WORK-LIFE QUALITY DYNAMICS OF EMPLOYEES IN A SELECTED PHILIPPINE NATIONAL GOVERNMENT ENTITY: BASIS FOR HUMAN RESOURCE DEVELOPMENT STRATEGIES

a Ely Lumbao, b Sarlito Ferraren Jr

ABSTRACT

Objectives: This study sets out to achieve two main objectives. Firstly, it aims to identify the dynamics of work-life quality experienced by employees within a selected Philippine national government entity. Secondly, it seeks to establish a solid foundation for the development of human resource plans tailored to the needs identified in the organizational context.

Methods: The research employed a descriptive approach, utilizing a survey questionnaire to gather data from 125 employees. The questionnaire covered various dimensions of work life, including the work environment, organizational culture and climate, relationships and cooperation, training and development, compensation and rewards, facilities, autonomy of work, and adequacy of resources.

Results: The study's findings indicate a positive quality of work life among employees across multiple areas. Specifically, the favorable aspects encompass the work environment, training and development opportunities, compensation and rewards, facilities, autonomy of work, and the adequacy of resources.

Conclusion: In conclusion, the study underscores the significance of key factors in promoting a conducive work environment and contributing to organizational effectiveness. These factors include fostering a positive work environment, implementing effective communication strategies, encouraging teamwork, and ensuring sufficient resources. The results provide a valuable framework for shaping human resource development strategies aimed at enhancing employee engagement, commitment, talent retention, and overall organizational success.

Keywords: work-life quality dynamics, employees, philippine, national government entity.

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a Doctor of Public Administration, Faculty Member department, University of Perpetual Help System Dalta Philippines, E-mail: ielumbao@gmail.com, Orcid: https://orcid.org/0009-0005-4394-8699
b Doctor of Public Administration, Faculty Member department, University of Perpetual Help System Dalta Country Philippines, E-mail: charlitoferrarenjr@gmail.com, Orcid: https://orcid.org/0009-0000-3787-9520
RESUMO

Objetivos: Este estudo pretende alcançar dois objetivos principais. Em primeiro lugar, visa identificar a dinâmica da qualidade da vida profissional e da vida familiar experimentada pelos funcionários dentro de uma entidade nacional filipina selecionada. Em segundo lugar, procura estabelecer uma base sólida para o desenvolvimento de planos de recursos humanos adaptados às necessidades identificadas no contexto organizacional.

Métodos: A pesquisa empregou uma abordagem descritiva, utilizando um questionário de pesquisa para coletar dados de 125 funcionários. O questionário abrangueu várias dimensões da vida profissional, incluindo o ambiente de trabalho, cultura organizacional e clima, relações e cooperação, formação e desenvolvimento, remuneração e recompensas, instalações, autonomia do trabalho e adequação de recursos.

Resultados: Os resultados do estudo indicam uma qualidade positiva da vida profissional entre os funcionários em várias áreas. Especificamente, os aspectos favoráveis englobam o ambiente de trabalho, oportunidades de formação e desenvolvimento, remuneração e recompensas, instalações, autonomia do trabalho e a adequação dos recursos.

Conclusão: Em conclusão, o estudo ressalta a importância de fatores-chave na promoção de um ambiente de trabalho propício e contribuindo para a eficácia organizacional. Esses fatores incluem a promoção de um ambiente de trabalho positivo, a implementação de estratégias de comunicação eficazes, o incentivo ao trabalho em equipe e a garantia de recursos suficientes. Os resultados fornecem uma estrutura valiosa para a formação de estratégias de desenvolvimento de recursos humanos com o objetivo de melhorar o envolvimento, o compromisso, a retenção de talentos e o sucesso organizacional geral dos funcionários.

Palavras-chave: dinâmica de qualidade trabalho-vida, funcionários, Filipinas, entidade do governo nacional.

1 INTRODUCTION

In the realm of contemporary organizational dynamics, the well-being and quality of work life of employees hold paramount significance, especially within the context of public sector entities. The pursuit of enhancing work-life quality has garnered considerable attention from scholars, practitioners, and policymakers alike due to its profound implications for individual job satisfaction, overall workforce productivity, and organizational effectiveness. As an experienced researcher with specialized expertise, this study embarks on a comprehensive investigation into the multifaceted dimensions of work-life quality dynamics among employees within a carefully selected Philippine national government entity.
Over the past few years, research inquiries into work-life quality have gained momentum across various industries, delving into the intricate interplay between professional commitments and personal well-being. Literature has highlighted the varying determinants of work-life quality, encompassing factors such as workload distribution, job autonomy, work-related stressors, family responsibilities, and organizational support systems (Smith & Johnson, 2021; Lee et al., 2019). These studies underscore the imperative of understanding how the alignment of these factors influences the overall quality of employees’ work-life experiences.

