

## **CHAPTER II**

# **CONCEPTUAL FRAMEWORK ON QUALITY OF WORK LIFE AND EMPLOYEE ENGAGEMENT**

This chapter serves as an introduction to provide theoretical framework for developing proper perspectives of the subject. Quality of work life being the main subject of the present study, meaning, definition, scope of the quality of work life, and quality of work life in the Indian context have been discussed in this chapter. Parameters of quality of work life and employee engagement, which are adopted by the researcher have also been discussed at the end of the chapter.

‘The conceptualization of the quality of work life has been a difficult process, due to its complexity and multidimensionality’ (Royuela et al.2009). Quality of work life aims to measure everything; it is subdivided into a group of components which are then added together in order to represent the whole situation.

Quality of work life is a relatively old concept which is defined as the overall quality of an individual’s working life. Quality of work life is sometimes considered as a sub-concept of the broad concept of quality of life. De (1975) ‘opinioned that quality of working life is a major determinant of quality of life. Quality of life includes factors such as income, health, social relationships and other factors such as happiness and fulfillment’.

### **2.1 EVOLUTION OF QWL**

The pursuit for improved productivity through human resources has its foundation in the early nineteenth century with F.W. Taylor developing Scientific Management Theory and creating a new awareness regarding human resources. The scientific management was focused on division of labour, hierarchy, close supervision and management principles. These have no doubt brought several benefits to the society. From then onwards continuous research and investigations have been undertaken to

understand human behaviour at work and the ways to improve their job satisfaction, balanced with the aim of the organisations to work for better productivity with job and employee satisfaction.

One of the earliest uses of the term “Quality of work Life” is found in the work of Mayo (1960). Walton R.E. (1973) attributed the evolution of quality of work life to various phases in history. Legislation enacted in early 20<sup>th</sup> century to protect employees from risks inherent in job and to eliminate hazardous working conditions followed by the unionization movement in the 1930s and 1940s were the initial steps. In 1950s and 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity. Attempts at reforms to acquire equal employment opportunities and job enrichment schemes also were introduced. During 1970s the idea of quality of work life was evolved according to Walton, as a broader concept than the earlier developments, and that includes the values of human needs and aspirations.

An international conference was held at Arden House, New York in 1972. It dealt in detail with the practice and theory of democratization of work place. In this conference the term ‘Quality of working life’ was introduced, and the International Council for Quality of Working Life (ICQWL) was formed to facilitate research on and action for quality of working life. During 1972 to 1980 the concern for quality of work life gained momentum, and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another international conference, during the 1980s. In Canada, quality of work life researches were gained attention; and a weekend meeting was organized in Toronto in 1980 to discuss ICQWL’s proposal. The first open international conference was organized in Toronto in August 1981 on Quality of work life. A large number of managers, union representatives and academicians attended the conference. Jenkins (1981) observed that the Toronto conference demonstrated that the quality of working life is becoming an important issue of the ongoing organisational reality to enhance the quality of work life of employees.

QWL was first developed in the United States and UK, then spread to Norway, Netherlands, India and Japan (Davis and Trist, 1974). Transition processes, perspectives and practices of QWL vary between countries. For example the concept of QWL is associated with the improvement of working conditions in France, with humanization of work in Germany and with employee protection in eastern European Countries (Huzzard, 2003). North America, Europe and Japan not only consider QWL as a tool of efficiency, but also have discussed examined it in terms of democracy and humanization of the working environment (Wyatt and Wah, 2001)

## **2.2 MEANING OF QUALITY OF WORK LIFE (QWL)**

The phrase 'quality of work life connotes different meanings to different people. Some consider it an industrial democracy or co-determination with increased manager and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security, healthy and congenial working conditions. Still others view it as improving social relationship at workplace through autonomous work groups. Finally, others take a broader view of changing the entire organisational climate by humanizing work, individualizing organisations and changing the structural and managerial systems. Management considers it as a broader view of changing the entire organisational climate by humanizing work, individualizing organisations, and developing the structural and managerial systems.

The quality of working life refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which work is normally viewed and designed. The concept of quality of working life has been expanded. To the initial criteria, additions of elements like job satisfaction, social support, control and influence, interpersonal relationships and other such variables have been made. The criteria are not quality by themselves but they assess how much any one of the criteria would be enough for a definition of quality. The severity of the need to increase the quality of working life is only beginning to become apparent, but signs are clear.

## 2.3 DEFINITIONS OF QWL

Taylor (1973) defined quality of working life as “the phenomenological experience of people at work”, referring primarily to the quality of working life from the point of view of the individual employee.

Beinum (1974) provides a very useful working definition of the quality of working life. According to him, it is ‘the quality of the content of the relationship between man and his task’.

According to Boisvert (1977), “QWL is a set of beneficial consequences of working life for the individual, the organization and society”.

According to the American Society of Training and Development (1979), “Quality of work life is a process of work organisation which enables its members at all levels to participate in shaping the organisation’s environment, aimed at meeting the twin goals of enhanced effectiveness of the organisation and improved quality of work life for employees”.

According to Harrison (1985) defined the quality of working life as ‘a process of joint decision making, collaboration and building mutual respect between management and employees’. It is concerned with increasing labour management co-operation to solve the problems, improving organisational performance and employee satisfaction.

Robbins (1989) defines QWL as “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”.

Heskett, Sasser, Schlesinger (1997) define QWL “as the feelings that employees have about their jobs, co-workers and organization in general that act as a catalyst resulting in the organizations’ growth and profitability. A positive feeling towards their job reflects that the employees are happy doing work and a satisfying work environment increases productivity. This definition indicates that the satisfying work environment is one of the factors responsible for better quality of work life.

Lau, Wong, Chan and Law (2001) defined “Quality of work life as the favourable working conditions that support and enhance satisfaction by providing employees with rewards, job security and career growth opportunities. Directly this definition reflects that an employee who is satisfied with rewards may be satisfied with the job security and may be possibly enjoying the career growth opportunity available in the organization for personal as well as professional growth”.

QWL is defined by Islam and Seingthai (2009) as “the favourable condition and environment of employees benefit, employees’ welfare and management attitudes towards operational workers as well as employees in general”.

The literature on quality of work life fails to give a clear and definite picture of what it exactly means. This may be due to the fact that different scholars have looked at different components in quality of work life and their differences have also influenced their definitions of the concept. In fact, Carlson (1978) stated that “quality of work life essentially an individual concept and as such it may vary from person to person”. Thus, Seashore (1975) pointed out that “much of the research on the assumption that it is the individual’s own personal satisfaction or dissatisfaction that defines the quality of his/her work rather than any objective criteria”.

Majority of the above definitions conceptualises the quality of work life as satisfaction towards the job, working environment, salary, rewards, and job security and growth opportunity. Therefore, the quality of work life can be defined as the extent to which an employee is satisfied with personal and working needs through participating in the workplace while achieving the goals of the organization.

## 2.4 MODELS OF QUALITY OF WORK LIFE

Martel and Dupuis (2006) listed four theoretical models for linking quality of work life and quality of life.

**The transfer model:** “Job satisfaction affects other areas of life. Consequently certain spheres of work life are positively correlated with other spheres outside work” (Georges and Brief 1990).

