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"INVESTIGATING THE DRIVERS FOR ORGANIZATIONAL PERFORMANCE; A COMPARATIVE STUDY OF A PRIVATE AND PUBLIC ORGANIZATION USING SEM"

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Abstract

Organizational Performance holds the key to financial viability and becoming a world class organization. The extant literature explores the relationship between the Quality of work life and Organizational performance, however based on the data the present study attempts to analyze the relationship between work engagement, quality of work life measures, Organizational Performance further leading to Job Satisfaction. The study also compares the work life balance in a private enterprise and a government sector enterprise in India. The research design is descriptive in nature and sampling technique is convenient sampling. The data was further analyzed using Structure Equation modelling technique to test the hypotheses. The findings suggest a positive and significant relationship between QWL, Work Engagement, and Organizational performance further leading to Job Satisfaction. Finally, conclusion and policy implications are given.

Keywords:

QWL;

Work Engagement;

Organizational Performance;

Job Satisfaction ;

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1. 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, theirsocial 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, Gonza´lez-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 longitivity 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 and compare 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 and a private Organization.

2.0 Review of Literature:

2.1Organizational 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 longetivity in the organization and getting monetary and non-monetary benefits for the employee performance in terms of annual increments and performance bonus.

2.2 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).

2.3 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 initiativeness and self-direction and which brings him a sense of pride and self-worth." (Shahbazi et al., 2013, p. 1556)

As, evident from the previous literature, most QWLstudies 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).

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.

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.

2.4 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, Gonza´lez-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 (Gonza´lez-Roma, Schaufeli, Bakker, & Lloret, in press).

Based on the above literature review, the following hypotheses can be developed for the research Study at the private Organization:

H1: There is a strong and positive relationship between Quality of work life measures and Work Engagement.

H2: There is a strong and positive relationship between Quality of work life measures and Organizational Performance.

H3: There is a strong and positive relationship between Organizational Performance and Work Engagement.

H4: There is a strong and positive relationship between Quality of work life and Constitutionalism.

H5: There is a strong and positive relationship between Quality of work life and Working Conditions.

H6: There is a strong and positive relationship between Quality of work life and Work Occupy.

H7: There is a strong and positive relationship between Quality of work life and Social Relevance.

H8: There is a strong and positive relationship between Quality of work life and Compensation.

H9: There is a strong and positive relationship between Quality of work life and Social Integration.

H10: There is a strong and positive relationship between Work Engagement and Absorption.

H11: There is a strong and positive relationship between Work Engagement and Vigor and Dedication.

H12: There is a strong and positive relationship between Work Engagement and Job Satisfaction.

H13: There is a strong and positive relationship between Organizational Performance and Job Satisfaction.

Based on the above literature review, the following hypotheses can be developed for the research Study at the Government Organization:

H1: There is a strong and positive relationship between Social Integration and Organizational Performance.

H2: There is a strong and positive relationship between Work Occupy and Organizational Performance.

H3: There is a strong and positive relationship between Social Relevance and Organizational Performance.

H4: There is a strong and positive relationship between Working Conditions and Organizational Performance.

H5: There is a strong and positive relationship between Constitutionalism and Organizational Performance.

H6: There is a strong and positive relationship between Absorption and Organizational Performance.

H7: There is a strong a3.0nd positive relationship between Vigor and Dedication and Organizational Performance.

H8: There is a strong and positive relationship between Absorption and Job Satisfaction.

H9: There is a strong and positive relationship between Vigor and dedication and Job Satisfaction.

H10: There is a strong and positive relationship between Organizational Performance and Job Satisfaction.

3.0 Research Methodology:

3.1 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 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.

3.2 Sample:

A self-administered questionnaire was used to collect data from state owned PSU and a private Organization. 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. For the Government Organization out of 150 questionnaires distributed only a total of 130 completed questionnaires were collected back. However, there were some 15 unfilled questionnaires which were illegible and removed. So, finally, 115 complete questionnaires were considered for the analysis. For the private organization, 130 questionnaires were distributed, of which 120 were collected back. There were some 14 incomplete questionnaires which were removed making the total to 106 questionnaires to be finally analyzed.

