

THE STUDY OF “INFLUENCE OF ORGANIZATION’S WELLBEING INITIATIVES ON STAFF COMMITMENT” SPECIAL REFERENCE TO A SELECTED STATE UNIVERSITY”

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ABSTRACT

In the twenty first century every organizations are operating in a very competitive environment. So, Higher Education Institution’s environment (University) is very competitive. In this situation, operational level employee’s job involvement is very important factor for Higher Education Institution’s. Therefore, the aim of this study is to analyze the levels of quality of work life, employee well-being and job involvement at a selected University.

This study attempts to find out the relationships among quality of work life, employee well-being and job involvement of the University, where the quality of work life and employee well-being are independent variables, while the job involvement is the dependent variable. Structured questionnaire is used to collect the data for this study and general information include in part one and research information include in part two. The population of the study is about 310 operational level employees in the University and primary data that will be used for the study of operational level employees who are working using stratified random sampling. The collecting data will be analyzed using unilabiate and bivariate analysis. In accordance with literature review and existing findings, there are literature and empirical knowledge gaps regarding the relationships among quality of work life, employee well – being and job involvement of the Industries. This study will be conducted to fill these gaps at the Eastern University, Sri Lanka.

Keywords: Quality of work life, fair and appropriate salary, working conditions, employee’s capacity at work, Opportunities at work, employee well-being and Job involvement.

1.0 INTRODUCTION

1.0 Background of the study

Human resources are certainly the most fundamental and strategic resources of any organizations. The success of an organizational system depends upon their efficient and utilization. To face the challenges posed by efficient utilization of human resources, it essential to recognize a number of related constructs and tools, and to gain skills to use them efficiently. Nowadays, the efficiency and quality of working life are considered to be the most dominant factors affecting the organizational function. In fact, special attention currently paid to the quality of working life reflects the importance attributed to this aspect. It seems that a remarkable number of the employees are not satisfied with their current jobs and are thus,

looking for better occupations. In recent years, quality of working life obtains more attention in human resources management.

Quality of work life has been defined by many researchers in different ways, such as quality of work and employment quality. It is very significant in the context of commitment to work motivation and job performance. It is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization. Managerial expectations are strongly linked with the organizational quality of work life and it is a way to facilitate the gratification of human needs and goal achievement.

The other independent variable is used in this study is employee well-being. Guest and Conway (2004), define well-being in terms of six constructs including: a manageable workload; personal control over the job; support from colleagues and supervisors; positive relationships at work; a reasonably clear role and a sense of control of involvement in changes in the organization. In some cases, wellbeing is also defined in terms of strain. (Le, Matheny, & Kolt, 2003). Employee wellbeing directly affects how employees think and feel about their job and organization. In the best organizations, the employees do not see their work as a source of unhappiness of constant conflict with what they want to pursue or enjoy. The workplace can provide many positive factors to enhance employee wellbeing in terms of satisfaction and happiness. Not only that, when enhance the employee wellbeing, satisfied and happy employees are more likely to trust their supervisors, comply with company rules and regulations, provide suggestions to improve the organization, help their co-workers and work cooperatively as a team to achieve organization goals. At the same time, we can see employees, who dissatisfaction and unhappy, are also more likely to be disengaged, absent without valid reasons, cynical, non-cooperative and more likely to engage in counter-productive behavior. According to the above factors we can clear that positive employee wellbeing is an important asset to organizations.

In the recent years, job involvement is concerned as a positive variable in psychology. Job involvement is a descriptive belief of the present job and tends to be a function of how much the job can satisfy one's present needs (Kanungo R. N., 1982). The concept of job involvement was first introduced by Lodahl and Kejiner in 1965. Job Involvement recently introduced into the field of organizational behavioral sciences is defined as consideration of one's work as the representative of one's character, and refers to a degree to which a person believes his job to represent his personality, and his occupational efficiency to account for his prestige and credit (Allport, 1943). Job Involvement signifies a degree to which the person gets involved in his work with fixation, conformity and loyalty, and to which he tries to do his best for the fulfillment of the previously accepted occupational goals.

