

**DETERMINANTS OF QUALITY OF WORK LIFE OF
EMPLOYEES IN DHAKA INDUSTRY**

Submitted by:

Binju Karki

Exam Roll No: 812/20

TU registration no: 7-2-0025-0960-2015

*A Graduate Research Report submitted in partial fulfillment of the requirements for
the degree of*

MASTER'S OF BUSINESS ADMINISTRATION (MBA)

at the

School of Management Tribhuvan University

The Faculty of Management

Tribhuvan University

Kirtipur, Kathmandu

March, 2023

Recommendation

Certification

Declaration of Authenticity

I, Binju Karki, hereby certify that I am the author of this document and I have not copied anyone else's work. I have also cited all sources used and have properly documented them throughout the thesis. Further, I am familiar with SOMTU's regulations and policy that allows it to cancel any credits given to me based on material that demonstrates misrepresentation and misconduct in relation to any component of my work.

Signature:.....

Name: Binju Karki

Date: March 19, 2023

Acknowledgments

This graduate research project titled "Determinants of Quality of Work Life of employees in Dhaka Industry" has been prepared in fulfillment of the requirements for the degree of Masters of Business Administration (MBA) at Tribhuvan University, School of Management. I would like to express my gratitude to a number of persons without whom I could not have finished this work.

The outstanding encouragement, invaluable guidance and ongoing support given by my supervisor Dr. Gangaram Biswakarma throughout my research has provided a personally rewarding experience. I would like to express my profound gratitude and appreciation for his continuous support. My sincere gratitude to Dr. Govinda Tamang, Acting Director of School of Management, Tribhuvan University (SOMTU) for his valuable suggestions and expert guidance.

I appreciate all the authors, researchers, distinguished personalities, whose literary work has cited in this study. I am grateful to my friends from SOMTU who helped me for the GRP both directly and indirectly. Finally, I owe a debt of gratitude to each and every respondent for their insightful responses, without which it would not have been possible to conduct this research study. I owe great respect to the faculty members of School of Management, Tribhuvan University for their support in the completion of this report.

Binju Karki

March 2023

Table of Contents

Recommendation	ii
Certification	iii
Declaration of Authenticity.....	iv
Acknowledgments.....	v
Table of Contents	vi
List of Tables	ix
List of Figures	x
Abbreviations	xi
Executive Summary	xii
CHAPTER I.....	1
INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of Problem.....	2
1.3 Research Questions	3
1.4 Research Objectives.....	3
1.5 Research Hypothesis.....	3
1.6 Scope and Significance of the Study	5
1.7 Limitations of the Study.....	5
1.8 Structure of the Report.....	5
CHAPTER II.....	7
RELATED LITERATURE AND THEORETICAL FRAMEWORK	7
2.1 Theoretical Review	7
2.1.1 Need Satisfaction Theory.....	7
2.1.2 Spillover Theory	8
2.2 Empirical Review.....	8
2.3 Review of Related Literatures	11
2.4 Research Gap	29
2.5 Conceptual Framework.....	30

2.6 Operational Definition of Variables.....	31
CHAPTER III	33
RESEARCH METHODOLOGY	33
3.1 Research Design.....	33
3.2 Population and Sample	33
3.3 Sources of Data	33
3.4 Instrumentation	34
3.5 Validity and Reliability Analysis.....	34
3.5.1 Composite Reliability and Validity	34
3.6 Discriminant Validity.....	36
3.7 Data Analysis Technique	38
3.8 Ethical Consideration.....	39
CHAPTER IV	41
ANALYSIS AND RESULTS.....	41
4.1 Quantitative Analysis.....	41
4.1.1 Demographic Profile of Respondents	41
4.1.2 Descriptive Statistics of Independent Variables and Dependent Variables.....	42
4.1.3 Normality Test	47
4.1.4 Collinearity Test.....	47
4.1.5 Relationship Between Independent Variables and Dependent Variable ...	48
4.1.6 Structural Equation Model Analysis	49
4.1.7 Path Coefficient	50
4.1.8 R Square.....	51
4.1.9 F Square	51
4.1.10 SRMR Statistics	52
4.1.11 Hypothesis Testing Summary	53
4.2 Qualitative Analysis.....	54
4.3 Major Findings.....	58
CHAPTER V	61

DISCUSSION, CONCLUSIONS, AND IMPLICATIONS	61
5.1 Discussion	61
5.2 Conclusion	62
5.3 Implication	63
5.3.1 Managerial Implication	64
5.3.2 Implication for Future Research	64
References	65
Appendix	

List of Tables

Table 1 Summary of Reviewed Literature.....	17
Table 2 Composite Reliability and Validity	35
Table 3 Fornell-Larcker Test	36
Table 4 Cross Loading	37
Table 5 HTMT	38
Table 6 Demographic Profile of Respondents	41
Table 7 Descriptive Statistics of General Well Being	42
Table 8 Descriptive Statistics of Home-Work Interface	43
Table 9 Descriptive Statistics of Control at Work	44
Table 10 Descriptive Statistics of Working Conditions.....	44
Table 11 Descriptive Statistics of Stress at Work	45
Table 12 Descriptive Statistics of Overall Satisfaction of Quality of Work Life....	46
Table 13 Shapiro-Wilk Test	47
Table 14 VIF	47
Table 15 Correlation Matrix	48
Table 16 Path Coefficient	50
Table 17 R Square	51
Table 18 F Square	51
Table 19 SRMR Statistics	52
Table 20 Hypothesis Testing Summary	53

List of Figures

Figure 1Conceptual Framework.....	31
Figure 2Graphical Output of SEM.....	49

Abbreviations

AVE	Average Variance Extracted
CAW	Control At Work
CR	Composite Reliability
FNCCI	Federation of Nepalese Chambers of Commerce and Industry
GWB	General Well-Being
HTMT	Heterotrait-Monotrait Ratio
HWI	Home-Work Interface
OWL	Overall Satisfaction of Quality of Work Life
PLS	Partial Least Squares
QWL	Quality of Work Life
SAW	Stress At Work
SD	Standard Deviation
SEM	Structure Equation Modeling
SPSS	Statistical Package for Social Sciences
SRMR	Standardized Root Mean Square Residual
VIF	Variance Inflation Factor
WCS	Working Conditions

Executive Summary

Quality of Work Life is very complex to define. It can be referred as the job environment which can either be convincing or not convincing for the people working in an organization. This study aims to examine the various determinants of quality of work life in the employees of Dhaka industry. The factors that are responsible in creating the job satisfaction of the employees through the variables of QWL is focused in this research. This study will be helpful to various small and cottage industries.

The study used a five-point Likert scale in a researcher-administered questionnaire survey and an interview schedule with open ended questions. The survey was completed by 121 employees of Dhaka Industry. The sample was taken from various registered Dhaka Industry in Myanglung Municipality of Terhathum district. The data were analyzed using a measurement model, a demographic profile, descriptive statistics, and structural equation modeling. For the descriptive and correlational analyses, IBM SPSS 25 was employed. The data were validated using SmartPLS 4.

The findings suggest that except home-work interface, other determinants taken in the study have significant impact with overall satisfaction of QWL. Similarly, there is the contrast in findings from qualitative and quantitative analysis for the variables home-work interface and working conditions. All the variables except stress at work are negatively related with overall satisfaction of QWL.

Based on the conclusion, the employees of Dhaka Industry who are provided with psychological and physical well-being are more satisfied with their work in the industry. Similarly, getting more home-work interface in the work is more preferable. Involving employees in decision making of industry, reducing the pressure at work and providing healthy work place are the major factors of employees satisfaction. So, addressing the dimensions of QWL can help the industry in increasing the satisfaction and performance of employees.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Dhaka, a traditional cloth of multiple colors, is woven in Nepal. It used to be produced mainly in households, but nowadays, several small and cottage industry units are also manufacturing it. Although the Dhaka industry is not as renowned as other industries such as carpets and garments, it has created job opportunities for numerous weavers (Shrestha, 2010) . The most popular Dhaka fabric is the Dhaka topi, a colorful hat worn by Nepali males, particularly in hill districts. The demand for Dhaka products is not only strong in the domestic market, but it is also equally high in the international market (MEDEP, 2010).

The most valuable assets of an organization are its human resources, and Quality of Work Life (QWL) is one of the many factors that affect these assets. QWL refers to the job environment that can either be convincing or unconvincing for employees. An individual's quality of work life encompasses various dimensions, including the work environment, social environment within the organization, and relationships on and off the job (Swathi, 2017). QWL has become a growing concern in every type of organization, as it includes everything an individual expects from their work, such as a safe and healthy working environment, economic benefits, and organizational and interpersonal relationship (Ahmed, 1981).

According to Sattar et al. (2018), there is a direct relationship between improving QWL and higher productivity and gains. Nanjundeswaraswamy (2021) stated that an unsatisfied employee is the organization's first enemy, whereas a satisfied employee is the most important asset and committed to work Nanjundeswaraswamy (2019). If an organization shows effort in balancing an employee's professional and personal life by demonstrating concern for proper scheduling of working hours and improving employees' interpersonal skills, it helps to increase job satisfaction and work performance, leading to benefits for the organization (Sanjeevni Gangwani, 2020).

Therefore, while designing QWL in the organization, it is crucial to consider the factors that affect employees' commitment and morale (Beloor et al., 2017).

Additionally, the objective of this research is to investigate the different factors that influence the quality of work life among the employees working in the Dhaka industry.. The factors that are responsible in creating the job satisfaction of the employees through the variables of QWL is focused in this research. This study will be helpful to various small and cottage industries since the dimensions of QWL of employees can be found out; it will be helpful in decision making process for other small enterprises as well.

1.2 Statement of Problem

Production of hand woven Dhaka is being lowered as it has to compete with the machine printed Dhaka. There is the mass production of machine printed Dhaka in relatively lower cost. The traditional essence of Dhaka is in the state of getting disappeared. So there is a need of enhancing and supporting the tradition as well as the skills of Dhaka weavers. The majority of Dhaka weavers belong to the low-income group. Therefore, to uplift them, the Dhaka industry should prioritize their production (Limbu, 2018). There are very few studies regarding the Dhaka industry, especially on determining the QWL of employees and according to Adhikari and Gautam (2010) QWL is in very degrading situation so, designing a strong QWL creates the positive consequences to both the employees and organization. This research will provide valuable insights into the diverse perspectives of both employees and the benefits offered by the organization. Although the Dhaka cloth industry has not seen remarkable growth in comparison to other industries such as garments and carpets, both the number of workers and the working conditions in Dhaka cloth production have undergone changes (Shrestha, 2010). So, there is a need of the study for knowing about the factors affecting the QWL of employees which will be helpful to the industry to create committed employees and finally meet their organizational goal.

1.3 Research Questions

The research questions based on research hypothesis are:

- What are the determinants of Quality of Work Life of employees in Dhaka Industry?
- Do General Well-Being influence, the overall satisfaction of Quality of Work Life of employees in Dhaka Industry?
- How does Home-Work Interface affect the overall satisfaction of Quality of Work Life of employees in Dhaka Industry?
- What is the relation between Control at Work, Working Conditions, Stress at Work and the overall satisfaction of Quality of Work Life of employees in Dhaka Industry?

1.4 Research Objectives

The overall aim of this study is to investigate the factors that influence the Quality of Work Life experienced by employees in the Dhaka Industry. To accomplish this main goal, the study has established the following specific objectives.:

- To explore the Quality of Work Life of employees in Dhaka industry.
- To analyze the relationship between dimensions of Quality of Work Life and overall quality of work life of employees in Dhaka industry.

1.5 Research Hypothesis

The study has developed the following hypotheses based on the research framework.:

- H_1 : General Well-Being positively affects the overall satisfaction of Quality of Work Life.

Soroya et al. (2022) concluded that there is a noteworthy correlation between the general well-being of employees and their job performance. Similarly,

Sirgy et al. (2001) found that there is positive relation between the physical and psychological well-being with the satisfaction of QWL.

- H₂ : Home-Work Interface positively affects the overall satisfaction of Quality of Work Life.

Biswakarma (2015) suggests that there is positive relation between Home-work interface and Quality of Work Life of employees. The work life balance among the respondents was not found to be satisfied (Saraji & Dargahi, 2006). Sirgy et al. (2001) found that employees who have a high QWL are more likely to have a positive work-life balance.

- H₃ : Control at Work positively affects the overall satisfaction of Quality of Work Life.

Biswakarma (2015) concluded that Control At Work has significant relation with Quality of Work Life of employees.