3.3 Sample Profile of Private Organization:

The sample consisted of 84 percent males and 16 percent females. 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 approx. 40 percent respondents belonged to the age group of 41-and above, 16 percent belonged to the age group of 36-40 years, 22 percent belonged to the age group of 31 to 35 years, 14 percent belonged to the age group of 26 to 30 years and 9 percent of them were in their age group of 20 to 25 years. Most of the respondents were Post graduates and consisted of 45 percent of the respondent base, 38 percent were graduate, 14 percent were professionally qualified and the other 3 percent were high school pass. Majority of the respondent's i.e. approx. 60 percent possessed an experience of more than 10 years, 13 percent contained an experience of 5 to 7 years, 7.5 percent had an experience of 8 to 10 years, 14 percent respondents had an experience

of 2 to 4 years and 5.7 percent employees had an experience of 0 to 1 year. (**See table I for details**)

3.4 Sample Profile of Government Organization:

The sample consisted of 92.2 percent males and approx. 8 percent females. 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 approx. 42 percent respondents belonged to the age group of 41-and above, 32 percent belonged to the age group of 36-40 years, 16 percent belonged to the age group of 31 to 35 years, 8.7 percent belonged to the age group of 26 to 30 years and approx. 3 percent of them were in their age group of 20 to 25 years. Most of the respondents were graduates and consisted of 39 percent of the respondent base, 22 percent were post graduate, 5.2 percent were professionally qualified and the other 33 percent were high school pass. Majority of the respondent's i.e. approx. 53 percent possessed an experience of more than 10 years, 35 percent contained an experience of 8 to 10 years, 6 percent had an experience of 5 to 7 years, 7 percent respondents had an experience of 2 to 4 years and there were none having an experience of 0 to 1 year. (**See table I for details**).

4.0 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, Organizational performance and Job satisfaction.

4.1 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 uni-dimensionality (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 for the Private organization RMSEA = 0.325, GFI= 0.708, TLI= 0.632, and CFI = 0.779 (>0.90) . These fit indices suggested good fit for the model to the data. In the current study for the Government organization RMSEA = 0.396, GFI= 0.760 and CFI = 0.585 (>0.90) . These fit indices suggested good fit for the model to the data.

4.2 Causal relationship findings

For Private Organization:

Based on standardized path coefficients and significance levels, the hypothesized relationship that there is a positive relationship between Quality of work life measures and Work Engagement is significant. (($\beta = 0.844$, $p < 0.05$) the standardized path coefficients are significant **H1 is thus accepted.** The second Hypotheses states that there is a significant and positive relationship between Quality of work life measures and organizational performance. The standardized path coefficients and significance levels are not significant. ($\beta = 0.169$, $p > 0.05$). **H2 Hypotheses does not hold true and so is rejected**. The third hypotheses says that there is a significant and positive relationship between work engagement and Organizational Performance. The standardized path coefficients and significance levels are significant. ($\beta = 0.540$, $p < 0.05$). Thus, **Hypotheses H3 is accepted**. The fourth hypotheses states that there is a significant and positive relationship between constitutionalism and Quality of work life measures. The standardized path coefficients and significance levels are significant. ($\beta = 0.903$, $p < 0.05$). Thus, **Hypotheses H4 is accepted**.The fifth hypotheses states that there is a significant and positive relationship between working conditions and Quality of work life measures. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.977$, $p > 0.05$). Thus, **Hypotheses H5 is rejected**. The sixth hypotheses states that there is a significant and positive relationship between Work Occupy and Quality of work life measures. The standardized path coefficients and significance levels are significant. ($\beta = 0.077$, $p < 0.05$). Thus, **Hypotheses H6 is accepted**. The seventh hypotheses states that there is a significant and positive relationship between Social Relevance and Quality of work life measures. The standardized path coefficients and significance levels are significant. ($\beta = 0.945$, $p < 0.05$). Thus, **Hypotheses H7 is accepted.** The eighth hypotheses that there is a significant and positive relationship between compensation and quality of work life measures. The standardized path coefficients and significance levels are significant. ($\beta = 0.363$, $p < 0.05$). Thus, **Hypotheses H8 is accepted.** The ninth hypotheses states that there is a significant and positive relationship between Social Integration and quality of work life measures. The standardized path coefficients and significance levels are significant. ($\beta = 0.820$, $p < 0.05$). Thus, **Hypotheses H9 is accepted.** The tenth hypotheses states that there is a significant and positive relationship between Work Engagement and Absorption. The standardized path coefficients and significance levels are significant. ($\beta = 0.913$, $p < 0.05$). Thus,

