

By improving the quality of work life, management will enable people to actualise their full potential and satisfy both their needs and those of the organisation. Work can positively be made more meaningful and opportunities may be tapped on to develop the employees' personal skills and encourage them to participate actively in the management process. Sirgy, Efraty, Siegel and Lee (2001) defines quality of work life (QWL) as "employee satisfaction with a variety of needs by means of resources, activities, and outcomes stemming from participation in the workplace". ALPHA OMEGA

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ORGANIZATION should therefore cultivate an empowered work force and encourage them to become a long-term asset to the organisation. Quality of work life variables indicate whether employees are genuinely coping well with the stress level and help to produce a more favourable work environment which will support development and maintain stability.

There is a feeling of dissatisfaction in general among the staff of ALPHA OMEGA ORGANIZATION and this is creating a serious effect on their overall performance and attitude towards work and Management. In this respect, it is therefore important that the quality of work life be improved considerably in both the physical and the social work environment so as to minimise adverse consequences. The reasons for this dissatisfaction need to be urgently explored and people should henceforth be treated with dignity and respect. To date no study has been carried out on the quality of work life among the staff of ALPHA OMEGA ORGANIZATION. This study hence seeks to fill in this gap. In this respect this study will look into the following variables which are firmly believed to have an impact on the quality of working life at ALPHA OMEGA ORGANIZATION. These are as follows:

- (i) work environment;
- (ii) organisation culture and climate;
- (iii) relation and co-operation;
- (iv) Training and development;
- (v) Compensation and Rewards;
- (vi) Facilities provide;
- (vii) Job satisfaction and Job security;
- (viii) Autonomy of work; and
- (ix) Adequacy of resources.

## 1.4 Research Objectives

The purpose of the research is to understand the situations faced by the employees, their behavioural aspects and individual satisfaction with respect to the work life balance and quality of work life.

The main objectives of this research are:

- (i) to study the perception of quality of work life among the staff of ALPHA OMEGA ORGANIZATION and to gauge its impact on their work life balance; and
- (ii) to examine the level of job satisfaction among the employees of ALPHA OMEGA ORGANIZATION.

## 1.5 Research Questions

In order to attain the objectives of this study, the investigative questions mentioned hereunder will be addressed:

- (i) What is the general the perception of the staff of ALPHA OMEGA ORGANIZATION on their quality of work life?
- (ii) To what extent the quality of work life of ALPHA OMEGA ORGANIZATION employees impact on their work life balance?
- (iii) What are the consequences of the quality of work life on the level of employee satisfaction?

## 1.6 Significance of the Study

It is expected that the result of the study will assist in the provision of an overall picture of employee satisfaction on the quality of their work life. It is to be recalled that a better quality of work life enhances considerably the work environment and improves and

strengthens positively the bonding between the management and the employees. Consequently, this helps to reinforce the quality of services that are provided by an organisation, thus improving the general performance of that organisation.

## 1.7 Organisation of the Chapters

The report of this study is presented under 5 chapters:

### Chapter 1

Chapter 1 sets out the requirement of the study. It defines the objectives of the study together with the research questions that have been addressed in the study. It also points out the significance of the study.

### Chapter 2

Chapter 2 deals with the findings from a review of the literature on quality of work life together with its linkage to work life balance.

### Chapter 3

Chapter 3 presents the methodology used to conduct the study. It deals among others with the research philosophy and the research methodology. It also deals with the sampling, questionnaire design and administration as well as method adopted to analyse the data and information of data and information obtained from the survey.

### Chapter 4

Chapter 4 presents the analysis of the data obtained from the survey, the findings and the main inferences drawn from the analysis.

### Chapter 5

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Chapter 5 concludes the study and presents the main recommendations for improving the quality of work life of the staff of ALPHA OMEGA ORGANIZATION performance.

## **1.8 Conclusion**

This chapter has introduced the research problem, the need for the study, the research objectives and the research questions as well as the significance of the study. The next chapter will deal with the analysis of the literature review on job satisfaction and motivation.

## Chapter Two: Literature review

### 2.1 Introduction

The previous chapter has set out the need for the conduct of the study on the quality of work life at the ALPHA OMEGA ORGANIZATION. This chapter presents the findings review of the literature on quality of work life. A literature review is an important stage in the conduct of a research as it enables a researcher to take cognisance of previous studies that have been carried out on a particular topic in terms of the empirical findings as well as the theories that govern a particular topic under study.

### 2.2 Quality of Life

Straw (1984) defined quality of work life as a philosophy and a set of principles, which considers people as the most important resources in the organisation since they are trustworthy, responsible and capable of making valuable contribution and they should thus be treated with dignity and respect.” In this respect the author pointed out that employees’ wants should be carefully assessed so that their needs conform to the organisational objective throughout the process. Good quality ensures competitive advantage and customer satisfaction whilst poor quality results in monetary loss and damages a company’s image in the market. The author draws attention to the fact that different employees have different expectations and as such, quality of work life is an employee-dependent issue.

According to Fernandes (1996), the quality of work life improves the employees’ satisfaction and productivity of the company. For Cole et al. (2005, p. 54) quality of life addresses the factors of the work environment affecting the employees’ health and

performance. Advancement in technology has also transformed the work environment to suit the needs of employees and to increase its competitive advantage. Limongi-França (2004, p. 10), [...] explained that the employer considers investment in better conditions of life at work as the quality of his products, productivity and higher competitiveness. From this perspective, it may be said that people are the key promoters of an organisation's success.

Quality of work life focuses on the influences of employment on employees' well-being and find ways to improve the quality of a person's job experience (Bowditch and Buono, 2005). It is therefore vital to consider employees' suggestions about the quality of work life in order to make necessary improvements. Their participation in problem solving and decision making is very important, and recognition should be included in the form of financial and non-financial rewards.

Hackman and Oldhams (1980) are of the views that quality of work life is a complex organisational issue as it enables the fulfilment of employees' personal needs and creates a positive interaction between their well-being towards increased productivity because their job matches their personal needs and interests (Lawler, (1982). In such circumstances, they are satisfied with their work place and their productivity (Carrell and Heavrin, 2009).

Quality of work life is a reflection of the way of thinking about people, work and the organisation's concern for employees' wellbeing and organisational effectiveness (Cummings and Worley, 2005). Quality of work life therefore gives an indication of the employees' feelings towards their jobs, colleagues and organisations and their intention of participating in organisations' processes and decision-making mechanisms and contributing towards organisational growth and profitability (Robbins, 1998 and Heskett, Sasser and Schlesinger, 1997).

The study carried out by Carlson, Derr, and Wadsworth (2003) shows that internal career orientation in most of the cases leads to conflicts in work-family relationship. The formula based on quality of work life and work life balance therefore is mostly to make employee multitasking and to minimise boredom and make workforce more accountable and responsible (Blanchard, Blanchard, & Edington, 1999; Fanning & Mitchener, 2001; Johnston & Smith, 2001; Merrill & Merrill, 2003).

Serey (2006) believes that in order to provide a decent quality of work life to employees they should be self-directed and be allowed to make best use of their talents and capacities to perform work and to face challenges. It is also essential to make them feel their achievements in realising the organisation goals and show recognition for their valuable contributions (Serey, 2006). Quality of work life therefore should ensure overall satisfaction with the employee's quality of work life and work life balance ascertaining the employees' sense of belonging to the workplace. Quality of work life in an organisation impacts considerably on employee productivity and organisational performance.

Quality of work life holds employees as the most important asset of an organisation and thus focuses on encouraging an environment devoid of stress (Raduan, Loosee, Jegak and Khairuddin, 2006). It becomes vital for employees to develop a positive attitude at the workplace in order to be more committed in discharging their duties. Recreational facilities should be provided, and good time management should be practiced in the process of managing stress with a view to preventing employees to become ineffective. Legislations have promoted favourable working conditions through focus on essential issues including reasonable work hours, flexible hours, homeworking, maternity leaves, and age limits (Orpen, 1981, PRB Reports 2008 and 2013).

One of the major issues affecting the quality of work life and creating much conflict is the irregularity of working hours (White & Keith, 1990). According to Lingard & Francis,

(2002), work is interfering too much to life and family to work. Being an important source of income for both partners in a family to earn and raise their children there is no other alternative

Hammig and Bauer (2009) concluded that work life imbalance may lead to psychological/mental problems which may be further developed into negative emotions like depression, pessimism, fatigue and sleep disorders. August and Waltman (2004) found out female employees relate their satisfaction to the environmental condition of the organisation in which they work.

Based on the above arguments, it is clear that success and survival of an organisation is partially dependent on the way its employees are being treated (Lawler, 2005). Ensuring an employee's well-being is synonymous to providing him with a good quality of work life (Riggio, 1990). Such employees perform their duties with full dedication, commitment and loyalty in order to attain the organisational objectives (Kotzé, 2005). Obviously, the organisation has to provide the necessary support and ensures stability so that the employees' expectations are met (McDonald & Hite, 2005; Conlon, 2003).

Raisinghani and Goswami (2014) mentioned in their article published in *International Journal of Application or Innovation in Engineering & Management (IJAEIM)* that the two domains of work and family and their influence on work to family interference and family to work interference should be assessed in relation to the individual and organisational outcomes. Conflicts are inevitable since both male and female persons have to play different roles in their day to day life [Kanter (1977)]. As Pleck (1977) rightly proved, work has both positive and negative influences on family and vice versa. Factors that may strongly create an imbalance in work life include time, task, attitudes, stress emotions, and behaviour.



For Greenbatt, work life balance is “the absence of unacceptable level of conflicts between work and non-work demands. (Greenbatt, 2002), and Greenhaus et al, (2003) defines it as “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role”

In 2010, Stacy Blake-Beard Regina O'Neill Cynthia Ingols Mary Shapiro, researched on "Social sustainability, flexible work arrangements (FWA) and they reported in the Gender in Management Journal stating that Americans have many other responsibilities outside their professional life while working for longer and non-standard hours. In most cases both parents are working (Levin-Epstein, 2006).” Organisations are therefore providing their employees with a work life balance by offering flexible work arrangements as social sustainability strategies (Litchfield et al., 2004; Lockwood, 2003).

Stephen K. Hacker Toni L. Doolen, (2003) clearly mentioned in their article in Career Development International on “Strategies for living: Moving from the balance paradigm” that the wellbeing of an employee and business results share a strong relationship. Programmes and policies are being reviewed by many organisations to focus more on creating a supportive workplace for employees facing specific work life issues (Drago et al. 2001). Therefore, much research is being carried out to involve and commit the employees and hence provide job satisfaction.

Satisfaction and productivity of officers are vital and employees have to be very satisfied with all the conditions of the employment before they ultimately contribute to their maximum. Clark (2000) views work life balance as “satisfaction and good functioning at work and at home with a minimum of role conflict.

## 2.3 Work Life Balance

Clark, (2000) defines work life balance as “the satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000). In the views of the author the objective of work life balance is to create a perfect balance between an individual’s professional and personal life, and this will result in producing a prospective work environment and a successful organisation. Therefore, much importance is being given to maintain this equilibrium in this globalized industry to ensure sustainability and competitive advantage. As clearly spelt out in the research paper entitled *Is Happiness Relative?*, Veenhoven, (1991) pointed out that when there is a work life balance employees are satisfied and motivated to give the best of themselves in their place of work. In this connection Beehr & Newman (1978) warned that when employees become more ambitious to achieve higher than they are currently achieving they are required to invest extra efforts and work for longer hours. As a result, it has an effect on their work life balance and hence the risk in increasing their level of stress.

Although the concept of work life balance has nowadays become a very important topic for ensuring a healthy and successful work environment, Kersley et al. (2005) pointed out that this issue has not been integrated completely or properly in most of the major corporate circles due to the ever-changing business dynamics of these days. (Konrad & Mangel, 2000; Estes & Michael, 2005) are of the views that work life balance is about finding the ways of maintaining balance between competing demands of work and home, that is, exploring the means to fulfil employment related and personal responsibilities without creating any overlapping situation.

It is therefore a very wide area of study and research is being carried out under diverse scopes such as information systems (Frolick et al., 1993), gender-based (Nelson et al., 1990; Wayne & Cordeiro, 2003), psychology (Hegtvadt, et al. 2002), sociology (Glass & Estes, 1997) and human resource management (Hill et al., 1989; De Cieri et al., 2005). The modern work environment is now dominated by technology and this has paved the way for

electronic communication facilities and less human contacts. Therefore, work life balance formulae should also consider benefits given by employers to remote or flexible working employees, overtime conditions, leaves and vacations, family welfare, and other monetary and non-monetary benefits to reassure the employees' overall wellbeing (Estes & Michael, 2005; Perry-Smith & Blum, 2000).

## **2.4 Quality of Life and Work Life Balance**

Its objective is to provide a good quality of work life to an employee and ensures a work life balance ensuring that he/she is productive and innovative (Greenhaus, 2003), otherwise it will result in depression and dissatisfied workforce (Kofodimos, 1993).

These activities have positive influences on the quality of work life and work life balance of an employee resulting in an aspiring and motivational culture, better performance, efficiency and effectiveness (Allen, 2001; Shepard et al., 1996). A good quality of work life and a work life balance also lead to increased productivity and make justice with both work and home (Clifton & Kruse, 1996; Wise & Bond, 2003).

The outcome of poor quality of work life and work life balance is detrimental to the progress and success of an organisation and results in low job satisfaction (Burke & Greenglass, 1999), reduced loyalty and commitment towards work and organisation (Frone, Yardley, & Markel, 1997), high rate of absenteeism of employees (Allen, 2001; Anderson et al., 2002), low performance and contribution (Wayne et al., 2004; Estes & Michael, 2005), stressful workforce (MacEwen & Barling, 1994) and lower socialisation (Frone et al., 1996; Taussig & Fenwick, 2001). After having thoroughly scrutinised the concept of work life balance, Thompson et.al. (1999) recommended some strategies for facing these conflicts in order to successfully manage and overcome the symptoms of these barriers like for example stress for achieving of a work life balance.

However, another school of thought considers work life balance not to be all the time associated with positive organisational performance. According to Judge et al. (1994) increased work life balance may contribute to the organisation much more than it contributes to the life of an individual. Galinsky et al. (1993) and Premeaux et al. (2007) also could not find from their studies a positive connection between work life balance of employees and performance of their respective organisations. Similarly, studies conducted by Frye & Breugh (2004) and Goff et al. (1990) revealed that there were no significant relationship between these two phenomena. However, it can be deduced that adopting work life balance concepts improve employee satisfaction and positive attitude. This reflects in the quality of the work of the employees and decreases their level of stress and anxiety (McGinnis (1997) and Motowidlo, Packard, and Manning (1986)).

According to Hertz' 1986 it is very difficult to balance work and family life. Different researchers perceive and interpret work life balance and satisfaction differently. Reynolds (2005:1326) believed that women have a preference to work for fewer hours to accommodate family responsibilities as compared to men. However, Colbeck (2006) is of the views that men spend more time on work and less time on personal activities, that is, their work and family roles were not mutually exclusive”.

