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Quality of Work Life in Commercial Banks of Butwal: An Investigation of Key Determinants

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Abstract

Purpose: *The purpose of this study is to look at the impact of health and well-being, recognition for career advancement, job satisfaction, interpersonal relationships, work-life balance, fair compensation, and learning and development on the quality of life in commercial banks.*

Methods: *The study used descriptive and causal comparative research design, supplemented with a wide range of statistical measures such as mean, standard deviation, correlation, independent t test, one-way ANOVA, Mann-Whitney U test, and Kruskal-Wallis H test. Data was collected using a purposive sampling strategy, with 192 commercial bank workers targeted.*

Results: *The research finds that learning and growth are the most important predictors of workplace quality.*

Conclusion: *This study suggests that in order to sustain employee quality of life, commercial banks must prioritize learning and development as well as job satisfaction.*

Keywords: Health and well being, job satisfaction, work life balance, learning and development, and quality of worklife.

I. Introduction

A high engaged staff and satisfied customers remain the holy goal of any successful firm. Human capital is the uniting component among all successful businesses, manifesting itself via innovation, product quality, good service, and differentiation from competitors. In this context, ensuring employees' quality of work life (QWL) is a must for all firms. Better QWL enables employees to participate effectively and efficiently, influencing the environment, culture, processes, and output at all levels of the organization (Mehta, 2021). Work has always been seen as an important part of everyone's lives. Employees devote a substantial amount of time and energy to work, so it is vital that the company provide them with a superior QWL to ensure that they are satisfied with their jobs. Globalization has an impact on the economy in the twenty-first century, contributing to the expansion of services and information technologies, making human capital the most valuable asset of any company (Freziamella et al., 2014). They are the company's hidden values that comprise the soft assets. The contemporary business landscape reveals that firms are seeking to adapt to changing business conditions, which results in investments in people rather than products

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and services. The usefulness of QWL is undeniable. The concept of QWL first emerged in the 1960s and 1970s in the United States and Scandinavia.

QWL was first introduced at an International Labor Relations conference in 1972 (Einstein et al., 1990). QWL has become a critical topic as corporate needs and family structures evolve (Abu Taher, 2013). It must be accepted that QWL is not the easiest topic to debate intelligently (Louis & Albert , 1976), and that its collapse will result in the loss of significant concepts and feasible procedures (Lawler et al., 1983). Movements to improve QWL will have a systemic impact, affecting work ethics, capitalism, and societal transformation. The growing trend of two-income households, in which both men and women must care for the house and work together, has prompted concerns about employees' work-life balance. Thus, increased QWL is required to promote employees' overall well-being (Idris et al., 2006).

QWL is a comprehensive word that refers to an individual's sentiments about all aspects of work, such as economic incentives and benefits, security, safe and healthy working environments, and organizational and interpersonal relationships. More specifically, it is a process in which an organization attempts to release its employees' creative potential by incorporating them into work-related decisions (Ahmed,1981).

QWL serves as both an end and a means. It is an end in itself because it is a highly significant component in the overall quality of life, and it is a means by which employees can acquire civic competence and skills, a way of thinking about people, work, and organizations, a concern about the impact of work on people as well as organizational effectiveness, and the concept of participating in organizational problem solving and decision making. It also suggests that workers have entitlements beyond monetary compensation, including as health and safety issues and basic collective bargaining rights.

More research is needed into the quality of work life and the differences between previous and current jobs. Previous research has been extremely valuable and respected by professionals in a range of sectors. Previous researchers' comments and recommendations contribute to the improvement and expansion of data for the associated subject. In contrast to previous studies, this study intended to bring new viewpoints on this topic by providing primary material based on personal observations and perceptions. Taking into account the problems and extent of the investigation, an attempt was made to conduct the research study.

Employee satisfaction is critical for organizations to achieve their goals, as people spend a substantial amount of time at work, and their surroundings have an impact on their physical, social, psychological, and physiological wellbeing. Employees with higher spiritual and psychological well-being are more devoted and productive. Health, recognition, job satisfaction, and work-life balance all have a significant impact on employee well-being and productivity at commercial banks. Health and well-being are top priorities in this industry.