**The compensation model:** “when a person is not satisfied at work, they will try to correct this situation through stimulating activities outside work”. A negative relationship is expected between quality of life and quality of work life (Rousseau 1978, Staines 1980).

**The segmentation model:** “Life at work and life outside work are not related (Georges and Brief 1990)”.

**The accommodation model:** “voluntarily reducing one’s investment in one sphere of activity in order to more adequately respond to the demands of another (Lamber 1990)”.

None of the above models are universally accepted (Loscocco and Roschelle 1991). However, they all emphasize the subjective perceptions of individuals as the link between the two areas. The models are criticized because of their lack of precision. This criticism and the confusion created by the use of quality of work life components to mitigate the weakness of current definitions have limited the amount of research on the topic.

## 2.5 COMPONENTS OF QWL IN THE VIEW OF DIFFERENT RESEARCHERS

QWL is a concept consisting of a large number of inter-related elements (Rethinam and Ismail, 2008). Potential QWL-related elements would form a long list. The following table shows that, elements which are studied or considered for defining QWL (source, Duyan et al 2013).

**Table 2.1 Components of QWL in the view of different researchers**

<b>Name of the authors</b>	<b>Components of QWL</b>
Walton (1975)	“Adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life”.
Monga and Maggu (1981)	“Decision making authority, growth and development, job security, organisational prestige, feeling of worthwhile accomplishment, pay and allowances, promotional avenues, and recognition and appreciation”.
Ghosh and Kalra (1982)	“Advance based on merit, employee commitment on job, opportunities to use one’s own capacities, job security, employee state of mind, safe and healthy working conditions, union and management relations, physical working environment, employee welfare, relations with supervisors, work group relations, adequate financial compensation, employee involvement in the job, absence of undue job stress, standing of the organisation in the society”.
Stein (1983)	“Autonomy or being independent, Being recognized and prized, Belongings Progression and development, External reward”.
Levine, Taylor and Davis(1984)	“ Respect from supervisor and trust on employee’s capability, Change of work; Challenge of the work; Future development opportunity arising from the current work; Self esteem; Scope of impacted work and life beyond work itself and Contribution towards society from the work”.
Mirvis and Lawler (1984)	“Safe work environment, equitable wages, equal employment opportunities and opportunities for advancement”.
Baba and Jamal (1991)	“Job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn over intentions”.
Ellis and Pompli (2002)	“Poor working environments, resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shift work lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisor/peers, role conflict and lack of opportunity to learn new skills”.
European Foundation for the improvement of Living conditions (2002)	“Quality of work life includes job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, Competency development and balance between professional and personal life”.

## 2.6 CONCEPTUAL FRAMEWORK OF EMPLOYEE ENGAGEMENT

Employee engagement is a relatively new concept both in the academic area and as organisational practice. Hence, a stable and comprehensive definition may be difficult to provide (Solomon and Sridevi, 2010). Scholars in the area argue that engagement definitions and measures often sound like other related earlier constructs such as organisational commitment, involvement, satisfaction and organisational citizenship behaviour (Robinson *et al.*, 2004). But, Meyer and Gagne (2008) opined that engagement is distinguishable from general work motivation, commitment, job involvement, job satisfaction and other key concepts in the organisational behaviour literature. Some studies simply relate engagement with burnout.

**Employee Engagement:** A measurement of an employee's emotional commitment to an organization; it takes into account the amount of discretionary effort an employee expends on behalf of the organization. An engaged employee is someone who feels involved and committed. Passionate and empowered he demonstrates those feelings in work behavior. Employee engagement can be considered a trait (something that is characteristic of an employee's personality), a state (a condition that an employee may be in for some period of time), and a behavior that an employee demonstrates. In some respects, employee engagement is similar to employee satisfaction. Yet, there is a difference. Satisfaction describes a condition or state. When employees are satisfied, they feel good or happy. When employees are engaged, they also take action in support of the organization. Although employee satisfaction remains highly important and has been linked to customer satisfaction, employee engagement goes further. Engagement is strongly correlated to a number of individual, group and corporate performance outcomes including recruiting, retention, turnover, individual productivity, customer service,

customer loyalty, growth in operating margins, increased profit margins and even revenue growth rates (Gibbons, 2006, p. 10).

## 2.7 DEFINITIONS OF EMPLOYEE ENGAGEMENT

Most of the literature employs a multidimensional approach which defining employee engagement, where the definition encapsulates several elements required in order to achieve the ‘true engagement’. The following table presents several definitions of employee engagement in chronological order. Thus, it helps in understanding the evolution of the concept.

**Table 2.2 Definitions of Employee Engagement**

Name of the authors	Definitions of Employee Engagement
Kahn(1990)	Defined employee engagement as “the simultaneous employment and expression of a person’s preferred self in task behaviours that promote connections to work and others, personal presence (physical, cognitive, and emotional), and active full role performances”.
Maslach and Leiter (1997)	“Defines employee engagement is the direct opposite of burnout and comprised energy, involvement and efficacy”.
Rothbard (2001)	Defined employee engagement as Psychological presence including attention, or “cognitive availability and the amount of time one spends thinking about a role” and absorption, meaning being engrossed in a role and refers to the intensity of one’s focus on a role.
Schaufeli <i>et al.</i> (2002)	Defined “employee engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”.
Harter et.al(2002)	Defined “employee engagement is “an individual’s involvement and satisfaction with as, well as enthusiasm for their work”.
Nelson and Simmons(2003)	Defined employee engagement as “when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their work-load to be manageable, and have hope about the future of their work”.
Towers Perrin’s Global Workforce Study (2003)	Defined Employee engagement is “employees willingness and ability to help their company succeed, largely by providing discretionary effort on sustainable basis”.
Robinson et.al.(2004)	Define employee engagement as “a positive attitude held by

	the employee towards the organization and its value, requires a two-way relationship between employer and employee”.
Schmidt (2004)	Defines engagement as bringing satisfaction and commitment together.
Hewitt Associates (2004)	Defines employee engagement is “the measure of an employee’s emotional and intellectual commitment to their organization and its success”.
Joo and Mclean (2006)	State that engaged employees are strong organizational assets for sustained competitive advantage and a strategic asset.
Lockwood (2007)	Defined “Employee engagement as the extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay as a result of their commitment”.
Macey et al (2009)	Provide a working definition of employee engagement is “the employee’s sense of purpose and focused energy that is evident to others through the display of personal initiative, adaptability, effort and persistence directed towards the organisational goals.
Gebauer and Lowman (2009)	Describe “employee engagement as having a deep and broad connection with the company that results in the willingness to go above and beyond what is expected to help the company succeed”.
Mone and London (2009)	Defines an “engaged employee as someone who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour”.
Vaijayanthi et.al(2011),	Defined employee engagement is “a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization, which profoundly influences their willingness to learn and perform at work”.

There is no single agreed definition and research has shown that, however engagement is defined, it is multi-faceted construct (Kahn 1990). Existence of various conceptualizations makes the state of knowledge around employee engagement difficult to determine, as each piece of research is undertaken under a different protocol, using different measures of engagement under different circumstances.

