



Effect of Quality Work of Life (QWL) and Work-Life Balance on Job Satisfaction through Employee Engagement as Intervening Variables



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Quality Work of Life;

Abstract

This study analyses the effect of quality work and work-life balance on job satisfaction through employee engagement. This study reinforces the theory that (a) The quality of work-life variable has a positive and significant effect on job satisfaction. It proves that if the quality of work-life perceived by employees is good, it will increase job satisfaction. (b) The quality of work-life variable has a positive and significant effect on employee engagement. It proves that quality of work-life will result in increased employee engagement. (c) The work-life balance variable has a positive and significant effect on employee job satisfaction. It proves that work-life balance can increase employee job satisfaction. (d) The work-life balance variable positively and significantly affects employee engagement. It proves that if the work-life balance increases employee work engagement, and (e) Job satisfaction variables have a positive and significant effect on employee engagement. It proves that job satisfaction has been created, which increases employee engagement. Therefore, if job satisfaction increases, employee engagement will also increase. This research's novelty lies in the fact that there has never been any research on the quality of life, work-life balance, and employee engagement at the Secretary-General of the Indonesian Ministry of Agriculture and the analytical method using SEM with SEM LISSEREL.

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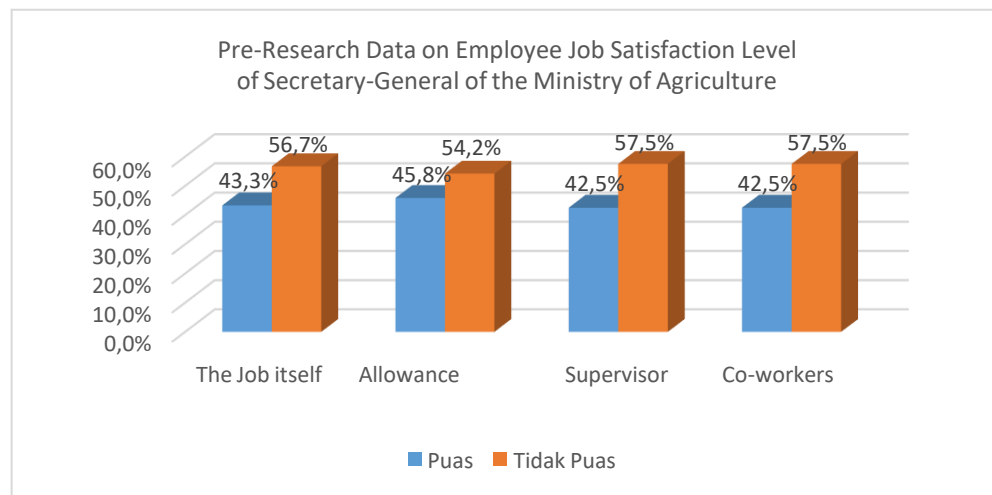
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1. Introduction

This research was conducted on the Secretary-General of the Ministry of Agriculture of the Republic of Indonesia as one of the government institutions that require human resources to act as the prime mover in realizing the vision and mission, and goals of government organizations. Based on the results of the Pilot Study that researchers conducted by distributing questionnaires to 50 employees at the Secretariat of the Secretary-General of the Indonesian Ministry of Agriculture in July 2019 with the results as shown in table 1, which is as follows.

Table 1. Questionnaire Results of Job Satisfaction of Secretariat General of the Ministry of Agriculture of the Republic of Indonesia Employees



Source: Data processed by the authors, 2021

Based on the results of pre-research on Job Satisfaction at the Secretariat General Employees of the Ministry of Agriculture, it is known that all indicators are in the reasonably good category. Previous studies made job satisfaction the object of research with various things that influence it, such as leadership, work environment, and rewards system.

Apart from the pre-research data in Table 1, the lack of dissatisfaction among employees at the Department of Agriculture can also be seen from the employee attendance level. Based on the data obtained from the Personnel Bureau, the following data were obtained.