The objectives of the study are to assess the differences among gender, age group of respondents, academic qualification, job designation with regard to independent variables. To measure the relationship between independent and dependent variables. To examine the effect of independent variables on dependent variables.

II. Reviews

This section deals with the theoretical and empirical review of the study which are as mentioned below:

Theoretical review

Some of the theories reviewed under this study are: Maslow's Hierarchy of Needs Theory and Herzberg's Two-Factor Theory of Motivation.

Hierarchy of Needs Theory: Abraham Maslow's Hierarchy of Needs Theory, introduced in 1943, explains human motivation through a structured hierarchy. It begins with basic physiological and safety needs, such as health and well-being, essential for survival.

Psychological needs follow, including job satisfaction and interpersonal relationships, which foster belongingness and esteem. Career growth and fair compensation fulfill esteem needs by providing recognition, while work-life balance and learning opportunities support self-actualization, enabling personal growth. By addressing these needs, organizations can promote overall employee satisfaction and well-being, creating a supportive and motivating work environment.

Herzberg's Two-Factor Theory of Motivation: Frederick Herzberg's Two-Factor Theory, introduced in 1959, explains workplace motivation through two key elements: hygiene factors and motivators. Hygiene factors, such as health, fair pay, and work-life balance, help prevent dissatisfaction but do not necessarily boost satisfaction. In contrast, motivators like career growth, job recognition, strong relationships, and development opportunities directly enhance job satisfaction and motivation. By balancing both factors, organizations can create a positive work environment that promotes employee well-being and overall job satisfaction.

Empirical review

Chan and Thomas (2007) investigated QWL among Shanghai employees, concluding that recognition and career progression prospects are critical drivers. Employees who feel valued for their contributions and see obvious opportunities for advancement report higher job satisfaction and QWL. Transparent promotion processes and employee recognition programs improve loyalty and motivation in the banking industry.

Chitra and Mahalakshmi (2012) conducted an empirical study on QWL and job satisfaction in manufacturing businesses, discovering that competitive remuneration, job security, and meaningful positions all have a substantial impact on employees' QWL. Similarly, in the banking industry, these qualities help to create an environment in which employees feel comfortable and pleased, increasing their overall satisfaction and productivity.

Chitakornkijsil (2010) stated that interpersonal ties, notably trust and mutual respect among coworkers, play an important role in QWL. Positive interactions promote a supportive company atmosphere, which helps people perform better. This conclusion is particularly important in banking, where teamwork and collaboration are essential for operational efficiency.

Eberman et al. (2019) examined work-life balance practices in collegiate settings and discovered that flexible work arrangements and informal support systems improve employees' QWL. Flexible scheduling and remote work choices allow banking personnel to balance their personal and professional duties, lowering stress and enhancing happiness.

Demet (2012) investigated the relationship between workplace quality and productivity, discovering that fair communication increases employee trust and morale. Transparent communication strategies in banking, such as regular updates and accessible management, help to increase employee engagement and QWL.

Edwards and Rothbard (2000) emphasized the mechanisms that link work and family constructions, emphasizing the necessity of ongoing learning opportunities in balancing work and life responsibilities. Banking firms that engage in training and development programs enable their personnel to advance professionally, increasing their confidence, contentment, and overall QWL.

Levine et al. (1984) defined QWL as the total quality of an employee's interaction with their workplace. Their findings indicate that addressing job satisfaction through meaningful work, proper compensation, and organizational support enhances employees' QWL in service-oriented industries such as banking.