Work life balance is therefore usually associated to women (Aburdene & Naisbitt, 1992; English, 2003; Goode, 1960; Stephens, 1994). However, numerous studies have highlighted that it concerns both genders because men and women do their best to balance family, work, and personal interests. (Armour, 2003; Blair-Loy, 2003; Byalick & Saslow, 1993). This equilibrium is imperative for their well-being and for creating an efficient, healthy and stable work environment (Perrons, 2003). Likewise, work life balance is an outcome of a good quality of work life and has a strong positive correlation to quality of life in general (Guest, 2002).

Logically, it is essential for both genders to have a work life balance although women are given more flexibility to make choices between family and work (Philipsen (2008)). According to Altucher and Williams (2003) much of the working women have to postpone their timings for having children because they have to choose work and career paths over family which is viewed as a private matter. The employment conditions and structure of the workplace nowadays make it challenging to accommodate family and work responsibilities. There is therefore an urgent need to address the relationship between job satisfaction and family issues giving due consideration to factors that affect job satisfaction. Mason and Ekman (2007) highlights that family friendly policies are beneficial and that the structure of the workplace can be altered to improve the competitive edge of so as to attract and recruit the best talent to work for the organisation. They believed that this would help to reduce the work and family issues and will maintain a work life balance.

## 2.5 Job satisfaction

Locke, 1976, as cited in Milkovich & Boudreau, 1997 defined job satisfaction as a delightful or positive emotional reaction to a person's job experiences. According to Jones, George & Hill, 2000) job satisfaction refers to the collection of feelings and beliefs about a current job. On this aspect, Daft & Marcic, (2001) emphasises the positive attitude emanating from job satisfaction lead to high performance.

Job satisfaction is therefore associated with the task itself and the financial and non-financial facilities provided in conducting the different activities such as pay, working conditions and so on leading to a work life balance (Bakotić, 2009).

Mottaz (1985) pointed out that job satisfaction gives an indication of the attitude the employee has with his job and hence his own life satisfaction. One of the determinants of satisfaction at work is absenteeism. The higher the rate of absenteeism, implies the lower

the level of satisfaction. The absence of a positive attitude towards work therefore has a negative impact on productivity and effectiveness

According to Van Dyne et al. (1995) and Podsakoff et al. (2000), job satisfaction results in increase in performance given that excellence is conceivable when the nature of work is acknowledged and welcomed by the working individual. Vallas, Finlay, & Wharton 2009 also found in their research that dominant employees were more productive because they are happier.

Anderson and Mittal, 2000) pointed out that an organisation's success is dependent on its internal and external customers and these are considered to be the most important asset for its survival. In the views of the authors, the level of satisfaction of employees influence customer satisfaction in an organisation. On this aspect, (Rust, Zahorik and Keiningham, 1994; Bolton 1998, Morgan and Rego 2006) argued that there is a connection between employee satisfaction and the economic performance of an organisation.

Herzberg (1966) "motivation hygiene theory" of job satisfaction states that "Motivators" are factors that influence satisfaction leading to achievement, acknowledgement, work itself, responsibility and improvement, and "hygiene" influencing dissatisfaction includes company's established procedures and administration, monitoring / control, interpersonal relations, working conditions and remuneration and contribute very little to job.

Kalleberg (1977, p. 126) has contributed to the theory of job satisfaction by introducing "work values and job rewards" with the belief that they have major influences on employees and their quality of life. According to Hagedorn (2000), an advocate of Herzberg's theory, work and family relationships are considered one of the key mediators for job satisfaction.

Yadav and Khanna (2014) mentioned in their article that pay, supervisor style, commitment and discretion, are extrinsic and intrinsic determining factors of quality of work life.

David Lewis et al (2001) in their study used the following variable: salary, skills, level, autonomy and challenge, gender and employment traits, support, supervisor, treatment and communication to study employee satisfaction. Their findings revealed that female employees were less satisfied with these traits than male.

According to Comm and Mathaisel (2000), employee satisfaction in the professional environment is the variance between perceptions of work and expectations or significance of work.

Pearson and Seiler (1983) carried out their research on the satisfaction level of academics in the USA and the findings revealed that they were in general more pleased with their work environment but dissatisfied with reward-related fundamentals/ features of the job, like fringe benefits, compensation and performance criteria.

Fast growing industries have resulted in increased levels of stress and job dissatisfaction which have serious implications on work performance (Johnsrud, 2002).

## **2.6 The Walton Model**

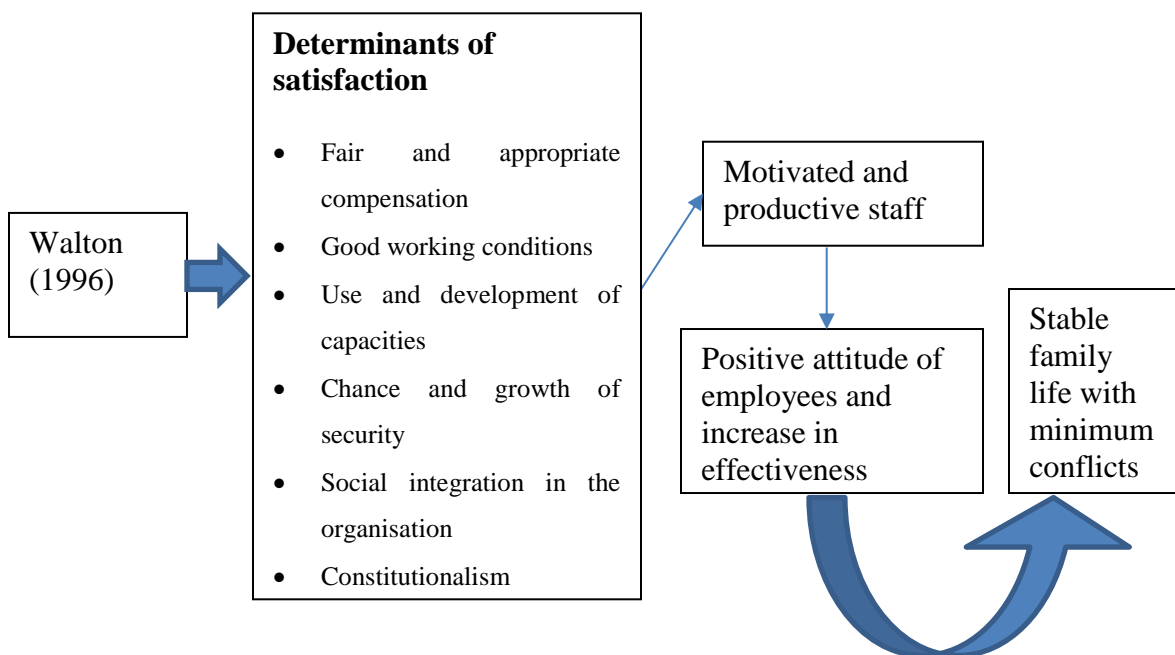
Walton (1996), proposed a model that incorporate the determinants of employee satisfaction, their impact on employee motivation, performance and productivity and its positive impact on work life balance. The Model consists of eight (8) constructs as set out below:

- Fair and appropriate compensation;
- Good working conditions;
- Use and development of capacities;
- Chance and growth of security;
- Social integration in the organisation;
- Constitutionalism;

- Motivation;
- Productivity; and
- Work life balance

According to the author, there is a positive correlation between job satisfaction and employee motivation and this result in increased performance. Ultimately, this contribute to an effective work life balance.

The framework of the Model is illustrated below:



*Figure 1: Basic determinants and parameters of the model given by Walton (1996)*

The eight dimensions of Walton's model has direct influence the employee given that it covers basic aspects of the work situations on the quality of work life. The author pointed



that, the listed criteria in the model can be arranged according to the reality in each organisation while carrying out the evaluation for quality of work life (Walton 1996). According to Walton (1975), work environment has evolved as a multifactor process over time and human resources was placed as a driving centre for quality of work life. This lead to a healthy workplace full of environmental values and good work conditions without neglecting the favour of technological advancement of the productivity and economic growth. This focus helps employees to develop their tasks with satisfaction and wellbeing.

In Brazil for example, the Walton's (1975) model was being widely accepted and used to undertake research on quality of work life. In the case of Brazil, *adequate and fair compensation* was considered the first priority followed by a *safe and healthy environment*. Leisure possibilities, rest and autonomy was measured with great importance and thus *development of human capacities* was the third priority followed by *growth and security* by providing and encouraging training and education, thus, ensuring good quality of products and services. *Social integration Fair Remuneration* was then dignified to combat wages discrimination and valorising team participation to balance interpersonal relationship. *Constitutionalism* encouraged freedom of expression of employees. The two last criteria on which focus was made was *the total life space* discussed at "Xiv International Conference On Industrial Engineering And Operations Management" held at Rio de Janeiro, Brazil, 13 to 16 October - 2008 and *Social relevance* taking into consideration the institutional image and community integration.

The literature review points out that Walton's quality of work life model is the mostly used one and is more appropriate for large scale evaluation and this has provided positive and encouraging results.

Critics of the Walton Model points out that much difficulties were faced to interpret and understand the model, due to the use of more elaborated terms and expressions. They also pointed out that his model also lacks direct and specific definition of each criterion. In this respect, the Walton 1975 evaluation model should be reconfigured into a simpler and direct language thus paving the way to its wider application.

## **2.7 Conclusion**

This chapter has presented the findings from the literature review on quality of life and its impact on employee satisfaction. The next chapter will present the methodology to conduct this study.

## Chapter Three: Research Methodology

### 3.1 Introduction

The previous chapter dealt with the review of the literature on quality of life. This chapter presents the methodology used to carry out the research.

### 3.2 Research Philosophy

Saunders et al (2009) posit that there are two (2) philosophies that guide a research. It is either the positivist or the interpretivism. Under the positivist approach, the research is detached from the study and as such it can take a more objective approach to the study by allowing numerical factors to his area of study. In this respect, data obtained from the study can be statistically tested using a set of hypotheses. The most common approach method under this philosophy is the survey method. This is usually carried out using self-administered questionnaire or through structured interviews. This type of study is normally classified under the inductive approach to a study. The author formulates a hypothesis to test a theory and the data are analysed objectively.

The second philosophy investigates into the meaning that people give to events and things. The researcher is not detached from the study and his role is to interpret the meaning that people give to their surroundings, past events etc. The most common method to conduct a study under this philosophy is to conduct open ended interviews and observations. This type of study is normally classified under the deductive approach to a study. The author would formulate a theory based on his data and information obtained from his study. In view of the nature of this study, a positivist approach has been adopted though conducting a survey among the staff of the Institute.

### 3.3 Research Approach

According to Saunders et al, it is the research philosophy that guides the approach that the researcher has to adopt to conduct the study. Under a positivist philosophy, the research takes an inductive approach. This involves the collection and analysis of quantitative data to test a theory using a set of hypotheses. The approach adopted under the interpretivism is termed deductive. Under this approach, data are collected on the meanings that people give to a certain event. This usually involve the collection of qualitative through the use of interviews or observation of people in the field.

### 3.4 Types of Research

Research are usually classified under three (3) objectives. These are exploratory research, descriptive research or explanatory research. These are further explained below.

#### 3.4.1 Exploratory research

Exploratory research is a category of investigation conducted when a problem has been clearly demarcated. It helps shaping up the best research design, selection of subjects, data collection technique. Secondary research is thus based on exploratory research. Hence, research that is conducted with an aim to explore is called exploratory research.

#### 3.4.2 Descriptive research

Descriptive research describes data and characteristics about the population or phenomenon being studied. If the purpose of the research is to describe, then the study is considered to be descriptive in nature. It basically offers the researcher a choice of perspective, terms, levels, aspects, concepts, as well as to observe, register, systemise, categorise and interpret.

#### 3.4.3 Explanatory research

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The craving to know ‘why’ to explain is the purpose of explanatory research. Explanatory research is applied when the issue is already known and has a description of it. Furthermore, it builds on exploratory and descriptive research and goes on to detect the reasons for something that occurs. Explanatory research looks for causes and reasons.

### **3.5 The Research Process**

Sakaran (1992) outlines the actual research into six (6) major stages as set out below:

1. Identifying the research problem
2. Defining the research problem
3. Determining how to conduct the research or the method
4. Collecting research data before analysing
5. Interpreting the data
6. Presenting the results

This study has incorporated all the above stages using the survey method to gather data using a self-administered questionnaire

### **3.6 Variables**

Sakaran (1992) identifies four (4) variable types which are customary to a research namely Dependant, Independent, Moderating and Intervening Variables. The identification of the variables is important to design the type and method that will be used to collect information for meeting the research objectives. These are briefly described below.

#### **3.6.1 Independent variable**

An independent variable is a hypothesised cause or influence on a dependant variable (Simon 2002).

#### **3.6.2 Dependent variable**

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A dependant variable in a research study is the variable that one believes might be influenced or modified by some treatment or exposure. Sometimes the dependent variable is called the outcome variable. (Simon 2004).

The dependent variable is the area of the principal interest. Through the analysis of the arguments in the area of the depending variable, it is possible to find a solution to the entire problem.

### 3.7 Design of questionnaire

In this study, the Model has been used to study the effect of employee level of satisfaction in the contest of the quality of life. The model consists of eight (8) constructs as set out below:

- (i) Good working conditions
- (ii) Use and development of capacities
- (iii) Work and the total space life
- (iv) Fair and appropriate compensation
- (v) Chance and growth of security
- (vi) Social integration in the organisation
- (vii) Constitutionalism
- (viii) Social relevance of the work in the life

In this respect the questionnaire consists of seven (7) parts

- (i) Part A Working Environment
- (ii) Part B Working Condition
- (iii) Part C Use and Development of Capabilities
- (iv) Part D Work and Total Life Space
- (v) Part E Reward and Career Development

- (vi) Part F Social Integration and Constitutionalism
- (vii) Part G Demographic Profile of respondents

The question set for this study consists of both open ended and closed ended questions. The closed ended questions have been framed using dichotomous scale as well as a five (5) point Likert scale.

### 3.8 Pilot Testing

Prior to the administration of the questionnaire, a pilot test was carried out among eight (8) potential respondents. This incorporated at least one respondent from each of the five (5) divisions. The views expressed relate to some technical term used and the sequencing of the questions. These were taken on board prior to the finalisation of the questionnaire.

### 3.9 Sampling

A population is the universal set of elements that is being studied. Researchers usually use sampling to determine the characteristics of a population using various type sampling methods. This method saves the time, cost and effort of the researcher.

Sampling is the usually a scientific selection of an adequate number of elements from the population so that by scrutinising the sample and understanding the properties of the features of the sample subjects, one can generalise the properties of features to the population element (Sekaran 1992 p226, 227).

The sample size has been determined using Sample Size Table developed by Saunders et al, (2009). According to the table the required sample size for a population of seven hundred and nine (709) at the ninety five percent (95%) confidence level with a margin of error of five percent (5%) is two hundred and forty-eight (248).