Hypotheses H10 is accepted. The eleventh hypotheses states that there is a significant and positive relationship between Work Engagement and Vigor and dedication. The standardized path coefficients and significance levels are significant. ($\beta = 0.974$, $p < 0.05$). Thus, **Hypotheses H11is accepted.** The twelfth hypotheses states that there is a significant and positive relationship between Work Engagement and Job satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.540$, $p < 0.05$). Thus, **Hypotheses H12is accepted.** The thirteenth hypotheses states that there is a significant and positive relationship between Organizational Performance and Job satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.475$, $p < 0.05$). Thus, **Hypotheses H13is accepted. (Hypotheses Summary in Table VI).**

For Government Organization:

Based on standardized path coefficients and significance levels, the hypothesized relationship that there is a positive relationship between Social Integration and Organizational Performance is insignificant. (($\beta = -0.188$, $p < 0.05$) the standardized path coefficients are significant **H1 is thus accepted.** The second Hypotheses states that there is a significant and positive relationship between Work Occupy and organizational performance. The standardized path coefficients and significance levels are insignificant. ($\beta = -0.397$, $p < 0.05$). **H2 is thus accepted**. The third hypotheses says that there is a significant and positive relationship between Social Relevance and Organizational Performance. The standardized path coefficients and significance levels are significant. ($\beta = -0.328$, $p < 0.05$). Thus, **Hypotheses H3 is accepted**. The fourth hypotheses states that there is a significant and positive relationship between Working Conditions and Organizational Performance. The standardized path coefficients and significance levels are significant. ($\beta = 0.194$, $p < 0.05$). Thus, **Hypotheses H4 is accepted**. The fifth hypotheses states that there is a significant and positive relationship between constitutionalism and Organizational Performance. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.238$, $p < 0.05$). Thus, **Hypotheses H5 is accepted**. The sixth hypotheses states that there is a significant and positive relationship between Absorption and Organizational Performance. The standardized path coefficients and significance levels are significant. ($\beta = -0.617$, $p < 0.05$). Thus, **Hypotheses H6 is accepted**. The seventh hypotheses states that there is a significant and positive relationship between Vigor and Dedication and Organizational

Performance. The standardized path coefficients and significance levels are significant. (β = 0.863, $p < 0.05$). Thus, **Hypotheses H7 is accepted.** The eighth hypotheses that there is a significant and positive relationship between Absorption and Job Satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.815$, $p < 0.05$). Thus, **Hypotheses H8 is accepted.** The ninth hypotheses states that there is a significant and positive relationship between Vigor and Dedication and Job Satisfaction. The standardized path coefficients and significance levels are insignificant. ($\beta = 0.080$, $p > 0.05$). Thus, **Hypotheses H9 is rejected.** The tenth hypotheses states that there is a significant and positive relationship between Organizational Performance and Job Satisfaction. The standardized path coefficients and significance levels are significant. ($\beta = 0.339$, $p < 0.05$). Thus, **Hypotheses H10 is accepted. (Hypotheses Summary in Table VI).**