The hypothesis of the study are as follows:

H1: There is a significant effect of Health and Wellbeing and Quality of Work Life

H2: There is a significant effect of Recognition with career growth and Quality of Work Life

H3: There is a significant effect of Job satisfaction and Quality of Work Life

H4: There is a significant effect of Interpersonal Relations and Quality of Work Life

H5: There is a significant effect of Work Life Balance and Quality of Work Life

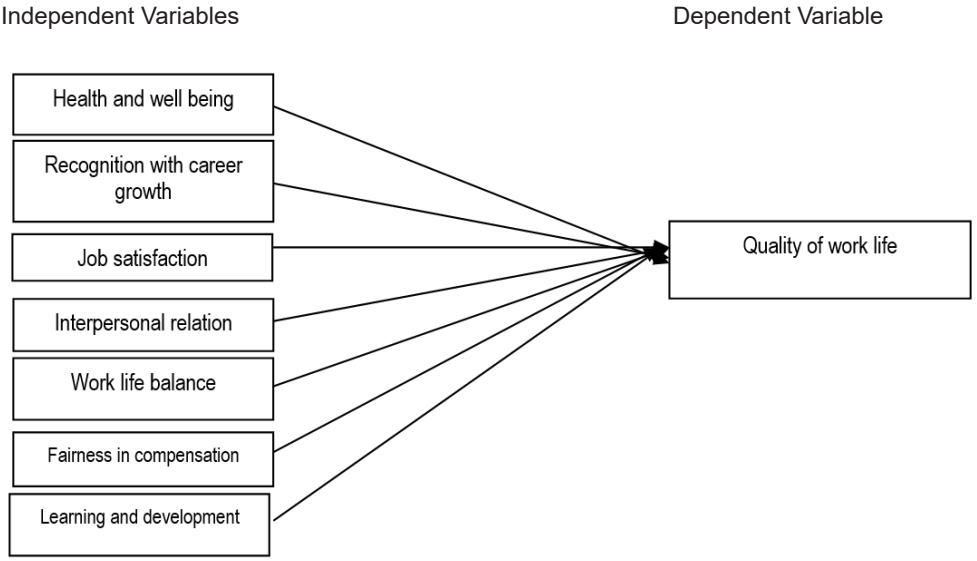
H6: There is a significant effect of Fairness in Compensation and Quality of Work Life

H7: There is a significant effect of Learning and Development and Quality of Work Life

The research framework for the investigation is described below.

Figure 1

Research Framework



Note. Adapted from Yadav, (2022)

III. Research Methodology

This section covers research design, population, sample size, sampling methods, data type and sources, data gathering instrumentation, and data analysis methodologies.

Research Design

This study used a descriptive research approach to create a subject profile by collecting data and tabulating frequencies, as outlined by Cooper and Schindler (2003). In addition, a causal comparative design is used to assess correlations between independent and dependent variables following an event.

Population and Sample Size

There are 20 commercial banks in the Butwal Sub-Metropolitan city. The total number of staffs in these 20 commercial banks was 600 according to the field survey in 2024, as shown in table no.1. Thus, the study's population is 600.

Table 1

Total Employees of Commercial Banks in Butwal

S.N	Name of banks	Number of employees
1	Global IME Bank	35
2	Nepal Investment Mega Bank	25
3	Nabil Bank	40
4	Kumari Bank	33
5	Prabhu Bank	20
6	Laxmi Sunrise Bank	22
7	Himalayan Bank	21
8	Prime bank	32
9	Agricultural Development Bank	19
10	NMB Bank	40
11	Rastriya Banijya Bank	32
12	Nepal Bank	36
13	Siddhartha Bank	28
14	Citizens Banks	85
15	Sanima Bank	22
16	NIC Asia Bank	31
17	Everest Bank	30
18	Machhapuchhre Bank	20
19	Nepal SBI Bank	21
20	Standard Chartered Bank	8

Note. From field survey, 2024

The sample size for the investigation was derived using the Yamane Formula: n= N/1+N*(e)2 Where n = sample size, N = population size, and e = margin of error.

Sampling Method

Purposive sampling strategy was used to select responses from the overall population.

Nature and Sources of Data and Instrument for Data Collection

Quantitative data for the study were obtained from a primary source. A self-structured questionnaire was created using conceptual understanding gained from earlier work. The questionnaire uses a five-point Likert scale (5=Strongly Agree, 4=Agree, 3=Neutral, 2=Disagree, and 1=Strongly Disagree) to collect responses from participants. Only 192 of the original 240 questionnaires provided to participants were completed, giving an 80% response rate.