Table 2.
Data Recapitulation of Employee Attendance for 2017-2019

Year	2017	2018	2019
Not present	20%	12%	15%
Permit	10%	5%	5%
Sick	10%	5%	5%

Source: Ministry of Agriculture Organization of the Republic of Indonesia Personnel Bureau in August 2019

The low level of employee attendance at the Ministry of Agriculture was triggered by many

employees who complained of job dissatisfaction due to the absence of proper awards and the lack of institutional attention in terms of career development. The lack of harmony between superiors and subordinates and expressions of dissatisfaction expressed by some employees consists of various attitudes, from high levels of absence, verbal complaints about job dissatisfaction that affect employee organizational commitment to several employees who make transfers. These conditions have decreased employee motivation from time to time to assist the President in carrying out government affairs in the agricultural sector. According to Pasolong (2008: 126), in government agencies, the space for employees is minimal. The majority of employees are not entitled to positions due to the promotion system and generally based on seniority in staffing and rank.

Based on Table 2, it is seen that in 2011 the percentage of employees who were absent without information was 20%, permission was 10%, and sick was 10%. Then in 2012, there was a decline, where the percentage of employees at the Ministry of Agriculture who did not attend without information decreased to 12%, permits 5% and 5% sick. Meanwhile, in 2013 there was again an increase in employee absenteeism, where the percentage of employees absent without information increased by 15%, permission by 5% and illness by 5%. The percentage of absenteeism of Ministry of Agriculture employees, which tends to fluctuate, is found that employees who are often absent without information are the same employees every year.

2. Materials and Methods

This research is a quantitative study using a survey method. The survey research is intended to explain the causal relationship or correlation, which is commonly referred to as path analysis. The population reached for this study were all 243 employees of the Secretary-General of the Ministry of Agriculture of the Republic of Indonesia. The sampling technique used was simply random; this technique was chosen based on the consideration that the researcher would use the LISSEREL data analysis technique, which required a large number of research samples. The data analysis technique used in this study is to use SEM (Structural Equation Modeling). The criteria for the accepted model are shown in the following table.

Table 3.

Model Feasibility Testing Index (Goodness-of-fit Index)	
The goodness of fit Index	Cut-of Value
X2 - Chi-square	Small expected
Significance Probability	≥ 0.05
RMSEA	≥ 0.08
GFI	≥ 0.90
AGFI	≥ 0.90
CMIN/DF	≤ 2.00
TLI	≥ 0.95
CFI	≥ 0.95

Source: Aparicio et al., 2017

3. Results and Discussions

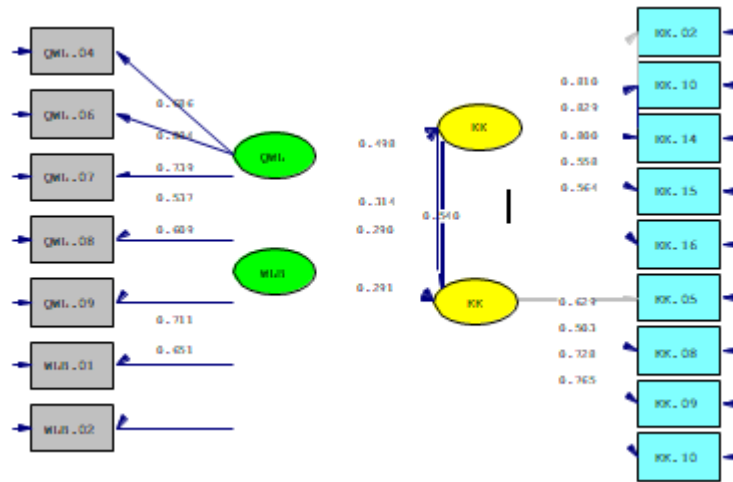


Figure 4

Fit Lisserel Models

Source: data processed by authors (2021)

Table 4
Full Model SEM

Indeks	Cut Off Value	Result	Model Evaluation
RMSEA	$\leq 0,08$	0.029	<i>Fitted</i>
GFI	$\geq 0,90$	0.942	<i>Fitted</i>
CFI	$\geq 0,95$	0.995	<i>Fitted</i>
CMIN/DF	$\leq 2,00$	1.21	<i>Fitted</i>
RMR	$\leq 0,05$	0.0309	<i>Fitted</i>
AGFI	$\geq 0,90$	0.920	<i>Fitted</i>

Source: Processed by researchers (2021)

The first order construct stage of the QWL variable has 1 factor with 9 indicators. After processing the model in the SEM model fit analysis, four indicators must be eliminated, namely QWL01, QWL02, QWL03, and QWL05. The first order construct stage of the WLB variable has 1 factor with 3 indicators. After processing the model in the SEM fit model analysis, one indicator must be eliminated, namely WLB 03. The first order construct stage of the employee engagement variable has 1 factor with 17 indicators. After processing the model in the SEM model fit analysis, twelve indicators must be eliminated, namely EE01, EE03, EE04, EE05, EE06, EE07, EE08, EE09, EE11, EE12, EE13, and EE17. The first order construct stage of the job satisfaction variable has 1 factor with 12 indicators. After processing the model on a full model SEM analysis, eight indicators must be eliminated, namely KK01, KK02, KK03, KK04, KK06, KK07, KK11, and KK12.