For this study, the stratified sampling method has been used and the required sample for each stratum is given hereunder:

<b>Strata</b>	<b>Population</b>	<b>Sample size</b>
Tertiary	70	24
Secondary	439	152
Administration	146	50
Finance	15	5
Technical	39	13
<b>Total</b>	<b>709</b>	<b>248</b>

*Table 1: Sample Size*

In view to ensuring that adequate number of responses are received, the required sample size was increased by fifty percent (50%) and in this context three hundred and seventy two (372) questionnaires were administered to potential respondents. The number of questionnaires that was administered for each category of the respondents together with the response rate is given below:

<b>Strata</b>	<b>Number of questionnaire used</b>	<b>Number of responses</b>	<b>Response rate (%)</b>
Tertiary	36	<b>11</b>	30
Secondary	228	<b>40</b>	37
Administration	8	<b>7</b>	92
Finance	8	<b>4</b>	53



Technical	20	9	46
<b>Total</b>	<b>372</b>	<b>133</b>	<b>36</b>

*Table 2: Response Rate*

For this study, one hundred and thirty-three (133) duly filled questionnaires were received, hence an overall response rate of thirty six percent (36%). The highest responses rate is noted for respondents in the administrative function while the lowest response rate is among respondents in the tertiary education sector of ALPHA OMEGA ORGANIZATION.

### **3.10 Validity and reliability**

#### **3.10.1 Validity**

Validity is defined as the extent to which the instrument measures what it purports to measure. There are various different types of validity. The most essential one is the content validity. Content validity pertains to the degree to which the instrument fully assesses or measures the construct of interest. The questionnaire has been designed using the Model.

#### **3.10.2 Reliability**

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. In short, it is the stability or consistency of scores over time or across raters. One aspect of reliability is internal consistency. Internal consistency concerns the extent to which items on the test or instrument are measuring the same thing.

A reliability test on the scale used gauge respondent's opinion on questions that have been framed using a five (5) point Likert scale was carried out. The result of the test is given below:

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		N	%
Cases	Valid	133	100.0
	Excluded <sup>a</sup>	0	.0
	Total	133	100.0
a. Listwise deletion based on all variables in the procedure.			

**Table 3: Case Processing Summary**

Reliability Statistics			
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Based on	N of Items
<b>0.953</b>	<b>0.953</b>		<b>37</b>

**Table 4: Reliability Statistics**

The Cronbach's Alpha is 0.953. According to many authors, this is considered to be valid for conducting statistical analysis in view that Cronbach's Alpha is above 0.7. The detailed statistics is given in appendix C.

### **3.11 Method of analysis**

The data obtained from the survey was coded and both SPSS version 21 and EXCEL software have been used to carry out the statistical analysis. Both descriptive (Frequency Distribution, Mean and Standard Deviation) and inferential statistics (Normality test and Kruskal Wallis) have been used.

### 3.12 Ethics

In order to dispel any misgiving and apprehension regarding the survey each questionnaire has been accompanied by a duly signed cover letter (Appendix B) which clearly explained the purpose of the survey and the way the confidentiality of the data obtained from the respondents would be protected. Clear instructions on how to fill in the questionnaire were clearly given. Respondents were assured that the information provided will be anonymous and confidentiality will be maintained in all stages of the study including the post completion stage. No potential harm was identified in conducting the study. As part of the good ethical practices, the permission of the Management of the ALPHA OMEGA ORGANIZATION was sought. The approval letter is at Appendix A.

### 3.13 Conclusion

This chapter has dealt with the methodology used to conduct the study. The next chapter will present the findings from the analysis of data and information obtained from the survey.

## Chapter Four: Analysis

### 4.1 Introduction

The previous chapter has introduced the methodology that has been adopted to conduct this study. This chapter presents the analysis of the data and information that has been collected from the survey.

### 4.2 Structure of the Chapter

This chapter is structured under seven (7) parts/sections:

- (i) *Part 1* Demographic Profile of respondents
- (ii) *Part 2* Working Environment
- (iii) *Part 3* Working Condition
- (iv) *Part 4* Use and Development of Capabilities
- (v) *Part 5* Work and Total Life Space
- (vi) *Part 6* Reward and Career Development
- (vii) *Part 7* Social Integration and Constitutionalism

### 4.3 Method of Analysis

In this study, respondents' views on their level of satisfaction were gathered on a set of thirty-seven (37) questions using a five (5) point Likert Scale.

	Abbreviation	Rating
Not satisfied at all	NS	1
Slightly satisfied	SS	2

Neither satisfied nor dissatisfied	NSND	3
Satisfied	S	4
Very satisfied	VS	5

*Table 5: Rating of 5 Point Likert Scale*

The mean score and the standard deviation were worked out. A mean score which is above three (3) denotes that most of the respondents are satisfied while a mean score which is below three (3) denotes that most of the respondents are dissatisfied. In case the mean is three (3), it denotes that there is a tie among the respondents on that particular issue, that is, there is a lack of consensus.

## 4.4 Demographic Profile of respondents

### 4.4.1 Gender

The table below shows the gender of the respondents

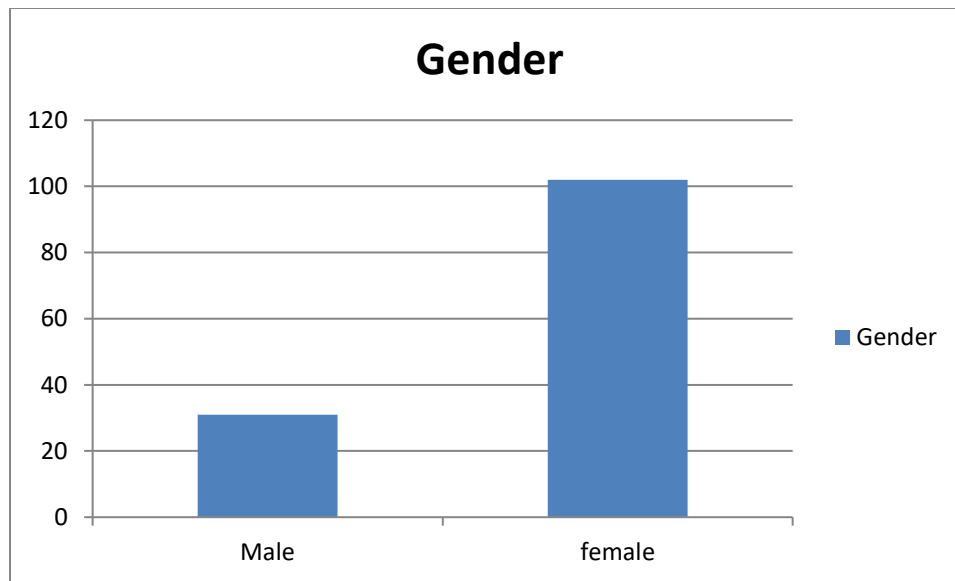
Gender	Frequency	Percent (%)	Cumulative Percent (%)
Male	31	23.3	23.3
Female	102	76.7	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	

*Table 6: Gender*

The composition of the respondents are as follows:

There are 102 female respondents (77%) and 23 male respondents (23%).

This information is illustrated in the chart below:



*Figure 2: Gender*

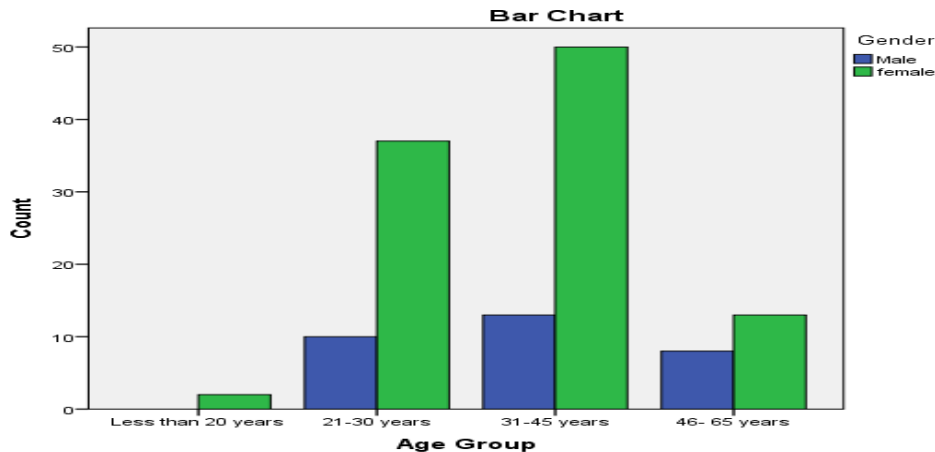
#### 4.4.2 Age Distribution

A cross tabulation has been carried out between the age distribution of the respondents and their corresponding gender. This information is presented in the table below:

		Gender		Total	
		Male	female		%
Age Group	Less than 20 years	0	2	2	12
	21-30 years	10	37	47	35
	31-45 years	13	50	63	47
	46- 65 years	8	13	21	16
Total		31	102	133	100

*Table 7: Age Group \* Gender Cross tabulation*

From the above table, it is noted that most of the respondents (N=63) are between 31 and 45 years old. This is followed by respondents who are between 21 and 31 years old (N=47). There is only 16% of the respondents (N=21) who are above 45 years. There are only 2 female respondents who are below 20 years. This information is presented in the chart below:



*Figure 3: Age Distribution by Gender*

#### 4.4.3 Years of service

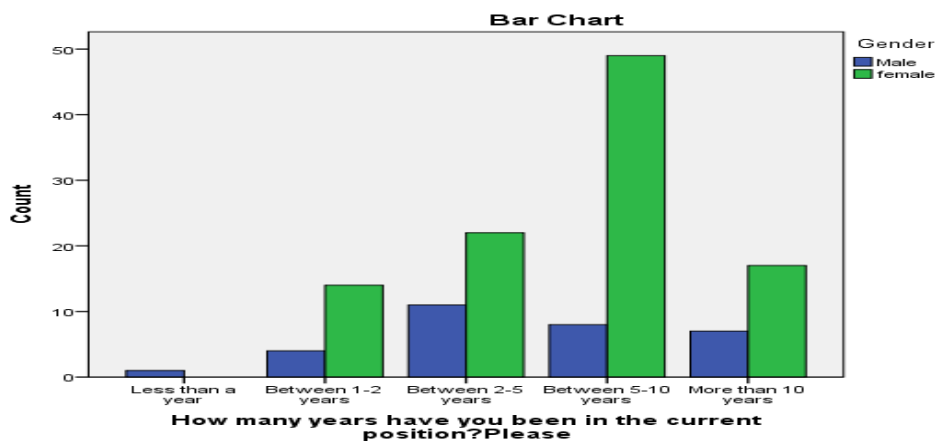
The data on the respondents work experience is tabulated below:

		Gender		Total	Percentage
		Male	female		
How many years have you been in the current position?	Less than a year	1	0	1	1
	Between 1-2 years	4	14	18	13
	Between 2-5 years	11	22	33	25
	Between 5-10 years	8	49	57	43

	More than 10 years	7	17	24	18
<b>Total</b>		<b>31</b>	<b>102</b>	<b>133</b>	<b>100</b>

*Table 8: Years of service*

The statistics in the above table point out that the majority of the respondents (N=57) have been working in the organisation between 5 and 10 years. This is followed by respondents (N=33) who have worked for the organisation between 2 and 5 years. There are only 24 respondents (18%) who have worked for more than 10 years. This information in respect of the gender and years of service is illustrated in the chart below:



*Figure 4: Years of Service*

#### 4.4.4 Posting of the respondents

Respondents were required to state the section or department in which they are currently posted. This information is given in the chart below:

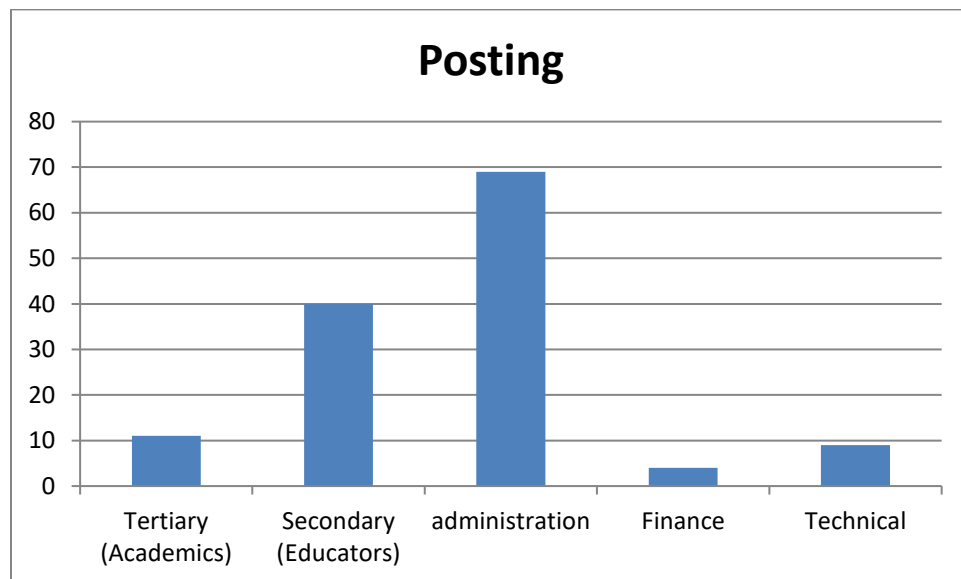
Function	Frequency	Percent	Cumulative Percent
----------	-----------	---------	--------------------



Tertiary (Academics)	11	8.3	8.3
Secondary (Educators)	40	30.1	38.3
Administration	69	51.9	90.2
Finance	4	3.0	93.2
Technical	9	6.8	100.0
<b>Total</b>	<b>133</b>	<b>100</b>	

***Table 9: Posting***

Most of the respondents (N=69) are posted in the administrative section. 40 respondents (20%) are educators, 11 respondents (8%) are academics, 4 respondents (3%) work in the finance section and 9 respondents (9%) are posted in the technical division. The above information is illustrated in the chart below:



***Figure 5: Posting***

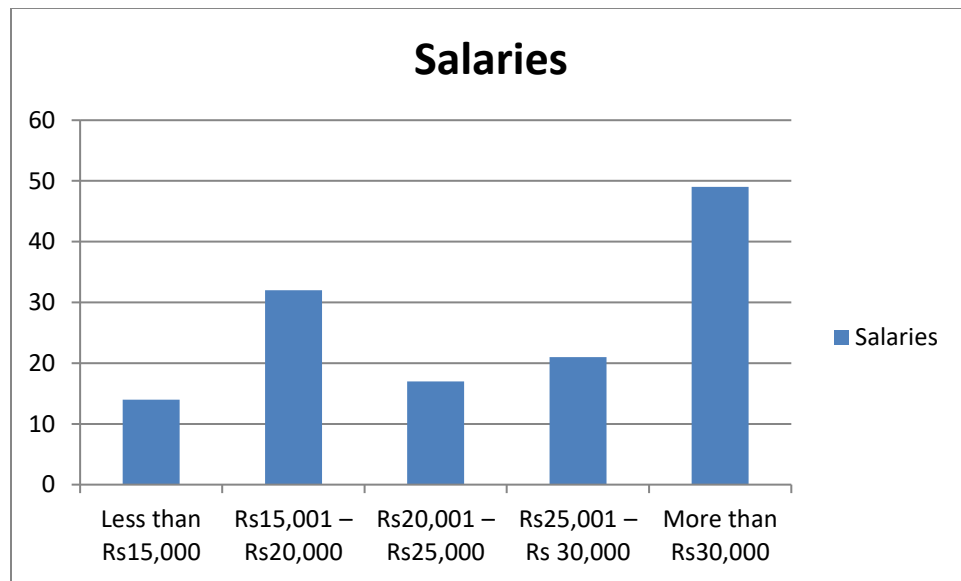
#### 4.4.5 Salaries

The table below presents the salaries of the respondents.