Statistical Tools

To analyse the collected data, the research study used Smart PLS and SPSS version 20 registered software from LBC. In this regard, the study used a variety of statistical approaches based on the quality of the data. Employee responses were analysed and identified using

descriptive statistics such as mean and standard deviation (SD). In addition, a reliability test 7 was performed to determine the reliability of the research instrument. A normality test, namely the K-S test, was used to ensure that the data followed a normal distribution. After determining data normality, parametric and non-parametric tests were used in inferential statistics. Furthermore, a Correlation tool was employed to measure the relationship between variables, and a Regression tool was used to examine the effect of independent variables on the dependent variable.

IV. Results and Discussion

This section deals with the analysis and results of the paper. The data collected have been analyzed by different tools of Smart PLS and SPSS software, and the results obtained have been incorporated into this chapter.

Table 2

Measurement Items and Construct Assessment

Variables	Items	Loadings	VIF	Mean	SD	Mean of construct	SD of construct
Fairness in compensation	FC1	0.857	1.951	3.604	1.056	3.5330	0.89473
	FC2	0.857	1.894	3.667	1.087		
	FC3	0.796	1.412	3.328	1.057		
Health and well being	HW1	0.839	2.280	3.688	0.905	3.7674	0.74006
	HW2	0.819	2.136	3.625	0.881		
	HW3	0.839	2.309	3.646	0.866		
	HW4	0.836	2.227	3.792	0.912		
	HW5	0.769	1.681	3.719	0.938		
Interpersonal relations	IR1	0.887	2.402	3.688	0.955	3.6719	0.86458
	IR2	0.903	2.536	3.688	1.008		
	IR3	0.855	1.837	3.641	0.969		
Job satisfaction	JS1	0.776	1.908	3.328	1.071	3.5771	0.78487
	JS2	0.805	1.971	3.620	0.993		
	JS3	0.843	2.197	3.604	0.924		
	JS4	0.829	2.384	3.729	0.890		
	JS5	0.816	2.407	3.604	0.935		
Learning and Development	LD1	0.850	1.930	3.589	0.959	3.6389	0.80958
	LD2	0.873	2.163	3.667	0.898		
	LD3	0.876	1.825	3.661	0.938		

Quality of work life	QW1	0.820	2.115	3.552	0.956	3.7146	0.77756
	QW2	0.841	2.226	3.745	0.891		
	QW3	0.871	2.639	3.703	0.936		
	QW4	0.849	2.301	3.740	0.949		
	QW5	0.780	1.823	3.833	0.926		
Recognition with career	RC1	0.803	1.882	2.443	0.928	3.6188	0.87098
	RC2	0.815	1.932	2.406	0.974		
	RC3	0.791	1.815	2.661	1.048		
	RC4	0.746	1.619	2.203	0.938		
	RC5	0.784	1.728	2.349	0.940		
Work life balance	WB1	0.700	1.508	4.104	1.031	3.6576	0.80467
	WB2	0.872	2.032	3.740	0.881		
	WB3	0.803	1.888	3.568	1.078		
	WB4	*0.688*	1.607	3.219	1.209		

Table 2 shows the outer model's metrics and validity, including standardized outer loadings, Variance Inflation Factor (VIF), mean, and standard deviation (SD). The evaluation includes thirty-four scale items divided over eight latent variables. All items have outer loading values more than 0.70, indicating that they contribute significantly to measuring the corresponding variables (Sarstedt et al., 2017). Similarly, VIF values for all items stay less than 5, showing that there is no multicollinearity among the scale components (Hair et al., 2019). The mean and standard deviation (SD) values for all measurement items are within an acceptable range on a 5-point Likert scale. As a result, these measuring items meet the criteria for reliability and validity in subsequent evaluations.

