

To Examine the Relationship between Quality of Work Life Measures, Work Engagement, Job Satisfaction and Organizational Performance



Ameer Agrawal

Assistant Professor,
Deptt. of Commerce & Business
Management,
Faculty of Commerce,
The Maharaja Sayajirao
University of Baroda,
Vadodara

Abstract

The dynamic business environment has pressurized the HR to be more competitive for organizational success. This in turn has put the onus on the HR dept. to implement adequate Quality of work life measures to foster work engagement, Job Satisfaction and Organizational performance. The present study aims to examine the Relationship between Quality of work life measures and Work engagement and study its effect on Job satisfaction and Organizational performance in a state owned public enterprise. Convenience sampling method was used to collect data. Structural equation modeling was used to test the hypothesized relationships. Findings suggest that there is a significant positive relationship between Quality of work life measures and Organizational performance.

Keywords: Quality of Work Life, Work Engagement, Job Satisfaction, Organizational Performance.

Introduction

People constitute the core of any organization and it is they who drive the organizations to success. In this rapid changing business environment, and intense competition we have dehumanized the organizations. Too much emphasis has been placed on technology. We are often more willing to develop and adopt new technology and are much less concerned about the people at work, their social system, their work relationship, life style and culture. Hence, their quality of work life (QWL) often suffers. In today's era both the people and technology are of prime importance, because it is the people who work in structural manner with technology or techniques in the organisation.

We can explain QWL from two perspectives. The narrow concept of QWL talks about, workers participation in management and experiments to increase employee's participation etc. whereas, the broader concept explains QWL in conceptual categories viz. adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in work place, social relevance of work, balanced role of work in the total life space etc.

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002).

Job Satisfaction can be attained when an employee works in a safe and secure environment, the work environment is congenial, with ample opportunities of growth and development, satisfaction with the compensation received and when he is given the right to voice his opinions to the top management people. Organizational Performance can be measured in financial terms. But in this study we consider the conceptual part of Organizational performance which talks about employee retention and longevity in the organization and getting monetary and non-monetary benefits for the employee performance in terms of annual increments and performance bonus.

Objective of The Study

Given the fact from past researches, the constructs like quality of work life, Work engagement, and Job satisfaction are important for employee performance. Here, the objective of the study is to examine the Relationship between Quality of work life measures and Work engagement

and study its effect on Job satisfaction and Organizational performance in a state owned public enterprise.

Review of Literature

Organizational Performance

Measuring organizational performance is important because it strongly affects the behaviour of managers and employees. The ultimate goal of any business is to attain remarkable improvements and benchmarks in organizational performance. Organizational performance is a reflection of financial performance. Financial performance cannot be sustained unless the nonfinancial indicators like employee satisfaction, innovation, productivity, product quality, customer service, and customer satisfaction are measured and improved ("Mastering Management," 1996). Heskett and others (1994) examined the relationship between these underpinnings and financial performance in service organizations. For this study we consider the conceptual part of Organizational performance which talks about employee retention and longevity in the organization and getting monetary and non-monetary benefits for the employee performance in terms of annual increments and performance bonus.

Job Satisfaction

Locke (1976) defined job satisfaction as "a positive emotional state resulting from the appraisal of one's job or job experiences". Though various researchers identified it in different ways and conclude that it's a combination of physiological, psychological and environmental circumstances, the result of this combination is a person's job satisfaction. Job satisfaction significantly affects organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, company policy, promotion, job itself, co-worker relationship (hygiene factors) (Nash, 1985). Job satisfaction in recent year has become associated with quality of work life movement (<http://ezinearticles.com>).

Quality of Work Life

Quality of work life is a concept of behavioral scientist, and the term was first introduced by Davis in 1972 (Mathur, 1989; Hian and Einstein, 1990), at the Forty-Third American Assembly on the Changing World of Work at Columbia University's Arden House. The selected participants assembled there concluded in their final remarks that "improving the place, the organisation, and the nature of work can lead to better work performance and a better quality of life in the society". According Robins (1990) QWL is "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" For the purpose of this study, QWL is defined as the favorable condition and environment of employees benefit, employees' welfare and management attitudes towards operational workers as well as employees in general. Thus, the core elements of QWL are of working conditions, employee job satisfaction, employees' behavioral aspects, and employees' financial and non-financial benefits, growth and development, and supervision (Lau &

May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972).