		Frequency	Percent	Cumulative Percent
	Less than Rs15,000	14	10.5	10.5
	Rs15,001 – Rs20,000	32	24.1	34.6
	Rs20,001 – Rs25,000	17	12.8	47.4
	Rs25,001 – Rs 30,000	21	15.8	63.2
	More than Rs30,000	49	36.8	100.0
	<b>Total</b>	<b>133</b>	<b>100.0</b>	

*Table 10: Salaries*

Most of the respondents (N=49) earn a salary that is above Rs30,000. There are only 14 respondents (11%) who have a salary of Rs15,000. The latter are mostly clerical officers. The chart below depicts the salaries of the respondents:



*Figure 6: Salaries*

#### 4.4.6 Family environment

According to the literature, the incidence of having an effective work life balance becomes important when an individual has dependent relatives, children etc.

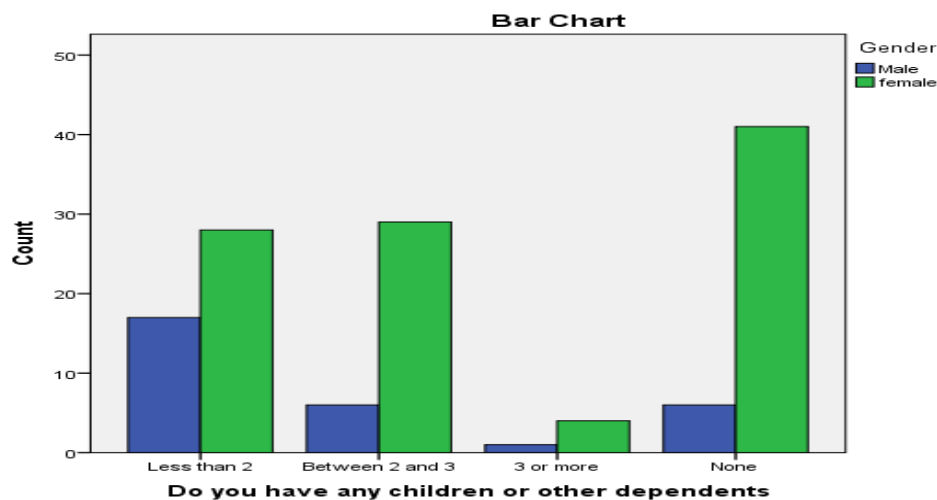
The table below provides the relevant statistics on the family situation of the respondents:

		Gender		Total	Percentage
		Male	female		
Do you have any children or other dependents	Less than 2	17	28	45	34
	Between 2 and 3	6	29	35	26
	3 or more	1	4	5	4
	None	6	41	47	35

<b>Total</b>	<b>30</b>	<b>102</b>	<b>132</b>	
--------------	-----------	------------	------------	--

*Table 11: Family environment*

45 respondents (34%) have less than 2 children or other dependents, 35 respondents (26%) have between 2 and 3 children or other dependents and 5 respondents have 3 or more children or other dependents. 47 respondents (35%) do not have any children or dependents. The relevant details by gender is illustrated in the chart below:



*Figure 7: Family environment*

#### 4.4.7 Household employment situation

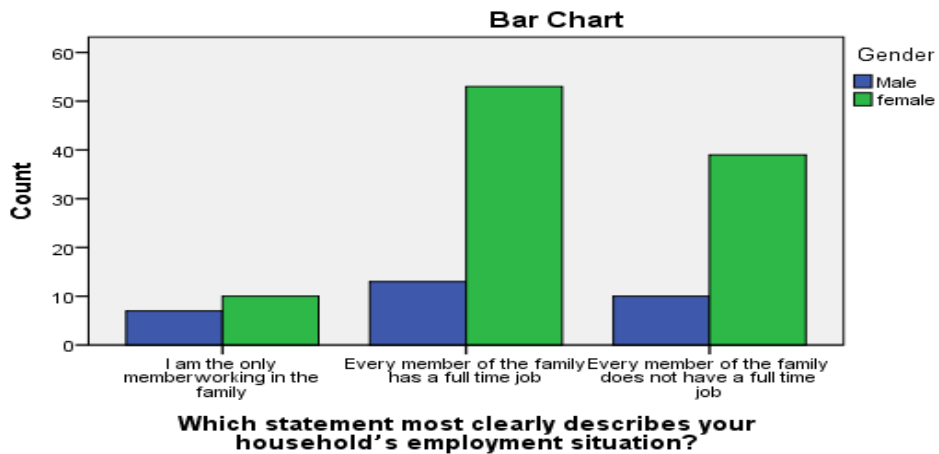
In addition to the previous analysis, respondents were required to state their household's employment situation. The relevant information is presented in the chart below:

	Gender		Total	Percentage
	Male	female		

Which statement most clearly describes your household's employment situation?	I am the only member working in the family	7	10	17	12
	Every member of the family has a full time job	13	53	66	50
	Every member of the family does not have a full time job	10	39	49	37
<b>Total</b>		<b>30</b>	<b>102</b>	<b>132</b>	<b>100</b>

**Table 12: Household employment situation**

It is noted from the above table that 12% of the respondents (N=17) are the only bread earners in the family, 50% of the respondents (N=66) have all their family members contributing to the household income while 37% of the respondents (N=49) have some family members contributing to the household income. The relevant information is illustrated gender wise in the chart below.



*Figure 8: Household employment situation*

## 4.5 Working Environment

Straw (1984) defines quality of work life as a philosophy, a set of principles, firmly believing that people are the prime resource in the organisation as they are trustworthy, responsible and capable of contributing strategically and they should be treated with dignity and respect while Clark (2000) defines work life balance as the “satisfaction and good functioning at work and at home with a minimum of role conflict”.

The views of the respondents on the working environment have been sought through six (6) questions.

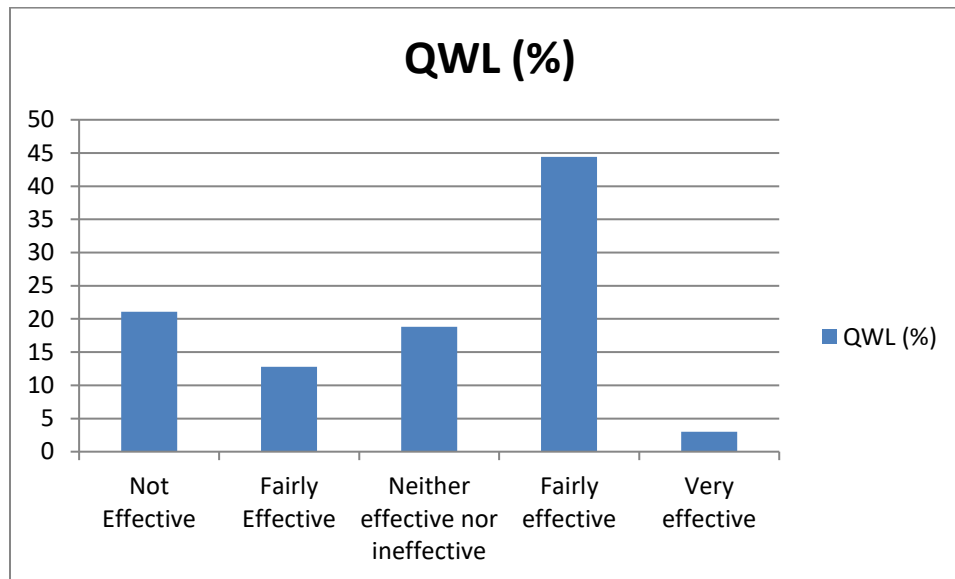
Question 1 requires respondents to rate the quality of work life in the organisation on a five (5) point Likert scale. The result of the survey is presented below:

	Frequency	Percent	Cumulative Percent
Not Effective	28	21.1	21.1
Fairly Effective	17	12.8	33.8
Neither effective nor ineffective	25	18.8	52.6
Fairly effective	59	44.4	97.0
Very effective	4	3.0	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	

*Table 13: Work Life Effectiveness*

From the above data, it is noted that 47% of the respondents (N=63) are satisfied while 34% of the respondents (N= 45) are dissatisfied. 25 respondents (19 %) feel that quality of work life is neither effective nor ineffective. The mean is 2.95 and the standard deviation

1.242. This shows that the quality of life is not perceived to be fully effective in this organisation. The relevant information is presented in the chart below:



*Figure 9: Work Life Effectiveness*

Question 2 seeks to obtain respondents views on the extent that management is committed to implement a good quality of work life. The responses obtained are tabulated below:

	Frequency	Percent	Cumulative Percent
Not at all	36	27.1	27.1
To some Extent	79	59.4	86.5
Completely	18	13.5	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	

*Table 14: Management Commitment*

18 respondents (13%) are of the views that management is fully committed to implement a good quality of work life while 36 respondents (27%) do not contribute to this view. However, most of the respondents (N=79) are of the views that management are somehow committed to implement a good quality of work life.

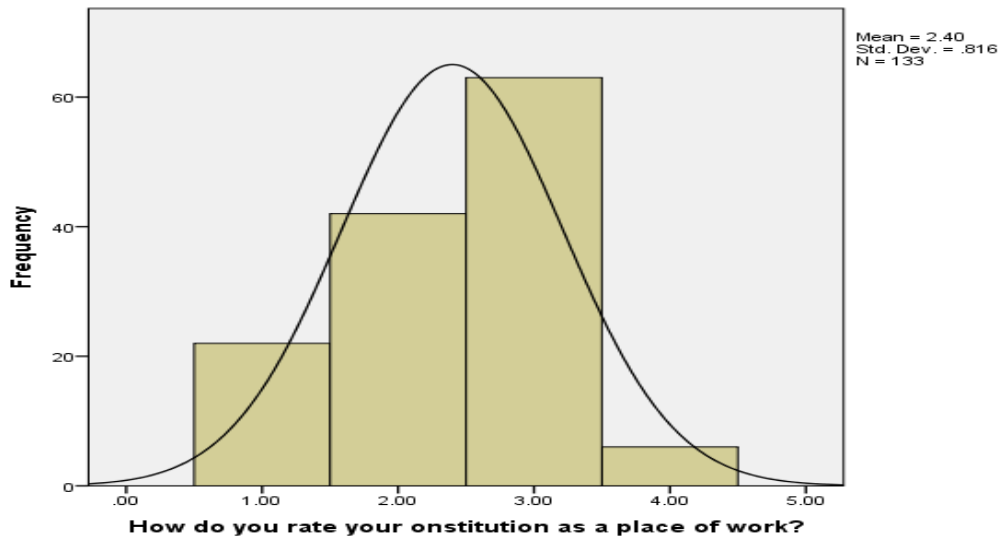
Question 3 requires respondents to rate their institution as a place of work. The result obtained is tabulated below:

	Frequency	Percent	Cumulative Percent
Poor	22	16.5	16.5
Fair	42	31.6	48.1
Good	63	47.4	95.5
Excellent	6	4.5	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	

***Table 15: Rating ALPHA OMEGA ORGANIZATION as a place to work***

From the above table, it is noted 16% of the respondents have rated their institution as a poor place to work (N=22), 32% of the respondents (N=42) have rated it as fair, 47% of the respondents (N=63) have rated it as good and only 5% of the respondents (N=6) have rated it as excellent. The result from the analysis is depicted in the bar chart below:





**Figure 10: Rating ALPHA OMEGA ORGANIZATION as a place to work**

It is noted that mean (M) is 2.3985, the standard deviation (SD) is 0.81594 and the skewness is -0.347. On the basis of the statistics, it can be concluded that, in general, respondents have a poor view of their organisation as a place of work.

Questions 4, 5 and 6 have been framed as dichotomous questions to seek the respondents' views on the quality of work life issues. The result of the analysis is given in the table below:

Statement	Yes	No
Has your organisation shown a deep interest in promoting a healthy and productive QWL and WLB for its employees	33	100
Do you believe employees envisage to have a good QWL and WLB?	117	16
Are you having an effective work life?	39	94

***Table16: Views on Quality of Work Life***

Based on the statistics, it is noted that most of the respondents (N=94) opined that they are not having an effective work life balance. In addition, a majority of the respondents (N=117) is of the views that employees envisage to have a good quality of work life and work life balance. However, most of the respondents (N=100) do not consider that organisation is showing a deep interest in promoting a healthy and productive quality of work life and work life balance for its employees. On the basis of the result it can be concluded that there is a dissonance between the employees' expectations and the Human Resources Management (HRM) policy of their organisation. According to the literature, such a situation negatively affects the level of motivation causing poor job satisfaction thus resulting in poor productivity.

## **4.6 Working Conditions**

### **4.6.1 Organisational Support**

According to Burke & Greenglass, (1999), the outcome of poor quality of work life and work life balance is detrimental to the progress and success of an organisation and results in low job satisfaction reduced loyalty and commitment towards work and organisation. Frone, Yardley, & Markel, (1997) posit that it contributes toward high rate of absenteeism of employees.

In this respect, respondents were required to state whether the current conditions of work in their organisation provide necessary support to accommodate for family and work responsibilities. The outcome of the analysis is given in the table below:

	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
Sometimes	67	50.4	50.4

No	40	30.1	80.5
Yes	26	19.5	100.0
<b>Total</b>	<b>133</b>	<b>100.0</b>	

**Table17: Organisational support**

From the statistics in the table above, it is highlighted that only 30% of the respondents (N=40) are of the views that the current conditions of work in their organisation does not provide the necessary support to accommodate for family and work responsibilities. While 19% of the respondents (N=26) has positively responded to this statement. However it is noted that the majority of the respondents (N=67) observe that current conditions of work in their organisation fairly provide the necessary support to accommodate for family and work responsibilities.

A *chi squared test* has been carried out to test at the 5% significance level ( $p=0.05$ ) as to whether there is a difference between the opinion expressed by male and female respondents on this question.

H<sub>0</sub>: There is no difference between male and female respondents with respect to the current conditions of work and its ability to accommodate for family and work responsibilities.