5.0 Discussion and Conclusions

The findings of the study show how the Government employees are significantly less satisfied with their Quality of work life experiences as compared to their counterparts in the private sector. This result is also supported by Ron Cacioppe and Mock (1984) study. The public sector employees strongly believed in staying committed and putting their hundred percent effort towards organizational goals. This can be seen from the high β value (0.815) to the hypotheses Vigour and dedication towards Organizational Performance. The employees felt a sense of pride to be associated with the Government Organization and felt enthusiastic in discharging their duties. From the analysis, it can be inferred that the employees working for the private sector, valued Social Integration and Social Relevance. By Social Integration we mean, the overall commitment of employees towards accomplishing the Organizational goals. Social Relevance, means that the employees highly value the Brand image of the Organization, value the quality consciousness of the Organization, and how it discharges its community services.

Most of the employees working in the Government sector and the Private sector were satisfied with the constitutional approach of the organization, in terms of protecting their employee rights, freedom of expression at work place, and the norms and rules followed at work place. Constitutional approach is an important constituent for healthy quality of work life.

The study also highlights that the working conditions at the private organizations are far better as compared to the government sector. The working conditions are perceived very important by the employees of both the sectors. There is a high positive association between a healthy work environment, good infrastructure facilities, balanced workload distribution, and appropriate arrangement for the safety and security of the employees of the Organization.

As far as compensation is concerned, the private sector employees fair better than the Government sector employees. There is a strong positive association noticed between compensation and quality of work life. When employees are engaged there is congruence between employee career goals and Organizational goals. Work engagement leads to better Job performance Tomic and Tomic, (2010). The Job demand and resources model refers to the physical, social and Organizational aspects of the Job. According to Job demands and resources model, Job resources play an important role in the development of Work Engagement, achieving the defined goals, reducing the Job demands and providing opportunity for personal growth and learning.

Thus Work engagement has positive consequences on Organizational performance which is driven by dedication, better work task performance, initiative and innovative behaviour. A positive β value shows that the increase in independent variable i.e. QWL leads to increase in work engagement. Thus, we conclude that quality of work life affects Work Engagement positively.

We also conclude, that there is a strong positive relationship between Work engagement and Job Satisfaction. And between Organizational Performance and Job Satisfction.

This study is a first of its kind in terms of exploring the relationship between the Quality of work life, Job satisfaction, Work Engagement and Organizational Performance while comparing the data from Private Organization and Government Organization.

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Details of Analysis of a Private Organization

Table I: Sample profile of the study

Variable	Categories	Frequency	%
Gender	Male	89	84
	Female	17	16
Age	20-25 yrs	9	8.5
	26-30 yrs	14	13.2
	31-35 yrs	24	22.6
	36-40 yrs	17	16
	41 and above	42	39.6
Education	High School	4	3.8
	Graduate	40	37.7
	Post-Graduate	48	45.3
	Professionally qualified	14	13.2
Experience	0-1 yrs	6	5.7
	2-4 yrs	15	14.2
	5-7 yrs	14	13.2
	8- 10 yrs	8	7.5
	More than 10 yrs	63	59.4

(Table III) Rotated Component Matrix

	1	2	3	4	5	6	7	8	9	10
RWO 1	0.827									
RWO 2	0.778									
RWO 3	0.868									
WC3		0.792								
WC4		0.679								
SR1			0.78							
SR2			0.796							
SR4			0.75							
SI2				0.754						
C2					0.616					
C3					0.725					
C4					0.632					
CO1						0.817				
CO2						0.827				
CO3						0.789				
OP1							0.728			
OP3							0.756			
OP4							0.724			
OP5							0.673			
OP6							0.762			
JS2								0.84		
JS7								0.683		
A2									0.625	
A3									0.715	