- H₄ : Working Conditions positively affects the overall satisfaction of Quality of Work Life.

The positive relation between Working Conditions and QWL of employees what suggested by the study of Murugan et al. (2020). Similarly, the findings of Saraji and Dargahi (2006) concluded that the low satisfaction in working conditions of hospital affects in the job satisfaction of employees.

- H₅ : Stress at Work positively affects the overall satisfaction of Quality of Work Life.

High level of Stress At Work affects the level of job performance and satisfaction (Murugan et al., 2020). Saraji and Dargahi (2006) in their study support the H₅.

1.6 Scope and Significance of the Study

The results of this study will aid policymakers in identifying the determinants of employee Quality of Work Life (QWL) in the Dhaka industry. Both the Dhaka industry and other garment industries can use these findings to determine the factors that affect employee QWL. Additionally, this study will assist industry decision-makers. As there are limited researches related to this topic, this study will serve as a useful reference for future researchers. It will aid in identifying the factors that influence employee satisfaction levels.

1.7 Limitations of the Study

- The sample of the study is based on Eastern hilly region only. Hence, the findings of this study may not apply to all the places and situations.
- The present study includes the limited number of employees which may not give the true results for determinants of QWL.

1.8 Structure of the Report

The three main parts of this GRP report include preliminary part, the body, and the supplementary part. The preliminary part of the report contains the title page, recommendation, certification, declaration of authority, acknowledgments, table of contents, list of tables and figures, list of abbreviations, and executive summary. The report's body is divided into five chapters namely introduction, review of the literature and theoretical framework, research methodology, analysis and results, conclusions and implications.

The first chapter of the body contains background of the study, statement of the problem, study objectives and questions, research hypothesis, scope and significance, its limitations, and an outline structure of the report. The second chapter of the body covers an overview of existing literature, a theoretical review, analysis of previous research, research gaps, and the theoretical framework. Similarly, the third chapter includes research methodologies which contains research design, population and

sample, data nature and sources, instrumentation, validity and reliability analysis, and data analysis techniques used in the study. In chapter four, the survey results are presented in tabular and graphical form. The discussion, conclusion, and implications are discussed in last chapter. The conclusion of the studies are compared and contrasted with those of other literatures in the discussion section. The conclusion summarizes the results from the comparison. The implications section of the paper includes how the study can be used in practice. The supplementary or the last part includes appendices and references.

CHAPTER II

RELATED LITERATURE AND THEORETICAL FRAMEWORK

The chapter contains review of literature on the determinants of quality of work life of employees in Dhaka Industry. The review of theories and previous studies related to quality of work life are also included in the chapter. Research gap and theoretical framework are also presented in the chapter.

2.1 Theoretical Review

The study follows the need satisfaction theory and spillover theory for observing the relationship between the variables. The approach to QWL that is based on need satisfaction is derived from the models developed by Maslow, McClelland, Herzberg and Alderfer which focus on fulfilling employees' needs. The QWL spillover model suggests that contentment in a particular aspect of life can have an impact on contentment in other areas. As an illustration, being content with one's occupation can potentially affect satisfaction levels in other domains of life, such as family, recreation, social connections, health, finances, among others. Each of the theories is considered in the study and is reviewed below.

2.1.1 Need Satisfaction Theory

Maslow (1954) posits that human needs can be organized into a hierarchical structure. The theory proposes that humans have five basic types of needs, ranging from physiological needs (such as food, water, and shelter) at the lowest level to self-actualization needs (such as fulfilling one's potential and achieving personal growth) at the highest level. McClelland (1961) suggests that individuals' needs can be developed through life experiences and socialization. The theory has been applied in various fields, including management, where it has been used to explain and predict leaders' behavior and to develop training programs that address employees' motivational needs. Herzberg (1966) suggests that improving hygiene factors alone will not lead to job satisfaction but can only reduce job dissatisfaction. To increase

job satisfaction, organizations must focus on providing motivating factors. Alderfer (1972) suggests that managers should be aware of their employees' needs and design jobs and work environments that can satisfy those needs. The theory has been applied in various fields, including management, where it has been used to design job enrichment programs and to develop strategies for employee motivation and retention.

2.1.2 Spillover Theory

Spillover theory refers to the idea that experiences in one area of life can affect other areas of life (Wilensky, 1960). For example, positive experiences at work may spill over to improve one's relationships at home. Alternatively, negative experiences in one area may spillover to negatively impact other areas. This theory suggests that it is important to consider the interconnectedness and interdependence of different aspects of one's life when attempting to understand and improve overall well-being.

2.2 Empirical Review

Baba and Jamal (1991) conducted a study on Canadian nurses to explore the connection between the routinization of job context and job content with the quality of working life. Their findings indicate that there is a negative association between the routinization of job context and the quality of working life, whereas no significant link was observed between the routinization of job content and the quality of working life. These results suggest that by minimizing the routinization of job context, it is possible to enhance the quality of working life for employees.

A new metric for Quality of Work Life (QWL), drawing from the principles of both Need Satisfaction and Spillover theories, was created by Sirgy et al. (2001). The study aimed to address the limitations of existing QWL scales. The results of the study indicated that the new QWL scale had good psychometric properties, including reliability and validity. The authors found that the QWL scale was positively correlated with job satisfaction, organizational commitment, and affective

commitment, while it was negatively correlated with turnover intentions and job stress. The authors also found that the QWL scale had a significant impact on job satisfaction and turnover intentions after controlling for other work-related factors.

The study found that the overall QWL of employees was moderate, with the highest scores in the areas of job security and social relations and the lowest scores in the areas of salary and welfare. The study also found that there was a significant relationship between QWL and job satisfaction. The authors suggested that employers should pay more attention to the QWL of their employees in order to improve job satisfaction and productivity (Saraji & Dargahi, 2006).

Gayathiri et al. (2013) conducted a study on the relationship between quality of work life (QWL), job satisfaction, and job performance. The findings of the study revealed a positive correlation between QWL and job satisfaction, as well as between QWL and job performance. The study also found that job satisfaction mediates the relationship between QWL and job performance. The results suggest that improving QWL can lead to increased job satisfaction and job performance.

Biswakarma (2015) reported that employees in financial institutions have higher levels of QWL than those in non-financial institutions. Specifically, financial institutions scored significantly higher than non-financial institutions on job satisfaction, work stress, work-life balance, and organizational support. The study also found that age, education level, and tenure had a significant impact on QWL in both types of institutions. Moreover, the study identified that factors such as supportive leadership, career development opportunities, and recognition and reward systems positively affected QWL in both financial and non-financial institutions.

Descriptive statistics showed that the mean scores for the overall Work-Related Quality of Life (WRQoL) Scale and its six dimensions were above the midpoint of the scale, indicating a positive perception of the quality of working life among the participants. The internal consistency reliability analysis showed that Cronbach's

alpha values for the overall scale and its dimensions ranged from 0.70 to 0.89, indicating good internal consistency. The exploratory factor analysis supported the six-dimensional structure of the WRQoL Scale and explained 61.6% of the total variance (Easton & Van Laar, 2018).

The findings suggest that there is a noteworthy and positive correlation between QWL (Quality of Work Life) factors and job satisfaction. Additionally, QWL factors such as job security, rewards and recognition, work-life balance, and job autonomy were found to have a significant influence on the intention of employees to leave the organization. The study also found that job satisfaction acts as a mediator between QWL factors and employee turnover intention. (Gnawali, 2018).

The findings of the study showed that the overall QWL of employees at TVS Automobile Solutions Pvt. Ltd. was good. The employees were satisfied with their job and had a positive perception of their working conditions. However, some areas of concern were also identified in terms of fairness and social support. The employees perceived a lack of fairness in their compensation and promotion practices. They also reported that their social support system, including work relationships and communication, was not very strong (Murugan et al., 2020).

According to the study's findings, Quality of Work Life (QWL) had a considerable and favorable effect on both job satisfaction and job performance, whereas it had a notable and unfavorable impact on counterproductive work behavior. Furthermore, the study identified job control and general well-being, along with job satisfaction, as significant predictors of job performance. In contrast, counterproductive work behavior was significantly influenced by factors such as low job satisfaction, high levels of stress, feelings of unhappiness, and limited workplace autonomy. (Soroya et al., 2022).

2.3 Review of Related Literatures

Different scholars in their different literature agree that defining quality of work life is very difficult. As different individual has different perspective, the dimensions of quality of work life also have various views.

Walton (1973) observed that managers across all types of organizations encounter obstacles when attempting to mitigate job dissatisfaction. Evaluating the Quality of Work Life (QWL) can be a challenging task. Therefore, the author proposes eight factors that determine QWL, which are: fair and sufficient compensation, safe and healthy work conditions, immediate opportunities to utilize and enhance human abilities, prospects for growth and job security, social integration within the workplace, a constitutional work environment, balance between work and personal life, and social significance of work.

Hackman and Oldham (1974) Job Diagnostic Survey revealed that the job's specific measures are skill variety, task identity, task significance, autonomy, and feedback obtained from the job itself.

Similarly, Baba and Jamal (1991) put forward eight measures based on a study conducted among nurses from various hospitals. These measures include job satisfaction, job involvement, organizational commitment, work role ambiguity, work role conflict, work role overload, job stress, and turnover motivation.

Sirgy et al. (2001) created multiple measures of Quality of Work Life based on Need Satisfaction and Spillover theories, with the aim of meeting employee needs. Seven needs with multiple dimensions were identified, including health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs. The study provided validation for these new measures.

Saraji and Dargahi (2006) conducted a study to measure the positive and negative attitudes of hospital employees. The study measured fourteen different attitudes,

including interesting and satisfying work, trust in senior management, harmonious relationships between colleagues, recognition of efforts by intermediate managers/supervisors, career prospects, amount of control over how work is done, health and safety standards at work, balance between work and personal life, intermediate manager/supervisor's treatment of staff, amount of work to be done, and the level of stress experienced at work.

Adhikari and Gautam (2010) conducted a review of three labor laws to assess the quality of work life (QWL) situation in Nepalese workplaces. Although there are several factors that affect QWL initiatives, this study focused only on labor legislation. The study found that the QWL situation in Nepalese workplaces is declining, and therefore, it is necessary for the government, employers, and union leaders to be committed to improving QWL initiatives and creating a positive and cooperative industrial relations environment.

Gayathiri et al. (2013) conducted a literature review to examine the variables of quality of work life (QWL) and their relationship with job satisfaction and performance, as QWL is a complex concept. Despite the difficulty in identifying dimensions, the study suggests that employee well-being is the most important factor.

Valarmathi and Bhalakarishnan (2013) conducted a study on the factors that influence the quality of work life (QWL) of employees in the textile industry, which include salary, fair compensation, job opportunities, job rotation, authority, activities for entertainment, career prospects, job security, training, and health. The study concluded that organizations need to meet these basic expectations of employees in order to have a quality workforce.

Rathamani and Ramchandra (2013) aimed to identify the QWL of employees in the textile industry. The study's results revealed that QWL was influenced by job security, fair compensation, good working conditions, and monetary rewards. The

main motivational factors affecting QWL were promotion, training, awards recognition, and insurance protection.

In the study of QWL of employees in sugar mills, Das (2013) utilized four dimensions: working environment, relational aspects, job aspects, and financial aspects. However, the study found that only three of these dimensions - job and working environment, human relations, and industrial relations - were valid.

In their study, Zare et al. (2014) evaluated QWL by examining the factors associated with job content, work-related economic factors, work-related social factors, and the balance between work and life. The findings of the study indicated that the balance between work and life was moderately satisfactory, work-related economic factors were unsatisfactory, and factors related to job content and work-related social factors were satisfactory.

Kannaiah and Sasikumar (2014) conducted a study on the QWL in Small Scale Industries of India and identified compensation, health and safety working, opportunities for skills development, work culture, working environment, welfare measures, and job satisfaction as the factors affecting QWL. The study concludes that the employees are not in a satisfactory condition and there is a gap in their level of satisfaction.

Biswakarma (2015) conducted a study to compare the quality of work life in financial and non-financial institutions, using the Laar and Easton model. The findings indicated that working conditions and employee engagement were more compatible in non-financial institutions than in financial ones. Additionally, stress levels at work were higher in financial institutions compared to non-financial ones. The study recommends that Nepalese organizations must work towards improving the seven identified variables to enhance QWL.

Anyaoku (2016) employed the Quality of Work Life scale to collect data for their study. The findings revealed that the quality of work life of librarians was

comparatively high in terms of opportunities for career advancement and job security, social integration within the work organization, and the social relevance of their work. Nevertheless, the study highlighted several critical areas, such as equitable compensation, opportunities for training and retraining, support for job performance, and equal rights, which were sources of discontent among the librarians.

