

Impact of Quality of Work-life on Employee Productivity in Divisional Secretariats of The North-Western Province of Sri Lanka

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Abstract

Public sector organizations in Sri Lanka are running through public funds, and it is vital to use those funds in an impactful manner. To measure whether public organizations are running effectively, productivity is an important concept to study. Previous scholars have analyzed and identified an idea of work-life quality related to employee productivity. The majority of early researchers found a relationship between quality of work-life and employee productivity, but they do not focus on measuring the impact of quality of work-life on employee productivity. This study fills the said gap by investigating the effects of quality of work-life on employee productivity. Employee productivity was measured using ACHIEVE model, and quality of work-life was measured using the Walton model. In the Walton model, there are eight quality indicators of work-life working conditions, social integration, adequate and fair compensation, occupied space by work in life, use of capacities at work, social relevance, opportunities at work, and constitutionalism. The population of this study was all employees working in divisional secretariat offices in Northwestern province; the sample size was 375 and used a random sampling technique. This research was a basic type of explanatory research, and primary data was used. Data were collected from employees covering all sections of divisional secretariats in the northwestern province. The result of this study indicated that there is a positive relationship between quality of work-life and employee productivity. At the same time, quality of work-life has a significant impact on employee productivity. Of eight indicators of quality of work-life, only four have influenced employee productivity. They are social integration, constitutionalism, social relevance, and occupied space by work. Concern about providing formal and informal integration among employees, freedom of expression, fair treatment, and focus on social responsibility in divisional secretariat offices are vital aspects of employee productivity.

Keywords: *employee productivity, public sector, quality of work-life, Sri Lanka*

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Introduction

Of the Annual Gross Domestic Product (GDP) of Sri Lanka, 56.8% is contributed by the service sector, and at present, 48.3% of the labour force is employed in the service sector (Central Bank Annual Report 2019). The service sector of Sri Lanka can be categorized as the public sector and private sector. Public sector contribution is essential to the growth of the service sector. For the improvement and development of any sector, productivity is essential. Therefore research has been conducted to identify factors affecting productivity, emphasizing that human resource is the most affecting factor for organizational productivity.

Since government organizations are running through public funds, it is vital to use those funds positively. To measure whether public organizations are running impactive, productivity is an important concept to study. In every organization, Human resources are considered the most crucial resource in every organization and carry unique characteristics. At the same time, human resource is treated as the main factor in the survival and success of an organization. When concerns on Sri Lanka from the total population, 1.528 million (2020) are government employees, and compared to 2010, within 10 years, employment in the government sector increased by 10% (Census of Public and Semi-Government Sector Employment – 2020 Preliminary Report). Therefore, it is essential to utilize this massive resource for the benefit of the whole nation.

According to Dissanayake and Fernando (2016), productivity is very low in public sector organizations. A lot of public sectors organizations have incurred losses amounting to rupees millions. In the present context improving public sector productivity has become an important topic. Since productivity is a vast subject and it is combi with any task of an organization, there are

many strategies to improve productivity. Accordingly quality of life is an important aspect to concern that can enhance labour productivity.

To increase productivity focusing on Quality of Work-life (QWL) is an important aspect. Mohomandi and Molaee (2016) stated that there is a positive correlation between Quality of work-life and productivity. It means that it is needed to increase the quality of work-life of employees to improve productivity. The scientific management gave inadequate attention to human values. In the present scenario, the needs and aspirations of the employees are changing. Employers are now redesigning jobs for a better quality of work life. According to Kawshalya and Pathirana (2019) in the Sri Lankan context, there are many types of research concerning the impact of job satisfaction, and job stress on the productivity of the private and public sectors as well. But less concern on employee productivity and quality of work-life especially in the public sector. Quality of work-life is often considered in two directions, one is the removal of negative aspects of work and working conditions and the other direction is the modification of work and working conditions to enhance the capability of employees and to promote behaviour which important for individual and society (Kotze, 2005).