Maslach and Leiter (1997) conceptualise engagement as the opposite of burnout; feeling energetic, involved, and effective versus feeling exhausted, cynical and ineffective; through the lens of the person-job fit, they suggest building engagement through promoting sustainable workloads, empowerment, and control over the work,

providing effective recognition and rewards, offering community with others, providing fair and equitable treatment, and ensuring personal values coincide with the organisation's values.

## 2.8 OPERATIONAL DEFINITIONS OF THE IMPORTANT TERMS

The following table presents operational definitions of important terms used in the study.

**Table 2.3 Showing Operational Definitions of important terms used in the study**

<b>Sl. No.</b>	<b>Important Terms used in the study</b>	<b>Definition</b>
1	<b>Salary and Benefits</b>	An employee's expectations in terms of adequate, fair and consistent payment of salary and performance based financial benefits and retirement benefits.
2	<b>Work life balance</b>	An employee's perception towards maintaining healthy relationship between work and personal life requirements, devoting sufficient time for family and spending adequate time to pursue hobbies.
3	<b>Recognition and Rewards</b>	An employee's aspirations towards recognizing their efforts in fulfilling the job requirements and suitably rewarding them.
4	<b>Working Environment</b>	An employee's perception towards organisational efforts in creating safe, healthy, conducive and comfortable environment that motivates them to be satisfied.
5	<b>Organisational Policies</b>	An employee's expectation towards clear, understandable, uniform, common, equitable and fair implementation of organisational policies towards the job and working hours.
6	<b>Nature of Job</b>	An employee's perception towards the aspects concerns the job complexity and scope of work.
7	<b>Satisfaction towards job</b>	An employee's perception towards factors resulting in formation of job satisfaction and organisational efforts in creating those factors.
8	<b>Promotional opportunities</b>	An employee's perception towards organisational efforts in providing opportunities' for career progression, encouraging employees to develop their skills, setting career goals and achieving them.
9	<b>Employee development</b>	An activity in which one has clarity of role necessary for the achievement of some overall goals. This aspect of

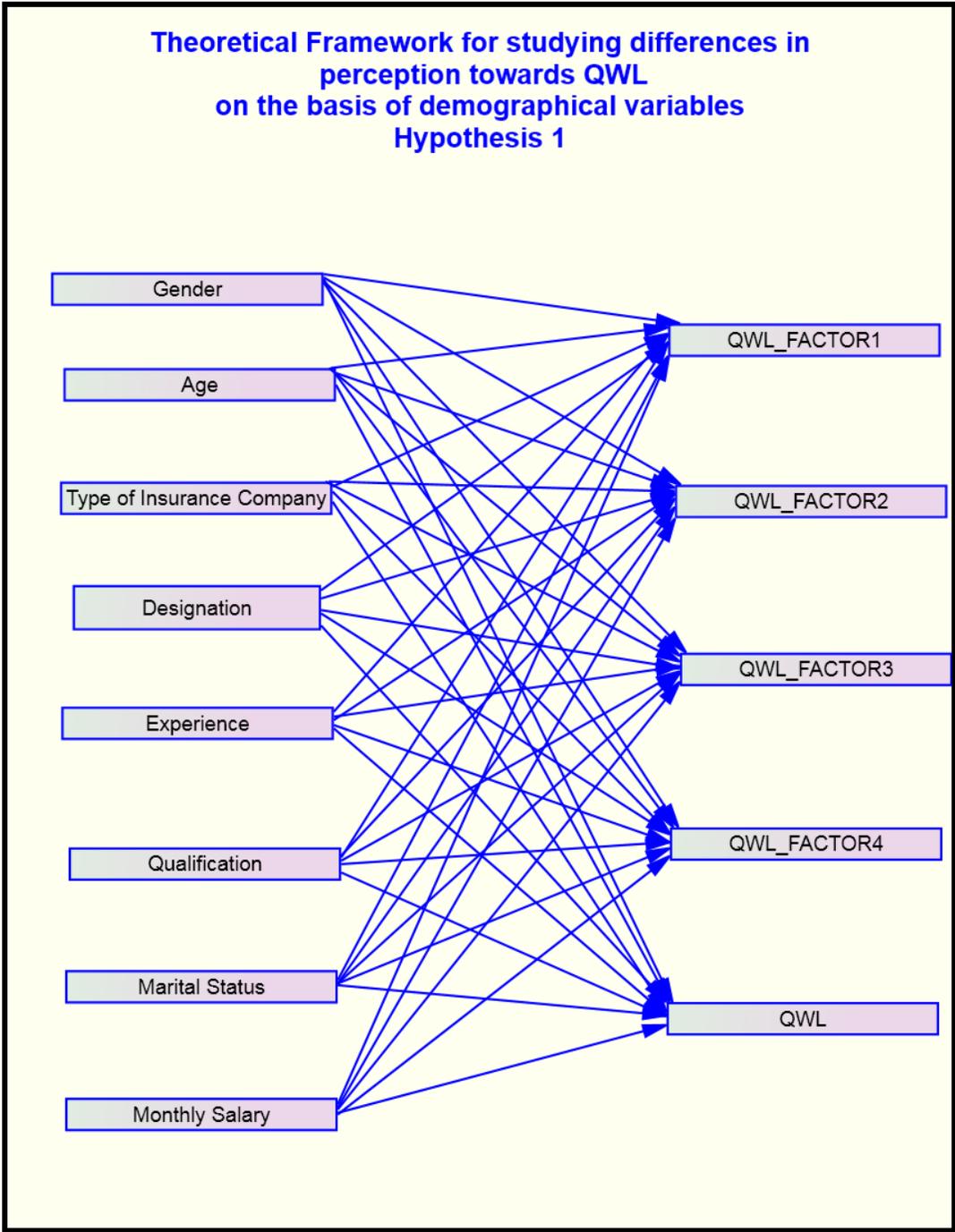
		meaningful and satisfying work is generally integrated with aspects of career related variables, and assumed to be more favourable to quality of work life.
10	<b>QWL Factor 1: Basic factors</b>	Basic factors (QWL Factor1) centered on different variables, such as adequate salary and benefits, rewards and recognition for good performance and work life balance are important basic determinants of quality of work life. It allows employees to maintain a certain standard of living and to fulfill basic needs such as housing and food, but it also gives them an opportunity to balance the work and family life.
11	<b>QWL Factor 2: Organisational factors</b>	Organisational factors (QWL Factor2) includes, working environment and organisational policies. Conducive working environment, relationship with supervisor and subordinates, fairness in company procedures, organisational policies towards responsive grievance handling, and organisational policies towards authority given to employees to perform job are considered as important determinants of QWL Factor 2.
12	<b>QWL Factor 3: Job Satisfaction</b>	Job satisfaction refers to how far the individuals are satisfied with their position of employment. Factors such as nature of work, jobs security, job stress, satisfaction towards the job and work load is considered as important determinants of QWL Factor 3. When job satisfaction is positive, this contributes to a better quality of working life. An individual who is satisfied with his job is more likely to experience a higher quality of working life than an employee who is dissatisfied.
13	<b>QWL Factor 4: Competency Development</b>	Competency development (QWL Factor 4) includes two variables such as promotional opportunities and employee development. Promotional opportunities available in the company, performance appraisal system, opportunity to learn new things, decision making, training and development programmes are considered as important determinants of QWL Factor4.
14	<b>Quality of work life (QWL)</b>	An employee's expectations towards organisational efforts in creating quality of work life, specifically in terms of salary, benefits, job security, rewards, recognition, work life balance, working environment, relationship with supervisor, organisational policies, nature of job, satisfaction towards the job, promotional opportunities, and employee development through learning new things. QWL is a favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities

		(May et al., 1999).
<b>15</b>	<b>Employee Engagement</b>	An employee's emotional commitment to the job and to the organisation in terms of vigour, dedication and absorption.
<b>16</b>	<b>Vigour</b>	An employee's dynamism and vitality in executing the job related activities. Vigour is characterised by high levels of energy and mental resilience while working, the willingness to invest effort in work and persistence even in the face of difficulties. (Schaufeli <i>et al.</i> , 2002).
<b>17</b>	<b>Dedication</b>	An employee's devotion and commitment towards the job and the company. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge. (Schaufeli <i>et al.</i> , 2002).
<b>18</b>	<b>Absorption</b>	An employee's whole hearted involvement in performing the work related responsibility. Absorption is characterised by being fully concentrated and happily engrossed in one's work, whereby time passes quickly (Schaufeli <i>et al.</i> , 2002).

## 2.9 THEORETICAL FRAMEWORK FOR HYPOTHESIS 1

On the basis of objectives and hypotheses the following conceptual framework was done to test the hypotheses. Demographical factors play an important role in employees' perception towards factors of quality of work life and overall level of quality of work life. To explore the effects of demographical variables on employee's perceptions towards QWL, the respondents were grouped based on personal factors, such as (i) Gender (ii) Age (iii) Type of Insurance Company (iv) Designation (v) Experience (vi) Qualification (vii) Marital status and (viii) Monthly salary. Factors affecting on quality of work life have been classified into four different categories. QWL Factor 1: Basic factors, QWL Factor 2: Organisational factors, QWL Factor 3: Job satisfaction, QWL Factor 4: Competency Development. Independent sample T-test and one way ANOVA was used to find out whether there are any significant differences in employees perception towards quality of work life on the basis of demographic variables.

Figure 2.1 depicts the conceptual framework to test the first hypothesis and its sub hypotheses.



On the basis of theoretical framework for studying differences in employees' perception towards quality of work life the following main hypothesis and sub hypotheses were formulated.

### **Hypothesis - 1**

H<sub>1</sub>: The employees' perception on factors of quality of work life significantly differs with respect to demographic variables.

#### **Hypothesis 1.1**

H<sub>1</sub>: The employees' perception on factors of quality of work life significantly differs on the basis of gender.

##### **Hypothesis 1.1.1**

H<sub>1</sub>: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of gender.

##### **Hypothesis 1.1.2**

H<sub>1</sub>: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of gender.

##### **Hypothesis 1.1.3**

H<sub>1</sub>: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of gender.

##### **Hypothesis 1.1.4**

H<sub>1</sub>: There is significant difference in the employees' perception towards quality of work life factor-4 Competency development and opportunity to use skills on the basis of gender.

## **Hypothesis 1.2**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of their age

### **Hypothesis 1.2.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors among the insurance company employees on the basis of their age.

### **Hypothesis 1.2.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of their age.

### **Hypothesis 1.2.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of their age.

### **Hypothesis 1.2.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 Competency development and opportunity to use skills on the basis of their age.

## **Hypothesis 1.3**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of type of insurance company.

### **Hypothesis 1.3.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of type of insurance company.

### **Hypothesis 1.3.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of type of insurance company.

### **Hypothesis 1.3.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of type of insurance company.

### **Hypothesis 1.3.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 competency development and opportunity to use skills on the basis of type of insurance company.

### **Hypothesis 1.4**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of designation.

#### **Hypothesis 1.4.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of designation.

#### **Hypothesis 1.4.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of designation.

#### **Hypothesis 1.4.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of designation.

#### **Hypothesis 1.4.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 Competency development and opportunity to use skills on the basis of designation.

#### **Hypothesis 1.5**

H1: There is significant difference in the perception towards factors of quality of work life among the insurance company employees on the basis of experience in the organisation.

#### **Hypothesis 1.5.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of experience in the organisation.

#### **Hypothesis 1.5.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of experience in the organisation.

#### **Hypothesis 1.5.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 "Job satisfaction" on the basis of experience in the organisation.

#### **Hypothesis 1.5.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 competency development and opportunity to use skills on the basis of experience in the organisation

## **Hypothesis 1.6**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of educational qualification.

### **Hypothesis 1.6.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis educational qualification.

### **Hypothesis 1.6.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of educational qualification.

### **Hypothesis 1.6.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of educational qualification.

### **Hypothesis 1.6.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 Competency development and opportunity to use skills on the basis of educational qualification.

## **Hypothesis 1.7**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of marital status.

**Hypothesis 1.7.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of marital status

**Hypothesis 1.7.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of marital status.

**Hypothesis 1.7.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of marital status.

**Hypothesis 1.7.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 competency development and opportunity to use skills on the basis of marital status.

**Hypothesis 1.8**

H1: The employees' perception on factors of quality of work life significantly differs on the basis of monthly salary.

**Hypothesis 1.8.1**

H1: There is significant difference in the employees' perception towards quality of work life factor-1 Basic factors on the basis of monthly salary.

**Hypothesis 1.8.2**

H1: There is significant difference in the employees' perception towards quality of work life factor-2 Organisational factors on the basis of monthly salary.

### **Hypothesis 1.8.3**

H1: There is significant difference in the employees' perception towards quality of work life factor-3 Job satisfaction on the basis of monthly salary.