Kelbiso et al. (2017) carried out a study aimed at assessing the degree of Quality of Work Life (QWL) among nurses and identifying the factors associated with it. The study's findings indicated that QWL of nurses was affected by various factors, including educational level, monthly income, work unit, and work environment. Moreover, the results revealed a strong and meaningful correlation between the work environment of healthcare facilities and the QWL of nurses.

Easton and Van Laar (2018) considered seven dimensions for determining the QWL which are general well-being, home-work interface, job and career satisfaction, control at work, working conditions, stress at work, and employees' engagement in their study.

Gnawali (2018) conducted a study to investigate the quality of work life (QWL) of employees in financial institutions using the determinants established by Laar and Easton. The study concluded that the working conditions and employee engagement were favorable in the financial sector in Nepal.

Shrestha et al. (2019) conducted a study aiming to establish a correlation between the determinants of Quality of Work Life (QWL) and Corporate Governance (CG) from a positivist perspective. The study found that employee attitude, working environment, opportunities, nature of work, stress, job challenges, development, and career potential have an impact on QWL attainment. The study concluded that QWL is promoted through adequate and fair compensation, safe and healthy working conditions, opportunities to use and develop human capabilities, opportunities for

growth and security, social integration, constitutionalism, social relevance of work life, work, and the total lifespan of the people.

Allam and Shaik (2020) showed that six factors, autonomy, inter-group relation, recognition, economic benefits, self-respect and supervisory relations were most important determinants of QWL for the employees working in the Kingdom of Saudi Arabia.

Fakhri et al. (2020) examined nine components that contribute to Quality of Work Life (QWL): work environment, organizational culture and climate, relation and cooperation, training and development, reward and compensation facilities, job satisfaction, job security, work autonomy, and resource adequacy. The findings suggest that two major factors that affect the QWL of employees are the organizational culture and the organizational facilities.

Murugan et al. (2020) conducted a research on the Quality of Work Life (QWL) of employees at Tvs Automobile Solutions. The study aimed to assess the employees' level of job satisfaction, working conditions, the challenges and difficulties faced by the employer in maintaining QWL, and the work culture of the organization. The study found that the employees were generally satisfied with the organization. The study recommended that the organization should plan and implement communication flow and training programs to maintain QWL in the workplace.

Akacem and Mokaddem (2021) considered motivation and rewards, work environment, training and development, security programs-health care and communication as the dimension of QWL and employees performance.

Nguyen and Ngo (2021) aimed to investigate the interconnections among psychological capital, burnout, and quality of work-life with the moderating effects of personal and organizational characteristics. The findings indicated that psychological capital has a positive correlation with the quality of work-life and a negative correlation with burnout among employees.

Bhuvanewari and Thirumoorthi (2022) aimed to assess the dimensions of QWL among private bank employees in Bangalore city. Four dimensions of QWL were considered namely, job security, peer pressure, risk and work schedule and monetary and non-monetary measures.

Riyono et al. (2022) considered trust, care, respect, learn and contribute as the QWL measuring aspects from a psychological perspective for the study.

Soroya et al. (2022) study suggested that job career satisfaction, job control, and general well-being are key indicators of job performance. It also shows that poor job satisfaction, stress, feelings of unhappiness, and low workplace autonomy significantly contribute to counterproductive work behavior, a negative behavior.

Table 1

Summary of Reviewed Literature

Study	Theory	Variable/ considered	Model	Major Finding(s)
Quality of Working Life: What Is It? (Walton (1973))		Adequate and fair compensation, safe and health working conditions, opportunity for continued growth and security, social integration in work organization, constitutionalization in the work organization, work and the total life space and the social relevance of work life.		To reduce the job dissatisfaction at all organizational levels, eight determinants are proposed. The major criteria for QWL are defined and their interrelationships have been examined.
The Job Diagnostic Survey: An Instrument for the Diagnosis of Jobs and the Evaluation of Job Redesign Projects	Work design theory, An Employee motivation theory	Skill variety, task identity, task significance, autonomy and feedback from the job itself.	task task	The study considers the Job Diagnostic Survey and has measured the objective characteristics of jobs, personal affection reaction of individuals to their jobs and the readiness of individuals to respond

((Hackman & Oldham, 1974))		positively to enriched jobs.
Routinization of job context and job content as related to employees' quality of working life: A study of Canadian nurses ((Baba & Jamal, 1991))	Job satisfaction, job involvement, organizational commitment, job involvement, work role ambiguity, work role conflict, work role overload, job stress, and turnover motivation	The study provides support that the certain aspects of routinization of work may have a positive influence on the quality of working life.
A new measure of Quality Of Work Life (QWL) based on need satisfaction and spillover theories (Sirgy et al. (2001))	Need satisfaction and spillover Health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, Knowledge needs and aesthetic needs.	Various measures of QWL based on need satisfaction and spillover theories were designed to meet the need of an employee. The study supported the construct validity of the QWL measure whose predictive validity was tested through the spillover theory.
Study of Quality of	Fair and reasonable pay compared to	The majorities of respondents of the study

<p>Work Life (QWL) (Saraji and Dargahi (2006))</p>	<p>others doing similar work, sexual harassment or discrimination at the workplace, was not interested in their work and seem to be dissatisfied. They had a poor QWL. interesting and satisfying work, trust in senior management, people at the workplace wish to get on together, recognition of efforts by intermediate manager/ supervisor, career prospects, amount of control over the way in which work is done, health and safety standards at work, balance between the time spent at work and the time spent with family and friends, intermediate manager/supervisor's treatment of staff, amount of work to be</p>
--	---

<p>Labor legislations for improving quality of work life in Nepal (Adhikari and Gautam (2010))</p>	<p>done and level of stress experienced at work</p> <p>Labor laws</p>	<p>The study's findings indicate a decline in the Quality of Work Life (QWL) within Nepalese workplaces, highlighting the need for commitment and action from government officials, employers, and union leaders to prioritize QWL initiatives and cultivate a positive and cooperative industrial relations climate..</p>
<p>Quality of work life– Linkage with job satisfaction and performance ((Gayathiri et al., 2013))</p>	<p>Job performance, job satisfaction</p>	<p>The study linked various variables of QWL with satisfaction and performance. Though the dimensions are difficult to identify, the study concludes that the employees' well-being is the most.</p>
<p>A Study On Quality Of Work Life In</p>	<p>Salary, fair compensation, job opportunities,</p>	<p>It concluded that the organization has to be prepared to fulfill all</p>

<p>Textile Sector In And Around Coimbatore District (Valarmathi and Bhalakarishnan (2013))</p> <p>A study on quality of work life of employees in textile industry– Sipcot, Perundurai (Rathamani and Ramchandra (2013))</p> <p>Factors affecting quality of work life: empirical evidence from Indian sugar mills ((Das, 2013))</p>	<p>rotation, authority, activities (entertainment), career prospects, job security, training and health</p> <p>Working environment, motivational insights, job freedom and security, personal growth and career opportunities, job satisfaction, safety and healthy working conditions, opportunities to develop human capacities</p> <p>Job and working environment, human relation, industrial relations and financial aspects</p>	<p>fundamental expectations of employees for having quality work force.</p> <p>According to the study, employees surveyed expressed higher expectations for compensation from their employers, while also indicating that Quality of Work Life (QWL) has impact on their performance and productivity.</p> <p>Four dimensions affecting the QWL of employees of sugar mills were taken among which only three of them namely, job and working environment, human relations and industrial</p>
--	--	---

<p>Identification of the components of quality of work life and measuring them in faculty members of Tehran University (Zare et al. (2014))</p>	<p>Factors related to job content, work economic factors, work social factors, balance between work and life</p>	<p>relations were concluded to be valid. The test results indicated that the balance between work and personal life falls in the moderate range, while the status of work-related economic factors is deemed unfavorable. On the other hand, factors pertaining to job content and work-related social factors are considered to be in a desirable state.</p>
<p>Quality of work life of Employees in Small Scale Industries ((Kannaiah & Sasikumar, 2014))</p>	<p>Compensation, health and safety working, opportunities for use and development of skills and ability, work culture, working environment, welfare measures and job satisfaction</p>	<p>It concluded that the employees are not in proper condition, there is a gap in employees' satisfaction.</p>
<p>Quality of Work Life in Nepal: A</p>	<p>Laar and Easton model</p>	<p>The study concluded that the QWL in Nepalese organizations would</p>

<p>comparative study of financial and non-financial Institutions (Biswakarma (2015))</p>	<p>improve if they try to make improvement in the seven variables of Laar and Easton model.</p>
<p>Demographic determinants of quality of work life of librarians working in Nigeria (Anyaku (2016))</p>	<p>Walton QWL model The study's results indicated that the librarians who participated in the survey reported a relatively high Quality of Work Life (QWL) concerning their chances for career advancement and job security, as well as their social inclusion within the workplace and the social significance of their work. Nevertheless, the study identified some crucial areas, such as equitable compensation, availability of opportunities for training and retraining, access to sufficient job resources, and equitable treatment,</p>

<p>Determinants of quality of work life among nurses working in Hawassa town public health facilities, South Ethiopia: a cross-sectional study ((Kelbiso et al., 2017))</p>	<p>Background variables (age, sex, marital status, educational status, monthly income, work experience, working unit, dependent family, and working institution) and work environment</p>	<p>as sources of discontent among the librarians.</p> <p>The study findings demonstrated that the Quality of Work Life (QWL) of nurses was impacted by factors such as their educational status, monthly income, work unit, and the work environment.</p> <p>Furthermore, the results revealed that the work environment of healthcare facilities had a strong and significant correlation with the QWL among nurses.</p>
<p>User manual for the Work-Related Quality of Life (WRQoL) Scale: a measure of quality of working life. ((Easton & Van Laar, 2018))</p>	<p>General well-being, home-work interface, job and career satisfaction, control at work, working conditions, stress at work, and employees' engagement in their study.</p>	<p>The model for QWL with seven dimensions is defined.</p>

<p>Quality of Work life in Financial Institutions in Nepal ((Gnawali, 2018))</p>	<p>Laar and Easton model</p>	<p>Based on the research findings, it was concluded that the working conditions and level of employee engagement within Nepal's financial sector are positive.</p>
<p>Quality of work life (QWL) situation in the Nepalese corporate sector (Shrestha et al. (2019))</p>	<p>Employee attitude, working environment, opportunities, nature of work, stress, job challenges, development and career potential, Corporate Governance</p>	<p>The conclusion drawn is that Quality of Work Life (QWL) encompasses various factors, such as appropriate and equitable compensation, a secure and healthy work environment, opportunities for personal and professional growth, social integration, adherence to constitutional principles, and the significance of work in the overall life of individuals.</p>
<p>A study on quality of work life amongst employees working in the</p>	<p>Autonomy, inter-group relation, recognition, economic benefits, self-respect and</p>	<p>A significant proportion of employees within the company reported experiencing a low level of Quality of Work Life</p>

<p>Kingdom of Saudi Arabia (Allam and Shaik (2020))</p>	<p>supervisory relations</p>	<p>(QWL).. Married group of employees were found to maintain high level of QWL compared to unmarried.</p>
<p>Characteristics of Quality of Work Life on Employees at Consultant Company in Indonesia (Fakhri et al. (2020))</p>	<p>Work environment, organizational culture and climate, relation and cooperation, training and development, reward and compensation (facilities), job satisfaction and job security, work autonomy, and resource adequacy</p>	<p>The study findings indicate that the majority of employees' Quality of Work Life (QWL) dimensions fall within the acceptable range, and two key factors contributing to their QWL are the supportive organizational culture and the quality of organizational facilities.</p>
<p>A Study On Quality Of Worklife Of Employees At Tvs Automobile Solutions Pvt. Ltd. (Murugan et al. (2020))</p>	<p>Employees' level of job satisfaction, working conditions, challenges and difficulties of employer in maintaining QWL and work culture of the organization</p>	<p>In conclusion, the employees expressed a high level of satisfaction with the organization. However, to maintain and enhance Quality of Work Life (QWL) in the workplace, it is recommended to establish and implement plans for effective</p>