Generally the increase in the job involvement of employees has always been significant to all employers, who have thus tried to identify factors influencing the job involvement of the working population. Employee involvement at quality of work life programs has an impact in a good way on organizational relations. Studies indicate that implementation of these programs reduce rates of employee complaints, reduce rates of absenteeism, reduce the disciplinary Code, increase positive attitudes of employees and increase their participation. Job involvement of employees is a significant component or factor to be studied among the employees in certain organizations to reduce the negative consequences. Hence, the current study focus mainly on

studying the interrelationships between the concepts; quality of work life, employee well-being and job involvement in the University.

1.2 Problem Statement

Now a days it is seen in the University system outcome of the university administration standards are going down when comparing among the Universities in Sri Lanka and world universities in the recent past. It is identified, the application of administrative function defects on the work involvement problem from the operations staff. Human beings are highly associated with emotion and intelligence. Therefore, there requirement to fulfill human need hierarchy is a rather important aspect especially on satisfaction and motivation. Ironically by providing quality of work life and employee wellbeing organizations are keen on tapping employee's job involvement. Job involvement by an employee is seen an indicator of high performance and an organization's return on investment. Enhancing the level of quality of work life and employee wellbeing have a financial and greater impact on organization. And also there are other many factors which affect to the job involvement. Such as organizational commitment emotional supervisor support, family responsive culture job satisfaction job stress etc. in this study it focus on quality of work life and employee wellbeing which related to the job involvement.

Not only that, the organization are facing some common problems such as the reduction in quality of work done by the employees fail in the positions or the rank captured by the organization already and employee's poor an irregular attendance to work are some consid1.3erable issues emerged in University sector. There are many researchers done regarding the relationship between quality of work life and job involvement to different industries, and also not many researchers have done based on the relationship between employee wellbeing and job involvement in the University. So there is a research gap regarding these concepts in the literature. In Sri Lankan context the quality of work life employees wellbeing and job involvement are very important factors when employees are focusing on their career. Based on the above factors there is a need to investigate the relationship among the quality of work life employee wellbeing at the Eastern University, Sri Lanka.

1.3 Research Objectives

1. To investigate the levels of quality of work life employee wellbeing and job involvement of operational level employees of EUSL
2. To investigate the relationship between quality of work life and job involvement of operational level employees of EUSL
3. To investigate the relationship between employee wellbeing and job involvement of operational employees of EUSL

1.4 Signification of the study

Quality of work life and employee wellbeing play an important role in the job. Involvement of employees. An attractive benefit system of work life helps to attract satisfy and retain worthwhile employees within the organization. Today job market has become more competitive and as a result of that employee attraction, satisfaction and retention mostly relied on quality of work life and employee wellbeing. Therefore if a company can provide a

comprehensive benefit systems to employee's work life as result of that they become more satisfied and motivated towards their job. Ultimately having satisfied workforce, a company would gain maximum contribution towards achievements of organizational objectives. Therefore quality of work life and employee wellbeing is very valuable things for making employee job involvement.

There are certain problems prevailing such as high rate of employee turnover, absents high level of employee dissatisfaction about their jobs. Therefore this research attempt to find out whether the employees are job involvement with quality of work life and employee wellbeing or not and whether is there any improvement of job involvement as a result of quality of work life and employee wellbeing.

This research will contribute to numerous benefit in terms of theoretical, management as well as academic perceptive. In terms of theoretical this research will help other individual to prove the theory and also support the future research, generates good ideas and also provide better understandings. Research will help to the management to take decision related with human resources.

1.5 Limitation of the Study

Despite the interesting findings in this study, a number of limitations should be acknowledged. First of all, data will only be obtained in the EUSL in a quite small sample (N=310). Due to this fact, the extents to which the results can be generalized are limited. On the other hand the study is limited to one sector and one category of employees. Another limitation is the use of cross- sectional design in the study. The data is gathered at one time point and therefore no conclusion can be taken about causal relations. Also the study used only the quantitative approach, using qualitative research approach as interviews and observations will be effective together more explanation regarding the objectives of the study. And also scale is going to be used to measure the research questions will be five point Likert's scale

2.0 LITERATURE REVIEW

2.1 Quality of Work Life

The term quality of work life was introduced by Loius Davis. The first International quality of work life conference was held in Toronto in 1972. The International Council for quality of work life was established in 1972. It has always been up in studying organizational behavior. It is evident from the history that direct studies on quality of work life started pouring in after the first paper presentation by Davis in 1972 at Arden House, US and thereafter there was a greater pressure on quality of work life studies as organizations increasingly adopting the philosophy of making the man happy at work for enhancing their motivation and will to work.