H<sub>1</sub>: There is difference between male and female respondents with respect to the current conditions of work and its ability to accommodate for family and work responsibilities.

The relevant statistics are given in the table below:

<b>Chi-Square Tests</b>			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.514 <sup>a</sup>	2	0.284

Likelihood Ratio	2.621	2	0.270
Linear-by-Linear Association	0.021	1	0.884
N of Valid Cases	133		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.06.			

**Table 18: Chi-Square Tests- Organisational support**

The  $p$  value is 0.284 at the 5% significance level. On this basis, the null hypothesis is retained, that is, there is no difference between male and female respondents with respect to the current conditions of work and its ability to accommodate for family and work responsibilities.

#### **4.6.2 Satisfaction with working condition**

According to Fernandes (1996), the quality of work life improves the employees' satisfaction and productivity of the company. Respondents were required to express their views on the degree that they are satisfied with the organisation support on a set of five (5) questions. The questions have been framed using a 5 points-Likert scale.

The relevant statistics (Frequency Distribution, Mean and Standard Deviation) are presented in the table below:

<b>WORKING CONDITIONS</b>	<b>NS</b>	<b>SS</b>	<b>NSND</b>	<b>S</b>	<b>VS</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
number of hours of work on a weekly basis	11	19	9	78	16	3.5188	1.13218
impact of work load on performance	31	26	30	45	1	2.6917	1.18820

use of technology in performing my work	54	35	11	32	1	2.1805	1.22372
Facilities/guidance to perform my duties	40	44	18	31	0	2.3008	1.13475
My job security	16	7	14	71	25	3.6165	1.20430
Composite mean score						2.8617	0.75886

***Table 19: Satisfaction with Working Condition***

From the above table, it is observed that the mean score for 2 questions are above 3. These are related to the following factors:

- (i) Hours of work on a weekly basis (M=3.5188)
- (ii) Job security (M=3.6165)

The number of working hours is determined by the Pay Research Bureau (PRB) and from the condition of service for public officers. It is a known fact that people prefer to join the public sector as it offers a greater level of job security than the private sector.

On the other hand, it is noted that the mean score on three statements are below 3. This means that most of the respondents are not satisfied with:

- (i) impact of work load on performance (M=2.6917)
- (ii) use of technology in performing my work (M=2.1805)
- (iii) facilities/guidance to perform my duties (M=2.3008)

The statistics demonstrate that it is very important for the organisation to take positive measures to improve the work load of the employees. It should integrate the use of technology and provide more guidance for effective performance of work activities.

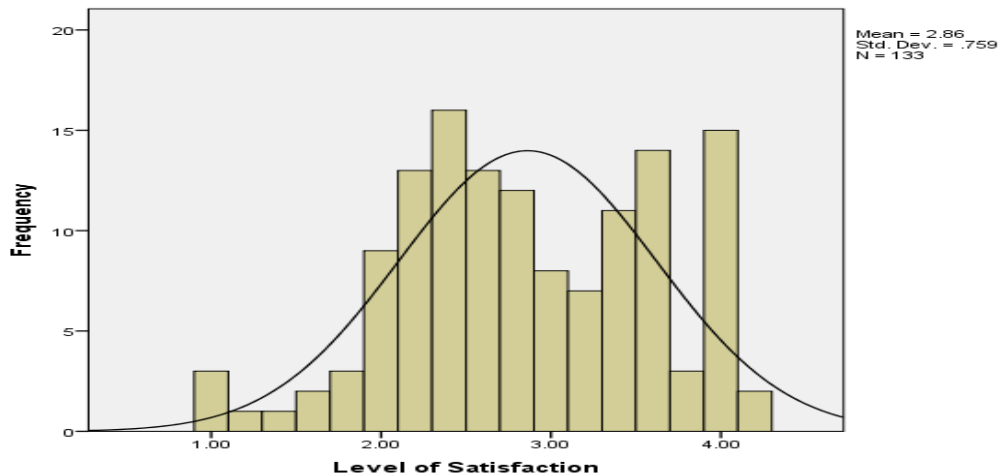
As part of the analysis, a composite mean score has been worked out for the five statements relating to the level of satisfaction. The frequency distribution is given in the chart below:

Mean score	Frequency	Percentage	Rating
Between 1 and 2	10	8	Very dissatisfied
Between 2 and 3	63	47	Dissatisfied
Between 3 and 4	43	32	Satisfied
Between 4 and 5	17	13	Highly satisfied

**Table 20: Composite Mean Score-Satisfaction with working condition**

From the above table, it is noted that 10 respondents (8%) are very dissatisfied with the work condition, 63 respondents (47%) are dissatisfied, 43 respondents (32%) are satisfied and 17 respondents (13%) are very satisfied. Overall, most of the respondents feel dissatisfied. This is confirmed by the composite mean score of  $M=2.8617$  and the standard deviation of 0.75886.

The above statistics are illustrated in the histogram below:



**Figure 11: Satisfaction with Working Conditions**

#### 4.6.2.1 Hypothesis Testing

Hypothesis tests have been carried out at the 5% significance level ( $p=0.05$ ) to test whether the level of satisfaction is related to gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation. As such, a  $p$  value of less than 0.05 ( $p<0.05$ ) denotes that there is a significant difference (reject the null hypothesis) while a  $p$  value above ( $p>0.05$ ) denotes that there is not a significant difference (accept the null hypothesis).

Normality test has been carried out to justify the use of the type of test to be carried out, that is, whether parametric or non-parametric test.

The result of the test is given below:

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Level of Satisfaction	0.099	133	0.003	0.963	133	0.001
a. Lilliefors Significance Correction						

**Table 21: Tests of Normality- Satisfaction with Working Conditions**

In view that the data fails to meet the normality test,  $p<0.05$ , non-parametric test has been used.

The result of the hypothesis tests is given in the table below:

Factor item	Type of Test	$p$ value	Decision
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Gender	Kruskal Wallis	0.417	Not Significant
Age	Kruskal Wallis	0.000	Significant
number of years of service	Kruskal Wallis	0.010	Significant
posting	Kruskal Wallis	0.497	Not Significant
job position	Kruskal Wallis	0.416	Not Significant
Salary	Kruskal Wallis	0.342	Not Significant
number of dependents	Kruskal Wallis	0.743	Not Significant
household's employment situation	Kruskal Wallis	0.234	Not Significant

***Table 22: Hypothesis Testing - Satisfaction with Working Conditions***

No significant difference has been identified at the 5% significance level except those relating to the age and the work experience of the respondents on their Satisfaction with working condition. These are discussed below.

#### **4.6.2.2 Age and Level of Satisfaction with working condition**

The level of satisfaction as determined by the mean for the different age group of respondents are given in the table below:

<b>Age Group</b>	<b>Mean</b>	<b>Std. Deviation</b>
Less than 20 years	2.4000	0.00000
21-30 years	2.5957	0.71077
31-45 years	2.9937	0.73438
46- 65 years	3.1048	0.81393



***Table 23: Age and Level of Satisfaction with Working Conditions***

The statistics shows that all respondents who are above 45 years are more satisfied (M=3.1048) than the other respondents. The lowest level of respondents is noted among respondents who are below 20 years old.

#### **4.6.2.3 Number of years of service and level of satisfaction with Working Conditions**

The level of satisfaction as determined by the mean for the work experience of the respondents are given in the table below:

<b>Number of years of service</b>	<b>Mean</b>	<b>Std. Deviation</b>
1-2 years	2.5778	0.73106
3-5 years	2.5364	0.58027
6-10 years	2.7822	0.82663
More than 10 years	3.0947	0.70923

***Table 24: Number of Years of Service and Level of Satisfaction with Working Conditions***

The statistics shows that respondents who have worked for more than 10 years are satisfied (M=3.0947) as compared to other respondents who have less than 10 years working experience.

## **4.7 Use and Development of Capabilities**

Hackman and Oldham (1976) explored the area of motivation by relating it to quality of the job design within an organisation. They developed a model called the Job

Characteristics Model (JCM). In this model, an effective framework for designing a job should address the following characteristics:

- (i) skill variety
- (ii) task identity,
- (iii) task significance
- (iv) autonomy and
- (v) feedback.

Respondents were required to express their views on the degree that they are satisfied with the use and development of capabilities on a set of 8 questions. The questions have been framed using a 5 points-Likert scale.

The relevant statistics (Frequency Distribution, Mean and Standard Deviation) are presented in the table below:

USE AND OF DEVELOPMENT OF CAPABILITIES	NS	SS	NSND	S	VS	MEAN	STANDARD DEVIATION
Opportunities to develop personal abilities	49	31	24	26	3	2.2707	1.21311
Deadline given to complete a task	38	38	25	32	0	2.3835	1.13966
Use of skills and competencies	30	38	19	41	5	2.6466	1.23825
Autonomy to take decisions	59	30	24	19	1	2.0451	1.12724
Types of tasks assigned	19	40	17	53	4	2.8722	1.17688

Handling multiple tasks simultaneously	22	27	24	59	1	2.9248	1.15879
Performance evaluation by the superiors	32	36	27	36	2	2.5489	1.17077
Composite Mean Score						2.5274	0.89598

***Table 24: Use and Development of Capabilities***

From the above table, it is noted that all the responses to the 8 questions relating to use and development of capabilities have a mean score that is below 3. On this premise, it is concluded that the organisation human resource policies of the organisation are perceived by the respondents to be ineffective. This is mostly in the area of job design, autonomy and performance evaluation.

With respect to job design, it is noted that respondents are not satisfied with deadline given to complete a task (M=2.3835), the Use of skills and competencies (M= 2.6466), Types of tasks assigned (M=2.8722), deadline given to complete a task (M=2.3835) and handling multiple tasks simultaneously (M=2.9248).

As for autonomy, most of the respondents are of the views that their jobs do not provide them with enough freedom to take operational decisions (M=2.0451) and they are deprived of the opportunities to develop personal abilities (M=2.2707). In addition, the respondents have a low esteem for the performance evaluation carried out by their superiors (M=2.5489).

Overall, it can be concluded that HRM policies in this organisation are not satisfying the aspiration of the employees.

As part of the analysis, a composite mean score has been worked out for the 7 statements relating to the use and development of capabilities and its effect on the level of satisfaction.

The frequency distribution is given in the chart below:

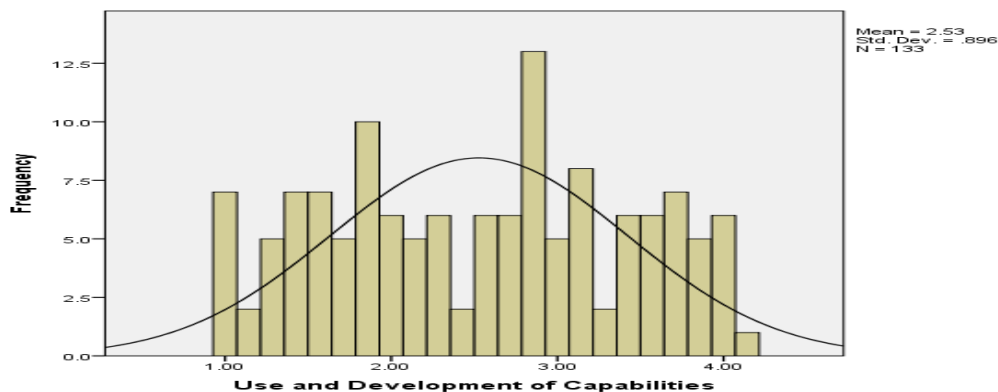
Mean score	Frequency	Percentage	Rating
Between 1 and 2	43	32	Very dissatisfied
Between 2 and 3	44	33	Dissatisfied
Between 3 and 4	39	29	Satisfied
Between 4 and 5	7	5	Highly satisfied

**Table 26: Composite Mean Score - Use and Development of Capabilities**

From the above table, it is noted that 32% of the respondents (N=43) are very dissatisfied with the use and development of capabilities and 33% are dissatisfied (N=33). Overall, 65% of the respondents, that is, 87 out of the 133 respondents are dissatisfied. As such it is a matter of concern for the management of the organisation.

It is also noted that 29% of the respondents (N=39) are satisfied with the use and development of capabilities and only 5% of the respondents (N=7) are highly satisfied with this element.

The above statistics is illustrated in the histogram below:



**Figure 12: Use and Development of Capabilities**

#### 4.7.1.1 Hypothesis Testing

Hypothesis tests have been carried out at the 5% significance level ( $p=0.05$ ) to test whether the level of satisfaction in respect to the use and development of capabilities is related to gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation. As such, a  $p$  value of less than 0.05 ( $p<0.05$ ) denotes that there is a significant difference (reject the null hypothesis) while a  $p$  value above ( $p>0.05$ ) denotes that there is not a significant difference (accept the null hypothesis).

Normality test has been carried out to justify the use of the type of test to be carried out, that is, whether parametric or non-parametric test should be adopted.

The result of the test is given below:

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Use and Development of Capabilities	0.096	133	0.004	0.955	133	0.000
<b>a. Lilliefors Significance Correction</b>						

**Table 27: Tests of Normality- Use and Development of Capabilities**

In view that the data fails to meet the normality test,  $p<0.05$ , non-parametric test has been used to conduct the test.

The results of the hypothesis tests are given in the table below.

Factor item	Type of Test	<i>p</i> value	Decision
Gender	Kruskal Wallis	0.217	Not Significant
Age	Kruskal Wallis	0.007	Significant
number of years of service	Kruskal Wallis	0.157	Significant
Posting	Kruskal Wallis	0.707	Not Significant
Job position	Kruskal Wallis	0.144	Not Significant
Salary	Kruskal Wallis	0.362	Not Significant
Number of dependents	Kruskal Wallis	0.232	Not Significant
Household's employment situation	Kruskal Wallis	0.366	Not Significant

***Table 28-Hypothesis testing - Use and Development of Capabilities***

No significant difference has been identified at the 5% significance level except those relating to the age and the work experience of the respondents on their Satisfaction with age. These are discussed below.

#### **4.7.1.2 Use and Development of Capabilities and Age group**

The test shows that the level of satisfaction with respect to the use and development of capabilities differ among the different age groups. The relevant statistics are given in the table below:

Age Group	Mean	Std. Deviation
Less than 20 years	2.5714	0.00000
21-30 years	2.1672	0.89330

31-45 years	2.7392	0.83123
46- 65 years	2.6939	0.91950

**Table 29: Use and Development of Capabilities and Age Group**

From the above table it is noted that all the respondents are dissatisfied, irrespective of their age group, with the use and development of capabilities. The highest level of dissatisfaction has been expressed by respondents who are between 21 and 30 years old.

## **4.8 Work and Total Life Space**

### **4.8.1 Whether Staff bring Office Work to complete / catch up at home**

As part of the survey, respondents were required to state as to whether they bring office work to complete / catch up at home.