Estes & Michael, 2005 opines that quality of work life refers to organizational support given to employees for dependent care, flexible work options, and family or personal leave. To sum up the various definitions the one proposed by Serey (2006) has been found to be the most exhaustive. "It includes providing an independent worthwhile and challenging work assignment where the individual gets to play the key role developing his initiative and self-direction and which brings him a sense of pride and self-worth." (Shahbazi et al., 2013, p. 1556)

According to Nguyen Dinh Thoet al, (2013), Quality of work life has mediating effects on psychological capital, job attractiveness, job effort, and impacts job performance of employees.

According to Mohit Yadav Mohammad Faraz Naim (2017) quality of work life practices can yield positive motivation in the employees and drive the organization to success.

As, evident from the previous literature, most QWL studies defined the concept of QWL according to Walton's definitions (Timossi et. al, 2008: 3; Boonrod, 2009) and the taxonomy outlined in Walton (1973). The constructs in this research study are as follows:

Social Integration in the Work Organization

Since work and career are pursued within the framework of social organizations, the nature of personal relationships that the employee shares with his superior, his coworkers and his subordinates also influences the quality of work life Kahn (1981). Whether the employee has a satisfying identity and experiences self-esteem is governed by the attributes like freedom from any prejudices based on caste, creed, ethnicity or physical appearance, egalitarianism, promotion opportunities and a sense of camaraderie among the employees with interpersonal openness (Walton, 1973).

Based on the above discussion it was hypothesized that:

H1: There is a significant and positive relationship between Usage of capacity and Social Integration and Job Satisfaction.

H2: There is a significant and positive relationship between Usage of capacity and Social Integration and organizational performance.

Social relevance of work life (Rose et. al, 2006: 62; Gupta and Sharma, 2011: 80; Tabassum et. al, 2011): The socially beneficial roles that organizations play in terms of community services, being socially responsible on the type of products manufactured, waste disposal, marketing techniques, employment practices, relations to underdeveloped countries, participation in political campaigns etc. Increasing the socially responsible behaviour enhances the self-esteem of the employee.

Based on the above discussion it was hypothesized that:

H3: There is a significant and positive relationship between Social Relevance of work life and Job Satisfaction.

H4: There is a significant and positive relationship between Social Relevance of work life and Organizational Performance.

Work and Total Life Space

An individual's work experience can have a positive or negative effects on other spheres of his life, like relations with his family. For example, when an employee invests enormous time and energy in work at the expense of family, it affects his inability to perform other life roles as a spouse or parent. Also, when there are frequent transfers effected the families of the employee bear a huge psychological and social costs in terms of being uprooted from their network of friends, acquaintances and local affiliations. Therefore a balance needs to be achieved, in terms of work schedules, career demands and travel requirements that do not eat away leisure and family time on regular basis.

Based on the above discussion it was hypothesized that:

H5: There is a significant and positive relationship between Work occupation and Job satisfaction.

H6: There is a significant and positive relationship between Work occupation and organizational performance.

Work Engagement

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2002). Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. The third defining characteristic of engagement is called absorption, which is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Recent research suggests, however, that vigor and dedication constitute the core dimensions of engagement (Gonzales-Roma, Schaufeli, Bakker, & Lloret, in press).

Based on the above literature review, the following hypotheses can be developed:

H7: There is a significant and positive relationship between Vigour and Dedication and Job satisfaction.

H8: There is a significant and positive relationship between Vigour and Dedication and Organizational Performance.

H9: There is a significant and positive relationship between Absorption and Job satisfaction.

H10: There is a significant and positive relationship between Absorption and Organizational Performance.

Research Methodology

Instrument Design

The measures of the QWL are adapted from questionnaires used in the studies from literature. The variables used in the QWL measure; are taken from Katen and Sadullah (2012) and Timossi's et.al (2008) study which contained 10 items. High scores on these constructs indicate high quality of work lives. And the variables in the organizational performance measure

are taken from Zohurul and Sununta (2009) and Lau & May, 1998) study contained 4 items. The Work engagement measures were taken from taken from Salanova's et. al. (2005) study. It contained 6 items. Michigan Organizational Assessment Questionnaire (Cammann, Fichman, Jenkins & Klesh, 1979) was used to measure the construct of Job Satisfaction. It contained 4 items. For answers to the statements of survey, a 5 point Likert scale ("1- strongly disagree, 2- disagree, 3- no opinion, 4- agree, 5-strongly agree"). Judgmental sampling, a non-probability sampling technique, was used to select the respondents. There are also 4 demographic questions pertaining to gender, age, experience and education added to the questionnaire.