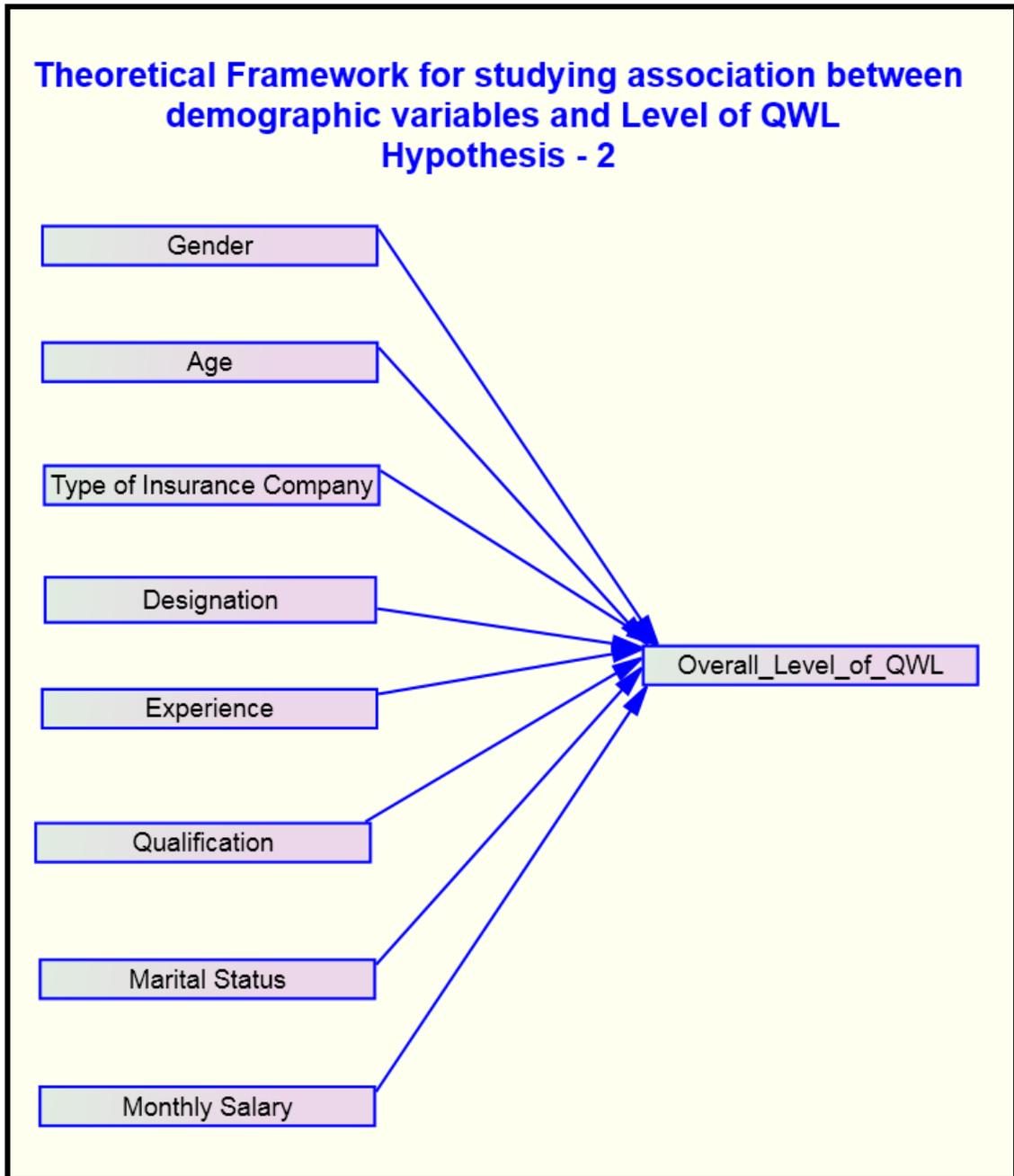
### **Hypothesis 1.8.4**

H1: There is significant difference in the employees' perception towards quality of work life factor-4 Competency development and opportunity to use skills on the basis of monthly salary.

## **2.10 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE SECOND HYPOTHESIS**

Demographical variables have profound association on perceived level of quality of work life. Therefore an attempt was made to study whether personal variables differed significantly between the respondents who perceived 'high level of QWL', 'medium level of QWL', and 'low level of QWL'. Hence, factors such as (i) Gender (ii) Age (iii) Type of Insurance Company (iv) Designation (v) Experience (vi) Qualification (vii) Marital status and (viii) Monthly salary have been considered. Chi-Square test was performed to find out the association between demographic variables and level of quality of work life.

Figure 2.2 depicts the conceptual framework to test the second hypothesis



On the basis of theoretical framework for studying association between demographical variables and employees' perception towards level of QWL, the following main hypothesis and sub hypotheses were formulated.

## **Hypothesis 2**

H1: There is significant association between demographic variables and perceived level of quality of work life

### **Hypothesis 2.1**

H1: There is significant association between gender and perceived level of quality of work life

### **Hypothesis 2.2**

H1: There is significant association between employees' age and perceived level of quality of work life

### **Hypothesis 2.3**

H1: There is significant association between employee designation and perceived level of quality of work life

### **Hypothesis 2.4**

H1: There is significant association between experience and perceived level of quality of work life

### **Hypothesis 2.5**

H1: There is significant association between qualification and perceived level of quality of work life

### **Hypothesis 2.6**

H1: There is significant association between marital status and perceived level of quality of work life

### **Hypothesis 2.7**

H1: There is significant association between monthly salary and perceived level of quality of work life

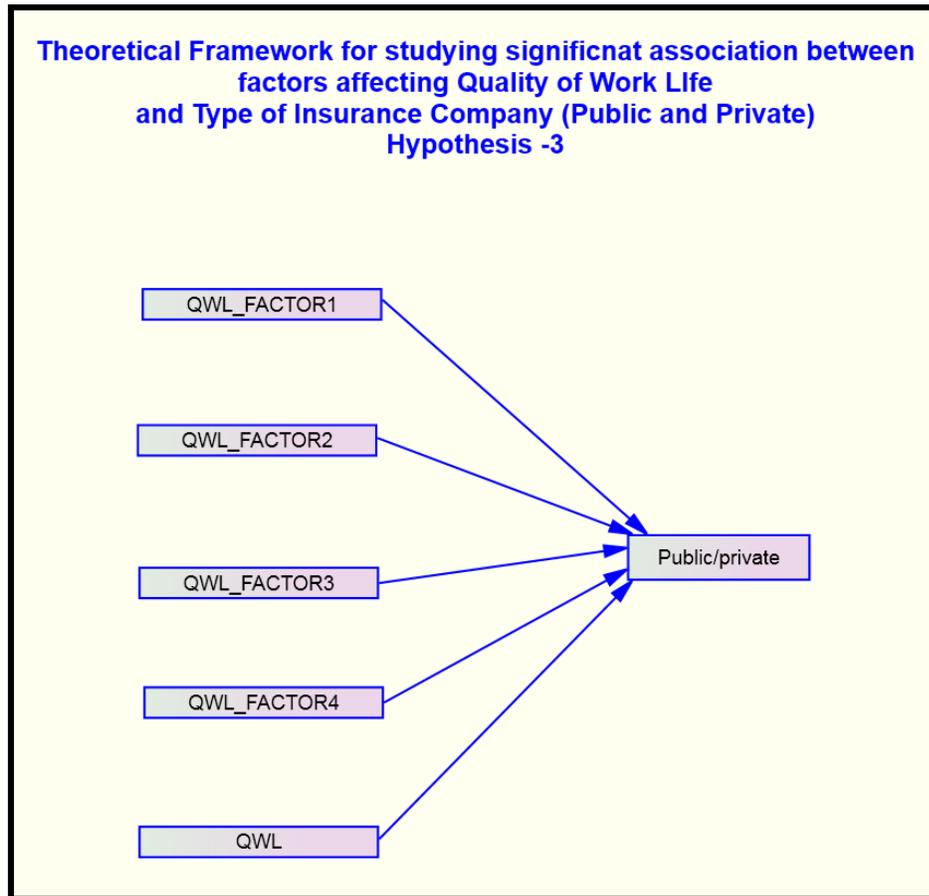
### **Hypothesis 2.8**

H1: There is significant association between perceived level of quality of work life and level of employee engagement.