In present scenario of high technology world, it has become a great concern for management as well as employees. Quality of working life is the most substantial work related behavioural phenomenon which has positive impact on production, work culture and effectiveness of the organization. Really, quality of work life is conceptualized by favourable conditions and workplace environments that support and enhance employee satisfaction by providing them with Other researchers have tried to measure the quality of work life in a variety of settings

using a variety of questionnaires such as job satisfaction, organizational commitment, expatriation, job stress, organizational identification, job involvement, work role ambiguity, conflict, and overload as alternative measures of quality of work (Daud & Normala, 2010).

Quality of work life programmes attempt to address almost every aspect of an employee's working life, many of which are linked to human resources policies and strategies. Quality of work life is often seen from the perspective of the complex psychological needs of the individual to achieve the best experience and performance (Seyed, Masoumeh, & Saied, 2013).

In this regard, quality of work life represents the level of freedom that employees have in ensuring that their job functions match their personal needs and interests. The quality of work life is a program designed to increase employee's satisfaction with their work environment along with their productivity (Carrell & Heavrin, 2009). Quality of work life is a reflection of the way of thinking about people, work and organization involving a concern for employee's wellbeing and organizational effectiveness.

2.2 Employee Wellbeing

Employee wellbeing at work apparently reflects the prevalence of positive emotions and moods of individuals on their job, and in particular the feelings that the work provides the opportunities to develop near potentials into self-actualization (Dod aspects and cognitive domains (Santos, Goncalves, & Gomes, 2013). Moreover (Daly, Huyton, & Sanders, 2012) Employee wellbeing is inclusive of both affect employee wellbeing at work is viewed as a condition perceived to be more than just avoidance of physically ill, but broadly reflective of bio-psycho-social perspectives that includes physical, mental and social health of workers (Tehrani, Humpage, & Willmot 2007), Employee wellbeing is associated with several important work implications like workplace accidents, employee turnover, quality defects, absenteeism, performance and profitability, among others in organizations (Erdogan, Bauer, Truxillo, & Mansfield, 2012).

The independent variable used in this study is wellbeing. (Guest & Conway, 2004) Define wellbeing in terms of six Constructs including: a manageable workload; personal control over the job, support from colleagues and supervisors; positive relationships at work; a reasonably clear role and a sense of control of involvement in changes in the organization. In some cases, wellbeing is also defined in terms of strain. Strain is defined as psychological, physical or behavioural responses to stressors (Le Fevre Matheny, & Kolt, 2003).

These conventional wellbeing concepts referred as living in a state that is some sense good (Warr, Butcher, & Robertson, Activity and Psychological Wellbeing. 2004) and significantly related to overall quality of life (Cummins & Group, 2006). Experienced wellbeing can change slowly over long periods of time or can be transitory during brief periods where a person can feel good in some respects and feel bad in others within the same period of time (Warr, Kahneman, Diener, & Schwarz, 2003). The negative impact of strain upon an employee's efficiency, effectiveness, satisfaction and performance are well-documented. Amongst other Outcomes, strain is manifested in the form of job dissatisfaction, anxiety, depressed mood, headache, coronary heart disease, absenteeism, poor performance and turnover (Cooper, Dewe, & Driscoll, 2001) (Jex, 1998). The purpose of studying wellbeing in the present study is to examine its relationship with organizational commitment. Here we could argue that wellbeing might act as a positive force towards influencing the level of individual commitment

2.3 Job Involvement

Job involvement is an important issue in the field of management and organisational behaviour, as it relates to a range of variables that are themselves related to employee behaviour. This concept has become a catalyst for employees and a key to personal development, satisfaction with the work environment and directing behaviour towards a given goal (Ekmekei, 2011). Job involvement is one of the most important dimensions through which to understand the behaviour of individuals within organizations. It also has been linked to job-related behaviour as well as being a subsequent predictor of job-related outcomes such as intention to leave an organization. Professional commitments and ethical behaviour, psychological ownership and performance lower role of conflict and role ambiguity and an employee's readiness to change (Permarupan Yukthamaran, Abdullah, & Roselina, 2013; Freund, 2005; Clinebell 2005, Dyne & Pierree, 2004; Leong, Huang, & Hsu, 2003). Job involvement can be considered sign of richness of the job and design,