<p>The Impact of Quality Work-Life on Employees' Performance: A Case Study on Mobilis Telecom (Akacem and Mokaddem (2021))</p>	<p>Motivation and rewards, work environment, training and development, security programs- health care and communication</p>	<p>communication and training. Based on the study findings, it was concluded that Quality of Work Life (QWL) has a positive influence on performance among Mobilis employees across various dimensions.</p>	
<p>Employees' psychological capital, burnout, and quality of work-life in Vietnamese enterprises: moderating effects of individual and organizational characteristics. (Nguyen and Ngo (2021))</p>	<p>Positive Organizational Behavior theory</p>	<p>Psychological capital, burnout, and quality of work-life with the highlighted moderation of organizational and personal characteristics</p>	<p>The results indicate a positive correlation between Psychological Capital and Quality of Work Life (QWL), and a negative correlation between Psychological Capital and employee burnout..</p>

<p>Psychological approach towards factors associated with Quality of Work Life among Private Bank Employees in Bangalore City ((Bhuvanewari & Thirumoorthi, 2022))</p>	<p>Job security, peer pressure, risk and work schedule and monetary and non-monetary measures</p>	<p>The study's conclusion is that employees place greater emphasis on aspects such as job security, a safe and healthy work environment, teamwork with colleagues, work schedule and risk, maintaining a balance between work and family, and monetary and non-monetary benefits. The results also suggest that physical factors are the most critical determinant of Quality of Work Life (QWL), followed by psychological and social factors.</p>
<p>Quality of Work Life (QWL) from Psychological Perspective and the Development of Its</p>	<p>Trust, care, respect, learn and contribute</p>	<p>The study has developed five Quality of Work Life (QWL) indicators from a psychological perspective, which highlight the quality of interpersonal relationships and the</p>

<p>Measurement Bagus (Riyono et al. (2022))</p>		<p>level of enthusiasm for self-development.</p>
<p>Information professionals’ quality of work-life and its impact on their job performance (Soroya et al. (2022))</p>	<p>Task performance, contextual performance, counterproductive work behavior and adaptive performance</p>	<p>Research findings suggest that job career satisfaction, job control, and general well-being are key indicators of job performance. Conversely, counterproductive work behavior - which refers to negative workplace conduct - is significantly impacted by poor job satisfaction, stress, feelings of unhappiness, and low levels of workplace autonomy.</p>

2.4 Research Gap

The systematic review of literature on the determinants of quality of work life shows that various studies have used different determinants of quality of work life as quality of work life is very broad and complex. Based on the previous studies it can be observed that the determinants of QWL and the results differ largely depending upon the nature of industry, samples size, volume of business carried out and so on. Some studies have used all the dimensions of Easton and Van Laar (2018) model and some have only used one or two of them. For example, Murugan et al. (2020) only

examined working conditions from the Easton and Van Laar (2018) model and mixed with other determinants.

Research relating to Dhaka industry is very low in Nepal. This study provides a new insight in the field of Dhaka weaving industry. It is based on primary source of data collection and uses mixed method of research design to know the relation between the determinants of QWL taken from Easton and Van Laar (2018) model and the overall satisfaction of QWL of employees. Such types of study using the same research design are very few in the context of Dhaka Industries of Nepal. The findings will be helpful to the Dhaka industries to act accordingly in future.

2.5 Conceptual Framework

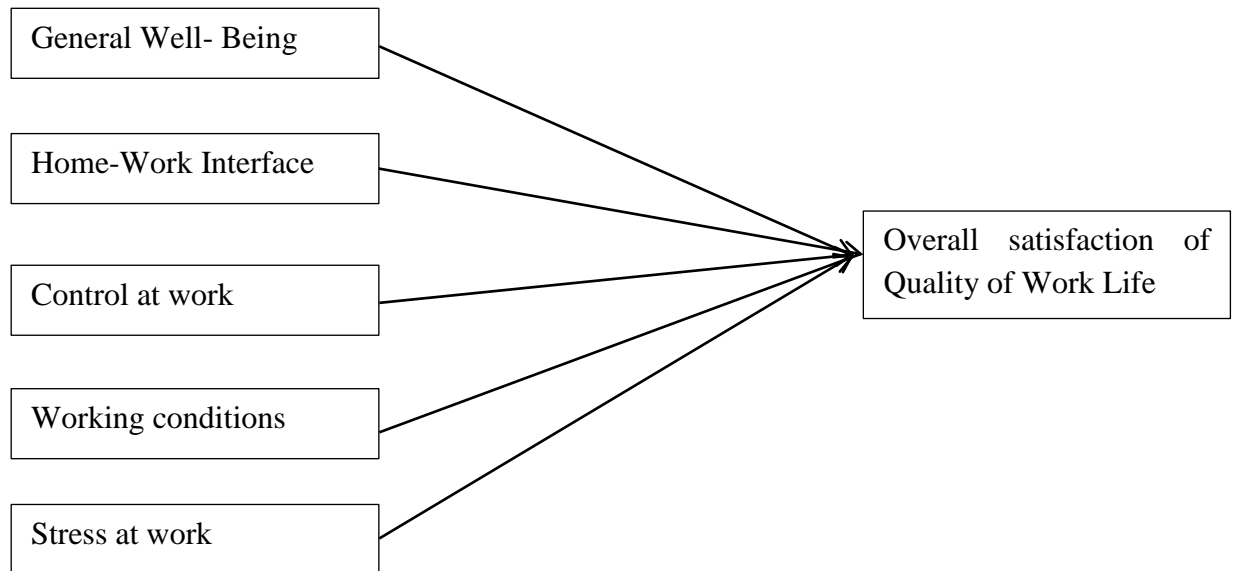
The framework of the study is adapted from Easton and Van Laar (2018) which helps to predict the determinants of QWL of employees in Dhaka Industry. This study focuses on five dimensions of QWL: General Well-Being, Home-Work Interface, Control at Work, Working Conditions and Stress at Work as independent variables and Overall Satisfaction of Quality of Work-Life as dependent variable. The framework for the study is as follows:

Figure 1

Conceptual Framework

Independent variables

Dependent variable



Adapted from Easton and Van Laar (2018) model

2.6 Operational Definition of Variables

General Well-Being: General well-being includes both psychological and general physical well-being. Being mentally and physically ill can affect the work performance of the employees in a workplace. The knowledge about GWB and its role in the overall quality of work life can be helpful to observe the individual's as well as others' well-being, so making people feel and work well at work is necessary (Easton & Van Laar, 2018).

Home-Work Interface: It refers to the work life balance related issues and the employers' level of support to someone's home life. Work life balance reflects the individual's perception whether they are satisfied inside and outside the work. Employer and the employee both must focus on work life balance for the better performance at work place in long run (Easton & Van Laar, 2018)

Control at Work: It refers to the employees feeling that they can practice what they perceive to be appropriate level of control in the working area. That perception of employee may include the aspects like their involvement in decision making, feeling heard at the work place (Easton & Van Laar, 2018)

Working Conditions: The basic requirements in the work place and other physical conditions that are perceived by the individual at their work place are referred as the working conditions. The dissatisfaction of employees in working conditions of the work place may create a bad impression towards the work so working condition is an important determinant of quality of work life(Easton & Van Laar, 2018).

Stress at Work: The excessive pressure that the employees experience about the work is referred as Stress at work. It may also arise because of mismatch between job requirement and employees' work ability(Easton & Van Laar, 2018).

Overall satisfaction of Quality of Work Life: Quality of work life is very complex to define. It has many dimensions and definitions. Dissatisfaction in working life of the employees brings a huge problem for both employee and industry. It is very challenging to identify all the aspects that hamper the quality of work life(Walton, 1973).

CHAPTER III RESEARCH METHODOLOGY

3.1 Research Design

Descriptive research design has been adopted to describe the determinants of QWL of employees whereas analytical research design has been used to analyze them. Responses are described and analyzed and elaborated with a view to get an in depth understanding of dimensions of QWL in Dhaka Industry. Mixed method of research design is used to gain a more comprehensive understanding of a research problem or question by combining the strengths of qualitative and quantitative research, triangulating data, and exploring a phenomenon in-depth.

3.2 Population and Sample

The population of the study involves the employees (weavers) of Dhaka industry in Myanglung municipality of Terhathum district. With the aim of contribution on policies and interventions to support local weavers of the Industry which is not renowned as other garment industries, the area was selected. Dhaka Industry is most popular in this region so, in order to know more about the weavers' quality of work life, the research was conducted. According to FNCCI, Terhathum, there are 96 registered Dhaka industries in Myanglung municipality where 2 to 8 employees are engaged. A total of 121 respondents were chosen using a convenience sampling method. Convenience sampling was used as there was limited population of interest for the study. For interview 13 respondents were chosen using purposive sampling method. Purposive sampling was used to choose the specific industrial Dhaka weavers with experience in weaving.

3.3 Sources of Data

To collect the primary data from the selected group of respondents, a structured questionnaire developed by Easton and Van Laar (2018), Mohamad (2012), and Nimalathan and Ather (2010) and an interview is conducted. A researcher-

administered questionnaire and interview with open ended questions are used. The data was collected from the employees in Dhaka industry. Each item on the questionnaire was rated on a five-point Likert scale, where 1 indicates strong disagreement and 5 indicates strong agreement with the statements presented. Audio was recorded for the interview with respondents and transcribed. Total of 220 questionnaires were taken for the survey but due to cold weather employees were on leave and only 121 responses were collected with a response rate of 55%.

3.4 Instrumentation

The five dimensions of QWL as independent variable and Overall satisfaction of QWL are included in the questionnaire. The constructs of the variable are taken from the existing literatures. The questionnaire with 22 statements (5-point Likert items) and 9 open ended questions are designed.

3.5 Validity and Reliability Analysis

3.5.1 Composite Reliability and Validity

In research utilizing multiple-item assessments of a concept, it is commonplace to calculate Cronbach alpha to gauge the items' internal consistency (Tavakol & Dennick, 2011). A Cronbach's alpha and composite reliability exceeding 0.7 is deemed acceptable internal consistency for constructs (Fornell & Larcker, 1981). Convergent validity measures the degree of relatedness among the construct's items. AVE values surpassing 0.5 indicate favorable convergent validity (Fornell & Larcker, 1981).

Table 2

Composite Reliability and Validity

Construct and Items	Factor Loading	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Control at Work		0.829	0.86	0.895	0.74
CAW1	0.85				
CAW2	0.895				
CAW3	0.834				
General Well Being		0.803	0.816	0.858	0.503
GWB1	0.759				
GWB2	0.605				
GWB3	0.647				
GWB4	0.757				
GWB5	0.775				
GWB6	0.697				
Home-Work Interface		0.543	0.755	0.795	0.665
HWI1	0.268				
HWI2	0.924				
HWI3	0.685				
Overall Satisfaction of QWL		0.707	0.736	0.821	0.537
OWL1	0.763				
OWL2	0.847				
OWL3	0.586				
OWL4	0.711				
Stress At Work		0.714	0.712	0.84	0.638
SAW1	0.715				
SAW2	0.858				
SAW3	0.817				
Working Conditions		0.645	0.765	0.841	0.727
WCS1	0.314				
WCS2	0.896				
WCS3	0.718				

Source: Field Survey, 2023

Above table shows the outer loading of the items and composite reliability and the validity of the constructs. Except HWI1, WCS1, GWB2, GWB3, GWB6, HWI3 and OWL3 all items have the factor loading greater than 0.7. To refine the consistency in model, items HWI1 and WCS1 are deleted since their factor loading value is less than 0.7. Despite the fact that GWB2, GWB3, GWB6, HWI3 and OWL3 have factor loading of less than 0.7, they are placed in the model because in their presence their respective AVEs exceeds the threshold of 0.5. As all constructs have AVE values higher than 0.5, the convergent validity is good. The table shows that all requirements for internal consistency and convergent validity are satisfied

3.6 Discriminant Validity

The concept of discriminant validity investigates whether a construct within the measurement model has a more significant correlation with its manifestations than with other constructs (Hair et al., 2020). Fornell-Larcker does not adequately evaluate discriminant validity (Henseler et al., 2014). Therefore, it is recommended to analyze discriminant validity by employing the cross-loading method and the Heterotrait-Monotrait (HTMT) ratio scale.

Table 3

Fornell-Larcker Test

Variables	CAW	GWB	HWI	OWL	SAW	WCS
CAW	0.86					
GWB	0.204	0.71				
HWI	0.288	0.352	0.816			
OWL	0.472	0.389	0.306	0.733		
SAW	-0.304	-0.319	-0.207	-0.55	0.799	
WCS	0.209	0.144	0.168	0.384	-0.342	0.853

Source: Field Survey, 2023

The Fornell-Larcker test reviews the correlations of other constructs to the square root of AVE. The diagonal values of the table show the square root of AVEThe table

presented indicates that the square root of each Average Variance Extracted (AVE) is greater than the corresponding inter-construct correlation. This suggests good discriminant validity between the constructs. (Hair et al., 2020).