Sample

A self-administered questionnaire was used to collect data from state owned PSU. Employees were selected through convenience sampling from across various departments. Respondents were requested to participate in the survey. Data collection was done over a period of one month. Out of 130 questionnaires distributed only a total of 115 completed questionnaires were collected back. However, there were some 15 unfilled questionnaires which were illegible and removed. So, finally, 100 complete questionnaires were considered for the analysis.

Sample Profile

The sample consisted of 34 percent females and 66 percent males. The sample consisted of a large group of male population as the sample was drawn from mostly from the marketing, production and allied departments. The age profile of the respondents was mostly middle aged where 42 percent respondents belonged to the age group of 41-and above, 13 percent belonged to the age group of 36-40 years, 17 percent belonged to the age group of 31 to 35 years, 21 percent belonged to the age group of 26 to 30 years and 7 of them were in their age group of 20 to 25 years. Most of the respondents were graduates and consisted of 44 percent of the respondent base, 42 percent were post graduate, 7 percent were professionally qualified and the other 7 percent were high school pass. Majority of the respondents i.e. 48 percent possessed an experience of more than 10 years, 19 percent contained an experience of 5 to 7 years, 16 percent had an experience of 8 to 10 years, 13 percent respondents had an experience of 2 to 4 years and 4 percent employees had an experience of 0 to 1 year. (See table I for details)

Findings and Discussion

To understand applicability of quality of work life measures, Work engagement measures, Job Satisfaction measures and Organizational performance measures, exploratory factor analysis was run on the scales. Factor analysis identifies relevant factors (Churchill et al., 2010). The results of factor analysis for Quality of work life revealed three factors. The factors were similar to the original scale and labelled as Social Integration, Social Relevance and work occupy. Work Engagement revealed two important factors like Absorption and Vigor and

dedication. Similarly Job Satisfaction and Organizational Performance scale had factor loadings > 0.5. Thus, most of the factors had factor loadings > 0.5 and were able to meet Nunnally's (1967) desired score for scale development (Table II).

Confirmatory Factor Analysis (CFA) using SEM is used very widely for refining and testing other sub-dimensions of construct validity (Graver and Mentzer, 1999). Table IV gives the results of reliability test and CFA and the values are all within the threshold levels prescribed by Hair et al. (2006). CFA indicated that all factor loadings and corresponding t-values were statistically significant ($p < 0.001$) and provided support for convergent validity. Cronbach Alpha values for scales ranged 0.724 to 0.845 (See Tables III-IV). Chi-square significance level (p) for all factors is 0.000. Goodness of fit indices were within the acceptable range (Hair et al., 1995). These outcomes confirmed the adequacy of the analysis. Following this procedure, a structural model was established in which the relationship between the identified factors could be tested as input variables. The objective of the research was to examine the relationship between Quality of work life measures, Work engagement, Job satisfaction and Organizational performance.

Structural Equation Model Analysis

SEM enables the estimation of a series of separate, but interdependent, multiple regression equations simultaneously by specifying the structural model used by the statistical program (Hair et al., 2006). SEM provides information about the hypothesized impact both, directly from one variable to another and via other variables positioned between the other two. The dimensions obtained through the validation process were carried forward as independent variables of the proposed model. In the model, relationships between all the factors obtained from the factor analysis were considered independently. The analysis enabled causal relationships that existed between dimensions to be assessed. Standardized residual values for the model were less than .05 and suggested a good model fit. The chi square represented a significance level ($\chi^2 = 2.588$; $p = .000$) below the threshold of 0.05. Regarding goodness of fit parameters, the Comparative Fit Index (CFI), and the Goodness of Fit Index (GFI) of 0.829 (>0.90), implied strong unidimensionality (Hair et al., 1995). The Root Mean Square Error of Approximation (RMSEA) takes into account the error of approximation in the model (Byrne, 2010). This fit index ranges from 0.05 to 0.08 indicating good fit. In the current study RMSEA = 0.127, GFI= 0.993, TLI= 0.781, and CFI = 0.990 (>0.90). These fit indices suggested good fit for the model to the data.