Table 3

Construct Reliability and Validity Assessment

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Health and well being	0.879	0.878	0.912	0.674
Recognition with career	0.847	0.850	0.891	0.621
fairness in compensation	0.786	0.786	0.875	0.701
interpersonal relations	0.857	0.858	0.913	0.778
job satisfaction	0.873	0.876	0.908	0.663
learning and development	0.835	0.847	0.900	0.751
quality of work life	0.889	0.891	0.919	0.694
work life balance	0.767	0.788	0.852	0.592

Table 3 shows the internal reliability and validity tests for the constructs used in this study. Cronbach's Alpha values for all constructs exceed the conventional threshold of 0.705 (Bland & Altman, 1997), suggesting excellent internal consistency and confirming the measurement scale for each construct. Furthermore, the Composite Reliability (CR) rho_a and CR rho_c values above 0.70, indicating construct reliability and validity (Saari et al., 2021; Hair et al., 2022). The Average Variance Extracted (AVE) values are also more than 0.50, indicating the convergent validity of all constructs (Hair et al., 2022). As a result, the outcomes presented in the table meet all quality criteria measures.

Table 4

One-Sample Kolmogorov Smirnov Test

	Health and wellbeing	Recognition with career growth	Job satisfaction	Interpersonal relation	Work life balance	Fairness in compensation	Learning and Development	Quality of work life
Kolmogorov-Smirnov Z	2.441	1.369	1.484	2.204	1.811	1.894	2.603	2.706
Asymp. Sig. (2-tailed)	.000	.171	.137	.000	.070	0.05	.000	.000

As shown in Table 4, the Z values for recognition with career growth, job satisfaction, work-life balance, and fairness in compensation range from -1.96 to +1.96, and their P value is above 5 percent indicating a normal distribution. However, the z-values of health and well-being, interpersonal relationships, learning and development, and work quality do not follow a normal distribution since they do not fall between -1.96 and +1.96 and their P value is more than 5 percent. Thus, it can be utilized parametric tests on a normal distribution and non-parametric tests on non-normal distributions.

Table 5

Independent Sample t Test

Variables	Gender	N	Mean	T value	P value
Recognition with career growth	male	87	3.6483	.427	.670
	female	105	3.5943		
Job satisfaction	male	87	3.6069	.478	.633
	female	105	3.5524		
Work life balance	male	87	3.6868	.457	.648
	female	105	3.6333		
Fairness in compensation	male	87	3.5326	-.006	.995
	female	105	3.5333		

Table 5 shows that the p-values for recognition with career progress, job satisfaction, work-

life balance, and fairness in compensation are 0.670, 0.633, 0.648, and 0.995, respectively, which exceeds 5%, and the variables' T values are less than +1.96. As a result, the alternative hypothesis is rejected at a 5% level of significance. This suggests that respondents of different genders have comparable judgments about the quality of work life. The mean values for different genders of employees confirm this discovery, indicating similar sentiments about the quality of work life. In this setting, both male and female employees have similar perceptions of the quality of work life.

Table 6

One Way ANOVA for Age Group

Age Group		N	Mean	F value	P value
Recognition with career growth	below or equal to 20 years	6	3.6000	.236	.871
	21-30	83	3.5807		
	31-40	93	3.6323		
	41 or above years	10	3.8200		
	Total	192	3.6188		
Job satisfaction	below or equal to 20 years	6	3.6667	.057	.982
	21-30	83	3.5566		
	31-40	93	3.5849		
	41 or above years	10	3.6200		
	Total	192	3.5771		
Work life balance	below or equal to 20 years	6	3.6667	.072	.975
	21-30	83	3.6747		
	31-40	93	3.6532		
	41 or above years	10	3.5500		
	Total	192	3.6576		
Fairness in compensation	below or equal to 20 years	6	3.6111	.075	.973
	21-30	83	3.5020		
	31-40	93	3.5484		
	41 or above years	10	3.6000		
	Total	192	3.5330		

From Table 6, the p-values for recognition for career growth, job satisfaction, work life balance and fairness in compensation exceed 5%, leading to rejection of the alternative hypothesis at a 5% significance level. Employee opinions across age groups align on these factors, possibly due to similar psychological perceptions.