Table 4
Cross Loading

Variables	CAW	GWB	HWI	OWL	SAW	WCS
CAW 1	0.849	0.186	0.255	0.476	-0.246	0.161
CAW 2	0.895	0.221	0.249	0.411	-0.373	0.201
CAW 3	0.835	0.095	0.236	0.284	-0.128	0.181
GWB 1	0.248	0.76	0.337	0.311	-0.286	0.132
GWB 2	0.152	0.605	0.344	0.207	-0.241	0.016
GWB 3	-0.003	0.648	0.167	0.187	-0.202	0.086
GWB 4	0.186	0.757	0.206	0.312	-0.158	0.119
GWB 5	0.097	0.776	0.245	0.299	-0.253	0.172
GWB 6	0.14	0.695	0.212	0.3	-0.225	0.061
HWI 2	0.27	0.276	0.938	0.314	-0.165	0.15
HWI 3	0.193	0.352	0.671	0.147	-0.202	0.127
OWL 1	0.324	0.265	0.148	0.764	-0.454	0.352
OWL 2	0.379	0.359	0.363	0.847	-0.501	0.295
OWL 3	0.387	0.141	0.213	0.597	-0.264	0.243
OWL 4	0.306	0.351	0.145	0.702	-0.358	0.232
SAW 1	-0.307	-0.191	-0.218	-0.468	0.717	-0.31
SAW 2	-0.218	-0.256	-0.16	-0.449	0.857	-0.245
SAW 3	-0.191	-0.325	-0.105	-0.385	0.817	-0.257
WCS 2	0.195	0.155	0.152	0.393	-0.311	0.926
WCS 3	0.158	0.075	0.135	0.234	-0.275	0.773

Source: Field Survey, 2023

Table shows the cross-loading of the items. The table shows that there is no problem in cross-loading as the values of all items are less than 0.7 with other variables (Hair et al., 2020).

Table 5

HTMT

	Original sample (O)	Sample mean (M)	2.50%	97.50%
GWB -> CAW	0.256	0.287	0.173	0.426
HWI -> CAW	0.412	0.422	0.184	0.672
HWI -> GWB	0.577	0.591	0.354	0.84
OWL -> CAW	0.601	0.602	0.429	0.759
OWL -> GWB	0.497	0.519	0.325	0.712
OWL -> HWI	0.443	0.494	0.276	0.745
SAW -> CAW	0.368	0.382	0.22	0.557
SAW -> GWB	0.43	0.447	0.272	0.628
SAW -> HWI	0.347	0.375	0.166	0.638
SAW -> OWL	0.753	0.757	0.62	0.894
WCS -> CAW	0.284	0.298	0.094	0.543
WCS -> GWB	0.176	0.256	0.121	0.463
WCS -> HWI	0.285	0.315	0.101	0.575
WCS -> OWL	0.542	0.549	0.259	0.847
WCS -> SAW	0.498	0.5	0.252	0.735

Source: Field Survey, 2023

HTMT ratio of more than 0.9 indicates an issue in discriminant validity in the variable (Henseler et al., 2014). The table shows that all HTMT ratios meet the threshold as they are less than 0.9.

3.7 Data Analysis Technique

In the process of data analysis, data screening, measurement modeling and structured equation modeling were carried out. To assess the normality of the 121 data, a

Shapiro-Wilk test was conducted. As the data was found to be non-normally distributed, further analysis was performed using SmartPLS 4.0. To evaluate the internal consistency of the data, composite reliability, Cronbach's alpha, and Average Variance Extracted (AVE) were calculated.

To validate the distinction between constructs, various metrics including Heterotrait-Monotrait Ratio, Cross Loading, and Fornell Larcker Criterion were employed. In order to meet the Fornell Larcker requirements, the Square root of the AVE of each construct should be greater than its correlation with other constructs. When the HTMT score is less than 0.9, it is deemed reliable proof of discriminant validity between two reflective constructs. A cross-loading value of less than 0.7 further strengthens the discriminant validity of the construct (Henseler et al., 2014).

The demographic profile was assessed using descriptive statistics obtained from IBM SPSS 25. Frequency, percentage, mean, and standard deviation were all computed in the preliminary data analysis to determine the overall profile of the participants. Correlation analysis was used to determine the significance of the connection between the independent and dependent variables. Finally, structural equation modeling was carried out using SmartPLS 4 to evaluate all hypotheses using the path model.

3.8 Ethical Consideration

As this dissertation involves human participants, ethical considerations were an important factor in the study design, data collection, and analysis. The research was conducted in accordance with university standards and regulations, and participants provided informed consent before taking part in the study.

The survey questionnaire included a clear explanation of the objectives and the researcher's background, and participants were adequately informed of the potential consequences of their participation. The participants were guaranteed that their answers would be treated with confidentiality, and they were given the right to

withdraw from the study at any point without facing any adverse consequences. The researcher worked to create a comfortable environment for the participants, with a promise to use the data solely for academic purposes and to properly cite all sources used in the study. Overall, ethical conduct was key to ensuring the integrity and validity of the research.

CHAPTER IV ANALYSIS AND RESULTS

This chapter consists of data analysis and findings on the determinants of quality of work. Demographic profile of respondents and descriptive analysis is performed using IBM SPSS 25. Hypotheses and overall model were tested using SmartPLS 4.

4.1 Quantitative Analysis

4.1.1 Demographic Profile of Respondents

Table 6

Demographic Profile of Respondents

		Frequency	Percent
Gender	Female	109	90.1
	Male	12	9.9
Marital Status	Unmarried	25	20.7
	Married	96	79.3
Work experience in present organization	0-1 year	17	14
	1-5 years	42	34.7
	5-10 years	48	39.7
	Above 10 years	14	11.6
Total experience in this field	0-5 years	59	48.8
	5-10 years	47	38.8
	10-15 years	15	12.4
Education Level	Primary level	95	78.5
	Higher sec. level	26	21.5

Source: Field Survey, 2023

The demographic information in Table shows the general overview of the respondents' characteristics and background. 121 responses were collected through the researcher administered questionnaire. Respondents are categorized by gender, marital status, work experience in present organization, total experience in the field

and education level. Out of 121 responses, female constitute the majority 90.1% while male were only 9.9%. Among the respondents 79.3% respondents are married whereas rests 20.7 % are unmarried. Similarly, 39.7% of the total respondents have work experience of 5 to 10 years, 34.7% have 1 to 5 years, 14% have 0 to 1 year and 11.6% have more than 10 years of work experience in the present organization. Likewise, 48.8% of the respondents have total experience of 0 to 5 years, 38.8% have 5 to 10 years and 12.4% have 10 to 15 years of total experience in this field. 78.5% of the respondents have primary level of education whereas 21.5% have higher secondary level education.

4.1.2 Descriptive Statistics of Independent Variables and Dependent Variables

Table 7

Descriptive Statistics of General Well Being

Statements	Items	Std.	
		Mean	Deviation
I feel well at the moment	GWB1	4.07	1.086
Recently, I have been feeling unhappy and depressed	GWB2	3.51	1.096
I am satisfied with my life	GWB3	4.07	0.680
In most ways my life is close to ideal	GWB4	3.69	0.794
Generally things work out well for me	GWB5	3.86	0.778
Recently, I have been feeling reasonably happy all things considered	GWB6	4.41	0.760
General Well Being		3.94	0.866

Source: Field Survey, 2023

Table 7 shows the descriptive statistics of General Well Being. The mean value for all six items in the table fell within the range, indicating that most of the respondents reported feeling good, satisfied, and happy with their work life. Additionally, a majority of the respondents agreed that their life was close to ideal, and that things were generally going well for them. Moreover, many respondents reported feeling

happy overall. The table provides evidence that the mean score of General Well Being is 3.94 with a standard deviation of 0.866 which demonstrates that overall participants agree that they have a good well-being at their work. The result shows that every item had a mean score greater than 3 which indicates that the employees are feeling more well and happy at their workplace.

Table 8
Descriptive Statistics of Home-Work Interface

Statements	Items	Mean	Std. Deviation
My current working hours / patterns suit my personal circumstances	HWI2	3.82	0.837
My line manager actively promotes flexible working hours / patterns	HWI3	4.33	0.676
Home-Work Interface		4.08	0.757

Source: Field Survey, 2023

Table 8 exhibits the descriptive statistics of home-work interface of employees of Dhaka industry. The mean value for all two items in the table fell within the range, indicating that most of the respondents reported that the working patterns suit their personal circumstances. Additionally, a majority of the respondents agreed that their manager promotes flexible working hours at work. It shows the average score of home-work interface is 4.08 with standard deviation of 0.757. It shows that employees have more home-work interface because all the items have average score of around 4.

Table 9

Descriptive Statistics of Control at Work

Statements	Items	Mean	Std. Deviation
I feel able to voice opinions and influence changes in my area of work	CAW1	3.19	1.178
I am involved in decisions that affect me in my own area of work	CAW2	2.88	1.066
I am involved in decisions that affect members of the public in my own area of work	CAW3	2.67	1.02
Control At Work		2.91	1.088

Source: Field Survey, 2023

Table 9 shows the descriptive statistics of control at work of employees of Dhaka industry. The mean value for one item fell within the range whereas two items in the table fell below the range, indicating that the respondents feel able to influence changes in their work area and their involvement in decision making is slightly low. Additionally, the majority of employees feel low engagement in decision makings that affect the public in the work area. It shows the average score of control at work is 2.91 with standard deviation of 1.088. It shows that employees do not have more control at work.

Table 10

Descriptive Statistics of Working Conditions

Statements	Items	Mean	Std. Deviation
I work in a safe environment	WCS2	3.66	0.802
The working conditions are satisfactory	WCS3	3.99	0.713
Working Conditions		3.83	0.758

Source: Field Survey, 2023

Table 10 shows the descriptive statistics of working conditions of employees of Dhaka industry. The mean value for all two items fell within the range, indicating that the respondents feel safe in the working environment. Additionally, the majority of employees are satisfied with their working conditions at work place. It shows the average score of working conditions is 3.83 with standard deviation of 0.758. It shows that employees have satisfaction in working conditions of the industry.

Table 11

Descriptive Statistics of Stress at Work

Statements	Items	Mean	Std. Deviation
I feel appreciated at work	SAW1	2.84	1.183
I often feel under pressure at work	SAW2	3.26	1.023
I often feel excessive levels of stress at work	SAW3	3.22	0.917
Stress At Work		3.11	1.041

Source: Field Survey, 2023

Table 11 shows the descriptive statistics of stress at work of employees of Dhaka industry. The mean value for one item fell below the range whereas two items in the table fell within the range, indicating that the respondents do not feel appreciated at work and feel under pressure at work. Additionally, the majority of employees feel excessive level of stress at work place. It shows the average score of stress at work is 3.11 with standard deviation of 1.041. It shows that employees somehow face the stress at work as the mean score of the item is slightly more than 3.

Table 12

Descriptive Statistics of Overall Satisfaction of Quality of Work Life

Statements	Items	Mean	Std. Deviation
I feel like I belong to the “work family”	OWL1	3.8	0.726
I am able to balance work with my family needs	OWL2	3.86	0.809
I am recognized for my accomplishments by my supervisor /employer	OWL3	2.97	0.894
I am satisfied with the overall quality of my working life	OWL4	4.5	0.593
Overall Satisfaction of Quality of Work Life		3.78	0.756

Source: Field Survey, 2023

Table 12 shows the descriptive statistics of overall satisfaction of Quality of Work Life of employees of Dhaka industry. The mean value for all four items in the table fell within the range, indicating that the respondents feel like the work family and are able to balance work with their family needs. Additionally, the majority of employees feel that they are recognized for their accomplishment by the supervisor. Majority are highly satisfied with the overall QWL of working life. It shows the average score of overall satisfaction of Quality of Work Life is 3.78 with standard deviation of 0.756. It shows that employees have more satisfaction in their work life as the mean score is near 4.

4.1.3 Normality Test

Table 13

Shapiro-Wilk Test

Variables	Statistic	df	Sig.
General Well Being	0.942	121	0.000
Home-Work interface	0.923	121	0.000
Control At Work	0.975	121	0.026
Working Conditions	0.916	121	0.000
Stress At Work	0.935	121	0.000
Overall Satisfaction of QWL	0.954	121	0.000

Source: Field Survey, 2023

Table 13 shows the Shapiro-Wilk test for normality. The data is not distributed in a normal manner as the outcomes have less p-value than 0.05 and the test is significant.