A4									0.77	
VD1										0.746
VD2										0.693
VD4										0.786
VD5										0.605
VD6										0.768

(Table IV) Reliability of scales

Variable	**Item**	**Corrected Item-to-total correlation**	**Cronbach's α**	**λ**	**AVE**	**Composite Reliability**
Work Occupy	**RWO1**	0.583	0.813	0.827	0.68	0.86
	RWO2	0.660		0.778		
	RWO3	0.755		0.868		
Working Conditions	**WC3**	0.372	0.532	0.792	0.54	0.70
	WC4	0.372		0.679		
Compensation	**CO1**	0.806	0.903	0.817	0.66	0.85
	CO2	0.797		0.827		
	CO3	0.819		0.789		
Social Relevance	**SR1**	0.774	0.879	0.78	0.60	0.82
	SR2	0.790		0.796		
	SR4	0.736		0.75		
Social Integration	**SI2**	0.695	0.820	0.754	0.57	0.57
Constitutionalism	**C2**	0.602	0.782	0.616	0.43	0.70
	C3	0.574		0.725		
	C4	0.694		0.632		
Organizational Performance	**OP1**	0.256	0.801	0.728	0.53	0.85
	OP3	0.686		0.756		

	OP4	0.726		0.724		
	OP5	0.648		0.673		
	OP6	0.698		0.762		
Job Satisfaction	**JS2**	0.299	0.458	0.84	0.59	0.74
	JS7	0.299		0.683		
Absorption	**A2**	0.501	0.700	0.625	0.50	0.75
	A3	0.515		0.715		
	A4	0.549		0.77		
Vigor and Dedication	**VD1**	0.785	0.912	0.746	0.52	0.84
	VD2	0.792		0.693		
	VD4	0.771		0.786		
	VD5	0.735		0.605		
	VD6	0.813		0.768		

(Table V)

Explanatory power and fit indices of models.

Fit Indices and R2	**Recommended Value**
X^2	325.82
df	27
X^2/df	12.068
GFI	0.708
CFI	0.779
TLI	0.632
RMSEA	0.325

(Table VI) SEM Results of the Model

Paths	Coefficients (β)	t-Value	Direct Effects	Indirect Effects	Total Effect	Hypothesis Supported
QWL-WE	0.844	10.875	0.844	-	0.844	**S**
QWL-OP	0.169	1.161	0.169	0.456	0.625	**NS**
OP-WE	0.540	3.638	0.540	-	0.540	**S**
QWL-Constitutionalism	0.903	-	0.903	-	0.903	**S**
QWL- Working Conditions	0.977	18.979	0.977	-	0.977	**NS**
QWL-Work Occupy	0.077	0.755	0.077	-	0.077	**S**
QWL-Social Relevance	0.945	17.060	0.945	-	0.945	**S**
QWL-Compensation	0.363	3.874	0.363	-	0.363	**S**
QWL-Social Integration	0.820	10.541	0.820	-	0.820	**S**
WE-Absorption	0.913	-	0.913	-	0.913	**S**
WE-Vigor and Dedication	0.974	18.698	0.974	-	0.974	**S**
WE-Job satisfaction	0.540	9.380	0.540	0.256	0.796	**S**
OP-Job Satisfaction	0.475	8.986	0.475	-	0.475	**S**