Furthermore, a goodness of fit test is carried out by looking at the values on the predetermined criteria to find out whether the full SEM model is fit or not. The RMSEA value is 0.029, GFI is 0.942,

CFI is 0.995, CMIN / DF is 1.21, RMR is 0.0309, and AGFI is 0.920. Based on these results, the six measuring instrument models (P, RMSEA, GFI, CFI, RMR, and AGFI) show good numbers according to the index criteria, this indicates that the model is not all fit with the existing data, there are 2 criteria with a fit margin.

Direct and Indirect Influence

Table 5
Direct and Indirect Influence

Dependent variable		Independent Variable	Direct Influence	Indirect Influence
Job Satisfaction	←	<i>Quality of Work-life</i>	0.290	-
Job Satisfaction	←	<i>Work-life Balance</i>	0.291	-
<i>Employee engagement</i>	←	<i>Quality of Work-life</i>	0.498	0.074
<i>Employee engagement</i>	←	<i>Work-life Balance</i>	0.314	0.077
<i>Employee engagement</i>	←	Job Satisfaction	0.540	-

Source: Data processed by authors, 2021

The direct and indirect effect test is carried out to determine whether there is a direct or indirect effect of the independent variable on the dependent variable. Based on the results of data analysis, it can be seen that the direct effect of the quality of work-life variable on job satisfaction is 0.290, the direct effect of the work-life balance variable on job satisfaction is 0.291. The direct effect of the quality of Work-life variable on employee engagement is 0.498, the indirect effect is 0.074. The direct effect of the work-life balance variable on employee engagement is 0.314, the indirect effect is 0.077, and the direct effect of the job satisfaction variable on employee engagement is 0.540. The only indirect effect is the quality of work-life and work-life balance variables on employee engagement. This is because there is a mediating variable in the research model between quality of work-life and work-life balance on employee engagement, namely the job satisfaction variable.

Hypothesis Testing

If the t-value in the structural equation model results is greater than 1.96, then there is a significant influence between variables. Meanwhile, if the t-value is less than 1.96, then the influence between variables is not significant.

Table 6.
Structural Equation Model

Hypothesis	Dependent Variable		Independent Variable	<i>t</i> -	<i>Standardize</i>	Interpretation
				<i>val</i>	<i>total effects</i>	
H1a	Job satisfaction	←	<i>Quality of Work-life</i>	4.177	0.290	Accepted
H1b	<i>Employee engagement</i>	←	<i>Quality of Work-life</i>	6.703	0.498	Accepted
H2a	Job satisfaction	←	<i>Work-LifeBalance</i>	4.089	0.291	Accepted
H2b	<i>Employee engagement</i>	←	<i>Work-LifeBalance</i>	4.144	0.314	Accepted
H3	<i>Employee engagement</i>	←	<i>Job Satisfaction</i>	6.784	0.540	Accepted

Source: Processed by authors (2020)

Based on the results of the structural equation model above, all relationships between variables have a t-value greater than 1.96 or -1.96. This means that there is a significant influence between variables. Hypothesis testing is done by looking at the value of the standardized total effects on the structural equation model. Then it can be seen the results of the hypothesis test as follows.

1. The variable quality of work-life on job satisfaction of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.290, so the hypothesis which states that Quality of Work-life on Job Satisfaction has an effect of 29.0% and is acceptable.
2. The quality of work-life variable on employee engagement of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.498 so that hypothesis 1b which states that quality of work-life on employee engagement has an effect of 49.8% and is acceptable.
3. The variable work-life balance on job satisfaction at the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.291, so hypothesis 2a which states that work-life balance on job satisfaction has an effect of 29.1% and is acceptable.
4. The work-life balance variable on employee engagement at the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.314, so hypothesis 2b which states that work-life balance on employee engagement has an effect of 31.4% and is acceptable.
5. The variable of job satisfaction on employee engagement of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.540, so that hypothesis 3 which states that job satisfaction with employee engagement has an effect of 54.0% and is acceptable.