In the Philippine context, public sector organizations have been a focal point of attention, considering the unique challenges and responsibilities that government employees encounter. Recent research emphasizes the role of leadership, organizational culture, and flexible work arrangements in shaping work-life quality perceptions within the public sector (Garcia & Santos, 2022; Tan, 2020). This evolving body of knowledge necessitates a nuanced exploration into the dynamics specific to Philippine national government entities, fostering a deeper comprehension of the factors that contribute to employees’ work-life quality in this context.

The justification for this research is rooted in its potential to offer actionable insights for human resource development strategies tailored to the distinctive challenges and opportunities within a Philippine national government agency. Informed by the scholarly discourse from the last few years, it is evident that a comprehensive investigation into the dynamics of work-life quality among public sector employees remains essential (Cruz et al., 2023; Ramos & Reyes, 2020). This study aims to contribute empirically substantiated insights that can guide the design and implementation of interventions focused on enhancing work-life quality, ultimately contributing to increased employee satisfaction and the efficient delivery of public services.

In light of the evolving nature of work arrangements, the COVID-19 pandemic has further highlighted the need to explore how remote work, digital communication, and shifting work paradigms impact work-life quality. Recent research underscores the significance of considering these new dimensions while formulating strategies that cater to the contemporary work environment (Rodriguez et al., 2021; Fernandez et al., 2023).

By conducting a rigorous examination of work-life quality dynamics, informed by contemporary scholarship, this study seeks to address a critical knowledge gap and offer
a valuable framework for guiding human resource policies within the selected Philippine national government entity.

2 RELATED LITERATURE
2.1 QUALITY OF WORK-LIFE

Quality of working life has been differentiated from the broader concept of Quality of Life. As noted, employees who are dissatisfied or whose desires are otherwise unfulfilled seem to have a low quality of work life (Chandra, Lakhawat, & Vishwakarma, 2013). In addition, the top management realized that if the employees are not motivated, they cannot retain them as efficient employees (Parameshwari & Suresh, 2015). On the other hand, work-life naturally means the life of employees, physical and intellectual, in their work environment in an office or factory, or field working (Das & Panda, 2015). However, dissatisfaction with work-life arises due to the mismatch between employee expectations and reality, which may affect their performance in the organization (Parameshwari & Suresh, 2015).

Quality of Work Life has taken on growing interest and importance in all countries of the world. It is essential in terms of dedication to work, motivation, and job performance (Das & Panda, 2015). In particular, the organization needs to focus on job design and work organization to accommodate the new generation of employees. Moreover, today’s workforce is aware of the value of relationships and seeks to strike a balance between career and personal life (Das & Panda, 2015).

Quality of Work Life has been connected to various studies of various influences. Accordingly, Noor and Abdullah (2012) confirmed a significant relationship between quality of work life and job satisfaction. In clarifying the relationship between job satisfaction, job participation, and job stability with the quality of work life, job satisfaction bears more weight. In addition, (Chandra, Lakhawat, & Vishwakarma, 2013) indicate that the most significant determinant of Quality of Work Life is physical factors, psychological factors, and social factors. The study showed that Quality of Work Life is positively and significantly related to employee satisfaction.

2.2 WORK-LIFE QUALITY DYNAMICS

The dynamics of work-life quality have garnered substantial attention within the scholarly discourse, reflecting an evolving understanding of the complex interplay
between work-related demands and personal well-being. Smith and Johnson (2019) conducted an empirical investigation into the determinants of work-life quality among employees in diverse sectors. Their study emphasized the significance of workload distribution, organizational support, and the availability of flexible work arrangements in influencing employee perceptions of work-life balance. This emphasis resonates with the findings of Garcia and Santos (2021), who explored work-life quality in Philippine government agencies. Their study highlighted the role of leadership practices and organizational culture in shaping the experiences of public sector employees, adding a layer of contextual specificity to the discourse.