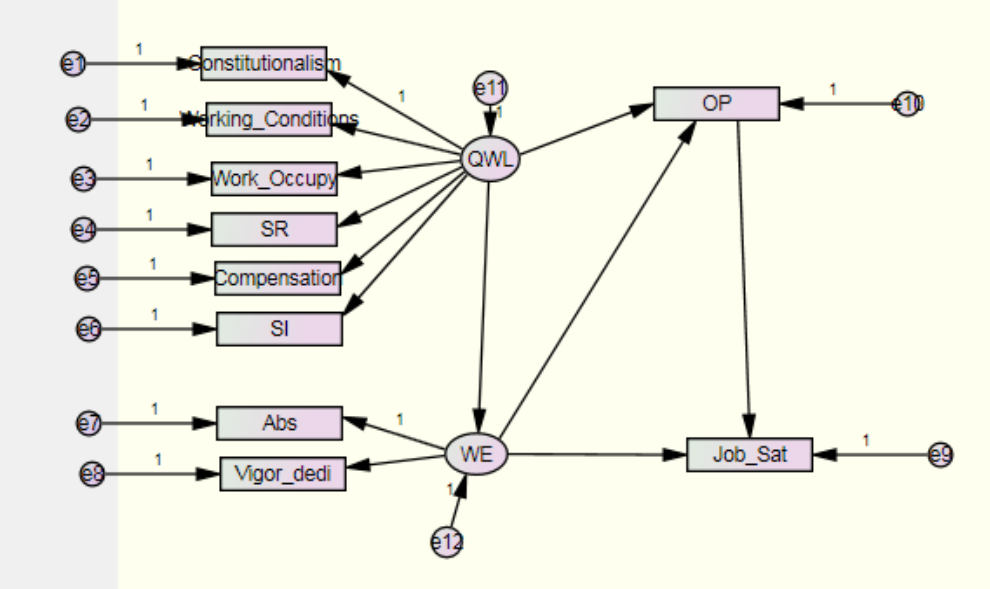

Figure 1: Model showing the relationship between Quality of work life measures, Work engagement, Organizational Performance And Job Satisfaction

Details of Analysis of a Government Organization

Table I: Sample profile of the study

Variable	Categories	Frequency	%
Gender	Male	106	92.2
	Female	9	7.8
Age	20-25 yrs	3	2.6
	26-30 yrs	10	8.7
	31-35 yrs	18	15.7
	36-40 yrs	36	31.3
	41 and above	48	41.7
Education	High School	39	33.9
	Graduate	44	38.9
	Post-Graduate	26	22
	Professionally qualified	6	5.2

Experience	0-1 yrs	-	-
	2-4 yrs	8	7.0
	5-7 yrs	7	6.1
	8- 10 yrs	40	34.8
	More than 10 yrs	60	52.2

(Table III) Rotated Component Matrix

	1	2	3	4	5	6	7	8	9
RWO 1	0.925								
RWO 2	0.95								
RWO 3	0.877								
WC1		0.658							
WC2		0.789							
WC3		0.724							
SR1			0.688						
SR2			0.812						
SR3			0.886						
SR4			0.846						
SI1				0.849					
SI3				0.864					

C1					0.43				
C4					0.826				
OP4						0.831			
OP5						0.83			
JS1							0.55		
JS2							0.536		
JS3							0.634		
JS4							0.736		
JS6							0.641		
JS7							0.72		
A1								0.737	
A2								0.774	
A3								0.793	
A4								0.814	
A5								0.552	
VD1									0.809
VD2									0.466
VD3									0.76
VD4									0.746

(Table IV) Reliability of scales

Variable	**Item**	**Corrected Item-to-total correlation**	**Cronbach's α**	**λ**	**AVE**	**Composite Reliability**
Work Occupy	**RWO1**	0.883	0.952	0.925	0.88	0.96
	RWO2	0.942		0.95		
	RWO3	0.911		0.877		
Working Conditions	**WC1**	0.485	0.734	0.658	0.53	0.77
	WC2	0.568		0.789		

	WC3	0.629		0.724		
Social Relevance	**SR1**	0.590	0.879	0.688	0.66	0.88
	SR2	0.742		0.812		
	SR3	0.822		0.886		
	SR4	0.821		0.846		
Social Integration	**SI1**	0.760	0.863	0.849	0.73	0.85
	SI2	0.760		0.864		
Constitutionalism	**C1**	0.178	0.290	0.43	0.43	0.58
	C4	0.178		0.826		
Organizational Performance	**OP4**	0.675	0.748	0.831	0.69	0.82
	OP5	0.675		0.83		
Job Satisfaction	**JS1**	0.269	0.455	0.55	0.41	0.80
	JS2	0.085		0.536		
	JS3	0.403		0.634		
	JS4	0.250		0.736		
	JS6	0.235		0.641		
	JS7	0.388		0.72		
Absorption	**A1**	0.575	0.744	0.737	0.55	0.86
	A2	0.507		0.774		
	A3	0.666		0.793		
	A4	0.503		0.814		
	A5	0.333		0.552		
Vigor and Dedication	**VD1**	0.344	0.354	0.809	0.50	0.80
	VD2	0.301		0.466		
	VD3	0.020		0.76		
	VD4	0.141		0.746		

(Table V)

Explanatory power and fit indices of models.