According to findings from the Secure Livelihoods Research Consortium (2017) perception of the public sector among citizens is in a lower position than the private sector in Sri Lanka. Therefore, it needs to pay attention on enhance the service quality of the public sector and its aspects. It is important to carry out surveys on areas of the public sector to develop public sector organizations. It is necessary to train and improve human resources in the public sector to give quality service to the public. According to findings of early studies, Kappagoda, Weerasooriya, and Jayathilake (2021) emphasized that executives and employees as a team need to create a productive workplace culture within



the public organization in Sri Lanka. As the one area consider related to employee productivity-improving the quality of work-life is important. Thus, this research measured the quality of the work-life of public employees. At the same time, it will measure the productivity of each employee in the selected sample.

Problem Statement

According to Dissanayake and Fernando (2016), productivity is very low in Sri Lankan public sector organizations. According to Sri Lanka's productivity policy reports of the National Productivity Organization (2003), to improve public sector productivity one key area of concern is encouraging and recognizing individual employee productivity. At the same time, the National Human Resource and Employment Policy for Sri Lanka (2012) mentioned that low labour productivity in the public sector is often highlighted as a major factor behind the high cost of production and low profits.

An economist Coomaraswamy, (2015) has also stated that productivity in the Sri Lankan government sector has been low and the low productivity erodes Sri Lanka's competitiveness in international markets. For the purpose of improving productivity in the public sector, it is important to pay attention to factors that increase productivity.

Hence, it is crucial to address the issue of low productivity in the public sector of Sri Lanka. From various factors that can improve the productivity of labour, researchers have identified that the quality of work-life can influence productivity and there is a positive relationship between them. According to Mohomadee & Molee (2016), there is a positive relationship between the quality of work-life and productivity of human resources as it increases the quality of work-life, and there is also higher labour productivity.

When considering research on the quality of work-life and employee productivity there

was few research done in the Sri Lankan context. Mubeen (2015) stated that there is a positive and significant relationship between quality of work-life and employee productivity and also between components of quality of work-life and employee productivity. His research was based on the executive staff of state universities of Sri Lanka and it identified eight factors of QWL such as fair compensation, a safe and healthy working environment, development of human capacities, growth and security, social integration, constitutionalism, the total life space and social relevance.

It is hard to find out research, and empirical evidence on testing the impact of quality of work-life and productivity in Divisional secretariats of Sri Lanka. Therefore, there is an empirical gap to fill, this study is focused on divisional secretariats and in this research, it measured the impact of quality of work-life on employee productivity.

Thus, the problem statement of this study is; whether there is any impact of QWL on employee productivity in divisional secretariats of the North-Western province of Sri Lanka.

Research Questions

1. To what extent does quality of work-life affect employee productivity in divisional secretariats of the North-Western province of Sri Lanka?
2. What is the impact of adequate and fair compensation, working conditions, the impact of the use of capacity at work, opportunities at work, social integration, constitutionalism at work, occupied space by the work in life, social relevance and importance of work, on employee productivity in divisional secretariats of The North-Western province of Sri Lanka?

Research Objectives

1. To investigate the impact of quality of work-life on employee productivity in



divisional secretariats of The North-Western Province of Sri Lanka.

2. To investigate the impact of adequate and fair compensation, working conditions, the impact of the use of capacity at work, opportunities at work, social integration, constitutionalism at work, occupied space by the work in life, social relevance and importance of work, on employee productivity in divisional secretariats of The North-Western province in Sri Lanka.

Hypotheses

1. There is a significant impact of quality of work-life on employee productivity in divisional secretariats The North-Western province Sri Lanka.

2. There is a significant impact of adequate and fair compensation, working conditions use of capacity at work, opportunities at work, social integration, constitutionalism at work, occupied space by the work in life, social relevance and importance of work, on employee productivity in divisional secretariats of The North-Western province in Sri Lanka.