Table 7

One Way ANOVA for Job Designation

Job designation		N	Mean	F value	P value
Recognition with career growth	manager level	25	3.6800	1.231	.300
	assistant level	93	3.4968		
	office level	54	3.7593		
	junior level	20	3.7300		
	Total	192	3.6188		
Job satisfaction	manager level	25	3.7600	.768	.513
	assistant level	93	3.5032		
	office level	54	3.6148		
	junior level	20	3.5900		
	Total	192	3.5771		
Work life balance	manager level	25	3.8600	.955	.415
	assistant level	93	3.6022		
	office level	54	3.6065		
	junior level	20	3.8000		
	Total	192	3.6576		
Fairness in compensation	manager level	25	3.6933	.618	.604
	assistant level	93	3.4552		
	office level	54	3.5494		
	junior level	20	3.6500		
	Total	192	3.5330		

Table 7 shows that the p-values for recognition for professional progress, job satisfaction, work-life balance, and compensation fairness surpass 5%, resulting in the alternative hypothesis being rejected at a 5% significant level. Employees' perspectives on these criteria are consistent across job titles, probably due to shared psychological perception.

Table 8

Mann-Whiteny U-test

	Gender	N	Mean Rank	Z value	P value
Health and wellbeing	male	87	100.66	.949 .	.342
	female	105	93.06		
	Total	192			
Interpersonal Relation	male	87	96.68	.042	.966
	female	105	96.35		
	Total	192			
Learning and Development	male	87	95.92	.134	.893
	female	105	96.98		
	Total	192			
Quality of work life	male	87	98.10	.367	.713
	female	105	95.18		
	Total	192			

Table 8 shows the Mann-Whitney U test table for gender shows a P value greater than 0.05, and the alternative hypothesis is rejected at the 5% level of significance in terms of health and wellbeing, interpersonal relationships, learning and development, and work life quality. As a result, there is no significant difference between male and female replies in terms of health and well-being, interpersonal relationships, learning and development, and work-life quality.

Table 9

Krushkal-Wallis H-Test for Age

	Age	N	Mean Rank	Chi square value	P value
Health and wellbeing	below or equal to 20 years	6	63.67	3.199	.362
	21-30	83	93.05		
	31-40	93	101.04		
	41 or above years	10	102.65		
	Total	192			
Interpersonal Relation	below or equal to 20 years	6	90.00	.417	.937
	21-30	83	95.29		
	31-40	93	98.70		
	41 or above years	10	89.95		
	Total	192			

Learning and Development	below or equal to 20 years	6	68.00	5.178	.159
	21-30	83	89.34		
	31-40	93	104.68		
	41 or above years	10	96.90		
	Total	192			
Quality of work life	below or equal to 20 years	6	81.08	1.609	.657
	21-30	83	93.46		
	31-40	93	101.10		
	41 or above years	10	88.25		
	Total	192			

According to the table 9 of the Krushkal-Wallis H Test for employee status, the P value is more than 0.05, and the alternative hypothesis is rejected at a 5% level of significance in terms of health and well-being, interpersonal interactions, learning and development, and quality of work life. As a result, there is no substantial difference in health and well-being, interpersonal relationships, learning and development, and work-life quality among employees aged 20 and under, 21 to 30, 31 to 40, and 41 and over. According to the mean score, there is no significant difference in opinion between health and well-being, interpersonal relationships, learning and development, and work-life quality.

Table 10

Krushkal-Wallis H Test for Academic Qualification

	Academic Qualification	N	Mean Rank	Chi Square Value	P value
Health and Wellbeing	Intermediate	12	113.00	1.686	0.640
	Bachelor degree	56	90.96		
	Master degree	119	97.53		
	Above master	5	94.40		
	Total	192			
Interpersonal Relation	Intermediate	12	108.46	2.314	0.510
	Bachelor degree	56	96.73		
	Master degree	119	93.93		
	Above master	5	126.40		
	Total	192			

Learning and Development	Intermediate	12	91.29	5.977	0.113
	Bachelor degree	56	102.94		
	Master degree	119	91.89		
	Above master	5	146.60		
	Total	192			
Quality of Work Life	Intermediate	12	97.71	5.149	0.161
	Bachelor degree	56	92.91		
	Master degree	119	95.79		
	Above master	5	150.70		
	Total	192			

From the table 10 of the Kruskal-Wallis H Test examined the influence of academic qualifications on health and well-being, interpersonal relations, learning and development, and overall quality of work life (QWL). The results showed no statistically significant differences across academic levels, as all P-values exceeded 0.05. While individuals with higher qualifications tended to rate learning and development and QWL more favorably, the variations were not significant. These findings suggest that academic qualifications do not strongly impact these factors, though trends indicate that higher education levels may be associated with a more positive perception of work life, warranting further research.