Causal relationship findings

Based on standardized path coefficients and significance levels, the hypothesized relationship that there is a positive relationship between Usage of capacity and Social Integration and Job Satisfaction is significant. ($\beta = 0.234$, $p < 0.05$) the standardized path coefficients are significant **H1 is thus accepted**. The second Hypotheses states

that there is a significant and positive relationship between Usage of capacity and Social Integration and organizational performance. The standardized path coefficients and significance levels are significant. ($\beta = 0.310$, $p < 0.05$). **H2 Hypotheses also holds true and so is accepted**. The third hypotheses is there is a significant and positive relationship between Social Relevance of work life and Job Satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.308$, $p < 0.05$). Thus, **Hypotheses H3 is accepted**. The fourth hypotheses states that there is a significant and positive relationship between Social Relevance of work life and Organizational Performance. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.105$, $p > 0.05$). Thus, **Hypotheses H4 is rejected**.

The fifth hypotheses states that there is a significant and positive relationship between Work occupation and Job satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.299$, $p < 0.05$). Thus, **Hypotheses H5 is accepted**. The sixth hypotheses states that there is a significant and positive relationship between Work occupation and organizational performance. The standardized path coefficients and significance levels are significant. ($\beta = 0.217$, $p < 0.05$). Thus, **Hypotheses H6 is accepted**. The seventh hypotheses states that there is a significant and positive relationship between Vigour and Dedication and Job satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.477$, $p < 0.05$). Thus, **Hypotheses H7 is accepted**. The eighth hypotheses states that there is a significant and positive relationship between Vigour and Dedication and Organizational Performance. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.037$, $p > 0.05$). Thus, **Hypotheses H8 is rejected**. The ninth hypotheses states that there is a significant and positive relationship between Absorption and Job satisfaction. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.053$, $p > 0.05$). Thus, **Hypotheses H9 is rejected**. The tenth hypotheses states that there is a significant and positive relationship between Absorption and Organizational Performance. The standardized path coefficients and significance levels are insignificant. ($\beta = -0.020$, $p > 0.05$). Thus, **Hypotheses H10 is rejected. (Hypotheses Summary in Table VI).**

Discussion

The previous research studies on quality of work life measures and Organizational performance signify a significant and positive relationship. Social Integration is an important Quality of work life measure. In this research study it shows a positive and significant relationship in line with the previous researches. As employees work within the framework of social organizations, the nature of personal relationships becomes an important dimension. The employee self-identity and self esteem is influenced by attributes like being treated as equals at work place, the absence of stratification due to organizational hierarchy, the prevalence of equal opportunity for everyone, having supportive primary group, sense of community and interpersonal

openness. When the feeling of Social Integration is imbibed at workplace, automatically Job satisfaction prevails which further leads to Organizational Performance.

The previous studies posit, a positive significant relationship of Social Relevance with Job satisfaction and Organizational performance. In the present study the relationship between social relevance which is a construct of quality of work life measure is positive and significant whereas the relationship with Organizational performance is not significant. Being socially relevant means playing a socially beneficial role. Organizations which are seen as acting in a responsible manner in terms of products that they manufacture, their marketing techniques, waste disposal techniques, employment techniques etc. not only bring a lot of self-esteem to the employees but also bring a lot of Job satisfaction. However, these feelings of pride can be transformed in terms of enhanced organizational performance.

Previous studies have also posited a strong positive relationship of work occupy with Job satisfaction and Organizational Performance. In the present study the researcher has acquired the same result. We all understand that Individual's work experience has a positive or negative effect on other aspects of his life. When an employee has prolonged periods of working overtime, it can seriously affect his family life. Or when an employee is transferred from one location to the other, there are psychological and social costs borne by family members. Family is uprooted from a network of friends, acquaintances and local affiliations. Work occupy has been negatively coded over here by asking statements like "My workload takes away my leisure time also". To which the respondents replied in negative. Thus, there should be optimum work allocation to the employees by allowing them to have a free time in the evenings with family or where they can pursue a hobby or interest of their own, which leaves them recharged and rejuvenated for the next day. This can fuel better productivity the next day.

The other constructs of the study are vigor and dedication which are important constructs of work engagement. Vigor refers to high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge at work. Previous studies depict a strong positive relationship of vigor, dedication with Job satisfaction and Organizational performance. In the present study, the hypotheses of strong relationship with Job satisfaction is supported, but with organizational performance is not supported. In order to attain organizational performance, it is imperative to be enthusiastic about the work and take pride in doing it.