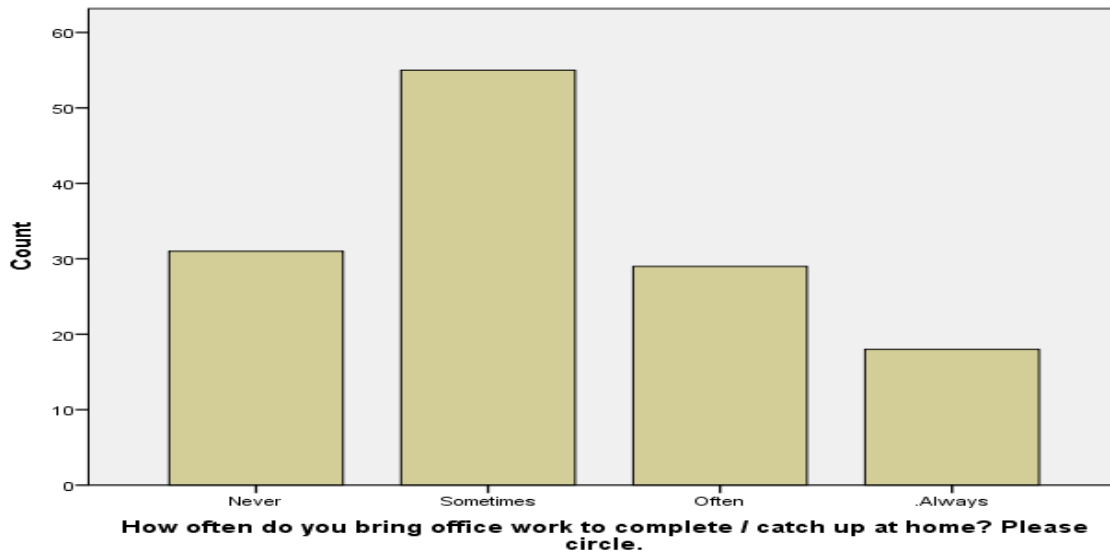
The result of the analysis is provided below:

		<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
	Never	31	23.3	23.3
	Sometimes	55	41.4	64.7
	Often	29	21.8	86.5
	Always	18	13.5	100.0
	<b>Total</b>	<b>133</b>	<b>100.0</b>	

**Table 30: Office work at home**

From the table above 23% of the respondent (N=331) never take office work to their home. However the other 77% of the respondents (N= 100) have to take their office work to their

home. This ranges from sometimes (N=55), often (N=29) and always (N=18). The relevant statistics is illustrated in the bar chart below.



*Figure 13: Office Work at Home*

## 4.8.2 Satisfaction with Work and Total Life Space

Perry, (2000) pointed out that it is vital for organisations to breed a positive quality of work life by providing the appropriate work environment. Walton (1996) classified such work environment as total life space. Respondents were required to express their views on the degree that they are satisfied with work and total life space on a set of 9 questions. The questions have been framed using a 5 points-Likert scale.

The statistics in terms of the frequency distribution, the mean and the standard deviation is given in the table below:

WORK AND LIFE SPACE	NS	SS	NSND	S	VS	MEAN	STANDARD DEVIATION
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Balance between professional and family time	15	27	18	66	7	3.1729	1.15805
Time schedule for leaving office	13	25	10	74	11	3.3383	1.16702
Amount of responsibilities assigned to you	20	35	22	53	3	2.8797	1.16149
The degree you feel comfortable with your work	23	33	14	52	11	2.9624	1.29337
Time off allowed to handle personal matters	26	27	14	59	7	2.9549	1.28431
Interference of your work with your family life	22	27	33	48	3	2.8722	1.14424
Interference of your family life with your work	14	20	37	54	8	3.1654	1.09531
Tiredness at the end of the day	37	38	27	31		2.3910	1.12704
Composite Mean Score						2.9671	0.87160

***Table 31: Work and Total Life Space***

The statistics shows that most respondents are dissatisfied with the amount of responsibilities assigned to them, (M=2.8797), they do not feel comfortable with their work (M= 2.9624), they feel aggrieved with the amount of time off allowed for them to handle personal matters, their work interferes to a high level in their personal life (M=2.8722) and most of them suffer from exhaustion after a day work in the office (M=2.3910).

On the other hand, most of the respondents are satisfied with the balance between professional and family time, the time for leaving office (M=3.3383) and the low level of interference of work on their family life (M=3.1654).

As part of the analysis, a composite mean score has been worked out for the 8 statements relating to the work and total life balance and its effect on the level of satisfaction. The frequency distribution is given in the chart below:

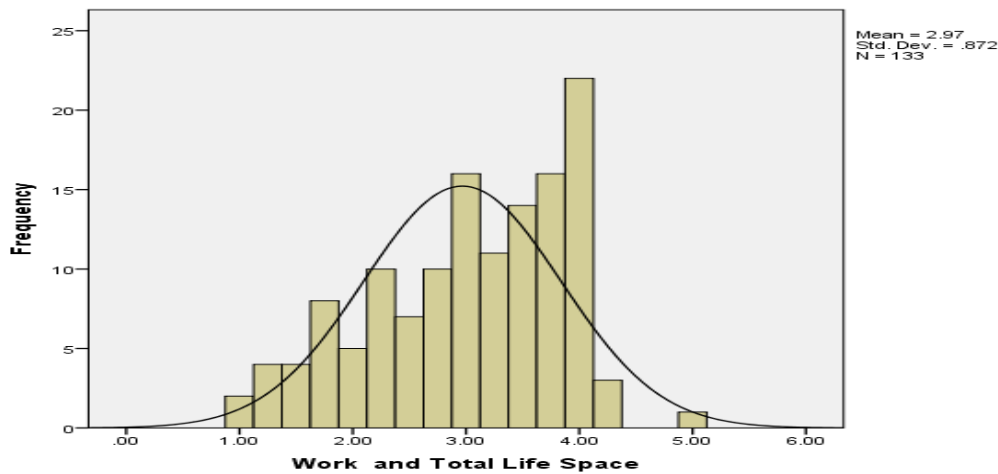
Mean score	Frequency	Percentage	Rating
Between 1 and 2	21	16	Very dissatisfied
Between 2 and 3	37	28	Dissatisfied
Between 3 and 4	59	44	Satisfied
Between 4 and 5	16	12	Highly satisfied
<b>Total</b>	<b>133</b>	<b>100</b>	

*Table 32: Composite Mean Score - Work and Total Life Space*

The statistics shows that the majority of the respondents (N=75) are satisfied with their work and total life space resulting from their job. In other words 59 respondents (44%) are satisfied and 16 respondents (12%) are very satisfied.

On the other hand, 58 respondents (44%) are not satisfied with their work and total life space resulting from their job. Out of the 58 respondents, 21 are very dissatisfied and 37 respondents are dissatisfied.

The above statistics are further illustrated in the histogram below:



*Figure 14: Composite mean score - Work and Total Life Space*

### 4.8.3 Hypothesis Testing

Hypothesis tests have been carried out at the 5% significance level ( $p=0.05$ ) to test whether the level of satisfaction with respect to work and total life balance are related to gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation. As such, a  $p$  value of less than 0.05 ( $p<0.05$ ) denotes that there is a significant difference (reject the null hypothesis) while a  $p$  value above ( $p>0.05$ ) denote that there is not a significant difference (accept the null hypothesis).

Normality test has been carried out to justify the use of the type of test to be carried out, that is, whether to use parametric or non-parametric test.

The result of the test is given below:

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.

Work and Total Life Space	0.113	133	0.000	0.949	133	0.000
a. Lilliefors Significance Correction						

**Table 33: Tests of Normality - Work and Total Life Space**

In view that the data fails to meet the normality test,  $p < 0.05$ , non-parametric test has been used to conduct the test.

The result of the hypothesis tests are given in the table below:

Factor item	Type of Test	<i>p</i> value	Decision
Gender	Kruskal Wallis	0.817	Not Significant
Age	Kruskal Wallis	0.162	Not Significant
Number of years of service	Kruskal Wallis	0.156	Not Significant
Posting	Kruskal Wallis	0.817	Not Significant
Number of years in the current position	Kruskal Wallis	0.363	Not Significant
Job position	Kruskal Wallis	0.392	Not Significant
Salary	Kruskal Wallis	0.942	Not Significant
Number of dependents	Kruskal Wallis	0.441	Not Significant
Household's employment situation	Kruskal Wallis	0.690	Not Significant

**Table 34: Hypothesis Testing- Work and Total Life Space**

In view that the  $p$  value is above 0.05 ( $p > 0.05$ ), it can be concluded that level of satisfaction with respect to work and total life balance are not related to gender, age, number of years

of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation.

## 4.9 Reward and Career Development

### 4.9.1 Fair and appropriate compensation

Herzberg (1987) in his study has classified pay as a hygiene factor, that is, its absence will cause employee dissatisfaction. It is in this context that Walton in his model has included fair and appropriate compensation as a driver in satisfying employees.

Respondents were required to express their views on the degree that they are satisfied with work and total life space on a set of 11 questions. The questions have been framed using a 5 points-Likert scale. The statistics in terms of the frequency distribution, the mean and the standard deviation is given in the table below.

REWARD AND CAREER DEVELOPMENT	NS	SS	SND	S	VS	MEAN	STANDARD DEVIATION
Salary	34	51	11	35	2	2.3985	1.17383
Recognition/reward at end of assignment	61	34	23	15	0	1.9398	1.04272
Extra benefits offered (transport, allowances)	47	48	10	26	2	2.1579	1.15366
My personal growth in performing my duties	16	40	23	45	9	2.9323	1.18191
Requirements to keep learning new things	24	39	21	43	6	2.7594	1.21325
Training provided to upgrade my skills	64	27	19	21	2	2.0226	1.18364

Facilities for pursuing self-financed further studies	54	36	27	14	2	2.0526	1.08234
Incentives for higher studies	71	32	14	16	0	1.8120	1.04556
The chances of promotion	76	31	19	7	0	1.6767	0.90912
Career paths / job prospects	62	42	22	7	0	1.8045	0.89999
Composite Mean score						2.1556	0.75271

***Table 35: Reward and Career Development***

The statistics in the above table shows that most of the respondents are dissatisfied with the reward and career development system in the organisation. The lowest level of dissatisfaction is noted in the following areas: Recognition / reward at end of assignment (M=1.9398), incentives for higher studies (M=1.8120), the chances of promotion (M=1.6767) and career paths / job prospects (M=1.8045). In addition, some relatively low degree of dissatisfaction is also noted with respect to salary (M=2.3985), extra benefits offered (transport, allowances (M=2.1579), personal growth (M=2.9323) continuous learning (M=2.7594), training (M=2.02260) support for further education (M=2.0526). Overall, it can be concluded that reward and career enhancement are perceived to be very poor in this organisation.

A composite mean score has been worked out for the 10 statements relating to the reward and career development and its impact on the level of satisfaction. The frequency distribution is given in the chart below:

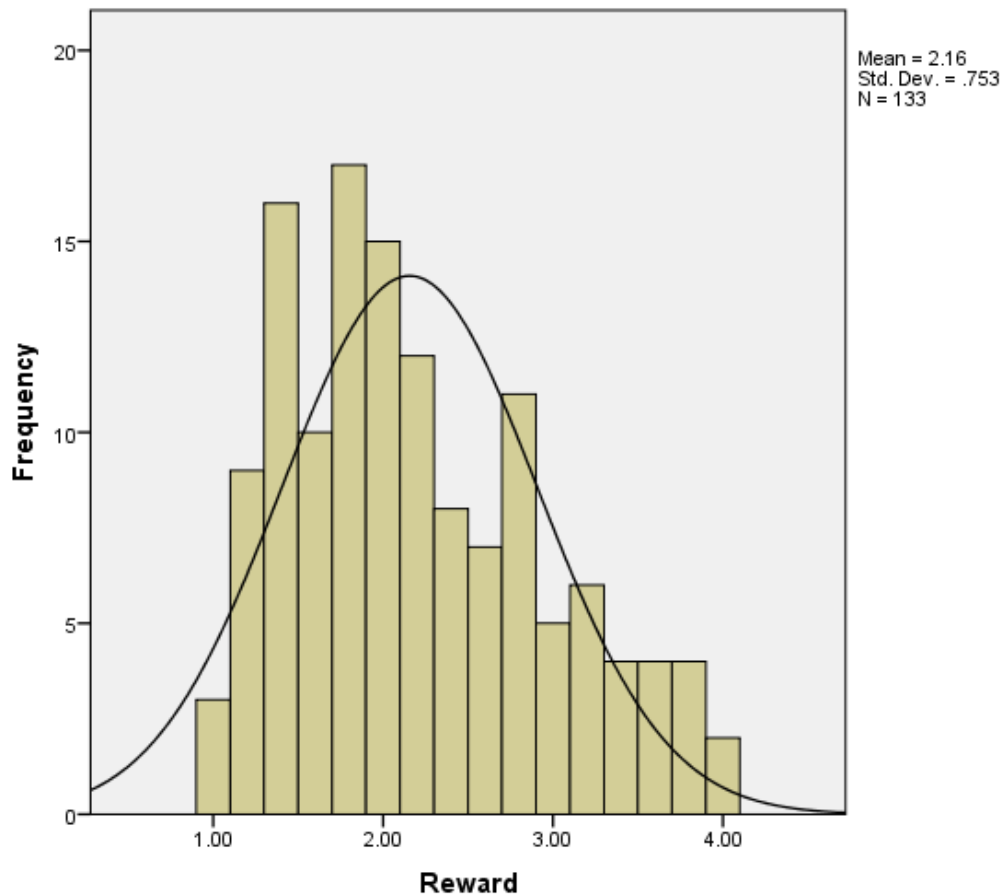
Mean score	Frequency	Percentage	Rating
Between 1 and 2	60	45	Very dissatisfied

Between 2 and 3	50	38	Dissatisfied
Between 3 and 4	21	16	Satisfied
Between 4 and 5	2	1	Highly satisfied
<b>Total</b>	<b>133</b>	<b>100</b>	

***Table 36: Composite Mean Score - Reward and Career Development***

It is noted from the above table that 45% of the respondents (N=60) are very dissatisfied and 38% of the respondents (N=50) are dissatisfied. There is only 21 respondents (16%) who are satisfied and 2 respondents (1%) are very satisfied. The high level of dissatisfaction in the organisation is further confirmed by the composite mean score of 2.1556 and its associated standard deviation of 0.75271.

The distribution of the composite mean score is illustrated in the chart below:



*Figure 15: Composite Mean Score - Reward and Career Development*

#### 4.9.2 Hypothesis testing

Hypothesis tests have been carried out at the 5% significance level ( $p=0.05$ ) to test whether the level of satisfaction with respect to reward and career development are associated to gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation. As such, a  $p$  value of less than 0.05 ( $p<0.05$ ) denotes that there is a significant



difference (reject the null hypothesis) while a  $p$  value above ( $p>0.05$ ) denotes that there is not a significant difference (accept the null hypothesis).

Normality test has been carried out to justify the use of the type of test to be carried out, that is, whether parametric or non-parametric test.