The importance of job involvement is that it enters the core of functional relationship because it deals how they behave in their role and other ways and the individual how they behave and what makes them organization and their personal goals. It is one of the most effective mechanisms by whole of improvement of performance of employees in the organization, and their involvement as a key factor to improving and increasing the motivation to work, and also allowing the employee to achieve personal satisfaction and encourage employees to improve and develop their skills and abilities to accomplish their best (Sanad, a nun Alajmil, Jarrah, & Al, 2019). On the other hand, employees with low levels of job rate, involvement concentrate on other interests rather than their jobs (Hogan, Lambert, & Oritin, 2013) and will be less creative and innovative (Abdullah, Phan, & Matsui 2016). Additionally, (Chen & Chiu. 2009) argued that employees with high job are more independent and self-confident, they do not only conduct their work in accordance with the job duties required by the company but are also more likely to do their work in accordance with the employee's perception of their own performance. Employees with high level of job involvement to see their personal character and focus most of their attention on their jobs (Hacket, Lapierre, & Hausdorf, 2001).

3.0 CONCEPTUALIZATION AND OPERATIONALIZATION

3.1 Conceptualization

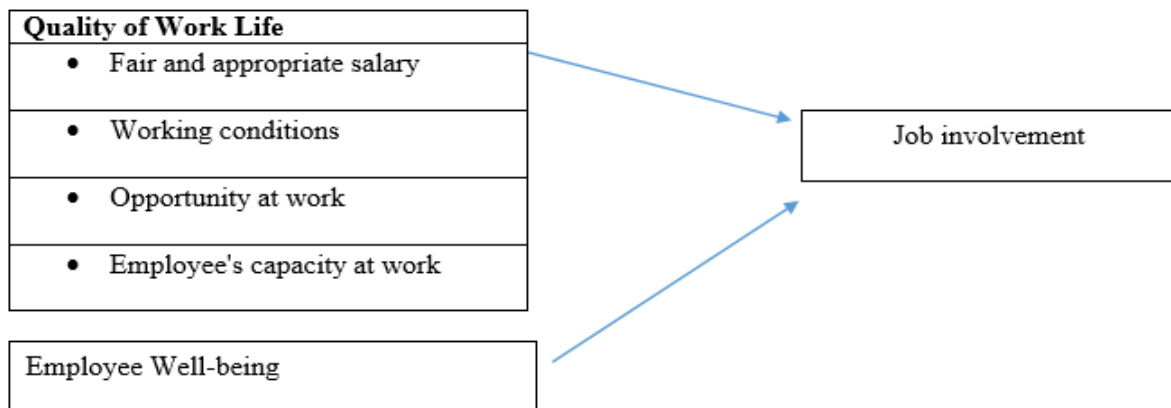
This conceptual framework is used to indicate the relationship between the variables which are involved in the study, based on the theoretical explanations and the empirical findings. This study has conceptualized its independent variable and dependent variable as shown in Figure 3.1

There are four dimensions in quality of work life. They are fair and appropriate salary working conditions, opportunity at work and employee's capacity at work.

Figure 3.1 The Conceptual Framework

.Independent Variables

Dependent Variable



(Source: Walton's' (1974); Liang, David, Amber, Shu, & Meng. (2016) Quality of Work Life Model was adapted and modified for the study purpose)

3.2 Variables Relevant to the Conceptual Model Quality of Work Life

Quality of work life is a combination of strategies, procedures and ambiance related to a workplace that altogether, enhance and sustain the employee satisfaction by aiming for improving working conditions for the employees of the organizations (Nazir, Qureshi, Shafaat, & Ilyas, 2011).