4.1.4 Collinearity Test

Table 14

VIF

	CAW	GWB	HWI	OWL	SAW	WCS
CAW				1.184		
GWB				1.233		
HWI				1.219		
SAW				1.296		
WCS				1.156		
OWL						

Source: Field Survey, 2023

Table 14 shows the test for Collinearity through calculation of variance inflation factors (VIF). The table suggests there are no issues with multicollinearity as all

constructs included in the research have items with variance inflation factors below 5. Hence, all of the constructs are used in the research.

4.1.5 Relationship Between Independent Variables and Dependent Variable

Table 15

Correlation Matrix

	CAW	GWB	HWI	OWL	SAW	WCS
CAW	1					
GWB	0.204**	1				
HWI	0.288**	0.352**	1			
OWL	0.472**	0.389**	0.306**	1		
SAW	-0.304**	-0.319**	-0.207**	-0.55**	1	
WCS	0.209**	0.144	0.168	0.384**	-0.342**	1

** Correlation is significant at the 0.05 level

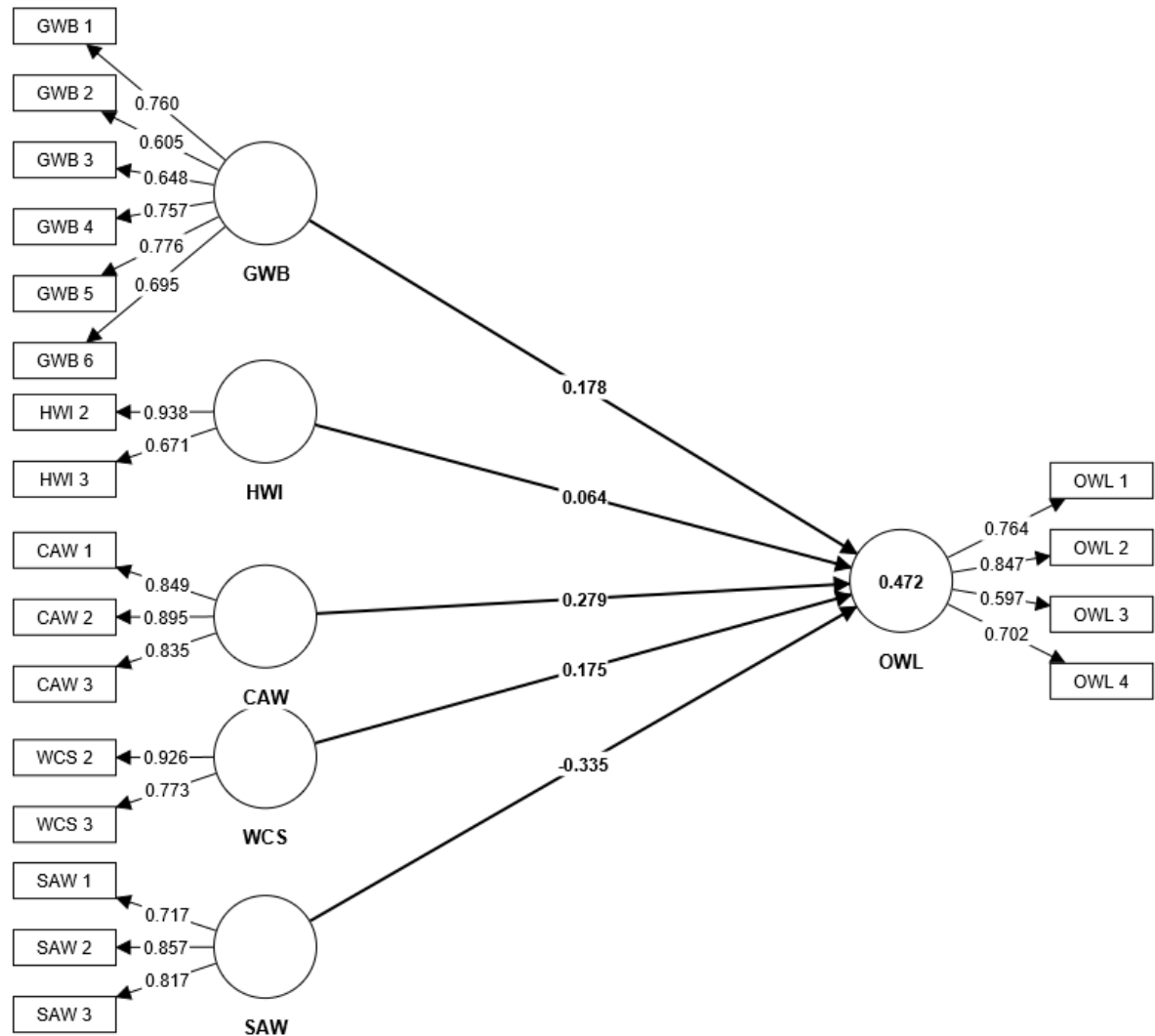
Source: Field Survey, 2023

Table 15 concluded that General well-being has a significant moderate positive correlation ($r=0.389$) on overall satisfaction of quality of work life which means higher the general well-being high will be the overall satisfaction. Similarly, the table shows that home-work interface, working conditions and control at work have a significant moderate positive correlation ($r=0.306$, $r=0.384$ and $r=0.472$ respectively) with overall satisfaction of quality of work life which indicates that the increase in each independent variable will result in increased level of satisfaction of QWL. Stress at work has significant high negative correlation ($r=-0.55$) with overall satisfaction of quality of work life. It means high level of stress at work to be related with low satisfaction of quality of work life

4.1.6 Structural Equation Model Analysis

Figure 2

Graphical Output of SEM



The structural model above gives a visual representation of strength of the relationships between the variables in the model. The inner model denotes the path coefficient whereas outer figures denote the factor loading of each item. The value inside the circle denotes the R² value of dependent variable. The figure shows the overall satisfaction of quality of work life's prediction ability with R² value of 0.472

which means 47.2% variation in overall satisfaction of quality of work life is attributed to the independent variables.

4.1.7 Path Coefficient

Table 16

Path Coefficient

	Original sample (O)	Sample mean	S.D	T values	P values	2.50%	97.50%
CAW ->							
OWL	0.279	0.273	0.067	4.154	0	0.148	0.41
GWB ->							
OWL	0.178	0.192	0.079	2.242	0.025	0.01	0.321
HWI ->							
OWL	0.064	0.066	0.077	0.833	0.405	-0.095	0.207
SAW ->							
OWL	-0.335	-0.333	0.073	4.616	0	-0.467	-0.184
WCS ->							
OWL	0.175	0.18	0.078	2.254	0.024	0.03	0.33

Source: Field Survey, 2023

Table 16 shows that all independent variables had a significant impact on overall satisfaction of quality of work life except home-work interface (p-value 0.05). Control at work, general well-being, stress at work and working conditions have significant impact on overall satisfaction of quality of work life whereas Home-work interface has no impact on overall satisfaction of quality of work life.

4.1.8 R Square

Table 17

R Square

	Original sample	Sample		T value	P		
		mean	S.D		value	2.50%	97.50%
OWL	0.472	0.506	0.065	7.225	0	0.31	0.566

Source: Field Survey, 2023

R square measures the impact of independent variables on dependent variables. Table shows the five determinants of QWL taken as independent variables account for 47.2% of the change in overall satisfaction of quality of work life. Social science areas consider 0.20 R square as significant (Hair et al., 2011). Hence, there is strong impact of independent variables on endogenous variable.

4.1.9 F Square

Table 18

F Square

	Original sample	Sample mean	S.D	T values	P values	2.50%	97.50 %
CAW ->							
OWL	0.124	0.135	0.072	1.735	0.083	-0.009	0.108
GWB ->							
OWL	0.049	0.07	0.055	0.877	0.38	-0.128	0.062
HWI ->							
OWL	0.006	0.017	0.021	0.299	0.765	-0.273	0.092
SAW ->							
OWL	0.164	0.178	0.08	2.056	0.04	-0.582	-0.582
WCS ->							
OWL	0.05	0.066	0.054	0.924	0.355	-0.138	0.063

Source: Field Survey, 2023

The variation in R² values of dependent variable when an independent variable is removed from the model can also be used to assess the significance of effect of that construct. F square value 0.02, 0.15, and 0.35 indicate small, partial, and strong impacts respectively (Cohen & Levinthal, 1990). F square value smaller than 0.02 indicate that there exists no effect. The table shows that stress at work has partial effect (F²=0.164) on overall satisfaction of quality of work life and general well-being has small effect (F²=0.049) on overall satisfaction of quality of work life. Home-work interface do not have effect on overall satisfaction of quality of work life as its F square (0.006) is less than 0.02.

4.1.10 SRMR Statistics

Table 19

SRMR Statistics

	Original sample	Sample mean	95%	99%
Saturated model	0.09	0.067	0.076	0.084
Estimated model	0.09	0.067	0.076	0.084

Source: Field Survey, 2023

Henseler et al. (2014) introduced SRMR as a PLS-SEM goodness of fit measure applied to prevent model misspecification. SRMR values less than 0.10 or 0.08 is an evidence of good model fit (Hu & Bentler, 1999). The SRMR value for the model is 0.09 therefore, it can be said that this research's model fit is generally good.

4.1.11 Hypothesis Testing Summary

Table 20

Hypothesis Testing Summary

Hypothesis	Path Coefficient	p Value	Hypothesis Support
H1: GWB -> OWL	0.178	0.025*	Yes
H2: HWI -> OWL	0.064	0.405	No
H3: CAW -> OWL	0.279	0.000*	Yes
H4: WCS -> OWL	0.175	0.024*	Yes
H5: SAW -> OWL	-0.335	0.000*	Yes

*Hypothesis is significant at the 0.05 level

Source: Field Survey, 2023

Table 20 shows the result of the hypothesis testing. It indicates that there is a significant positive impact of general well-being on overall satisfaction of quality of work life ($\beta=0.178$, $p= 0.025$) accepting hypothesis 1.

Similarly, there is also positive impact of homework interface on overall satisfaction of quality of work life but the p value exceeds 0.05 ($\beta=0.064$, $p= 0.405$) so rejecting hypothesis 2.

There exists positive impact of control at work on overall satisfaction of quality of work life ($\beta=0.279$, $p= 0.000$) accepting hypothesis 3.

Working conditions also have positive impact on overall satisfaction of quality of work life ($\beta=0.175$, $p= 0.024$) accepting hypothesis 4.

Lastly, stress at work has negative impact on overall satisfaction of quality of work life ($\beta=-0.335$, $p= 0.000$) accepting hypothesis 5.

4.2 Qualitative Analysis

Financial Independency:

The majority of respondents in the study are female. Some of the respondents are students from village areas who go to study in the morning and work for the industry at day time. The employees are involved in the sector mostly following their senior family members. The respondents are happy about their work as they are being able to enhance their skills and utilize their spare time to earn. The income from weaving has helped a lot to run their household. It has lowered the financial burden of working students' family. During the festival time (Tihar specially) national as well as international demand for Dhaka increases and at that time the weavers earn double which helps their family financially. There is no any qualification required for learning the weaving skill so the individuals who are not being able to involve themselves in other sector can get involved in this sector. Rather than spending time in home doing nothing, people get involved in this sector which has helped them to be financially independent along with their skill enhancement. This shows that respondents are happy about their work and there is a good general well-being. Some of the statements from respondents are:

“Once the skill is learned, it is life-long. If an individual have skill, they will never die of hunger.”(Respondent 1)

“Involving in Dhaka weaving industry has helped in lowering the financial burden of family.”(Respondent 4)

“Should not ask for pocket money from parents, helped in buying stationeries and personal necessities.”(Respondent 2)

“It has not only made the weavers financially independent but also helped in personal growth”(Respondent 7)

*“Getting to work in spare time and earning by self has motivated to do more”
(Respondent 10)*

Work-Life Balance:

Balancing work and home life is very difficult to the employees and very important to the industry. As the respondents of the study have 90.1% female respondents, work-life balance has become the issue. 79.3% respondents are married and it is seen more difficult to married respondents than the unmarried to balance the work-life. Through the study it was observed that there was no any mandatory working hour rule in the industry. Instead of mandatory working hour, the employees are assigned specific days or a week to complete the order. Hence, employees are free to work on their convenient time but should complete the order in assigned time period. They are also paid on piece basis. The respondents can balance their home chores and work by time as the industry has provided flexible working hours. It becomes difficult to balance the work life during the festival time as industry demand is high and they also have to give more time in the home chores. So, it can be concluded that the home-work interface is moderate as the respondents find difficult to balance the work-life sometimes. The pressure in the work also seems to be very low so, stress at work also seems to be low. Similarly, as the personal space is given, control at work also seems to be low. Some of the statements from respondents are:

“Flexibility in working hours has made work-life balance easier.” (Respondent 3)

“It gets difficult to complete the order in time during festive season and in winter.”(Respondent 5)

“There is no high pressure in work as the employees can attend the work in their convenience.”(Respondent 6)

“As there is piece rate system rather than hourly system, the work is satisfactory. It has made easier in balancing the work-life. ” (Respondent 9)

“There is sufficient time to study as well as work. During examination, the owners’ consider the time.”(Respondent 2)

Workplace Setting:

The working conditions, facilities and settings of the workplace influence the performance and job satisfaction of the employees. For those who want to join the industry and do not know the weaving, the owners provide free training and accommodation facility. Once they are trained properly, they have to work for that industry as per the agreement for certain period of time. For the existing weavers, in case of some new and complex designs the weavers are trained but such case is very rare. The required materials for weaving like handlooms, colorful threads and other materials are provided by the owner to the weavers. As Dhaka industry falls under small and cottage industry, the industry is operated in a very small space. The workplaces seem to be congested and unmanaged. Because of the design of the workplace, it gets difficult to weave in winter and finish the product timely. Back pain due to uncomfortable seats and delay in completing the product because of menstrual pain in case of female weavers is common. In overall, working conditions seem to be moderate. The workplace setting may also contribute to stress at work. Some of the statements of the respondents are:

“All the raw materials are provided by the owner so there is no any issue in weaving but it’s difficult to weave in winter so most of the employees take leave.”(Respondent 1)

“Time for study is provided and training as per the requirement is given. Co-workers help in case of any difficulties.”(Respondent 2)

“Most of the female weavers face problem to complete the product in time sometimes because of menstrual pain.”(Respondent 11)

“As the workplace lack the comfortable seats, back pain is very common in weavers.”(Respondent 12)

“It’s difficult to weave in winter and leave is taken. If the work setting was weather friendly the employees would be more satisfied and work happily.”(Respondent 9)

Job Satisfaction:

Job satisfaction is the key factor in determining the job performance of the employees. Most of the respondents say that they have found a way to pass their days easily. Not being educated but skilled has helped them in earning as well as in their personal growth. Weaving students are also happy as they get pocket money and skill enhancement. None of the respondents are forced to get involved in weaving so, the respondents are satisfied with what they are doing. Providing employees with flexible working hour has helped the employees in balancing their home-work life which has made employees satisfied. Some of the working conditions are not so satisfactory which has become a huge challenge to both employer and employee. Similarly, some of the employees feel that their income is less in comparison to difficulties they face in their work. Because of this reason some of the employees are even thinking of leaving the industry and start weaving at home on their own. If the employees start leaving the industry due to dissatisfaction it is a huge issue for the industry. It concludes that the employees are moderately satisfied with their work. The employers need to address the employees’ problems in order to reduce retention rate. Some of the statements of the respondents are:

“Having skill of weaving has helped in fulfilling the daily requirements and has been a way of passing time easily.”(Respondent 7)

“Satisfied with the work and the industry as the earning from the industry has helped in completing the children’ school.”(Respondent 8)

“Not so satisfied with the industry as the work place is not employee friendly and is congested.”(Respondent 11)

“Not being heard in industry’s decision making and employer not being able to address the employees’ grievances makes the employees unhappy.”(Respondent 13)

From the qualitative analysis it can be concluded that, most of the respondents are happy with their work as it has helped them in learning and earning. Skill development has helped them in personal growth and utilizing their spare time to weave them has helped them financially. Talking about the work-life balance, work-life balance issues are mostly seen in married respondents occasionally. The flexible working hours and giving personal space to the employees shows that there is less pressure at work. Similarly, providing training initially and as per requirement and providing required raw materials by the owner is the positive side of workplace whereas, lack of employee friendly workplace setting during winter and uncomfortable seats are the negative sides of the workplace. This shows that the working conditions are not satisfactory which also may create stress at work.

4.3 Major Findings

The key findings are summarized:

- A total of 121 responses were collected through questionnaire from the employees in Dhaka industry. Out of 121 respondents, 9.9% were male whereas 90.1% were female which indicates the dominancy of female.
- The majority of respondents were married (79.3%) and 20.7% were unmarried. Most of them had a primary level of education (78.5%) and rest completed higher secondary level (21.5%). This indicates that most of the weavers in industrial sector are less educated and mostly married.
- Out of total 14% respondents have a work experience of 0-1 year, 34.7% have 1-5 years, 39.7% have 5-10 years and 11.6% have more than 10 years of work experience in the present organization. Majority of them have 1 to 5 years of experience.

- Out of total respondents 48.8% have 0-5 years, 38.8% have 5-10 years and 12.4% have 10-15 years of total experience in Dhaka weaving sector. This indicates most of the employees have less than 5 years of experience in the sector and minority have more than 10 years of experience in the field.
- The overall mean score of General Well Being is 3.94 which demonstrate that overall participants agree that they have a good well-being at their work. The average score of home-work interface is 4.08 which show that employees have more home-work interface. The average score of control at work is 2.91 which show that employees do not have more control at work. The average score of working conditions is 3.83 which demonstrate that employees have satisfaction in working conditions of the industry. The average score of stress at work is 3.11 which show that employees somehow face the stress at work. The average score of overall satisfaction of Quality of Work Life is 3.78 which indicate employees have more satisfaction in their work life.
- The 47.2% variation in overall satisfaction of quality of work life (R square= 0.472) is linked to the independent variables. The impact of independent variables on dependent variable is seen to be significant as the value is more than 20%.
- Control at work, general well-being, stress at work and working conditions have significant impact on Overall satisfaction of quality of work life whereas Home-work interface has no impact on overall satisfaction of quality of work life(p-value=0.05).
- General well-being, home-work interface, working conditions and control at work have a moderate positive correlation ($r=0.389$, $r=0.306$, $r=0.384$ and $r=0.472$ respectively) with overall satisfaction of quality of work life. While stress at work has high negative correlation ($r=-0.55$) with overall satisfaction of quality of work life. It means high level of stress at work to be related with low satisfaction of quality of work life.
- The findings of quantitative analysis say, home-work interface do not have impact on overall satisfaction but the findings of qualitative are opposite. Similarly, Working conditions of employees seems to be satisfactory in quantitative analysis whereas in

qualitative the satisfaction is low. Home-Work Interface issues are occasionally seen mostly in married respondents.

.

CHAPTER V

DISCUSSION, CONCLUSIONS, AND IMPLICATIONS

The findings and conclusions of the study are discussed and presented in this chapter. The summary of the study and the implications based on the findings and previous literature are highlighted for the future research.

5.1 Discussion

The findings of the study support the theories considered for the research purpose. The initial research question is about the determinants of QWL of employees in Dhaka Industry. And rest of the research questions addresses the impact of the determinants in overall satisfaction of QWL of employees. Total of five hypotheses were developed to test the significance of General Well-Being, Home-Work Interface, Control at Work, Working Conditions and Stress at Work.

The data revealed that General Well-Being positively affects the overall satisfaction of QWL. The finding is consistent with Biswakarma (2015) positive relationship between General Well-Being and overall satisfaction of employees in Quality of Work Life. Similarly, Soroya et al. (2022) also concludes that GWB has significant positive relation with job performance. The study shows that home-work interface has no impact on overall satisfaction of quality of work life. In contrary to this, Saraji and Dargahi (2006) found the majority of dissatisfied workers with the balance in time between work and personal life. Biswakarma (2015) concludes the significant relation between HWI and QWL. Soroya et al. (2022) also found the significant impact between HWI and QWL.

Control at Work has significant impact on overall satisfaction of QWL based on findings of the study. The findings of Biswakarma (2015) and Soroya et al. (2022) supports the findings of the study. Similarly, the study concludes the significant impact of Working Conditions with overall QWL. Soroya et al. (2022),

Akacem and Mokaddem (2021), Murugan et al. (2020), Biswakarma (2015) and Kannaiah and Sasikumar (2014) also support the findings between WCS and QWL.

The study observed that Stress at Work has significant negative relation with overall QWL of employees. Saraji and Dargahi (2006) also conclude the inverse relation between SAW and QWL. Similarly, Soroya et al. (2022) and Biswakarma (2015) also supports the finding of the study.

The qualitative analysis shows that all the dimensions of QWL taken in this study have impact on Satisfaction of QWL. General Well-Being, Home-Work Interface, Control at Work are moderately satisfied and have positive impact on overall satisfaction whereas Working Conditions and Stress at Work are not satisfactory which have decreased the overall satisfaction level of employees. The Home-Work Interface issues are mostly seen in married respondents during winter and festivals when there is high demand of products in the local as well as global market. Similarly, the employees do not find comfortable work design. The seats are not employees' friendly which results in back pain and cold during winter. Such conditions in work place will sometime lead to stress at work for the employees and this will eventually hamper the job performance and job satisfaction. Motivating and rewarding the employees for their performance can contribute more on the satisfaction of QWL of employees. Moreover, creating employees friendly work environment and making them feel involved in organizational activities help in enhancing the satisfaction of Quality of Work life of employees.

5.2 Conclusion

Quality of Work life is a very broad topic so it is very complex to set the determinants of QWL. There are very few researches done on the Dhaka weaving industry so, taking the five determinants of QWL the research is conducted. The study is conducted considering various theories and the findings of the research support the theories. The majority of employees are female in the Dhaka weaving industry. Mostly, married employees are engaged in weaving. The majority of respondents

have primary level education and some of them are working students as well. It was found that most of the respondents have started their weaving from the same industry they are currently engaged in.

In Dhaka industry, the employees who are provided with psychological and physical well-being are more satisfied with their work in the industry. Similarly, getting more home-work interface in the work is more preferable. Control at work, general well-being, stress at work and working conditions have significant impact on overall satisfaction of quality of work life whereas Home-work interface has no impact on overall satisfaction of quality of work life. The descriptive mean score concludes that the involvement of employees in decision making and other activities in the industry is very low. It's important to create an employee's engagement in the organizational decisions in order to increase the employee's performance as well as satisfaction. Similarly, the descriptive mean of employees appreciation at work is also low which may be the factor contributing to the stress at work. So, it concludes that motivating and rewarding the employees in work also contributes in enhancing the job performance through the job satisfaction of employees. The working conditions are also the satisfaction determining factors so, the work place design; employees' comfort must be considered. Feedback taking mechanism can be effective in redesigning the working conditions of the industry. Stress at work is negatively related with the overall satisfaction. If the employees are assigned the works under pressure and stress, the work performed will not be satisfactory. So, creating an employee friendly work environment can help in increasing the satisfaction and performance of employees.

5.3 Implication

The implications of the study have varied effects on employers, employees, and researchers who are concerned about the Quality of Work life of workers in small and cottage industries. This research can assist in addressing ongoing apprehensions

concerning the determinants of employees' quality of work life in Dhaka industries and the entire small and cottage industry sector.

5.3.1 Managerial Implication

This study has considered five major determinants of QWL of employees in Dhaka industry. The findings suggest that for maintain the satisfaction level of employees; employers must focus on general well-being, stress level, working conditions, control at work and the home-work interface. Most of the respondents are not satisfied with the working conditions of Dhaka Industry.

The managers of Dhaka Industry (Small and Cottage Industry) must improve the quality of work life for their employees, as the current conditions are unsatisfactory. This can be accomplished through creating a better working environment, encouraging employee engagement, and providing adequate support. Doing so will positively impact the five variables discussed in this study. Employees currently experience high levels of job-related stress, which hinders their ability to have a high quality of work life. Similarly, appreciating the works done can also reduce the stress of the employees. By improving work conditions, employees can perform better, leading to increased productivity, efficiency, and effectiveness for the organization.

5.3.2 Implication for Future Research

This research aims to investigate the work life quality of employees working in Dhaka Industry. The study included 121 weavers from the Dhaka industry, which could be further enhanced by incorporating home-based weavers. Additionally, only five dimensions from the Easton model were utilized, therefore future research can incorporate other variables or other models to expand its scope. The study's sampling frame is limited to the industrial Dhaka weavers; however, other sectors also might be included in the research. Similarly, gender and marital status can be taken as the moderating variable as the satisfaction of QWL can have different impact in the presence of these variables.