The result of the test is given below

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Wd	0.108	133	0.001	0.952	133	0.000
a. Lilliefors Significance Correction						

**Table 37: Tests of Normality Reward and Career Development**

In view that the data fails to meet the normality test,  $p<0.05$ , non-parametric test has been used to conduct the test.

The result of the hypothesis tests are given in the table below:

Factor item	Type of Test	$p$ value	Decision
Gender	Kruskal Wallis	0.131	Not Significant
Age	Kruskal Wallis	0.033	Significant
Number of years of service	Kruskal Wallis	0.026	Significant
Posting	Kruskal Wallis	0.037	Significant
Job position	Kruskal Wallis	0.110	Not Significant
Salary	Kruskal Wallis	0.642	Not Significant

Number of dependents	Kruskal Wallis	0.231	Not Significant
Household's employment situation	Kruskal Wallis	0.484	Not Significant

***Table 38: Hypothesis testing - Reward and Career Development***

No significant difference has been identified at the 5% significance level except those relating to the age, the work experience and posting of the respondents with respect to satisfaction with reward and career development. These are discussed below:

#### **4.9.3 Age and Level of Satisfaction with respect to Reward and Career Development**

The test shows that the level of satisfaction with respect to reward and career development differs among the different age groups. The relevant statistics are given in the table below:

<b>Age Group</b>	<b>Mean</b>	<b>Standard Deviation</b>
Less than 20 years	1.4000	0.00000
21-30 years	2.0532	0.75234
31-45 years	2.1302	0.73014
46- 65 years	2.5333	0.74252

***Table 39: Age and Level of satisfaction with respect to Reward and Career Development***

The statistics in the above table shows that the level of dissatisfaction is more acute for respondents who are below 20 years old (M=1.4000) as compared to respondents in the 46-65 years bracket (M=2.5333). It also shows that there is a positive relationship between age and the level of satisfaction ( $r=0.219$ ).

#### 4.9.4: Work Experience and satisfaction with to Reward and Career Development

The statistics depict the level of satisfaction with reward and career development for the different age group.

Number of years of service	Mean	Std. Deviation
1-2 years	2.0444	0.44472
3-5 years	2.1364	0.80684
6-10 years	1.9444	0.79446
More than 10 years	2.3474	0.70130

*Table 40: Work Experience and satisfaction with to reward and career development*

It is noted that respondents who have worked for the organisation for 6 to 10 years are highly dissatisfied (M=1.9444) as compared to respondents in the other age bracket.

#### 4.9.5 Functional group and satisfaction with to Reward and Career Development

The table below depicts satisfaction with to reward and career development across the 5 functional groups.

Function	Mean	Standard Deviation
Tertiary (Academics)	2.6909	0.75823
Secondary (Educators)	2.2800	0.82219
Administration	2.0638	0.69451

Finance	2.0000	0.73937
Technical	1.7222	0.51181

*Table 41: Functional group and satisfaction with regard to  
reward and career development*

It is noted that in relative terms, the level of dissatisfaction is more acute in the technical function (M=1.7222) as compared to respondents who are posted in the other 4 functional groups

#### 4.10 Social Integration and Constitutionalism

(Drago et al. 2001) posited that organisation should put in place programmes and policies to focus more on creating a supportive workplace in term of more social integration and constitutionalism. Respondents were required to express their views on the degree that they are satisfied with social integration and constitutionalism at ALPHA OMEGA ORGANIZATION on a set of 13 questions. The questions have been framed using a 5-points Likert scale. The statistics in terms of the frequency distribution, the mean and the standard deviation is given in the table below:

<b>SOCIAL INTEGRATION AND CONSTITUTIONALISM</b>	<b>NS</b>	<b>SS</b>	<b>NSND</b>	<b>S</b>	<b>VS</b>	<b>MEAN</b>	<b>STANDARD DEVIATION</b>
Relationship with management	22	34	29	46	2	2.7895	1.13520
Relationship with colleagues	9	32	14	65	13	3.3083	1.14270
Valorisation of your ideas	34	29	32	35	3	2.5789	1.19475
Team commitment to work	31	33	16	51	2	2.6992	1.24307

Initiatives to take higher responsibilities	19	30	20	60	4	3.0000	1.17422
Discrimination (gender, social background, etc.)	39	27	22	42	3	2.5714	1.26901
Freedom to take decision while performing work	52	26	20	35	0	2.2857	1.23443
Freedom of expression	44	33	19	37	0	2.3684	1.20902
The extent to which your rights are respected	38	38	23	32	2	2.4135	1.18147
Rules and regulations imposed on employees	37	45	30	21	0	2.2632	1.03642
The way you are being treated by your superiors	32	43	16	36	6	2.5564	1.24568
Stress level at work	46	49	20	18	0	2.0752	1.01969

***Table 42: Social Integration and Constitutionalism***

The statistics in the above table shows that respondents are dissatisfied with the following factors: (i) relationship with management (M=2.7895), (ii) valorisation of their ideas (M=2.5789), (iii) team work (M=2.6992), (iv) level of discrimination (M=2.5714), (v) autonomy in the decision making process (M=2.2857), (vi) freedom of expression (M=2.3684), (vii) respect of right (M=2.4135), (viii) bureaucratic rules (M=2.2632), (ix) attitude of supervisors (M=2.5564) and the stress level in their work (M=2.0752).

However, it is noted that most respondents have opined that there is a good inter relationship between work colleagues (M=3.3083). The statistics also shows the views in respect of initiatives to take higher responsibilities is divided among the respondents

(M=3.0000). Overall, it can be concluded that the organisation is poor when it comes to social integration and constitutionalism.

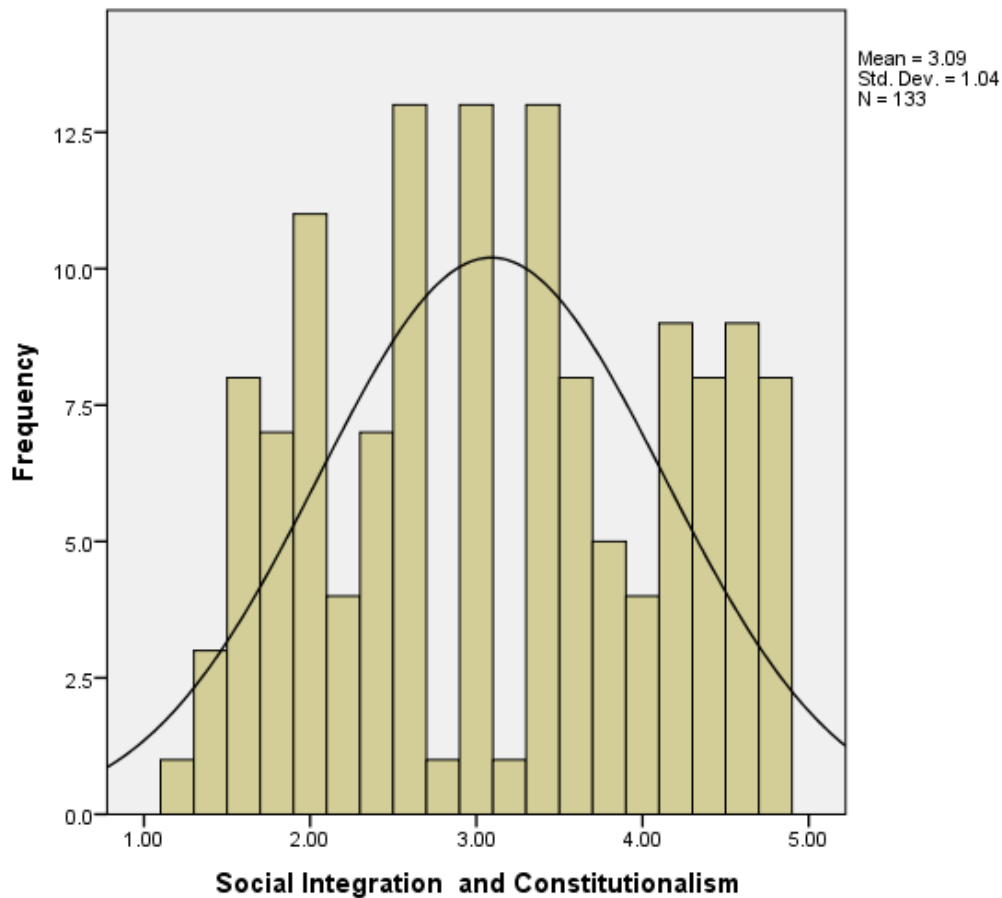
A composite mean score has been worked out for the 12 statements relating to social integration and constitutionalism and its impact on the level of satisfaction. The frequency distribution is given in the chart below:

Mean score	Frequency	Percentage	Rating
Between 1 and 2	28	21	Very dissatisfied
Between 2 and 3	34	26	Dissatisfied
Between 3 and 4	34	26	Satisfied
Between 4 and 5	37	27	Highly satisfied
<b>Total</b>	<b>133</b>	<b>100</b>	

***Table 43 – Composite Mean Score - Social Integration and Constitutionalism***

From the above table it is noted that 47% of the respondents (N=62) are dissatisfied with the social integration and constitutionalism elements in their organisation. Out of these 62 respondents, 28 respondents have given a very poor rating to constitutionalism elements in their organisation.

On the other hand, it is noted that 53% of the respondents (N=61) are dissatisfied with the social integration and constitutionalism elements in their organisation. Out of the 61 respondents, 37 respondents are very satisfied with integration and constitutionalism elements.



*Figure 16: Social Integration and Constitutionalism*

#### 4.10.1 Hypothesis Testing

Hypothesis tests have been carried out at the 5% significance level ( $p=0.05$ ) to test whether the level of satisfaction with respect to social integration and constitutionalism elements are associated to gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation. As such, a  $p$  value of less than 0.05 ( $p<0.05$ ) denotes

that there is a significant difference (reject the null hypothesis) while a  $p$  value above ( $p>0.05$ ) denotes that there is not a significant difference (accept the null hypothesis).

Normality test has been carried out to justify the use of the type of test to be carried out, that is, whether to conduct parametric or non-parametric test.

The result of the test is given below:

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Social Integration and Constitutionalism	0.090	133	0.011	0.948	133	0.000
a. Lilliefors Significance Correction						

**Table 44: Test of normality- Social Integration and Constitutionalism**

In view that the data fails to meet the normality test,  $p<0.05$ , non-parametric test has been used to conduct the test.

The result of the hypothesis tests are given in the table below:

Factor item	Type of Test	$p$ value	Decision
Gender	Kruskal Wallis	0.319	Not Significant
Age	Kruskal Wallis	0.077	Not Significant
Number of years of service	Kruskal Wallis	0.061	Not Significant
Posting	Kruskal Wallis	0.436	Not Significant
Job position	Kruskal Wallis	0.331	Not Significant



Salary	Kruskal Wallis	0.103	Not Significant
Number of dependents	Kruskal Wallis	0.096	Not Significant
Household's employment situation	Kruskal Wallis	0.619	Not Significant

***Table 45: Hypothesis Testing - Social Integration and Constitutionalism***

On the basis of the above statistics, it can be concluded that there is no significant difference at the 5% significance level ( $p=0.05$ ) between level of satisfaction with the social integration and constitutionalism elements in term of gender, age, number of years of service, posting of respondents, job position, number of years in the current position, salary, number of dependents and household's employment situation.

#### **4.11 Summary of Findings**

The table below present the degree of the respondent satisfaction with respect to the 7 components contained in the Walton model using the mean score as an indicator.

	<b>Mean</b>	<b>Std. Deviation</b>
Work Condition	<b>2.8617</b>	<b>0.75886</b>
Use and Development of Capabilities	<b>2.5274</b>	<b>0.89598</b>
Work and Total Life Space	<b>2.9671</b>	<b>0.87160</b>
Reward	<b>2.1556</b>	<b>0.75271</b>
Social Integration and Constitutionalism	<b>3.0910</b>	<b>1.04007</b>

***Table 46: Walton Model - Summary of Findings***

From the above table, it is noted that respondents are more satisfied with the Social Integration and Constitutionalism and are less satisfied with the reward component. Except

for the social integration and constitutionalism, (M=3.0910) respondents are not satisfied with the work condition (M=2.8617), use and development of capabilities (M=2.5274), work and total life space (M=2.9671) and reward (M=2.1556). The mean scores are presented in the chart below:



*Figure 17: Mean score – Satisfaction Level*

## 4.12 Conclusion

This chapter has presented the result of the findings of the data and information obtained from the survey. The next chapter will conclude the study and will also present some recommendations for further improving the quality of work life at ALPHA OMEGA ORGANIZATION.

## **Chapter 5: Conclusion and Recommendations**

### **5.1 Introduction**

The previous chapter has presented the findings of the information identified from the survey of the employees of ALPHA OMEGA ORGANIZATION. This chapter concludes the study by providing some recommendations for improving the quality of work life and ultimately cultivating the work life balance of employees.

### **5.2 Objectives of the study**

The main objectives of this research are:

- (i) to study the perception of quality of work life among the staff of ALPHA OMEGA ORGANIZATION and to gauge its impact on their work life balance; and
- (ii) to examine the level of job satisfaction among the employees of ALPHA OMEGA ORGANIZATION

The study has been framed using the Walton Model of job satisfaction with quality of work life and its resulting impact on work life balance.

### **5.3 Conclusion**

The study shows that the quality of life is not perceived to be fully effective in this organisation. There is a general feeling that the management of ALPHA OMEGA ORGANIZATION has not attended adequately to the quality of life of the employees of ALPHA OMEGA ORGANIZATION. In general, most respondents have expressed their views that they do not have an effective work life balance. This is substantiated by the fact that 77% of the respondents have to bring office work to their home for completion and to meet the deadlines. In general, most respondents do not have a strong positive opinion of

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ALPHA OMEGA ORGANIZATION as a place of work. Most of the respondents, irrespective of their gender, are of the view that due to their work conditions they are not fully able to accommodate their family and work responsibilities.

With respect to work conditions, concern has been shown with respect to work load and its impact on performance, the effective use of technology and the organisation support for effective performance. Dissatisfaction with work conditions are more prevalent among the young employees of the organisation, in particular with employees who have less than 10 years working experience.

With respect to use of and development of capabilities, most of the respondents are not happy with job design, the level of autonomy and the performance evaluation system. The study shows that the degree of dissatisfaction is more acute with young employees of the organisation in particular with employees who have less than 10 years working experience. As pointed out by Serey (2006), a good quality of work life for employees could be achieved through self-direction and employees should be allowed to make best use of their talents and capacities to perform work and to face challenges.

In general, there is a high level of dissatisfaction with the total life space in terms of the amount of time they allocate to personal matters and most of them suffer from exhaustion / stress after a day of work in the office. On the other hand, most of the respondents strive very hard to balance their work and family life.

With respect to career development, the low level of job satisfaction is caused by poor recognition, low level of support by the organisation for training its employees, poor career path with limited opportunities for promotion. The study shows that the degree of dissatisfaction is more acute with young employees of the organisation and with those employees who have less than 10 years working experience. As compared to the other work groups, there is a higher level of dissatisfaction among the technical grade.