Absorption consists of being fully concentrated, happy, and deeply engrossed in one's work whereby time passes quickly, and one has difficulty detaching oneself from work. It is an important construct of work engagement. Through literature review we understand that there is a strong

positive relationship between absorption and Job satisfaction as well as organizational performance. In this research study, both the hypotheses are not supported. Through this phenomena we conclude that still a lot needs to be done in terms of training and counselling to reach the superlative peaks of employee performance where he gets deeply engrossed in work.

Managerial Implications and Limitations

These findings are very meaningful for decision makers and researchers. It depicts that organizations can enhance employee Job satisfaction and organizational performance through involving themselves in social activities for instance, identifying needs of the community and fulfilling them, working for better environment, involving in employee welfare, producing quality products for customers and complying with government rules and regulations and working within legal ambiance. All these activities significantly and positively influences employee commitment with organizations and improve organizational performance. This study provides important information to decision makers involved in designing employee related policies for uplifting their moral and motivate them to remain loyal, committed with their organization and work hard for the uplifting of organization.

The major limitation of the study is since it has a smaller sample size, it cannot be generalized for the masses. There is a scope for further studies by not only increasing the sample size but also adding more variables to the study like employee empowerment and Organizational commitment.

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Table I: Sample profile of the study

Variable	Categories	Frequency	%
Gender	Male	66	66
	Female	34	34
Age	20-25 yrs	7	7
	26-30 yrs	21	21
	31-35 yrs	17	17
	36-40 yrs	13	13
	41 and above	42	42
Education	High School	7	7
	Graduate	44	44
	Post-Graduate	42	42
	Professionally qualified	7	7
Experience	0-1 yrs	4	4
	2-4 yrs	13	13
	5-7 yrs	19	19
	8- 10 yrs	16	16
	More than 10 yrs	48	48

Table II: Communalities

	Initial	Extraction
C1	1.000	.785
C2	1.000	.747
C3	1.000	.811
C4	1.000	.667
WC1	1.000	.733
WC2	1.000	.691
WC3	1.000	.628
WC4	1.000	.768
SR1	1.000	.659
SR2	1.000	.759
SR3	1.000	.758
SR4	1.000	.655
CO1	1.000	.726
CO2	1.000	.773
CO3	1.000	.773
WO1	1.000	.657
WO2	1.000	.752
WO3	1.000	.774
SI1	1.000	.645
SI2	1.000	.818
SI3	1.000	.769
A1	1.000	.714
A2	1.000	.772
A3	1.000	.754
A4	1.000	.686
A5	1.000	.648
VD1	1.000	.785
VD2	1.000	.762
VD3	1.000	.645
VD4	1.000	.682
VD5	1.000	.725
VD6	1.000	.763
JS1	1.000	.573
JS2	1.000	.699
JS3	1.000	.625
JS4	1.000	.707
JS5	1.000	.607
JS6	1.000	.726
JS7	1.000	.705
OP1	1.000	.645
OP2	1.000	.758
OP3	1.000	.761
OP4	1.000	.742
OP5	1.000	.736
OP6	1.000	.620
Extraction Method: Principal Component Analysis.		

Shrinkhla Ek Shodhparak Vaicharik Patrika**(Table III) Rotated Component Matrix**

	1	2	3	4	5	6	7
WO1	0.693						
WO2	0.826						
WO3	0.704						
SI1		0.642					
SI2		0.802					
SI3		0.758					
SR1			0.571				
SR2			0.781				
SR3			0.657				
SR4			0.704				
A2				0.773			
A3				0.847			
A4				0.706			
VD4					0.731		
VD5					0.705		
VD6					0.763		
JS6						0.656	
JS7						0.726	
WC1						0.541	
WC2						0.519	
OP2							0.791
OP3							0.839
OP4							0.803
OP5							0.752