Table 11

Correlation

	Health and wellbeing	Recognition with career growth	Job satisfaction	Interpersonal Relation	Work life balance	Fairness in compensation	Learning and Development	Quality of work life
Health and wellbeing	1	.630**	.734**	.662**	.689**	.577**	.685**	.696**
Recognition with career growth		1	.730**	.638**	.642**	.511**	.647**	.606**
Job satisfaction			1	.784**	.718**	.631**	.676**	.730**
Interpersonal Relation				1	.686**	.533**	.637**	.674**
Work life balance					1	.635**	.660**	.680**
Fairness in compensation						1	.575**	.651**
Learning and Development							1	.751**
Quality of work life								1

Table 11 shows a strong positive relationship between health and well-being (r = 0.686), recognition with career growth (r = 0.606), job satisfaction (r = 0.730), interpersonal relationships (r = 0.674), work-life balance (r = 0.651), compensation fairness (r = 0.751), and learning and development with quality of work life (QWL). The P-values for all variables are 0.00, indicating statistical significance at the 0.01 threshold. As a result, it is possible to conclude that aspects such as job satisfaction, career advancement, and fair compensation are critical in improving employees' quality of life at work.

Structural Model Assessment

Figure 1

Path Diagram

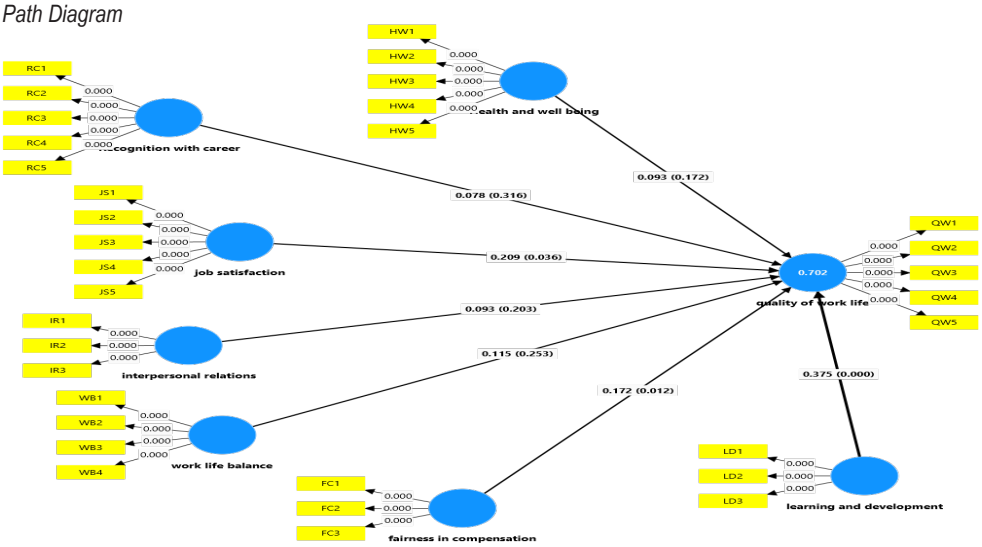


Table 12

Hypothesis Testing (Direct Effect)

Hypothesis	β	Mean	STDEV	T stat.	P values	Decision
H1:Health and well being -> quality of work life	0.093	0.093	0.068	1.366	0.172	Rejected
H2: Recognition with career -> quality of work life	0.078	0.077	0.078	1.002	0.316	Rejected
H3: Fairness in compensation -> quality of work life	0.172	0.173	0.068	2.507	0.012	Accepted
H4: Interpersonal relations -> quality of work life	0.093	0.091	0.073	1.273	0.203	Rejected
H5:Job satisfaction -> quality of work life	0.209	0.213	0.100	2.099	0.036	Accepted
H6:Learning and development -> quality of work life	0.375	0.373	0.069	5.432	0.000	Accepted
H7: Work life balance -> quality of work life	0.115	0.112	0.100	1.142	0.253	Rejected