Fit Indices and R2	**Recommended Value**
X^2	339.73
df	18
X^2/df	18.874
GFI	0.760
CFI	0.585
RMSEA	0.396

(Table VI) SEM Results of the Model

Paths	**Coefficients (β)**	**t-Value**	**Direct Effects**	**Indirect Effects**	**Total Effect**	**Hypothesis Supported**
Social Integration – Organizational performance	-0.188	-8.081	-0.188	-	-0.188	**S**
Work Occupy-Organizational Performance	-0.397	-16.507	-0.397	-	-0.397	**S**
Social Relevance-Organizational Performance	-0.328	-13.267	-0.328	-	-0.328	**S**
Working Conditions-Organizational Performance	0.194	7.259	0.194	-	0.194	**S**
Constitutionalism-Organizational Performance	0.238	9.036	0.238	-	0.238	**S**

Absorption-Organizational Performance	-0.617	-22.373	-0.617	-	-0.617	**S**
Vigor and Dedication-Organizational Performance	0.863	31.276	0.863	-	0.863	**S**
Absorption-Job Satisfaction	0.815	13.944	0.815	-0.209	0.606	**S**
Vigor and Dedication-Job Satisfaction	0.080	1.188	0.080	0.292	0.372	**NS**
Organizational Performance-Job Satisfaction	0.339	6.222	0.339	-	0.339	**S**

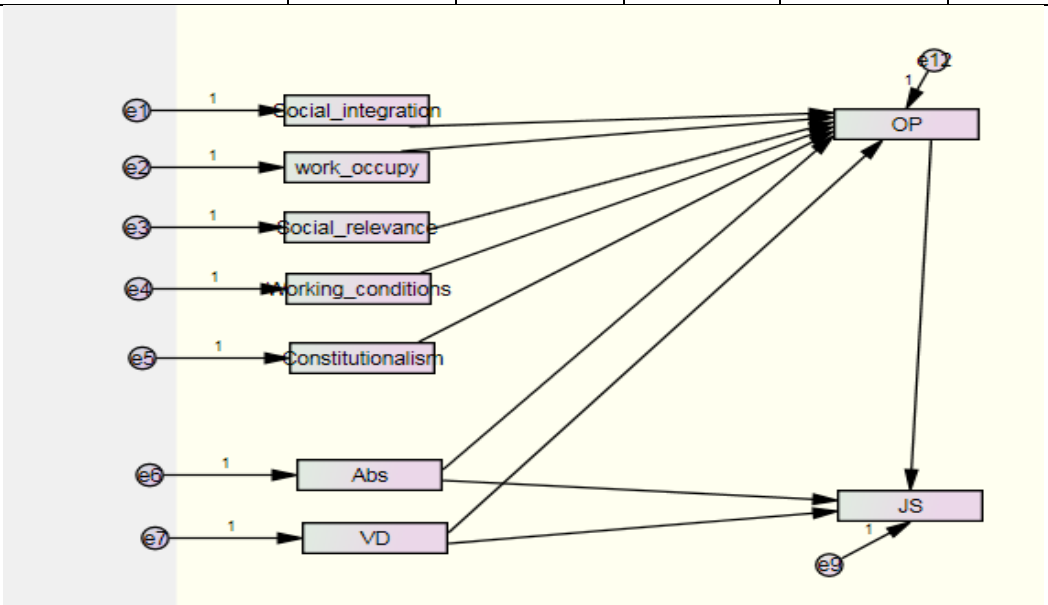

Figure 1: Model showing the relationship between quality of work life measures, Work engagement, Organizational Performance And Job Satisfaction