Previous studies defines quality of work life as providing a good compensation package, favourable conditions and environment, fair capacities of authority, rewarding potential growth and a supportive organizational climate (Permanupan, Abdullah, & Saufi, 2013). Quality of work life refers perceived extend to which employees can satisfy their important personal needs through their activities in the work place and experiences in the organization (Sverko & G alic, 2014), Quality of work life influence attitudes of employees towards their job, especially their work outcomes including Job satisfaction, mental health, and safety which ultimately interneer on organisational outcomes (Mazloumi, 2014)

3.3 Operationalization

Operationalization can be defined as the development of specific research procedures that will result in empirical observations representing those concepts in the real world (Sekaran & Bougie, Theoretical Framework in Theoretical Framework and Hypothesis Development., 2010). Researchers provide and operational definition, which includes what is measured, how the indicators are measured, and the rule to use to assign a value to what is observed and to interpret the value. Sekaran and Bougie (2010), mention that operationalization framework is a detailed diagram of narrowed down variable in the conceptual framework. It is also describing and indicates and measures relevant to each variable. Under this study each concept identified in conceptual framework which are turned into measurable means all the key concepts and variables contained in the conceptual framework are operationalized for this study.

4.0 RESEARCH METHODOLOGY

Research methodology is the one that provides guidelines to do a research systematically. A procedure designed to the extent to which it is planned and evaluated before conducting the analysis and the extent to which the method for making decisions evaluated is called as methodology (Kothari, 2007). A research methodology defines the research purposes, activities, procedures, measurements and application (Hernandez, Arandia, & Rangel, 2016). This methodology mainly focuses on discussing those research methods and techniques used by the researcher while justifying the reason for use those methods.

This study consists of following objectives;

- i. To investigate the levels of quality of work life, employee wellbeing and job involvement of operational level employees of EUSL
- ii. To investigate the relationship between quality of work life and job involvement of operational level employees of EUSL
- iii. To investigate the relationship between employee wellbeing and job involvement of operational level employees of EUSL

Under research methodology, it mainly includes research philosophy, research approach, research strategy, methodological choice, time horizon, research site selection, study of the population, sampling technique, sampling framework and sample size, method of data collection and source, research instrument, source of measurement, pilot study, reliability analysis, unit of data analysis, method of data analysis and evaluation, data presentation and ethical consideration.

4.1 Research Philosophy

Research philosophy deals with the source nature and development of knowledge. In simple term, a Research philosophy is belief about the ways in which data about phenomenon should be collected, analysed and used. The term epistemology (what is known to be true) as opposed to doxology (what is believed to be true) encompasses the various philosophies of research approach. According to the Western tradition of science, namely positivist (sometimes called scientific) and interpret to visit (also known as anti-positivist) (Galliers, 1991). The research philosophy in reflecting the author's important assumptions and these assumptions serve as base for the research strategy. Generally, research philosophy has many branches related to a wide range of disciplines.

According to the research study it is based on positivism. Because under positivism, Theories provide the basis of explanation, permit the anticipation of phenomena, predict their occurrence and therefore allow them to be controlled. Explanation consists of establishing causal relationships between the variables by establishing causal laws and linking them to a deductive or integrated theory and it is concerned with variables, which embrace a number of assumptions about the social world and how it should be investigated (Collis & Hussey, 2014)

This research is to observe the relationship among quality of work life, employee wellbeing and job involvement of EUSL. Here, the independent variables are tested investigating the relationship with the dependent variable. This study has been highly structured and to generate a research strategy, collected data and use existing theory to develop hypotheses. These

hypotheses tested and confirmed, in whole or part, or refuted, leading to the further development of theory which tested by further research.

4.2 Research Approach

Research approaches are used for drawing conclusions and establishing what is true or false. The most common research approaches are inductive and deductive but there is also mixed approach. The inductive approach establishes a general proposition from particular facts and the deductive approach derives conclusions from known premises. Deductive derives likely conclusions from an incomplete set of observations (William & James, 2007). Researcher conducted this survey using deductive approach.

The deductive approach constitutes developing of an assumption base on the existing theories and forming a research plan to test the assumption. The deductive approach can be explained using the assumption driven from theory. In other words, the deductive approach includes deducing the results from the premises. When a deductive method is applied for a research project, the author formulates a set of hypotheses that need to be tested and next, using a relevant methodology, tests the hypothesis (Wilson, 2010). The outcome is a generalization that must be based on the collected data and explanations of causal relationships between variables, establishing what is happening. Researcher conducted this survey by using the deductive approach. There are several reasons behind the selection of deductive research approach rather than the inductive research approach. This study has the operationalized concepts to ensure clarity of the definitions, it follows highly structured approach and researchers have the independence of what is being researched. In this study, the relationship among quality of work life, employee wellbeing and job involvement of EUSL.