R square: 0.702 Adjusted R square : 0.691

Table 12 depict the boot-strapping results for 5000 subsamples and hypothesis decisions. All hypotheses H3, H5, and H6 were accepted at a significance level of 0.05. Similarly, hypotheses H1, H2, H4, and H7 are rejected at a significance level of 0.05. Health and well-being had a favorable but small impact on work-life quality (β=0.093;p>0.05). Recognition with career has a positive but modest impact (β=0.078;p>0.05) on work-life quality.Fair compensation has a considerable beneficial impact (β=0.172;p<0.05) on job satisfaction. Interpersonal contacts have a positive but modest impact on work quality (β=0.093; p>0.05). Job satisfaction has a favorable and significant impact (β=0.209; p<0.05) on overall work quality. Learning and development have a strong beneficial impact on work quality (β=0.375; p<0.05). Similarly, work-life balance has a favorable but negligible impact (β=0.115; p>0.05) on job quality. Similarly, the R-square value for quality of work life is 0.702, indicating modest predictive potential. As a result, 70.02% of the difference in employee performance may be explained by the quality of work life. Furthermore, the corrected R-square value for quality of work life is 0.691, indicating modest predictive potential (Hair et al., 2013). If the adjusted R-square is 0.691, it suggests that the predictors explain approximately 69.1% of the variation in work life quality, after accounting for the number of predictors employed in the model. The corrected figures provide a more accurate representation.

Discussion

The quality of work life (QWL) has been extensively researched, with a focus on a variety of factors and their effects on QWL. Chan and Thomas (2007) investigated the relationship between job satisfaction and QWL and discovered that recognition for career advancement had no significant effect on QWL. This finding is consistent with prior research, which shows that, while recognition is important, it may not have a direct impact on QWL unless combined with other critical aspects like as work-life balance and fair compensation. Similarly, Chitakornkijsil (2010) investigated interpersonal relationships and discovered no significant association with QWL. However, this finding contradicts existing literature, which usually emphasizes the importance of strong interpersonal relationships in fostering a positive work environment and increasing QWL. On the other hand, Koonmee et al. (2011) identified fairness in compensation as a critical factor influencing QWL, which is consistent with current research emphasizing the relevance of equitable compensation in boosting employee satisfaction and overall work life. Chan and Wyatt (2007) explored the impact of work-life balance on QWL and discovered that it plays a role, but their findings appear to contradict current ideas. Recent research has shown work-life balance as a crucial element in QWL, highlighting its growing importance in today's workforce.

V. Conclusion and Implication

The study concludes that the complicated concept of quality of work life (QWL) has a significant influence on employee performance. The study gives excellent statistical support for the constructs and indicators, demonstrating the measuring model's consistency and reliability. The study shows how QWL views remain consistent across demographic groups, such as gender, age, academic degree, and job title, even when some variables deviate from the normal distribution. The key findings reveal that QWL is strongly positively connected with health and well-being, learning and development, job satisfaction, interpersonal connections, work-life balance, fair compensation, and recognition for career advancement. Learning and development, recognition with job advancement, and pay equity have been identified as the most important elements influencing QWL. The study emphasizes the importance of implementing targeted interventions in these critical areas to increase employee performance and quality of life. Organizations are recommended to establish a supportive work environment that considers interpersonal relationships, health and well-being, and work-life balance in order to achieve comprehensive QWL improvements.

Recognizing the value of learning and development in improving Quality of Work Life (QWL), policymakers can shape initiatives that promote continuous skill enhancement. Supporting employee training fosters adaptability, innovation, and engagement, while incentives like

tax benefits encourage organizations to invest in lifelong learning. Prioritizing learning and development enhances QWL by fostering a culture of growth through training and career development. This investment boosts employee satisfaction, productivity, and innovation while helping attract and retain top talent, as employees' value professional advancement opportunities. The role of learning and development in QWL highlights the need for research and education to understand its impact on well-being and performance. Empirical studies evaluate training programs' effectiveness, while collaboration with organizations helps design tailored interventions using academic expertise in instructional design and organizational behavior.

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