Discussion

Quality of work-life has a negative effect on job satisfaction of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia, Jakarta.

The results of this study prove that the quality of work-life on job satisfaction of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia has a standardized total effects value of 0.290, so the hypothesis which states that quality of work-life on job satisfaction has an effect of 29.0% and is acceptable. The results of this study are in line with the opinion expressed by Sahni (2019) which found that the quality of work-life has a positive and significant effect on employee engagement. Kanten & Sadullah (2012), Wahlberg, Ramalho, & Brochado (2017) prove that the quality of work-life has a positive impact on employee engagement, as well as Sahni (2019) found a weak relationship between work quality and employee engagement.

Quality of work-life has a positive effect on employee engagement on employees of the secretary-general of the Indonesian Ministry of Agriculture, Jakarta

The results of this study prove that the quality of work-life on employee engagement of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta has a standardized total effects value of 0.498, so the hypothesis which states that quality of work-life on Job Satisfaction has an effect of 49.8% and is acceptable. These findings support the results of previous research by Aveline & Kumar (2017) which studied employee engagement and the effects of the work-life balance of the software industry in Chennai, Indonesia. This study explains that employee engagement and work-life balance are very important factors involved in the software industry in Chennai. Though many initiatives have taken work-life balance is the most important aspect of employee engagement in the software industry in Chennai.

Shekhar (2016) studied work-life balance and the concept of employee engagement. This journal examines the relationship between work-life balance and employee engagement. It also highlights contextual factors that affect employee engagement and work-life balance. This journal has results that show an inverse relationship between pleasure and work. Next, examine the effect of changes in work on personal life as employee engagement.

An organization that encourages work-life balance policies and practices will benefit from increased employee engagement as well as positive outcomes depending on a workplace culture that supports the use of work-life initiatives (Susi & Jawaharrani, 2011). Iqbal et al (2017), in their research concluded that employee involvement, work-life balance and employee cynicism are highly correlated because their respective values are greater than 1 and close to 0.669; .669; and .911. Similarly, research conducted by Alvi et al. (2014) explains that work-life balance plays an important role in implementing the concept of employee job engagement in the Pakistani banking sector.

Work-life Balance has a positive effect on job satisfaction of the employees of the secretary-general of the Indonesian Ministry of Agriculture, Jakarta

The results of this study prove that there is a significant positive effect of work-life balance on

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job satisfaction of the employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta with a standardized total effects value of 0.291, so that hypothesis 2a which states that work-life balance on job satisfaction has an effect of 29.1% and is acceptable. The results of this study are in line with the concept put forward by Cascio (2006) that the application of quality of work-life is expected to create a quality work-life so that employees can increase work productivity and achieve satisfaction with their work environment. The implementation of a good quality of work-life requires several conditions that must be met, among others, the manager must be a good leader and can be a guide for his employees, the openness and trust created between managers and employees, providing opportunities for employees to express their opinions and in order to improve management, it is necessary to apply the quality of work-life in a sustainable manner starting from solving to forming partnerships between managers and employees, and implementing the quality of work-life requires a good commitment between management and all employees.

The results of research conducted by Dehaghi & Sheikhtaheri (2014) concluded that only 16% of nursing managers expressed dissatisfaction with their work and their desire to leave the Job. Research conducted by Swamy & Rashmi (2015) also concluded that nine important dimensions were identified based on factor analysis, work environment, organizational culture and climate, relationships and cooperation, training and development, compensation and rewards, facilities, job satisfaction and job security, autonomy of work and adequacy of resources. Nine component QWL questionnaires were designed and used to measure employee QWL. The analysis shows that the nine dimensions together explain 82.24% of the total variance.

The results of research by Azadehdel & Chooran (2015) show that there is a significant relationship between security components, a healthy workplace, increased security opportunities, sustainable security, overall living conditions, life. work, social interdependence, integration, social cohesion, and job satisfaction. However, there is no significant relationship with job satisfaction, fair and adequate payment components, legalism in work organization and human capability development.

The findings of Sadri & Goveas (2013) indicate that the quality of work-life is much more important in the view of staff. In addition, Selvanayagam & Thiagarajan (2017) show that there is a positive relationship between ethical institutionalization and the implicit quality of work-life and both have a positive effect on job satisfaction. Tabassum (2012) also studied the quality of work-life and job satisfaction of employees at universities where there is a positive relationship between quality of work-life and employee job satisfaction.