References

- Adhikari, D. R., & Gautam, D. K. (2010). Labor legislations for improving quality of work life in Nepal. *International Journal of Law and Management* 52(1), 40-53. <https://doi.org/10.1108/17542431011018534>
- Ahmed, N. (1981). Quality of work life: A need for understand. *Indian Management* 20(11), 29-33.
- Akacem, H., & Mokaddem, A. (2021). The impact of quality work-life on employees' performance: A case study on mobilis telecom. *Journal of Economic Growth*, 4(8), 16-23.
- Alderfer, C. P. (1972). *Existence, relatedness, and growth: Human needs in organizational settings*. Free Press, New York.
- Allam, Z., & Shaik, A. (2020). A study on quality of work life amongst employees working in the Kingdom of Saudi Arabia. *Management Science Letters*, 10(6), 1287-1294. <https://doi.org/10.5267/j.msl.2019.11.029>
- Anyaoku, E. N. (2016). Demographic determinants of quality of work life of librarians working in Nigeria. *International Journal of Advanced Library and Information Science*, 4(1), 312-323.
- Baba, V. V., & Jamal, M. (1991). Routinization of job context and job content as related to employees' quality of working life: A study of Canadian nurses. *Journal of Organizational Behavior* 12(5), 379-386. <https://doi.org/10.1002/job.4030120503>
- Beloor, V., Nanjundeswaraswamy, T., & Swamy, D. (2017). Employee commitment and quality of work life—A literature review. *The International Journal of Indian Psychology*, 4(2), 175-188. <https://doi.org/18.01.040/20170402>

- Bhuvanewari, D., & Thirumoorthi, P. (2022). Psychological approach towards factors associated with quality of work life among private bank employees in Bangalore city. *Bulletin of Environment, Pharmacology and Life Sciences*, 1(2022), 464-467.
- Biswakarma, G. (2015). Quality of work life in Nepal: A comparative study of financial and non-financial institution. *Asian Journal of Management Sciences*, 3(8), 19-26.
- Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative Science Quarterly*, 35(1), 128-152. <https://doi.org/10.2307/2393553>
- Das, S. (2013). Factors affecting quality of work life: Empirical evidence from Indian sugar mills. In *10th European Conference of the International Labour and Employment Relations Association (ILERA), Amsterdam, University of Amsterdam, Netherlands*. <https://www.researchgate.net/publication/320166789>
- Easton, S., & Van Laar, D. (2018). *User manual for the work-related quality of life (WRQoL) scale: A measure of quality of working life*. University of Portsmouth.
- Fakhri, M., Nurnida, I., Winarno, A., Kurnia, B., & Suryana, D. (2020). Characteristics of quality of work life on employees at consultant company in Indonesia. *The Journal of Asian Finance, Economics and Business*, 7(11), 1105-1111.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research* 18(1), 39-50. <https://doi.org/10.1177/002224378101800104>

- Gayathiri, R., Ramakrishnan, L., Babatunde, S., Banerjee, A., & Islam, M. (2013). Quality of work life—Linkage with job satisfaction and performance. *International Journal of Business and Management Invention*, 2(1), 1-8.
- Gnawali, A. (2018). Quality of work life in financial institutions in Nepal. *SOMTU Journal of Business and Management Research*, 1(1), 91-102.
- Hackman, J. R., & Oldham, G. R. (1974). *The job diagnostic survey: An instrument for the diagnosis of jobs and the evaluation of job redesign projects*. New Haven: Yale University.
- Hair, J., Ringle, C., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *The Journal of Marketing Theory and Practice*, 19, 139-151. <https://doi.org/10.2753/mtp1069-6679190202>
- Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, 101-110. <https://doi.org/10.1016/j.jbusres.2019.11>
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Ketchen, D. J., Hair, J. F., Hult, G. T. M., & Calantone, R. J. (2014). Common beliefs and reality about PLS. *Organizational Research Methods*, 17(2), 182-209. <https://doi.org/10.1177/1094428114526928>
- Herzberg, F. (1966). *Work and the Nature of Man*. World, Cleveland.
- Hu, L. t., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal* 6(1), 1-55. <https://doi.org/10.1080/10705519909540118>
- Kannaiah, D., & Sasikumar, G. (2014). Quality of work life of employees in small scale industries. *Asian Journal of Business and Management*, 02(04), 367-372.

- Kelbiso, L., Belay, A., & Woldie, M. (2017). Determinants of quality of work life among nurses working in Hawassa town public health facilities, South Ethiopia: A cross-sectional study. *Nursing Research and Practice* 2017. <https://doi.org/10.1155/2017/5181676>
- Limbu, A. (2018). The Significance of Dhaka: Past, Present and Future. *cyfnepal.org*.
- Maslow, A. (1954). *Motivation and personality*. New York: Harper & Brothers.
- McClelland, D. (1961). *Intention-based models of entrepreneurship education. The achieving Society*. The Free Press, New York.
- MEDEP. (2010). *Value chain based approach to micro-enterprise development: Value chain analysis-dhaka fabric* (MEDEP-NEP/08/006). <https://medpa.moics.gov.np>
- Mohamad, M. (2012). A model of quality of work life, life satisfaction and service quality. *Asian Journal of Business Research* 2(2), 33-46. <https://doi.org/10.14707/ajbr.120009>
- Murugan, M. K., Marimuthu, M., Sahayaraj, M. P., & Aishwarya, T. (2020). A study on quality of worklife of employees at Tvs automobile solutions Pvt. Ltd. *Elementary Education Online*, 19(2), 2019-2032. <https://doi.org/10.17051/ilkonline.2020.02.696786>
- Nanjundeswaraswamy, T. (2019). Development and validation of job satisfaction scale for different sectors. *International Journal for Quality Research*, 13(1), 193. <https://doi.org/10.24874/IJQR13.01-12>
- Nanjundeswaraswamy, T. (2021). Nurses quality of work life: Scale development and validation. *Journal of Economic and Administrative Sciences*, 38(2), 371-394. <https://doi.org/10.1108/JEAS-09-2020-0154>
- Nguyen, M. H., & Ngo, V. M. (2021). Employees' psychological capital, burnout, and quality of work-life in Vietnamese enterprises: Moderating effects of

- individual and organisational characteristics. *Asian Academy of Management Journal*, 26(1). <https://doi.org/10.21315/aamj2021.26.1.4>
- Nimalathasan, B., & Ather, S. M. (2010). Quality of work life (QoWL) and job satisfaction (JS): A study of academic professionals of private universities in Bangladesh. Annual Research Conference (ARC)-2010 University of Jaffna, Jaffna, Sri Lanka.
- Rathamani, P., & Ramchandra, R. (2013). A study on quality of work life of employees in textile industry–Sipcot, Perundurai. *Journal of Business & Manage*, 8(3), 54-59.
- Riyono, B., Hartati, S., & Fatdina, F. (2022). Quality of work life (QWL) from psychological perspective and the development of its measurement. *Jurnal Psikologi*, 49(1), 87-103. <https://doi.org/10.22146/jpsi.67973>
- Sanjeevni Gangwani, S. S., Shanoo Sheikh. (2020). Effect of working conditions on work life balance of workers in textile industry. *International Journal of Innovative Technology and Exploring Engineering* 9(6), 661-666. <https://doi.org/10.35940/ijitee.E2259.049620>
- Saraji, G. N., & Dargahi, H. (2006). Study of quality of work life (QWL). *Iranian Journal of Public Health* 35(4), 8-14.
- Sattar, S., Laila, K., Zakir, M., & Khan, H. (2018). Relation of job related factors with different dimensions of quality of work life. *World Journal of Public Health*, 3(1), 16-22. <https://doi.org/10.11648/j.wjph.20180301.13>
- Shrestha, E. (2010). Study on the prospects of promoting dhaka cloth production in Nepal *Tribhuvan University Journal*, 27(1-2), 53-60.
- Shrestha, S., Shrestha, S., Thapa, S., Mangrati, L., Devkota, P., Rai, R., & Adhikari, K. (2019). Quality of work life (QWL) situation in the Nepalese corporate sector. *Quest Journal of Management and Social Sciences*, 1(1), 119-145.

- Sirgy, M. J., Efraty, D., Siegel, P., & Lee, D.-J. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research* 55(3), 241-302.
- Soroya, S. H., Sarwar, T., & Soroya, M. S. (2022). Information professionals' quality of work-life and its impact on their job performance. *Library Management*, 43(3/4), 240-256. <https://doi.org/10.1108/LM-08-2021-0071>
- Swathi, R. (2017). A study on dimensions of quality of work life of employees. *International Journal & Magazine of Engineering, Technology, Management and Research* 4(9), 188-196.
- Tavakol, M., & Dennick, R. (2011). Making sense of cronbach's alpha. *International Journal of Medical Education* 2, 53-55. <https://doi.org/10.5116%2Fijme.4dfb.8dfd>
- Valarmathi, A., & Bhalakarishnan, H. (2013). A study on quality of work life in textile sector in and around Coimbatore district. *Journal of Business Management & Social Sciences Research (JBM&SSR)*, 2(2), 42-46.
- Walton, R. E. (1973). Quality of working life: What is it. *Sloan Management Review* 15(1), 11-21.
- Wilensky, H. L. (1960). Work, careers and social integration. *International Social Science Journal* 12(4), 543-560.
- Zare, H., Haghgooyan, Z., & KarimI, A. Z. (2014). Identification the components of quality of work life and measuring them in faculty members of Tehran University. *Iranian Journal of Management Studies (IJMS)* 7(1), 41-66.

QUESTIONNAIRE

Dear Respondents,

I, as a research scholar of School of Management, Tribhuvan University, am conducting a study as a part of the Graduate Research Project for the fulfillment of the requirements for the degree of Masters of Business Administration. For this purpose, I am surveying entitled "Determinants of quality of work life of employees in Dhaka industry". The information provided by you will be used solely for research purposes and will remain strictly confidential. Thank you for your time and cooperation.

Binju Karki

Researcher

Section 1: Demographic variables

Respondents Name (optional):

Age (optional):

Ethnicity (optional):

Please select (✓) the box that most closely describes you.

Q1) Gender:

Female Male
Others

Q2) Marital Status

Single
Married

Divorced
Widow

Q3) Work Experience in present organization:

Less than 1 year 1 to 5 years
 5 to 10 years 10 years and above

Q4) Total experience in this field:

0-5 years

5-10 years

10-15 years

More than 15 years

Q5) Education Level :

Primary level

Higher Secondary level

Bachelor Degree

Master Degree

Section 2 Dimensions of Quality of Work Life

Please tick (✓) on appropriate responses which you agree or disagree with each of the following statements related to overall satisfaction of quality of work life: The rank scores as (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree.

1	2	3	4	5
Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)

Statements	Perception Level				
	SD	D	N	A	SA
A) General Well- Being (GWB)					
I feel well at the moment					
Recently, I have been feeling unhappy and depressed					

I am satisfied with my life					
In most ways my life is close to ideal					
Generally things work out well for me					
Recently, I have been feeling reasonably happy all things considered					

Statements	Perception Level				
	SD	D	N	A	SA
B) Home-Work Interface (HWI)					
My employer provides adequate facilities and flexibility for me to fit work in around my family life					
My current working hours / patterns suit my personal circumstances					
My line manager actively promotes flexible working hours / patterns					

Statements	Perception Level				
	SD	D	N	A	SA
C) Control at Work (CAW)					
I feel able to voice opinions and influence changes in my area of work					
I am involved in decisions that affect me in					

my own area of work					
I am involved in decisions that affect members of the public in my own area of work					

Statements	Perception Level				
D) Working Conditions (WCS)	SD	D	N	A	SA
My employer provides me with what I need to do my job effectively					
I work in a safe environment					
The working conditions are satisfactory					

Statements	Perception Level				
E) Stress at Work (SAW)	SD	D	N	A	SA
I feel appreciated at work.					
I often feel under pressure at work					
I often feel excessive levels of stress at work					

Statements	Perception Level				
F) Overall Satisfaction of Quality of Work Life (OWL)	SD	D	N	A	SA
I feel like I belong to the “work family”*					
I am able to balance work with my family needs*					
I am recognized for my accomplishments by my supervisor /employer*					
I am satisfied with the overall quality of my working life					

Thank you for your time and Co-operation.

Interview Schedule

1. How do you feel about your work?
2. What encouraged you to get involved in this work?
3. How many hours a day do you work?
4. How often can you take leave? Paid or unpaid?
5. How do you manage your home chores and work?
6. What facilities are you given in the work?
7. How is the working condition in the workplace?
8. How often are you given skill development training?
9. Are you satisfied with what you are doing? Why or why not?