(Table IV) Reliability of Scales

Variable	Item	Corrected Item-to-total correlation	Cronbach's α	λ	AVE	Composite Reliability
Social Integration	SI1	0.448	0.786	0.642	0.54	0.78
	SI2	0.744		0.802		
	SI3	0.727		0.758		
Social Relevance	SR1	0.525	0.745	0.571	0.47	0.78
	SR2	0.584		0.781		
	SR3	0.457		0.657		
	SR4	0.607		0.704		
Work Occupy	WO1	0.543	0.759	0.693	0.55	0.79
	WO2	0.673		0.826		
	WO3	0.563		0.704		
Absorption	A2	0.620	0.776	0.773	0.60	0.82
	A3	0.665		0.847		
	A4	0.563		0.706		
Vigour & Dedication	VD4	0.502	0.724	0.731	0.54	0.78
	VD5	0.563		0.705		
	VD6	0.616		0.763		
Job Satisfaction	JS6	0.470	0.648	0.656	0.38	0.71
	JS7	0.486		0.726		
	WC1	0.328		0.541		
	WC2	0.435		0.519		
Organizational Performance	OP2	0.709	0.845	0.791	0.63	0.87
	OP3	0.671		0.839		
	OP4	0.707		0.803		
	OP5	0.641		0.752		

Extraction Method: Principal Component Analysis

Table V Explanatory Power and Fit Indices of Models

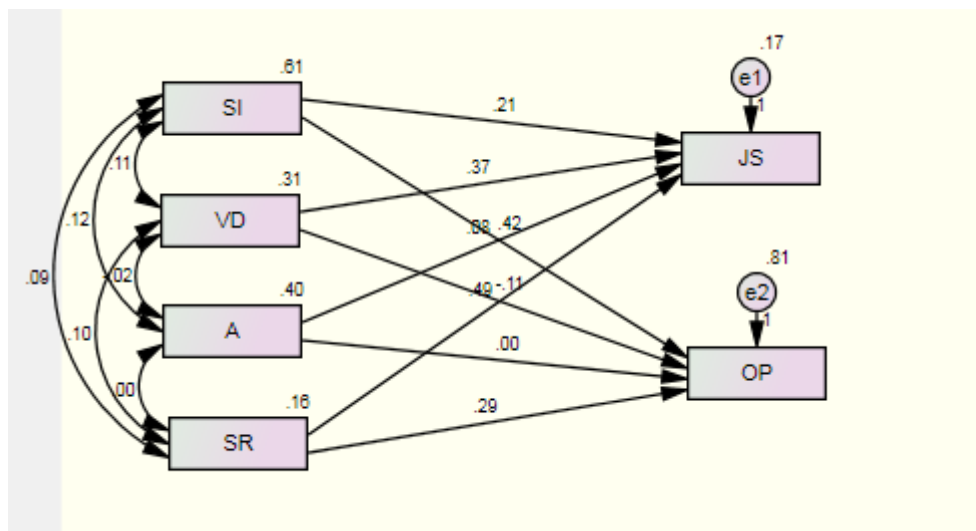
Fit Indices and R2	Recommended Value
X ²	2.588
df	1
X ² /df	2.588
GFI	0.993
CFI	0.990
TLI	0.781
RMSEA	0.127
R ²	20

(Table VI) SEM Results of the Model

Paths	Coefficients (β)	t-Value	Total Effect	Hypothesis Supported
Job Satisfaction-Social Integration	0.234	3.310	0.234	S
Organizational Performance- Social Integration	0.310	3.093	0.310	S
Job Satisfaction-Social Relevance	0.308	4.176	0.308	S
Organizational Performance- Social Relevance	0.105	0.999	0.105	NS
Job Satisfaction-Work Occupy	0.299	4.193	0.299	S
Organizational Performance-Work Occupy	0.217	4.193	0.217	S
Job Satisfaction- Vigour & Dedication	0.477	5.937	0.477	S
Organizational Performance- Vigour & Dedication	0.037	0.323	0.037	NS
Job Satisfaction-Absorption	0.053	0.792	0.053	NS
Organizational Performance- Absorption	-0.020	-0.206	-0.020	NS

Model of the Relationship between QWL, Work Engagement, Job Satisfaction and organizational Performance.

Figure 1: Model Showing the Relationship between Social Integration, Social Relevance, Absorption, Vigor and Dedication, Work Occupy With Job Satisfaction And Organizational Performance



Discriminant Validity

	Social Integration	Social Relevance	Work Occupy	Absorption	Vigour & Dedication	Job Satisfaction	Organizational Performance
Social Integration	0.73						
Social Relevance	0.212	0.68					
Work Occupy	0.026	-0.036	0.74				
Absorption	0.217	0.008	0.101	0.77			
Vigour & Dedication	0.158	0.261	-0.245	0.043	0.73		
Job Satisfaction	0.258	0.270	0.346	0.083	0.346	0.61	
Organizational Performance	0.233	0.108	0.053	0.055	0.053	0.264	0.79