## **2.11 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE THIRD HYPOTHESIS**

Types of insurance companies have profound association on perceived level of quality of work life. Therefore an attempt was made to study whether the public and private insurance company employees' perception differed significantly on the perceived level of quality of work life. Hence, different types of insurance companies such as (i) public life insurance company (ii) public non-life insurance company (iii) private life insurance company (iv) private non-life insurance company have been considered. Chi-Square test was performed to find out the association between type of insurance company and the level of quality of work life.

Figure 2.3 depicts the conceptual framework to test the third hypothesis



On the basis of theoretical framework for studying association between type of insurance company and employees' perception towards level of QWL, the following main hypothesis and sub hypotheses were formulated.

### **Hypothesis 3**

**H1:** There is no significant association between the perceived level of quality of work life and the employees of public and private insurance companies.

#### **Hypothesis 3.1**

H1: There is significant association in perception of quality of work life factor-1 **Basic factors** among the employees working in different type of insurance companies.

### **Hypothesis 3.2**

H1: There is significant association in perception of quality of work life factor-2 **Organisational factors** among the employees working in different type of insurance companies.

### **Hypothesis 3.3**

H1: There is significant association in perception of quality of work life factor-3 **“Job satisfaction”** among the employees working in different type of insurance companies.

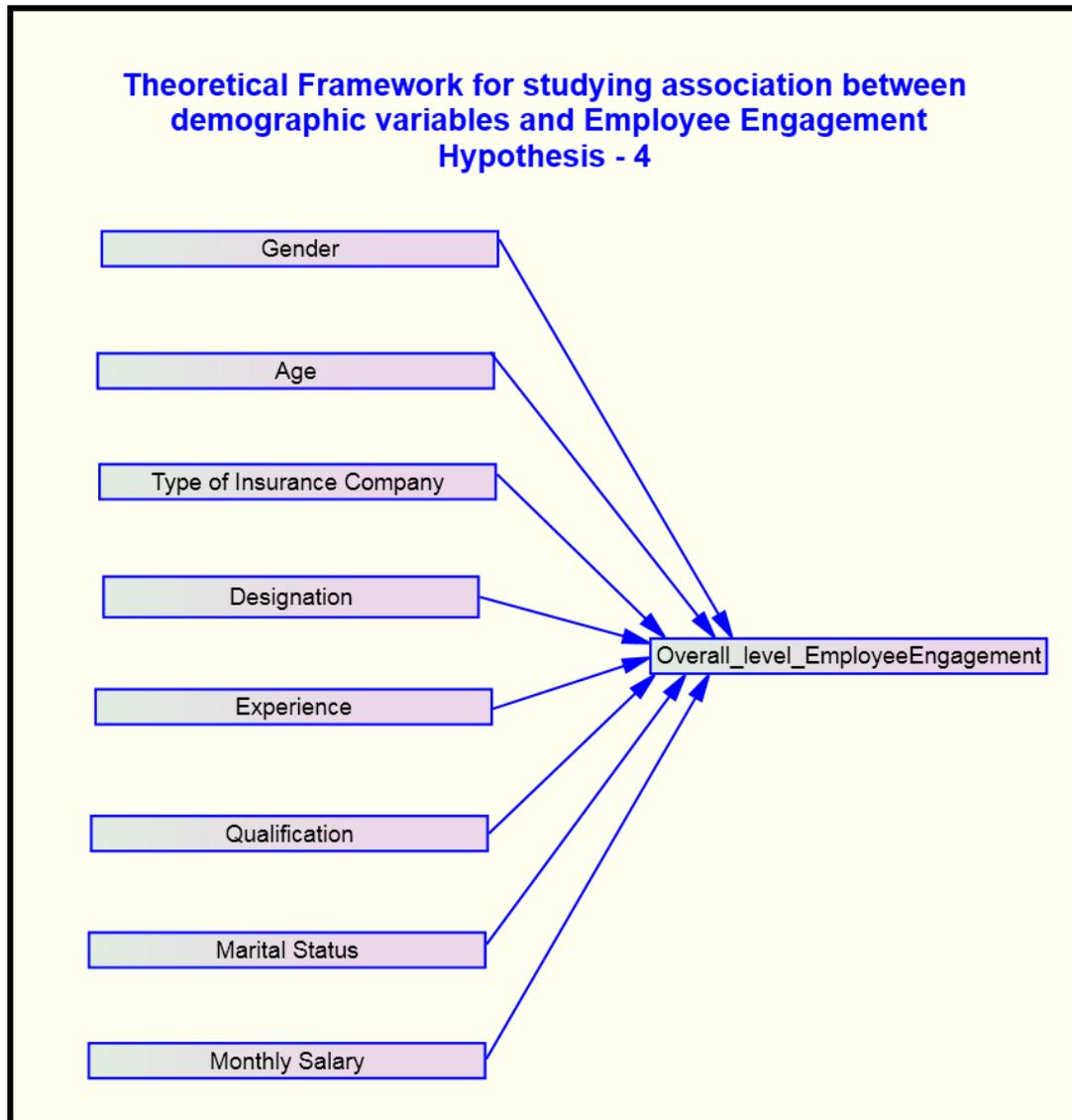
### **Hypothesis 3.4**

H1: There is significant association in perception of quality of work life factor-4 **Competency development and opportunity to use skills** among the employees working in different type of insurance companies.

## **2.12 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE FOURTH HYPOTHESIS**

Personal variables have profound association on perceived level of employee engagement. Therefore an attempt was made to study whether personal variables differed significantly between the respondents who perceived ‘high level of employee engagement’, ‘medium level of employee engagement’, and ‘low level of employee engagement’. Hence, factors such as (i) Gender (ii) Age (iii) Type of Insurance Company (iv) Designation (v) Experience (vi) Qualification (vii) Marital status and (viii) Monthly salary have been considered. Chi-Square test was performed to find out the association between demographic variables and level of employee engagement.

Figure 2.4 depicts the conceptual framework to test the fourth hypothesis



On the basis of theoretical framework for studying association between demographical variables and employees' perception towards level of employee engagement, the following main hypothesis and sub hypotheses were formulated.

#### **Hypothesis - 4**

H1: There is significant association between demographic variables and level of employee engagement.

#### **Hypothesis 4.1**

H1: There is significant association between gender and level of employee engagement.

#### **Hypothesis 4.2**

H1: There is significant association between employees' age and level of employee engagement.

#### **Hypothesis 4.3**

H1: There is significant association between type of insurance company and level of employee engagement.

#### **Hypothesis 4.4**

H1: There is significant association between employee designation and level of employee engagement.

#### **Hypothesis 4.5**

H1: There is significant association between experience and level of employee engagement.

#### **Hypothesis 4.6**

H1: There is significant association between qualification and level of employee engagement.

#### **Hypothesis 4.7**

H1: There is significant association between marital status and level of employee engagement.