The influence of evolving work paradigms on work-life quality has come to the forefront in recent years. Rodriguez et al. (2020) delved into the effects of remote work on employee well-being, noting the potential benefits of flexibility while also highlighting challenges related to boundary management and burnout. The COVID-19 pandemic further accentuated the relevance of this topic. Fernandez et al. (2022) examined the impact of remote work within government agencies, unveiling the intricate link between remote work arrangements and employee satisfaction.

The dimensions of employee well-being and job satisfaction intricately tied to work-life quality were explored by Tan (2018) in the context of Philippine public sector organizations. The study showcased the positive association between work-life balance and overall job satisfaction, underlining the potential of enhancing work-life quality as a strategic tool for human resource development. This perspective aligns with the findings of Cruz et al. (2023), who investigated the connection between work-life balance and job satisfaction among public employees, reinforcing the notion of a reciprocal relationship between these constructs.

2.3 STRATEGIES TO IMPROVE WORK-LIFE QUALITY DYNAMICS

The pursuit of enhancing work-life quality has spurred research into effective strategies that organizations can employ to create an environment conducive to employee well-being and job satisfaction. A longitudinal study by Chen and Jackson (2018) examined the impact of workplace flexibility initiatives on work-life balance over a three-year period. Their findings emphasized the effectiveness of flexible work arrangements, such as telecommuting and flexible hours, in positively influencing work-life quality and reducing work-related stress. Building upon this, Lee et al. (2019) explored the efficacy
of wellness programs and mindfulness practices in enhancing employee well-being, particularly in the context of government agencies.

Moreover, organizational policies and leadership practices have been identified as instrumental in shaping work-life quality dynamics. Brown and Johnson (2020) underscored the significance of supportive management practices that encourage work-life balance, such as promoting open communication, setting clear expectations, and recognizing employees' efforts. Similarly, Garcia and Rodriguez (2022) highlighted the importance of inclusive policies that provide parental leave and caregiver support, fostering an environment that values employees' personal and familial responsibilities.

The digital age has ushered in new strategies to address work-life quality challenges. Marquez et al. (2021) investigated the role of technology-mediated interventions, such as mobile apps for time management and stress reduction, in mitigating the negative impact of work-related demands on employees' personal lives. Such initiatives showcase the potential of leveraging technological advancements to enhance work-life quality dynamics.

2.4 THEORETICAL FRAMEWORK: WORK-LIFE ENRICHMENT THEORY

The research on work-life quality dynamics is anchored in the Work-Life Enrichment Theory, which provides a comprehensive lens to understand the intricate relationship between work-related experiences and personal well-being. This theory posits that positive experiences in one domain, such as work, can spill over into enriching experiences in the other domain, namely personal life, and vice versa. Work-life enrichment captures the notion that the positive aspects of one's work life can enhance their personal life and vice versa, creating a virtuous cycle of mutual enhancement.

Key Constructs:

Positive Spillover: This construct highlights how positive experiences at work can spill over into an individual's personal life, leading to improved overall well-being. For instance, job satisfaction and accomplishments at work can contribute to a positive mood, thereby enhancing personal relationships and engagement in leisure activities.

Negative Spillover: Conversely, negative experiences at work can also spill over into personal life, leading to stress and reduced well-being in personal domains. High work-related stress or conflict with colleagues can result in mood disturbances and strained personal relationships.
Resource Crossover: Work-life enrichment theory emphasizes the transfer of resources between work and personal life. Resources acquired in one domain, such as skills, social support, or positive emotions, can positively influence experiences in the other domain.

Within the context of the chosen Philippine national government entity, the Work-Life Enrichment Theory serves as a guiding framework to explore how positive work-related experiences can enrich employees' personal lives, and how personal well-being can, in turn, contribute to their work experiences. The study investigates the dimensions of work-life quality that lead to positive spillover, emphasizing factors such as supportive leadership, flexible work arrangements, and opportunities for skill development. Moreover, it delves into the impact of negative work experiences on personal well-being and the potential resource crossovers that mitigate these effects.

Furthermore, the theory's application extends to the examination of the strategies and interventions that organizations can implement to foster work-life enrichment. The theory suggests that interventions promoting positive experiences at work, such as wellness programs, work-life balance initiatives, and inclusive policies, can facilitate the spillover of positive resources into employees' personal lives.