Significance of the Study

It was found in previous research studies that, the Sri Lankan government sector is operating at a low productivity level and on the other hand, the employment rate of the public sector has increased in the last decade (Dissanayake and Fernando 2016). Therefore, it is crucial to find a solution to the low productivity level in the public sector. At the same time, the government needs to take maximum advantage of this massive human resource in government organizations. Research has proved that there is a positive relationship between QWL and productivity. Though there is research on measuring the relationship between those two, fewer researches on measuring their impact of them. Therefore, it is interesting to measure the level of QWL in the public sector and how it impacts on employee productivity.

Findings of this research support to the executive level for their decision-making purposes. Especially this research measured the productivity of each employee in the sample. Therefore, it would give an idea of the productivity levels of the category of employees. Depending on the findings of this study, executives can pay more attention to the criteria of QWL that affect employee productivity. By improving such criteria divisional secretariats can enhance the productivity levels of their employees.

Even though focusing on productivity-improving factors are very much important for the purpose of achieving the vision of government organizations, productivity and QWL in service organizations are in line with qualitative factors, which pay less attention to measuring those. But it is very important to enhance workers' performance which causes organizational performance. When considering about public sector of Sri Lanka job satisfaction, and job stress are frequently tested topics. But it is rare to find out occasions where factors of QWL are tested with employee productivity. Therefore, the findings of this research help the Heads of government organizations to take necessary actions to improve employee productivity.

Scope of the Study

This research will be measured the impact of quality of work-life on employee productivity in the public sector. The total number of employees in the public sector of Sri Lanka is 874,395 excluding semi-government employees (Census of Public and Semi-Government Sector Employment - Preliminary Report 2020). The public sector consists of the state sector and provincial public sector. The state sector is in line with Ministry offices, government departments and other government agencies coming under Ministries, District Secretariats and Divisional Secretariats.

Divisional secretariats are treated as ground-level government organizations which interact with people at the village level. There



are 331 divisional secretaries in Sri Lanka. Of 9 provinces in Sri Lanka southern province has the largest number of divisional secretaries and the North-Western province is in second place having 46 divisional secretariats. For the convenience of collection of information selected geographical area of this research is The North-Western province and the population is employees working in divisional secretariats in The North-Western province. The number of people in the population of this research is 12,176 and the sample is 375 employees. Carder of a divisional secretariat office includes staff level, secondary level and tertiary level employees. The research will cover all these levels of employees in the divisional secretariat offices in the North-Western province.

Productivity of an organization can be measured as a whole but this research is an individual-level analysis. Therefore, the productivity of each employee is the only measure for the research. On the other hand, there are various factors that can be considered for measuring QWL and eight factors are used to measure QWL using the Walton model. At the same time, employee productivity will measure using ACHIEVE model.

Literature Review

The relationship between quality of work-life and employee productivity

Mohomadee and Molee (2016) studied the relationship between the quality of work-life and the productivity of human resource health workers in Bahmaei. The results showed that there is a positive correlation between the quality of work-life and productivity of human resources as it increased the quality of work life.

Adel, Keyhan M., and Kaveh (2013) did research to examine the relationship between quality of work-life and productivity of manpower in one of the oil companies in Iran. They have identified that there was a

significant relationship between quality of work-life and the productivity of manpower. Statistical results of sub hypotheses also showed that there was a significant relationship between quality of work-life and the aspects of productivity of manpower including ability or readiness, knowledge of the job, supporting organization, motivation, feedback, performance, reliability and environmental compatibility and quality of work-life predicts the aspects of productivity of manpower.

For the purpose of investigating the relationship between quality of work-life and employee productivity in the general administration of sport and youth departments in Sistan and Baluchistan of Iran, Maziye (2016) did research. Results revealed that human relations in the workplace, job security and employee productivity there is a meaningful relationship.

Inanda et al. (2016) did research on the quality of work-life and labour productivity in the hotel industry in Indonesia. The estimation results of the research showed that quality of work-life and wages are a significantly positive impact on productivity, while education, experience, age and employment status did not significantly influence productivity.