4.3 Sampling

Sampling is the process of selecting a sufficient number of elements from the population (Sekaran, 2010). It is described as a portion or subset of the research population selected to participate in a study, representing the research population.

The population selected to participate in a study, representing the research population. The sample may be probability sampling or it may be non-probability sampling. Probability sampling is based on the concept of random selection. In probability sampling. The selection of the sample is made using deliberate, unbiased process. So that each sample unit in a group has an equal chance of being selected. In random sample, it is possible to both determine which sampling units belong to which sample and the probability that each sample will be selected. Non-probability sampling is "non-random" sampling non-probability sampling, the choice of sample group is left to the researcher and thus element of bias always shows up in such studies. Non-probability sampling methods are based on human choice rather than random selection, statistical theory cannot explain how they might behave and potential source of bias are rampant.

4.4 Method of Data Collection and Source

Data for this investigation will be collected via the use of a survey. The survey approach will be appropriate for this study because the nature of the constructs presented in tie theoretical

model. The data will be collected from the selected sample in a particular period. The data related to the selected sample will be collected using the questionnaire method. Questionnaires intended to use in this research were originally developed by the pest researchers and it will be standard questionnaires. There are two types of data used in research study as primary data and secondary data

Primary Data

According to Kothari (1990), primary data are those which are collected a fresh and for the first time, and thus happen to be original in character. The primary sources of the data came from the responses on the structured questionnaire which is originally developed by Walton, 1975, Brown 2009 and Kanuigo 1982, Primary data sources include surveys, observations, experiment, questionnaire, personal interview etc on the other contrary. The questionnaire will be distributed among 200 operational employees.

Secondary Data

According to Kothari (1990) secondary data are those which have already been collected by someone else and which have already been passed through the statistical process, For this study the researcher uses secondary data sources such as government publications, books, journal articles, internal records and commercial bank's annual reports, Literature surveys based on various published and unpublished research journals etc

4.5 Data presentation and Analysis Analysis of Reliability

The reliability of the instrument was measured using Cronbach's Alpha analysis. It measures the internal consistency of the instrument, based on the average inter-item correlation. The result of Cronbach's alpha test is shown in table 5.1 which suggests that the internal reliability of each instrument was satisfactory. All the Cronbach's alpha value is above 0.7 indicates an acceptable internal consistency of the scale (Sekaran & Bougie, Research Methods for Business (Seventh edition Ed.). John Wiley and Sons Limited., 2016). Table 5.1 demonstrated the reliability for independent variables and dependent variable. According to this study the overall variable Cronbach's Alpha Coefficient for quality of work life is 0.868 and employee well-being is 0.795. The dependent variable of job involvement shows a reliability of 0.773. When the Cronbach's Alpha coefficient value is above 0.70 is considered and accepted as reliable instrument. In this study also, Cronbach's Alpha Coefficient values for Overall variable are above 0.70, so it is indicated that all items considered as reliable, Which suggest that the internal reliability of each instrument was satisfactory.

Table 5. 1 Reliability Analysis for Overall Variables

Variable	Cronbach's Alpha Value	Number of Question Item
Quality of Work Life	0.868	12
Employee Well-Being	0.795	7
Job Involvement	0.773	5

(Source: Survey Data)

The Second Objective of the Study

The second objective of the study is to investigate the relationship between quality of work life and job involvement of operational level employees of EUSL.

The Correlation Coefficient between Quality of Work Life Job Involvement

	Variable	Job Involvement
Quality of Work Life	Pearson correlation	0.793
	Sig. (2-tailed)	0.000
	N	310

Correlation is significant at the 0.01 level (2-tailed) (Source: Survey Data)

The table specifies the results of Pearson correlation between quality of work life and job involvement. The significance is at 0.01 levels (2-tailed) is 0.000, and Pearson Correlation (T) is 0.793. It is found, that there is a significant and strong positive relationship between quality of work life and job involvement. Based on the above evidence, it is concluded that the quality of work life is positively related to job involvement. So, the first hypothesis of the study was accepted.

H1: Quality of work life is positively related to job involvement.

The Third Objective of the Study

The third objective of the study is to investigate the relationship between employee well-being and job involvement of operational level employees of the EUSL.