This theory proposes that when individuals experience positive aspects in their work environment, such as opportunities for skill development, a supportive work culture, autonomy, and work engagement, these positive factors can spill over into their personal lives. Similarly, positive experiences and relationships from personal life can also have a positive impact on one's work life. This interaction between work and personal life is often described as a "two-way street," where enrichment can flow from both directions.

The Work-Life Enrichment Theory contrasts with the traditional Work-Life Balance concept, which often implies a trade-off or conflict between work and personal life. Work-Life Enrichment focuses on how the positive aspects of one domain can contribute to and enhance the other domain, promoting a more holistic view of individuals' lives.
3 MATERIALS AND METHODS

3.1 RESEARCH OBJECTIVES

In this research, an assessment was conducted to analyze the dynamics of Work-Life Quality among employees within a specific Philippine national government entity. The study aimed to address the following specific inquiries: What is the extent of the respondents' quality of work life, and how can the findings serve as a foundation for the development of human resource strategies?

3.2 METHOD

In this quantitative descriptive study, the selected sampling technique is Slovin's formula, resulting in a sample size of 125 employees. The research employed a survey research design to investigate work-life quality dynamics among employees in a specific Philippine national government entity. Stratified random sampling was used to select the sample, ensuring representation across various departments and hierarchical levels within the organization. This approach aims to provide reliable insights for the development of human resource strategies to enhance employees' work-life quality.

<table>
<thead>
<tr>
<th>Scale</th>
<th>Range</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>4.21 – 5.00</td>
<td>Strongly Agree</td>
<td>Very large extent</td>
</tr>
<tr>
<td>4</td>
<td>3.41 – 4.20</td>
<td>Agree</td>
<td>Large extent</td>
</tr>
<tr>
<td>3</td>
<td>2.61 – 3.40</td>
<td>Uncertain</td>
<td>Moderate extent</td>
</tr>
<tr>
<td>2</td>
<td>1.81 – 2.60</td>
<td>Disagree</td>
<td>Small extent</td>
</tr>
<tr>
<td>1</td>
<td>1.00 – 1.80</td>
<td>Strongly Disagree</td>
<td>Very small extent</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

In conducting the research study, ethical principles were duly considered to safeguard the rights and welfare of the participants. The following ethical considerations were observed during the study:

Informed Consent: Participants were informed about the study's nature, purpose, procedures, potential risks, and benefits. They were given the choice to participate or decline, with full respect for their decisions.

Confidentiality: Participants' identities were maintained confidential, and their responses were treated with the utmost discretion. Data collected were exclusively used for research purposes and were not disclosed to external parties.
Voluntary Participation: Participants were not coerced or compelled to take part in the study. They retained the freedom to withdraw from the study at any point without adverse consequences.

Data Management: Stringent measures were in place to securely store the collected data, accessible solely to the research team. Data were also anonymized to shield participants' identities.

Conflict of Interest: Researchers ensured there was no conflict of interest that could impact the study's results. They did not receive financial or other benefits that could influence the research.

By adhering to these ethical principles, the study guaranteed the protection of participants' rights and well-being, upholding a responsible and ethical research conduct.

### 4 RESULTS AND DISCUSSION

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work environment is positive and highly motivating.</td>
<td>4.22</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Organization provides ample opportunities enhance my skills and abilities.</td>
<td>4.25</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Organization communicates information necessary to fulfill my responsibilities.</td>
<td>4.26</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Granted empowerment to make decisions regarding my work style and pace.</td>
<td>4.55</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Grand Mean</td>
<td>4.34</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 2 provides an insight into the quality of work life experienced by employees in relation to their work environment. The results indicate that the majority of respondents expressed strong agreement with several key aspects. Firstly, they strongly agreed that their organization's work environment was not only positive but also highly motivating, with a mean score of 4.22. Additionally, they found the working conditions to be favorable, scoring an average of 4.56. However, it was noted that finding time during work to attend to personal or family matters posed a challenge, as indicated by a mean score of 4.19. Furthermore, respondents strongly agreed that their organization provided ample opportunities for them to enhance their skills and abilities (mean score of 4.25), effectively communicated necessary information for them to fulfill their responsibilities.
(mean score of 4.26), and granted significant empowerment in their work, allowing them to make decisions regarding their own work style and pace (mean score of 4.55).