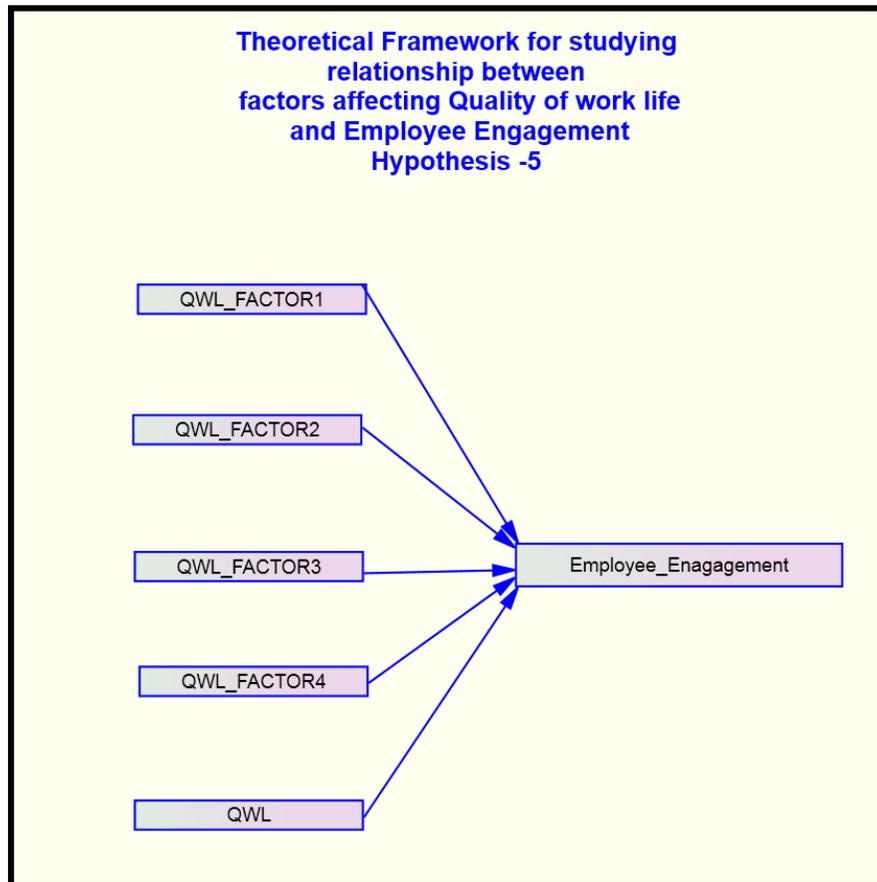
#### **Hypothesis 4.8**

H1: There is significant association between monthly salary and level of employee engagement.

### **2.13 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE FIFTH HYPOTHESIS**

The study has identified four important factors to measure quality of work life. All the four factors of quality of work life are profound to be related to employee engagement. Hence, the factors such as QWL Factor 1: Basic factors, QWL Factor 2: Organisational factors, QWL Factor 3: Job satisfaction, QWL Factor 4: Competency Development , overall QWL and Employee engagement were considered in the conceptual framework. Pearsons' coefficient of correlation was used to test the hypothesis.

Figure 2.5 depicts the conceptual framework to test the fifth hypothesis



On the basis of theoretical framework for studying relationship between factors of quality of work life and employee engagement the following main hypothesis and sub hypotheses were formulated.

### **Hypothesis 5**

H1: There is significant relationship between quality of work life and Employee engagement in insurance industry.

### **Hypothesis 5.1**

H1: There is significant relationship between quality of work life factor-1 Basic factors and Employee engagement in insurance industry.

### **Hypothesis 5.2**

H1: There is significant relationship between quality of work life factor-2 Organisational factors and Employee engagement in insurance industry.

### **Hypothesis 5.3**

H1: There is significant relationship between quality of work life factor-3 “Job satisfaction” and Employee engagement in insurance industry.

### **Hypothesis 5.4**

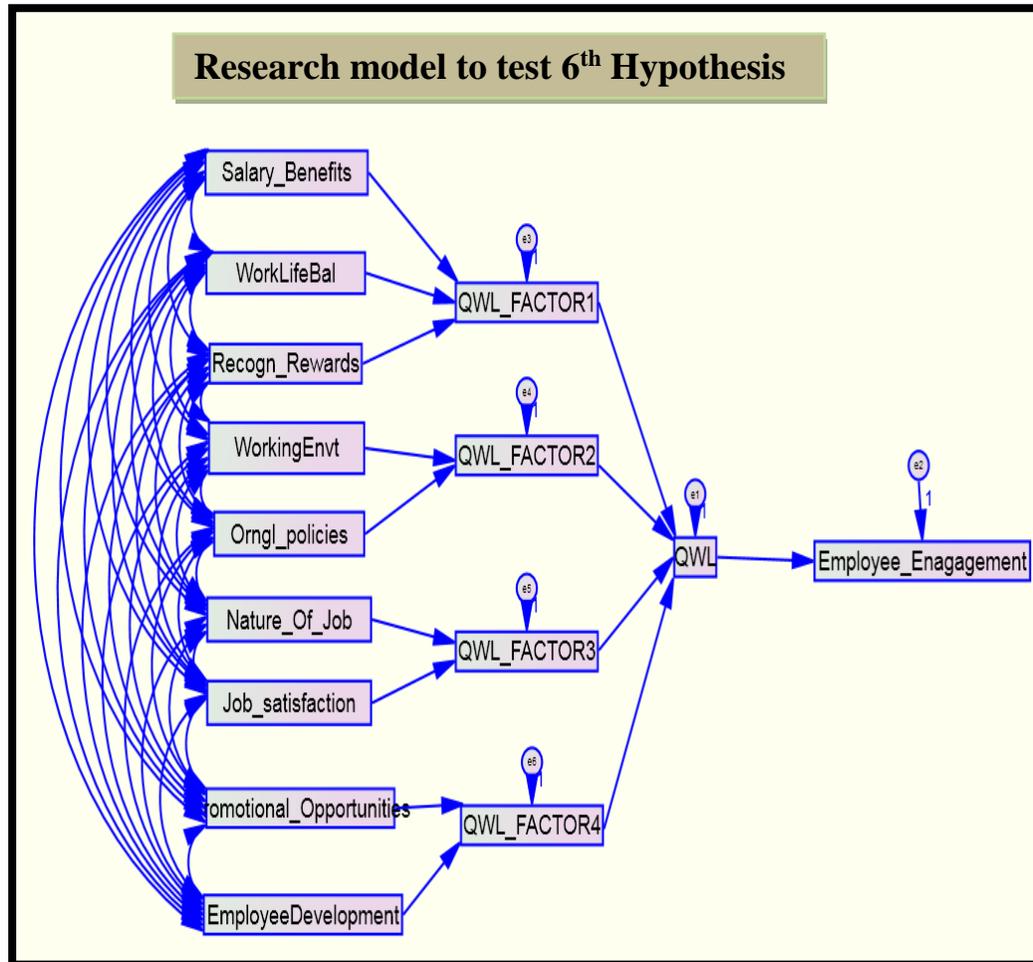
H1: There is significant relationship between quality of work life factor-4 competency development and opportunity to use skills and Employee engagement in insurance industry.