On the Social Integration and Constitutionalism, many respondents have a negative feeling with regard to employees' relation with management. There is poor team working in the organisation and there is limited area for innovation and learning. In the views of the respondents, the highly bureaucratic structure at the ALPHA OMEGA ORGANIZATION should be replaced by a more flexible and dynamic organisation. In this respect, there is a need for a new cultural change in the organisation. As pointed out by Robbins (1998) quality of work life gives an indication of the employees' feelings towards their jobs, colleagues and organisations and their intention of participating in organisations' process and decision-making mechanisms and contributing towards organisational growth and profitability. This could only be achieved by a high level of Social Integration and Constitutionalism. This section has presented a summary of the main findings from the study.

In this respect it can be concluded that there is a low perception of quality of work life among the staff of ALPHA OMEGA ORGANIZATION and this affects the work life balance of the employees. This is substantiated by the low level of job satisfaction among the employees of ALPHA OMEGA ORGANIZATION.

## **5.4 Recommendations**

In the light of the above, the following recommendations are being made to improve the quality of life in order for employees to benefit from a balanced family, that is, work life balance.

### **5.4.1 Counselling Service**

As part of their HRM policies, many organisations in developed countries run a counselling service by engaging counselling consultants to help their employees to enjoy a better work

and family life. In this respect, it is recommended that ALPHA OMEGA ORGANIZATION should initiate this innovative idea for its employees.

#### **5.4.2 Job Design**

In common with other organisations in the public sector, ALPHA OMEGA ORGANIZATION is structured as a bureaucratic organisation. Such type of structure inhibits team work and innovative ideas and it is perceived to be inflexible. In this respect, it is recommended that ALPHA OMEGA ORGANIZATION seek the services of an organisation development consultant to study and recommend a new organisation structure while taking those factors on board.

#### **5.4.3 Training**

Nowadays, training to employees has become an important developmental tool to improve organisation effectiveness in achieving the intended goals. Training also provides employees to develop their innate potential and it contributes towards the career path as well as the employability of employees. In this context ALPHA OMEGA ORGANIZATION should carry out a training needs analysis of all its employees and fund their training accordingly.

#### **5.4.4 Family days**

It is common practice in private organisations to organise family days as these provide the close relatives of the employee to know more about the organisation in which their dear one spends his/her working life. This in a way improves the level of understanding within the family structure and it becomes an effective catalyst for a balanced work and family life. It is on this basic premise that ALPHA OMEGA ORGANIZATION should organise regular family days for the benefit of its personnel.

#### **5.4.5 Communication**

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The study reveals that the communication mechanism between employees and the management of ALPHA OMEGA ORGANIZATION is ineffective. It appears that this may be the cause of employee apprehension of the quality of work life and work life balance. It is recommended that management reinforce this system by a system of employee recognition, internal communication and other suitable means.

#### **5.4.6 Implementation of Flexible Working Hours**

ALPHA OMEGA ORGANIZATION may implement flexible working hours in order to allow the employees to plan their personal activities and maintain a work life balance. The Institute will benefit from the employees' increased focus and commitment since they will be working in a way that will suit their personal circumstances. They will also be relieved from bringing office work to complete at home and will thus be able to give more attention on their personal life.

#### **5.4.7 Planning of activities and Management of Meetings**

A proper planning of the activities and a good management of meetings are strongly recommended so as to avoid wasting time on repetitive issues by the employees of the Institute. This will help to meet deadlines and also to focus on pertinent issues which will ascertain a productive and healthy working environment. However, an optimum use of human and physical resources is compulsorily commended.

### **5.5 Topics for further research**

In the light of the findings, a similar research could be carried out for the whole of the public sector with respect to quality of work life and work life balance. This would enable policy makers to improve the effectiveness of the public sector.

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## Appendix B

# A Study of the Quality Of Working Life at ALPHA OMEGA ORGANIZATION

## ---- Appraisee Questionnaire ----

August 2015

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*Implementing Work Life Balance at the ALPHA OMEGA ORGANIZATION*

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Questionnaire ID	QWLEE					
Name of organisation						
Designation of respondent						

### **Objectives of the study**

The main objectives of this research are:

1. to study the perception of QWL of ALPHA OMEGA ORGANIZATION staff and its impact on their WLB
2. to examine the nature of their job satisfaction
3. to study the relationship between QWL and job satisfaction

### **Instructions to fill the questionnaire**

1. This survey aims to assess the existing quality of work life and work life balance of ALPHA OMEGA ORGANIZATION staff. Kindly spare a few minutes of your precious time to help us fill this questionnaire. Your contribution is valuable to our survey.
2. You are kindly requested to fill in the questionnaire from an appraisee's perspective even though you can be an appraiser too.
3. All information provided will be kept strictly confidential.
4. For each question, please circle your most appropriate answer or write your answer in the space provided.

## SECTION A – WORK ENVIRONMENT AT ALPHA OMEGA ORGANIZATION

### QUALITY OF WORK LIFE

*“QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.” (Straw R. (1984))*

### WORK LIFE BALANCE

*WLB is defined as “satisfaction and good functioning at work and at home with a minimum of role conflict” (Clark, 2000)*

This section assesses the current work environment in **your** organisation from the appraiser's point of view. Please indicate your opinion by responding to the following questions.

1. How do you regard QWL in your organisation as an employee? Please circle SINGLE RESPONSE.

Not effective at all	Fairly ineffective	Neither effective nor ineffective	Highly effective	Very effective
1	2	3	4	5

2. How far do you feel management is committed to implement a good QWL? Please circle. SINGLE RESPONSE.

Not at all	To some extent	Completely
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1	2	3
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3. How do you rate your institution as a place of work? Please circle. SINGLE RESPONSE.

3.1.Excellent	1
3.2.Good	2
3.3.Fair	3
3.4.Poor	4

4. Is employee satisfaction vital and critical to the success of your organisation? Please tick. SINGLE RESPONSE.

1.Yes ☐ 2. No ☐

5. Do you believe employees envisage to have a good QWL and WLB? Please tick. SINGLE RESPONSE.

1.Yes ☐ 2. No ☐

6. Has your organisation shown a deep interest in promoting a healthy and productive quality of work life and work life balance for its employees? Please tick. SINGLE RESPONSE.

1. Yes ☐ 2. No ☐

## SECTION B – WORKING CONDITIONS

7. Do the current conditions of work in your organisation provide necessary support to accommodate for family and work responsibilities? Please tick. SINGLE RESPONSE

1.Yes ☐ 2.No ☐ 3.Sometimes ☐

8. Please indicate your level of satisfaction with the following aspects of your

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working conditions? Please circle. SINGLE RESPONSE.

	Not satisfied at all	Slightly satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
8.1. number of hours you work on a weekly basis	1	2	3	4	5
8.2. impact of work load on performance	1	2	3	4	5
8.3. use of technology in performing work	1	2	3	4	5
8.4. Facilities/guidance to perform your duties	1	2	3	4	5
8.5. Your job security	1	2	3	4	5

## SECTION C –USE AND DEVELOPMENT OF CAPABILITIES

9. Please indicate your level of satisfaction with the following aspects of your work? Please circle. SINGLE RESPONSE.

	Not satisfied at all	Slightly satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
9.1. opportunities to develop your personal abilities	1	2	3	4	5
9.2. deadline given to complete a task	1	2	3	4	5
9.3. Use of your skills and competencies	1	2	3	4	5
9.4. Autonomy to take decisions	1	2	3	4	5
9.5. Types of tasks assigned to you	1	2	3	4	5
9.6. Handling multiple tasks simultaneously	1	2	3	4	5
9.7. Performance evaluation by your superiors	1	2	3	4	5

## SECTION D – WORK AND THE TOTAL SPACE LIFE

10. Please indicate your level of satisfaction with the following aspects of your work? Please circle. SINGLE RESPONSE.

	Not satisfied at all	Slightly satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
10.1. Balance between professional and family time	1	2	3	4	5

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10.2. Time schedule for leaving office	1	2	3	4	5
10.3. Amount of responsibilities assigned to you	1	2	3	4	5
10.4. How comfortable you feel with your work	1	2	3	4	5
10.5. Time off allowed to handle personal matters	1	2	3	4	5
10.6. Interference of your work with your family life	1	2	3	4	5
10.7. Interference of your family life with your work	1	2	3	4	5
10.8. Tiredness at the end of the day	1	2	3	4	5

11. Are you compulsorily required to work extra hours beyond your usual schedule very often? Please tick. SINGLE RESPONSE.

1. Yes ☐ 2. No ☐

12. How often do you bring office work to complete / catch up at home? Please circle. SINGLE RESPONSE.

12.1. Always	1
12.2. Often	2
12.3. Sometimes	3
12.4. Never	3

## SECTION E – REWARD AND CAREER DEVELOPMENT

13. Please indicate your level of satisfaction with the following aspects of your work? Please circle. SINGLE RESPONSE.

	Not satisfied at all	Slightly satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
13.1. Salary	1	2	3	4	5
13.2. Recognition/reward at end of assignment	1	2	3	4	5
13.3. Extra benefits offered (transport, allowances)	1	2	3	4	5

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13.4. Your personal growth in performing your duties	1	2	3	4	5
13.5. Requirements to keep learning new things	1	2	3	4	5
13.6. Training provided to upgrade your skills	1	2	3	4	5
13.7. Facilities for pursuing self-financed further studies	1	2	3	4	5
13.8. Incentives for higher studies	1	2	3	4	5
13.9. The chances of promotion	1	2	3	4	5
13.10. Career paths / job prospects	1	2	3	4	5

## SECTION F – SOCIAL INTEGRATION AND CONSTITUTIONALISM IN THE ORGANISATION

14. Please indicate your level of satisfaction with the following aspects of your work? Please circle. SINGLE RESPONSE.

	Not satisfied at all	Slightly satisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
14.1. Relationship with management	1	2	3	4	5
14.2. Relationship with colleagues	1	2	3	4	5
14.3. Valorisation of your ideas	1	2	3	4	5
14.4. Team commitment to work	1	2	3	4	5
14.5. Initiatives to take higher responsibilities	1	2	3	4	5
14.6. Discrimination (gender, social background, etc)	1	2	3	4	5
14.7. Freedom to take decision while performing work	1	2	3	4	5
14.8. Freedom of expression	1	2	3	4	5
14.9. The extent to which your rights are respected	1	2	3	4	5
14.10. Rules and regulations imposed on employees	1	2	3	4	5
14.11. The way you are being treated by your superiors	1	2	3	4	5

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## SECTION H – RESPONDENT’S PROFILE

16. Gender: Please tick. SINGLE RESPONSE.

1.Male ☐ 2.Female ☐

17. Age Group: Please tick. SINGLE RESPONSE.

1. Less than 20 years ☐ 2. 21-30 years ☐ 3.31-45 years ☐ 4. 46- 65 years ☐

18. How long have you been working for the organisation? Please circle. SINGLE RESPONSE.

Less than a year	1
1-2 years	2
3-5 years	3
6-10 years	4
More than 10 years	5

19. Your Department. Please circle. SINGLE RESPONSE.

Tertiary (Academics)	1
Secondary (Educators)	2
Administration	3
Finance	4
Technical	5

20. What is your monthly salary? Please circle. SINGLE RESPONSE.

Less than Rs15,000	1
Rs15,001 – Rs20,000	2
Rs20,001 – Rs25,000	3
Rs25,001 – Rs 30,000	4
More than Rs30,000	5

21. Do you have any children or other dependents? Please circle. SINGLE RESPONSE.

Less than 2	1
Between 2 and 3	2
3 or more	3
None	4

22. Which statement most clearly describes your household's employment situation?

Please circle. SINGLE RESPONSE.

I am the only member working in the family	1
Every member of the family has a full time job	2
Every member of the family does not have a full time job	3

**Thank you for your cooperation**

## Appendix C

### Reliability Testing

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item- Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
number of hours you work on a weekly basis	93.9925	660.356	0.576	0.661	0.952
impact of work load on performance	94.8195	657.649	0.592	0.700	0.952
use of technology in performing work	95.3308	675.223	0.290	0.689	0.954
Facilities/guidance to perform your duties	95.2105	658.137	0.614	0.718	0.952
Your job security	93.8947	678.459	0.243	0.420	0.954
opportunities to develop your personal abilities	95.2406	650.230	0.702	0.800	0.951
deadline given to complete a task	95.1278	661.840	0.546	0.635	0.952
Use of your skills and competencies	94.8647	648.588	0.714	0.756	0.951
Autonomy to take decisions	95.4662	655.342	0.668	0.687	0.951
Types of tasks assigned to you	94.6391	653.505	0.669	0.692	0.951
Handling multiple tasks simultaneously	94.5865	659.456	0.577	0.664	0.952
Performance evaluation by your superiors	94.9624	651.143	0.714	0.669	0.951

Balance between professional and family time	94.3383	659.104	0.584	0.796	0.952
Time schedule for leaving office	94.1729	654.068	0.665	0.801	0.951
Amount of responsibilities assigned to you	94.6316	656.204	0.632	0.706	0.952
How comfortable you feel with you work	94.5489	645.598	0.728	0.678	0.951
Time off allowed to handle personal matters	94.5564	657.931	0.540	0.562	0.952
Interference of your work with your family life	94.6391	658.672	0.599	0.787	0.952
Interference of your family life with your work	94.3459	679.289	0.257	0.579	0.954
personal growth in performing your duties	94.5789	665.276	0.467	0.644	0.953
Requirements to keep learning new things	94.7519	660.961	0.524	0.658	0.952
Training provided to upgrade your skills	95.4887	661.070	0.537	0.668	0.952
Facilities for pursuing self-financed further studies	95.4586	666.280	0.496	0.711	0.952
Incentives for higher studies	95.6992	663.439	0.568	0.737	0.952
The chances of promotion	95.8346	670.078	0.515	0.609	0.952
Relationship with management	94.7218	660.051	0.580	0.678	0.952
Relationship with colleagues	94.2030	665.557	0.480	0.637	0.953
Valorisation of your ideas	94.9323	652.897	0.669	0.787	0.951
Team commitment to work	94.8120	650.881	0.674	0.708	0.951
Initiatives to take higher responsibilities	94.5113	659.282	0.572	0.687	0.952
Discrimination (gender, social background, etc)	94.9398	659.466	0.523	0.663	0.952

Freedom to take decision while performing work	95.2256	648.085	0.725	0.820	0.951
Freedom of expression	95.1429	653.729	0.646	0.733	0.951
The extent to which your rights are respected	95.0977	654.043	0.657	0.787	0.951
Rules and regulations imposed on employees	95.2481	656.400	0.709	0.775	0.951
The way you are being treated by your superiors	94.9549	654.362	0.616	0.792	0.952
Stress level at work	95.4361	657.899	0.692	0.760	0.951

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## Appendix D

### Turnitin Report

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