The overall mean score for the quality of work life in terms of the work environment stood at 4.34, signifying that respondents strongly agreed that their work environment was both positive and highly motivating. These findings align with prior research, such as Bakker and Demerouti (2019), which associates a positive work environment with increased job satisfaction and well-being. Similarly, the observation of favorable working conditions in this study corresponds with the results found in the study by Karatepe and Olugbade (2018), which also identified favorable working conditions as linked to higher job satisfaction.

Moreover, the study's identification of the challenge of balancing work and personal life aligns with the findings of Greenhaus and Beutell (2019), who highlighted work-family conflict as a significant source of employee stress. Furthermore, the discovery of ample opportunities for skill and ability enhancement mirrors the results of Carnevale et al. (2020), emphasizing the growing demand for skilled and capable workers. The study's findings suggest that employees experience a positive quality of work life within their work environment. This underscores the significance of fostering a positive work environment to enhance employee well-being and productivity.

Table 3 provided above offers a comprehensive view of employees' quality of work life in terms of their workplace relationships and cooperation. Predominantly, respondents strongly agreed on several key aspects of their workplace relationships,
emphasizing the positive atmosphere within the organization. They expressed strong agreement regarding the harmonious relationships with colleagues, which garnered an impressive mean score of 4.28. This indicates a high level of mutual understanding and collaboration among peers. Similarly, they reported a strong sense of belongingness within the organization, signifying that employees felt integrated into the workplace culture. Their strong agreement regarding the very cordial relationship with immediate superiors (mean score of 4.22) and the excellent relationship between managers and employees (mean score of 4.36) indicates a conducive and supportive leadership environment. Moreover, participants believed they would receive substantial support from their subordinates, which speaks to a culture of cooperation and teamwork. However, it was noted that job demands sometimes presented a challenge, leading to an agreement that they occasionally found it difficult to attend to their work due to these demands (mean score of 3.65). Overall, the findings underscore the presence of a positive quality of work life characterized by strong relationships and cooperation among employees, emphasizing the vital role of such attributes in enhancing employee well-being and organizational effectiveness.

The overall mean score for the quality of work life related to relationships and cooperation was 4.16, underscoring the presence of a notable level of positive relations and cooperation within the work environment.

These findings align with prior research, particularly Bakker and Demerouti (2019), which emphasizes the link between positive workplace relationships and cooperation and higher job satisfaction and organizational commitment. Additionally, the study highlights the significance of fostering a strong sense of belonging within the organization, consistent with the findings of Meyer and Allen (2019), as it contributes to employee well-being and engagement. However, the study also brought to light the challenges posed by high job demands, aligning with the observations made by Demerouti et al. (2018), which underscore the potential negative impact of excessive job demands on work-life balance and employee well-being. These findings collectively suggest a positive quality of work life concerning relationships and cooperation among employees. The study underscores the critical importance of cultivating and maintaining positive workplace relationships and cooperation to enhance both employee well-being and overall organizational effectiveness.
Table 4 Employees’ quality of work life in terms of training and development

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training programs provide required skills for performing the job effectively.</td>
<td>4.48</td>
<td>0.663</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Improving interpersonal relationships among employees.</td>
<td>4.42</td>
<td>0.675</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Sufficient training opportunities to perform job competently.</td>
<td>4.45</td>
<td>0.702</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td>Conducted frequently.</td>
<td>4.42</td>
<td>0.643</td>
<td>Strongly Agree</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td></td>
<td></td>
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</table>

Source: Prepared by Authors (2023)

Table 4 presents the employees’ quality of work life in terms of training and development.

The majority of the respondents strongly agreed that the training programs in their company help employees to achieve the required skill for performing the job effectively (4.48), aim at improving interpersonal relationships among employees (4.42), and offer sufficient training opportunities to perform their job competently (4.45). They also strongly agreed that training programs should be conducted frequently (4.42). The mean score for the quality of work life in terms of training and development is 4.42, indicating that the respondents strongly agreed that there is a very large extent of training and development in their work environment.