Work-life balance has a positive effect on employee engagement at the secretary-general of the Ministry of Agriculture, Jakarta

The results of this study prove that there is a significant positive effect between work-life balance on employee engagement at the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta with a standardized total effects value of 0.314, so hypothesis 2b which states that work-life balance on employee engagement has an effect of 31.1% and is acceptable.

According to Burt et al (1988) regarding the condition of the employee's family, as an employee who already has a family, he is required to be able to adjust the balance between work that provides income to continue life with responsibilities as part of the family. This is called work-life balance. Lee & Sirgy (2018) stated that work-life balance is something someone does in dividing time both at work and other activities outside of work which involve individual behavior which can be a source of personal conflict and a source of energy for oneself. Individual behavior, namely the

behavior of a person in carrying out an action for himself both at work and outside of working hours. This can only be done by individuals, namely if the individual is married, he will have the responsibility to live as a family and carry out work as a responsibility so that if the individual cannot manage time for these two things there can be a conflict, namely the individual must arrange family time and work. If the individual cannot manage the time, the individual can be said to not have a good work-life balance, but if the individual can manage the time well, the individual will work well according to the responsibilities in the office, causing job satisfaction because while working produces positive emotions or pleasant circumstances.

Lockwood (2003) states that within organizations, employees understand that there are work-life balance policies such as flexibility, family-friendly benefits, work-life programs and initiatives. This shows that employers are interested in the benefits and welfare of their employees. As a result, employee job satisfaction is improved, which leads to an increase in the level of commitment and loyalty to the goals and mission of the organization. The research results of AL-Omari et al (2020), Fayyazi & Aslani (2015) concluded that there is a relationship between work-life balance and job satisfaction. Moreover, research conducted by Gragnano, Simbula, & Miglioretti (2020). Meanwhile, Azeem & Akhtar (2014) found that 37% of the variance in organizational commitment and job satisfaction was associated with work-life balance.

Job Satisfaction has a positive effect on employee engagement on employees of the Secretary-general of the Ministry of Agriculture of the Republic of Indonesia, Jakarta

The results of this study prove that there is a significant positive effect between job satisfaction on employee engagement on employees of the secretary-general of the Ministry of Agriculture of the Republic of Indonesia Jakarta with a standardized total effects value of 0.540, so that hypothesis 3 which states that job satisfaction on employee engagement has an effect of 54.0% and is acceptable.

Harter, Schmidt, & Hayes (2002) stated that employee involvement is closely related to employee turnover, satisfaction criteria, loyalty, productivity, safety and customer benefits. Jaiswal, Pathak, & Kumari (2017), in their study, found a significant relationship between employee engagement and job satisfaction. But no significant relationship was found between employee engagement and motivation. The nature of a person's Job predicts job involvement and job satisfaction, while organizational pride, the nature of the Job, one's relationship with superiors, compensation and benefits, and the occurrence of work-family conflict predict job satisfaction. This study also revealed that the factors that predict organizational involvement are organizational and job benefits. However, it is important to note that job satisfaction predicts job involvement which in turn predicts organizational engagement.

Swarnalatha & Sureshkrishna (2013) states all managerial qualities and steps taken by managers such as leadership competencies, employee development, sharing business strategies, trust and respect, job design, team and cooperation, safety, diversity of forms as a driving force for engagement. This leads to employee job satisfaction resulting in reduced absenteeism and improved quality, safety and product innovation.

4. Conclusion

The results of this study reinforce the theory that;

- a. The quality of work-life variable has a positive and significant effect on job satisfaction. This proves that if the quality of work-life perceived by employees is good, it will result in an increase in job satisfaction.
- b. The quality of work-life variable has a positive and significant effect on employee engagement. This proves that quality of work-life will result in increased employee engagement.
- c. Work-life balance variable has a positive and significant effect on employee job satisfaction. This proves that work-life balance can increase employee job satisfaction.
- d. The work-life balance variable has a positive and significant effect on employee engagement. This proves that if the work-life balance increases employee work engagement.
- e. Job satisfaction variables have a positive and significant effect on employee engagement. This proves that job satisfaction has been created which increases employee engagement. Therefore, if job satisfaction increases, employee engagement will also increase.

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