Relationship between the Employee Well-Being and Job Involvement Table 5.16: The Correlation Coefficient between Employee Well-being and Job Involvement

Variable	Job Involvement	
Employee Well-being	Pearson correlation	0.735
	Sig. (2-tailed)	0.000
	N	310

Correlation is significant at the 0.01 level (2-tailed) (Source: Survey Data)

The table specifies the results of Pearson correlation between employee well-being and job involvement. The significance is at 0.01 levels (2-tailed) is 0.000, and Pearson Correlation (T) is 0.735. It is found as a significant and strong positive relation the second hypothesis of the study was accepted.

H2: Employee well-being is positively related to job involvement.

5.0 DISCUSSION AND FINDINGS

Discussion of Objective One

To investigate the levels of quality of work life, employee well-being and job involvement of operational level employees of EUSL.

Level of Quality of Work Life

When we look at the first objective, the researcher found that the level of quality of work life was in high level. According to the descriptive frequency results, the average value (mean value) shows as 4.092 and 0.544 as standard deviation. The dimensions in quality of work life variable, fair and appropriate salary ($M = 3919$, $SD = 0.675$), working conditions ($M = 4.124$, $SD = 0.695$), opportunity at work ($M = 4.074$, $SD = 0.757$) as well as employee's capacity at work ($M = 4.25$, $SD = 0.571$) also shows a high which have pointed out that opinion of operational level employees falls between partially high levels of agree points of the scale regarding the fair and appropriate salary, working conditions, opportunity at work and employee's capacity at work in EUSL. Findings of Salameh, Walid, Olfat and Abu (2015), reported high level of quality of work life and it is similarly with the results of the current study. And also results in the current study differ from the results of studies in Victor (2015), as it reports a moderate level of quality of work life (Mean

= 3.21).

Level of Employee Well-being

The level of employee well-being was in very high level. According to the descriptive frequency results, the average value (mean value) shows as 4.28 and 0.481 as standard deviation. It shows a very high level in EUSL which have pointed out that opinion of operational level employees falls between very high level of agree points of the scale regarding the employee well-being. Results in the current study similar to the results of studies in Liang, David, Amber, Shu-Yuan Chen and Meng-Jung Hsieh (2016), as it reports a high level of employee well-being (Mean = 4.06, $SD = 0.5$).

Level of Job Involvement

Table shows the level of job involvement has mean value 4.108 and its standard deviation 0.626 respectively. Table 5.15 specifies the frequency level of variable of job involvement. It is also noted that among 310 respondents about 146 (47.1%) of respondents have very high level, 14 (4.5%) of respondents have low level and 24 (7.7%) of respondents have moderate level. Results in the current study similar to the results of studies in Liang et al, (2016) as it reports a high level of job involvement (Mean = 3.89, $SD = 0.73$).

Discussion for Objective Two

To investigate the relationship between quality of work life and job involvement of operational level employees of EUSL.

The Relationship between Quality of Work Life and Job Involvement

Table shows the correlation of coefficient (r) was 0.793 which was significant at 0.01 levels. Since the $r > 0$, p -value is less than 0.01, it concluded that the correlation was significant and two variables were linear related.

Based on the evidence the null hypothesis of this study was rejected in relation to alternative hypothesis.

Therefore, it is concluded that there is a strong positive and significant relationship between quality of work life and job involvement. So the first hypothesis of the study was accepted.

Hypothesis 1: There is a significant positive association between quality of work life and job involvement.

According to the Sanad, Alajmil, Jarrah and Al (2019), previous research study was conducted with aim of explore the impact of quality of work life on job involvement within the Kuwaiti industrial environment. 300 questionnaires were submitted to the Public Authority for Industry in Kuwait and 231 were completed.

Permarupan, Yukthamarani, Abdullah and Roselina (2013), examined the relationship between quality of work life, employees' job involvement and effective commitment among the employees of public and private sector organizations. He found that opportunities at work and climate organization had a relatively greater impact on job involvement and affective commitment rather than fair and appropriate salary and capacities at work.

Discussion of Objective Three

To investigate the relationship between employee well-being and job involvement of operational level employees of EUSL.

The Relationship between Employee Well-being and Job Involvement

Table shows the correlation of coefficient (r) was 0.735 which was significant at 0.01 levels. Since the $r > 0$, p -value is less than 0.01, it concluded that the correlation was significant and two variables were linear related.