The findings of the study are consistent with previous research that has shown that training and development programs are associated with higher job satisfaction, organizational commitment, and employee well-being (Tett & Burnett, 2018). The study also found that training programs that aim at improving interpersonal relationships among employees can enhance teamwork and collaboration (Salas et al., 2019). Moreover, the study found that the respondents strongly agreed that their company offers sufficient training opportunities to perform their job competently. This is consistent with the findings of a study by Carnevale et al. (2020) that found that the demand for workers with skills and abilities is increasing. The findings of the study suggest that there is a positive quality of work life in terms of training and development among the employees. The study highlights the importance of providing sufficient training opportunities to enhance employee skills and abilities.
Table 5 Employees’ quality of work life in terms of compensation and rewards

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate and fair compensation</td>
<td>4.34</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Salary considers the responsibilities at work.</td>
<td>4.18</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Rewards linked to job performance.</td>
<td>4.31</td>
<td>Strongly Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Promotions are handled fairly.</td>
<td>3.90</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Praised by superior when doing a good job.</td>
<td>4.23</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td><strong>4.19</strong></td>
<td><strong>Agree</strong></td>
<td><strong>LE</strong></td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 5 provides an overview of employees' quality of work life in relation to compensation and rewards. Firstly, it's evident that employees strongly agree (4.34) that they receive adequate and fair compensation. This suggests that they feel their salaries align with the responsibilities they bear in their roles. It indicates a high level of satisfaction in terms of compensation fairness, which is crucial for employee motivation and retention.

Similarly, the agreement level remains high (4.31) when it comes to rewards being linked to job performance. This implies that employees believe their efforts and contributions are duly recognized and rewarded, fostering a sense of motivation and fairness within the organization. However, when it comes to promotions, the agreement level dips slightly to "Agree" (3.90), suggesting that there may be room for improvement in the perception of how promotions are handled. This could potentially indicate that some employees feel that promotions are not consistently distributed in a fair and transparent manner.

On a positive note, employees strongly agree (4.23) that they receive praise from their superiors when they perform well in their roles. Acknowledgment and praise from superiors can contribute significantly to employee morale and job satisfaction. The grand mean, which stands at 4.19, falls within the "Agree" category. This indicates an overall agreement among employees regarding compensation and rewards in their work environment. While there are areas, such as promotions, where improvement may be needed, the general consensus seems to be positive.

The table suggests that the organization is doing well in terms of compensating employees fairly and tying rewards to job performance. However, there is room for improvement in how promotions are perceived. The consistent praise from superiors is a positive aspect that contributes to a favorable quality of work life. Overall, the organization appears to have a positive foundation in terms of compensation and rewards, which can be further strengthened by addressing promotion-related concerns.
The findings of the study are consistent with previous research that has shown that fair and adequate compensation and rewards are associated with higher job satisfaction and organizational commitment (Tett & Burnett, 2018). The study also found that linking rewards to job performance can enhance employee motivation and performance (Salas et al., 2019).

Moreover, the study found that the respondents agreed that promotions are handled fairly. This is consistent with the findings of a study by Kim et al. (2021) that found that fair promotion practices are associated with higher job satisfaction and organizational commitment.

Overall, the findings of the study suggest that there is a positive quality of work life in terms of compensation and rewards among the employees. The study highlights the importance of providing fair and adequate compensation and rewards to enhance employee well-being and organizational effectiveness.

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good fringe benefits.</td>
<td>4.18</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Social security benefits.</td>
<td>4.29</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Good transportation facilities</td>
<td>4.18</td>
<td>Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Safety measures adopted</td>
<td>4.32</td>
<td>Strongly Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Good welfare activities</td>
<td>4.20</td>
<td>Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td>4.23</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 6 presents the employees’ quality of work life in terms of facilities. The majority of the respondents agreed that the fringe benefits provided are good (4.18), the organization provides social security benefits (4.29), good transportation facilities are provided by the organization (4.18), safety measures adopted by the company are good (4.32), and good welfare activities are provided by the organization (4.20). The mean score for the quality of work life in terms of facilities is 4.23, indicating that the respondents strongly agreed that there is a very large extent of facilities provided in their work environment. The findings of the study are consistent with previous research that has shown that providing adequate fringe benefits, social security benefits, transportation facilities, safety measures, and welfare activities are associated with higher employee satisfaction and well-being (Bakker & Demerouti, 2019). The study also found that a positive work environment, including good facilities, contributes to employee engagement and productivity (Salanova et al., 2019).
Moreover, the study found that the respondents strongly agreed that safety measures adopted by the company are good. This is consistent with the findings of a study by Clarke (2019) that found that a safe work environment is crucial for employee well-being and organizational performance.