With the aim of discussing some relationships between the quality of working life and human productivity performance Diogo et al. (2014), conducted a study. For that, a bibliographical review was raised achieving the theoretical foundation to support the discussion. From results, it evidenced that substantial loss of productivity was related to absenteeism, presenteeism and several work diseases, consequently decreasing the health and welfare of employees. Moreover, the management of quality must influence the decisions of employees, thus enhancing their commitment and insuring self-wellness, ergo increasing their productivity. Concluded that harms which afflict humans are the result of



the combinations of their work development with their lifestyle outside of work.

Kheradmand, Valilou, and Lotfi (2010) studied the relationship between quality of work-life and job performance in Dadevarz Jooya Company in Iran, using quality of work-life variables such as satisfaction with fair payments, a safe & healthy working environment, an opportunity for continuous growth, social relationship in an organization, the balanced role of work, social coherent in the work organization, developing human capacities, and regulation & rule orientation. The results of this study showed a significant positive relationship between quality of work-life and employee job performance. Thus, it is evident that when employees are given a high quality of work-life they will perform their jobs well. In other words, they will improve their work productivity.

Mubeen, Bawa (2014) did the research for executive staff in Sri Lankan state universities on the topic of the relationship between quality of work-life and employee productivity. The study attempted to determine the relationship between quality of work-life and employee productivity. The study population for the study consists of 15 State Universities in Sri Lanka considering 306 executive staff. Data were collected during the period between 2013 and 2014 using a questionnaire. Reliability results of this study disclosed that items of quality of work-life and employee productivity have higher item reliability.

Gamage and Wicramatathne (2021) through their research study identified that conventional HRM practices do little to turn around the tea plantation sector in Sri Lanka. And they have identified quality of life and quality of work-life are important determinates of employee productivity.

Measuring Quality of Work-Life

The eight-dimensional constructs of quality of work-life by Walton (1975), were used in this research study.

Table 01: Indicators of Quality of Work-Life

Indicators of quality of work-life	Description
Adequate and fair compensation	intern and extern equity, proportionality between wages, justice on compensation and sharing of productivity gains
Safe and healthy working conditions	physical conditions and working hours as overtime payment, situations that reduce the risk of accidents and health problems
The immediate opportunity to use and develop human capacities	autonomy, perspective and exposure to multiple skills
Future opportunities for continued growth and security	opportunity for professional growth, job security and job stability
Social integration in the work organization	Relationships between and among the employees
Constitutionalism in the work organization	privacy, freedom of expression, fairness and equality in front of the law
Work and the total life space	The balance between personal and professional life
The social relevance of work-life	With social responsibility, the employee tends to increase his self-esteem

Methodology

Research Design

Primary data were collected from the employees in divisional secretariats representing senior level, middle level and lower level by using a questionnaire as the research instrument.



Research Model

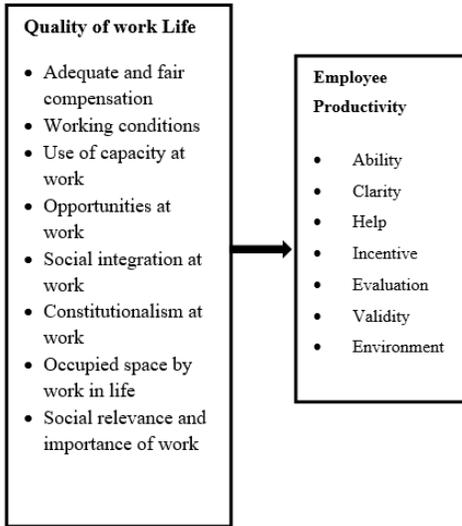


Figure 01: Research Model

To measure employee productivity this research used a model developed by Hersey and Goldsmith (1980) called ACHIEVE model. Based on that model to measure employee productivity this research used seven indicators ability, clarity, help, incentive, evaluation, validity and environment.