Based on the evidence the null hypothesis of this study was rejected in relation to alternative hypothesis.

Therefore, it is concluded that there is a strong positive and significant relationship between employee well-being and job involvement. So, the second hypothesis of the study was accepted.

Hypothesis 2: There is a significant positive association between employee well-being and job involvement.

According to the Liang et al (2016), previous research study the authors distributed questionnaires to the target participants. Data collected from 451 employees and 50 HR

managers/professionals of 50 firms in the three major industrial categories of manufacturing, finance, and service in Taiwan.

The relationship between employee well-being and job involvement has seldom been studied in spite of the importance of both variables to HR. By emphasizing employee well-being, it is both the subjective perception and the presence of emotion one shows at their work. Thus, a link between employee well-being and job outcomes, such as job attitude, has been established (Brunetto, Shacklock, & Farr, 2012). When employees are happy and satisfied with their workplace including the work itself as well as the surrounding environment, they would show higher levels of job involvement (Schaufeli, Taris, & Van, 2008)

6.0 CONCLUSION

6.1 Conclusions of the Research Objectives

Conclusions have been derived from the finding to meet the research objectives. This study has three objectives, in order to measure these objectives data were collected from 310 respondents who are working at EUSL in the operational level. And the present study used Univariate and bivariate techniques to analyze the objectives. Based on these analysis findings of research objectives are as follow:

- i. To investigate the levels of quality of work life, employee well-being and job involvement of operational level employees of EUSL.
- ii. To investigate the relationship between quality of work life and job involvement of operational level employees of EUSL.
- iii. To investigate the relationship between employee well-being and job involvement of operational level employees of EUSL.

Findings related to the above objectives are concluded in the chapter to get a precise clear point of view by the readers of the current research.

Objective One

First objective is to determine the levels of quality of work life, employee well-being and job involvement of operational level employees of EUSL. The study findings clearly shows quality of work life mean (4.092) value is in higher level, employee well-being mean (4.28) value is in very higher level and job involvement mean (4.108) value also shows a higher level among the sample of EUSL.

Objective Two

The second objective is to determine the relationship between quality of work life and job involvement of operational level employees of EUSL. Relevant findings illustrate that there is a strong, significant positive relationship ($r= 0.793$) between quality of work life and job involvement among the respondents.

Objective Three

The third objective is to determine the relationship between employee well-being and job involvement of operational level employees of EUSL. Based on the findings it presents that there is a significant, strong positive relationship ($r= 0.735$) between employee well-being and job involvement among the respondents.

6.2 Contribution of the Study

The study is mainly focused on the analysis of relationship among quality of work life, employee well-being and job involvement of operational level employees of EUSL. The study findings showed that quality of work life, employee well-being and job involvement. This would suggest pay more attention to quality of work life and employee well-being that is most desired by job involvement.

The relationship between quality of work life and job involvement and employee wellbeing and job involvement explained by many researches in different context but very few studies examine these concepts in Sri Lanka. And specifically, researches regarding the relationship of quality of work life and employee well-being on job involvement at EUSL for operational level employees is lacking in the literature.

Also lack of researches related to quality of work life and employee well-being for the operational level employees in Sri Lankan context is a considerable gap in the previous literature. Therefore, the current study has approach each gap of the literature and revealed the relationship of both quality of work life and employee well-being on job involvement at Higher Educations Institutions in Sri Lanka.

By referring to the other research studies most of the studies suggesting that work related quality of work life is related with job satisfaction. But this arguments of the literature contrast with the findings of the current research as it concluded that quality of work life and employee well-being are having higher relationship on job involvement among the employees at EUSL. Also investigations of the current study are supported with many findings of the literature related to the relationship of quality of work life and employee well-being on job involvement. Findings were gathered from 310 operational level employees of EUSL.

To accomplish the objectives of this study, the data collected from the respondents through structured questionnaires by a self-administrated survey method. For the analysis purpose the variables were analyzed and evaluated by using univariate and bivariate analysis techniques.

Finally, the study concluded based on the analysis results, the problem of empirical knowledge gap of this study regarding "The analysis of relationship among quality of work life, employee well-being and job involvement of operational level employees of EUSL". Furthermore, it is obvious that if there is lower level of job involvement to be considered by the human resource managers which is emerged through inadequate quality of work life and employee well-being among the employees.

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