## **2.14 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE SIXTH HYPOTHESIS**

After thorough reviewing of literatures related to quality of work life and employee engagement, the research model was developed to measure the employees’ perception on quality of work life and employee engagement. The research model presented in Figure 2.6 is based on extensive literature survey made for this research. The research model developed for the study was based on Sakalani and Walton’s model. The model includes the various terms and concepts discussed in the review of literature. The model has been constructed considering nine independent variables and two dependent variables. The central focus of the model was to identify the causal relationship between quality of work life and employee engagement. In the present study, SEM was used to test whether the data fits in to model or not. And also interrelationships were examined. In this research model there are nine independent variables such as salary and benefit, work life balance, recognition and rewards, working environment, organisational policies, nature of job, job satisfaction, promotional opportunities and employee development. These nine independent variables directly contribute to the four factors of QWL such as QWL Factor 1: Basic factors, QWL Factor

2: Organisational factors, QWL Factor 3: Job satisfaction and QWL Factor 4: competency development and opportunity to use skills. These factors contribute to the overall QWL. This ultimately leads to employee engagement.

**Figure 2.6 depicts the conceptual framework to test the Sixth hypothesis**



The above figure 2.6 graphically displays the research model developed by the researcher to test the relationship between the variables affecting QWL and Employee Engagement. This model has been used in the present study.

**On the basis of the above theoretical framework the following hypothesis was formulated.**

## **Hypothesis 6**

H<sub>0</sub>: The conceptual model is a good fit to the data

H<sub>1</sub>: The conceptual model is not a good fit to the data

## **2.15 THEORETICAL FRAMEWORK FOR UNDERSTANDING THE SEVENTH HYPOTHESIS**

The research model includes nine independent variables to measure quality of work life. To test direct and indirect influence of each independent variable of quality of work life on employee engagement, Structural Equation Modeling was performed. The research will also see to determine whether there is a causal effect of QWL factors on employee engagement and to what extent that has an influence on employee engagement.

**On the basis of the theoretical framework the following hypotheses were formulated.**

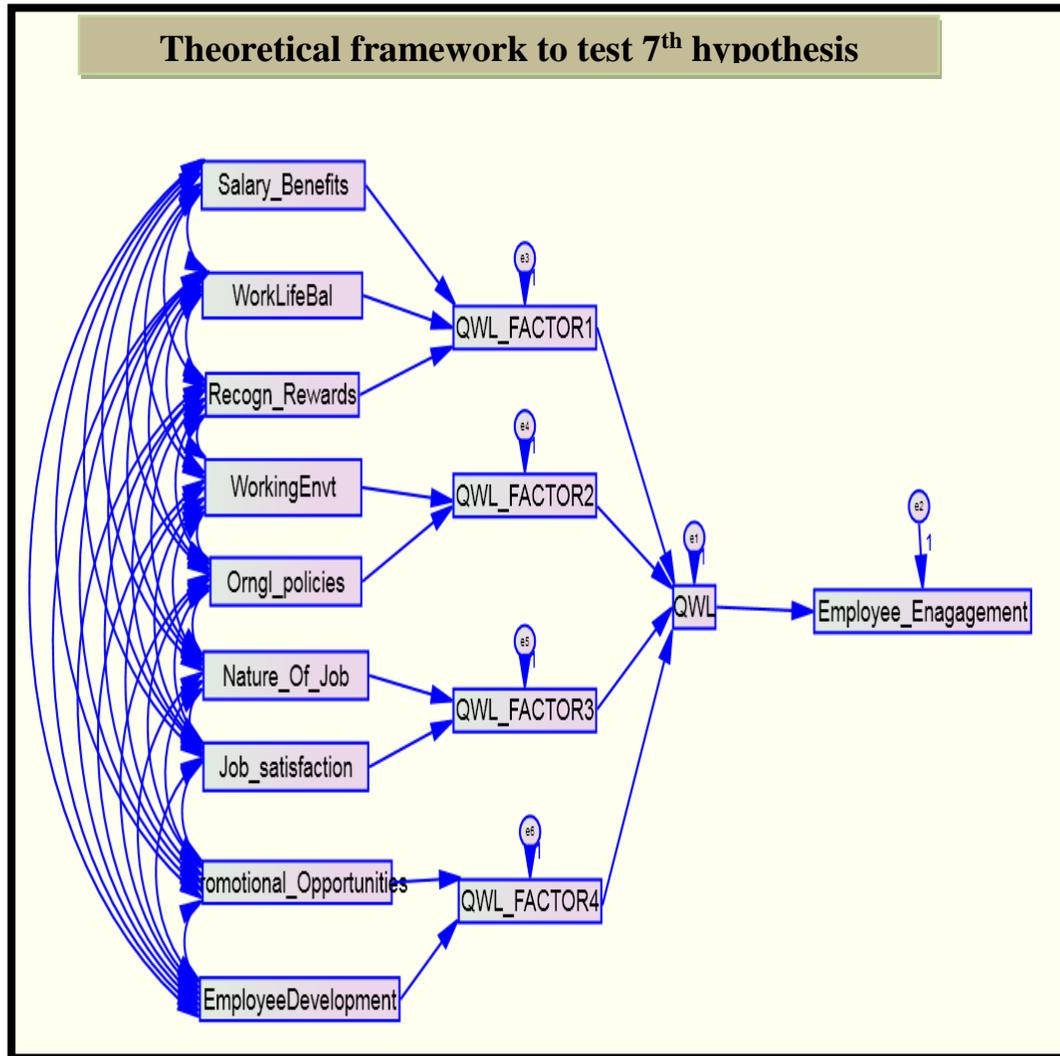
### **Hypothesis 7**

H1: Quality of work life significantly influences on employee engagement in insurance industry.

#### **Hypothesis 7.1**

H1: There is significant influence of salary and benefits on quality of work life factor 1- basic factors.

Figure 2.7 depicts the conceptual framework to test the Seventh hypothesis



### Hypothesis 7.2

H1: There is significant influence of work life balance on quality of work life factor 1- basic factors.

### Hypothesis 7.3

H1: There is significant influence of rewards and recognition on quality of work life factor 1- basic factors.

#### **Hypothesis 7.4**

H1: There is significant influence of working environment on quality of work life factor 2- organisational factors.

#### **Hypothesis 7.5**

H1: There is significant influence of organizational policies on quality of work life factor 2- organisational factors.

#### **Hypothesis 7.6**

H1: There is significant influence of nature of job on quality of work life factor 3- Job Satisfaction.

#### **Hypothesis 7.7**

H1: There is significant influence of job satisfaction on quality of work life factor 3 - Job satisfaction.

#### **Hypothesis 7.8**

H1: There is significant influence of promotional opportunities on quality of work life factor 4-Competency development and opportunity to use skills.

#### **Hypothesis 7.9**

H1: There is significant influence of employee development on quality of work life factor 4 Competency development and opportunity to use skills.

#### **Hypothesis 7.10**

H1: There is significant influence of QWL Factor 1 on quality of work life.

**Hypothesis 7.11**

H1: There is significant influence of QWL Factor 2 on quality of work life.

**Hypothesis 7.12**

H1: There is significant influence of QWL Factor 3 on quality of work life.

**Hypothesis 7.13**

H1: There is significant influence of QWL Factor 4 on quality of work life.

**Hypothesis 7.14**

H1: There is significant influence quality of work life on employee engagement

**2.16 CHAPTER SUMMARY**

This chapter provides theoretical framework of concepts such as quality of work life and employee engagement. The conceptual model developed by the researcher is presented in this chapter. Additionally an explanation of variables along with their operational definition was presented in this chapter.