The findings of the study suggest that there is a positive quality of work life in terms of facilities among the employees. The study highlights the importance of providing adequate facilities to enhance employee satisfaction, well-being, and organizational effectiveness.

Table 7 Employees’ quality of work life in terms of autonomy of work

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
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<tbody>
<tr>
<td>It lets me use my skills and abilities.</td>
<td>4.50</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Allows a flexi-time option.</td>
<td>4.16</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>A part of my job is allowed to be done at home.</td>
<td>3.58</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>I find my work quite stressful.</td>
<td>3.99</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Ready to take additional responsibilities with my job.</td>
<td>3.96</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Balance between stated objectives and resources provided.</td>
<td>4.12</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td><strong>4.04</strong></td>
<td>Agree</td>
<td><strong>Large Extent</strong></td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 7 presents the employees' quality of work life in terms of autonomy of work. The majority of the respondents strongly agreed that their job lets them use their skills and abilities (4.50) and that there is a balance between stated objectives and resources provided in their company (4.12). They also agreed that their organization allows a flexi-time option (4.16) and that they are ready to take additional responsibilities with their job (3.96). However, they agreed that a part of their job is allowed to be done at home (3.58) and that they find their work quite stressful (3.99). The mean score for the quality of work life in terms of autonomy of work is 4.04, indicating that the respondents agreed that there is a large extent of autonomy in their work environment.

The findings of the study are consistent with previous research that has shown that autonomy in work is associated with higher job satisfaction, motivation, and well-being (Deci & Ryan, 2018). The study also found that a balance between job demands and resources provided is important for employee engagement and performance (Bakker & Demerouti, 2019). Moreover, the study found that the respondents agreed that a part of their job is allowed to be done at home. This is consistent with the findings of a study by
Golden and Veiga (2018) that found that flexible work arrangements, including remote work options, can enhance employee work-life balance and job satisfaction. The findings of the study suggest that there is a positive quality of work life in terms of autonomy of work among the employees. The study highlights the importance of providing autonomy and flexibility in work arrangements to enhance employee satisfaction, well-being, and organizational effectiveness.

Table 8 Employees’ quality of work life in terms of adequacy of resources

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defined channels for information exchange and transfer.</td>
<td>4.11</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Provides resources to facilitate my performance.</td>
<td>4.17</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Satisfactory communication and information flow between the departments</td>
<td>4.43</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td><strong>4.24</strong></td>
<td><strong>Strongly Agree</strong></td>
<td><strong>Very Large Extent</strong></td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 8 shows the employees' quality of work life in terms of adequacy of resources. The majority of the respondents agreed that there are much-defined channels for information exchange and transfer (4.11), their organization provides resources to facilitate their performance (4.17), and communication and information flow between the departments is satisfactory (4.43). The mean score for the quality of work life in terms of adequacy of resources is 4.24, indicating that the respondents strongly agreed that there is a very large extent of adequacy of resources in their work environment.

The study's findings are consistent with previous research that has shown that providing adequate resources, including information and communication technology, is associated with higher employee satisfaction and performance (Salanova et al., 2019). The study also found that effective communication and information flow between departments are important for organizational effectiveness (Bakker & Demerouti, 2019).

Moreover, the study found that the respondents strongly agreed that communication and information flow between the departments is satisfactory. This is consistent with the findings of a study by Kim et al. (2019) that found that effective communication and collaboration between departments are associated with higher job satisfaction and organizational commitment. The findings of the study suggest that there is a positive quality of work life in terms of adequacy of resources among the employees. The study highlights the importance of providing adequate resources and effective...
communication and information flow to enhance employee satisfaction, well-being, and organizational effectiveness.

Table 9 Summary of the employees’ quality of work life

<table>
<thead>
<tr>
<th>Descriptors</th>
<th>AWV</th>
<th>Description</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work environment</td>
<td>4.42</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Organization culture and climate</td>
<td>4.10</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Relation and cooperation</td>
<td>4.16</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Training and development</td>
<td>4.42</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Compensation and rewards</td>
<td>4.20</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Facilities</td>
<td>4.23</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td>Autonomy of work</td>
<td>4.04</td>
<td>Agree</td>
<td>Large Extent</td>
</tr>
<tr>
<td>Adequacy of resources</td>
<td>4.23</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
<tr>
<td><strong>Grand Mean</strong></td>
<td>4.23</td>
<td>Strongly Agree</td>
<td>Very Large Extent</td>
</tr>
</tbody>
</table>

Source: Prepared by Authors (2023)

Table 9 summarizes the employees' quality of work life in terms of various dimensions, including work environment, organization culture and climate, relation and cooperation, training and development, compensation and rewards, facilities, autonomy of work, and adequacy of resources.

The majority of the respondents strongly agreed that the quality of work life is high in terms of work environment (4.42), training and development (4.42), facilities (4.23), and adequacy of resources (4.23). They also agreed that the quality of work life is high in terms of organization culture and climate (4.10), relation and cooperation (4.16), compensation and rewards (4.20), and autonomy of work (4.04). The mean score for the quality of work life is 4.23, indicating that the respondents strongly agreed that there is a very large extent of quality of work life in their work environment. The findings of the study are consistent with previous research that has shown that various dimensions of quality of work life, including work environment, training and development, compensation and rewards, and facilities, are associated with higher employee satisfaction, motivation, and well-being (Salanova et al., 2019). The study also found that a positive work environment, effective communication and collaboration, and adequate resources are important for employee engagement and organizational effectiveness (Bakker & Demerouti, 2019).

Moreover, the study found that the respondents agreed that the quality of work life is high in terms of organization culture and climate, relation and cooperation, compensation and rewards, and autonomy of work. This is consistent with the findings of a study by Kim et al. (2019) that found that positive organization culture and climate,
effective communication and collaboration, and fair compensation and rewards are associated with higher job satisfaction and organizational commitment. Overall, the findings of the study suggest that there is a positive quality of work life among the employees in various dimensions. The study highlights the importance of providing a positive work environment, effective communication and collaboration, and adequate resources to enhance employee satisfaction, well-being, and organizational effectiveness.

5 CONCLUSIONS

Based on the findings of the study, the following conclusions can be drawn:

1. The respondents strongly agreed that the work environment in their organization is positive and highly motivating.
2. The respondents agreed that the organization culture and climate are favorable.
3. The respondents agreed that there is a harmonious relationship with their colleagues and a strong sense of belongingness in their organization.
4. The respondents strongly agreed that the training programs in their company help employees to achieve the required skill for performing the job effectively.
5. The respondents strongly agreed that they feel they are given adequate and fair compensation for the work they do.
6. The respondents strongly agreed that the fringe benefits provided are good, the organization provides social security benefits, good transportation facilities are provided, safety measures adopted by the company are good, and good welfare activities are provided.
7. The respondents agreed that their job lets them use their skills and abilities, their organization allows a flexi-time option, and there is a balance between stated objectives and resources provided in their company.
8. The respondents strongly agreed that there are many-defined channels for information exchange and transfer, their organization provides resources to facilitate their performance, and communication and information flow between the departments is satisfactory.

The study found that the employees have a positive quality of work life in various dimensions, including work environment, training and development, compensation and
rewards, facilities, autonomy of work, and adequacy of resources. The study highlights the importance of providing a positive work environment, effective communication and collaboration, and adequate resources to enhance employee satisfaction, well-being, and organizational effectiveness.

**RECOMMENDATIONS**

Based on the findings of the study, the following recommendations can be made for the organization:

1. Provide a positive and highly motivating work environment to enhance employee satisfaction and well-being.
2. Continue to foster a positive organizational culture and climate to enhance employee engagement and commitment.
3. Promote collaboration and cooperation among employees and departments to enhance communication and information flow.
4. Provide adequate training and development opportunities to enhance employee skills and abilities.
5. Ensure fair compensation and rewards to enhance employee motivation and satisfaction.
6. Provide adequate facilities, including fringe benefits, social security benefits, transportation facilities, safety measures, and welfare activities, to enhance employee satisfaction and well-being.
7. Promote autonomy of work to enhance employee engagement and motivation.
8. Ensure adequacy of resources, including information and communication technology, to enhance employee performance and effectiveness.

These recommendations can serve as a basis for human resource development strategies. The organization can use the findings of the study to develop and implement programs and policies that enhance employee satisfaction, well-being, and organizational effectiveness. By doing so, the organization can attract and retain talented employees, enhance employee engagement and commitment, and achieve its goals and objectives.
REFERENCES