Research Design

Data Collection Method

Data for measuring the quality of life and employee productivity was gathered by distributing a questionnaire to the employees in the sample. The questionnaire carried close-ended questions. Likert scale answers were used for those questions.

Type of the Study

This research is a basic type, of explanatory research which measured the impact of the independent variable quality of work-life on the dependent variable employee productivity. Primary data was used for this research. Primary data was collected by distributing a questionnaire to sample members. This research used cross-sectional data.

Population & Sampling Technique

The Population of the Study

The population of this study was all employees working in Divisional Secretariat offices in the North-Western province. There are 46 divisional secretariats in the North-Western province including 30 divisional secretariats in Kurunegala district and 16 divisional secretariats in Puttalam district and there are 12176 employees working in those 46 divisional secretariats.

Sample Size

To determine the required sample size for the present study, Krejcie and Morgan’s (1970) sample size determination procedure was used. Accordingly, a sample size of 375 would be required for a population of 12176. The data were collected randomly to represent each employee according to the percentage of the sample size, 375. 410 questionnaires were sent to divisional secretariats in the North-Western province. The data were collected from various departments namely administration, finance, land management, development, field officers’ section, economic developments and grama niladhari sections in divisional secretariats.

Sampling Procedure

From a population of 12176 employees sample is 375 employees. Those samples of employees covered all levels of employees in divisional secretariats. This sample covered all levels of employees in divisional secretariats. A systematic sampling method was used in this study. Considering the name list of employees in a divisional secretariat this questionnaire was given to every 33rd person on the name list. Since in every divisional secretariat there are only 5 staff officers, to cover the 33rd person from staff officers it is considered that the total number of staff officers in the population is 230 and when it is divided by 33, the answer is rounded to 7. To cover staff officers, a



questionnaire was sent to only seven divisional secretariats to give to a staff officer.

Data Analysis Technique

The data which were collected from the respondent through the questionnaire were sorted and tested using statistical tools for data analysis with the purpose to investigate the impact of quality of work-life on employee productivity.

Secondly, the Cronbach Alpha testing was used as it is the most well-accepted measure to test reliability. When Cronbach Alpha is less than 0.6 it is considered poor reliability. Reliability in the range of 0.7 is considered to be acceptable and reliability of more than 0.8 is considered to be good.

Descriptive analysis was conducted to provide information regarding the means, standard deviation and frequencies of the key variables. Then, Pearson Correlation analysis provided information about the relationship between dependent and independent variables. The scale model suggested by Davis (1971) was used to describe the relationship between the independent variables and the dependent variable. It shows as 0.7 and above - very strong relationship, 0.50 to 0.69 strong relationship, 0.30 to 0.49 moderate relationship, 0.10 to 0.29 low relationship, and 0.01 to 0.09 very low relationship.

Multiple regression analysis was conducted as final analyses to find out the impact of quality of work-life on employee productivity. A hypothesis testing was analyzed by using the regression and the p-value < 0.05 was accepted as significant.

Operationalization of Variables

Operationalization of Dependent and Independent Variables

Table 02: Operationalization of Dependent and Independent Variables

Variable	Indicators	No of the Question items
Quality of work-life	Adequate and fair compensation	4
	Use of capacities at work	5
	Social integration	4
	Constitutionalism	4
	Social relevance	5
	Opportunities at work	5
	Occupied space by work in life	4
	Working Conditions	6
Employee productivity	Ability	4
	Clarity	3
	Help	4
	Incentives	3
	Evaluation	3
	Validity	3
	Environment	3

Data Analysis and Presentation

Response Rate

The respondents were the employees at all levels covering staff officers to minor staff. 410 mail questionnaires were distributed to 46 divisional secretariats in The North-Western province considering the name list of each office and sent the questionnaire to every 33rd person. 369 usable questionnaires were returned. The data collected from the respondents will be material for analysis and finalize the findings to answer the research questions and test the hypotheses which were developed. Therefore, with 369 returned and usable questionnaires out of 375, the valid response rate was 98.4%. Hence, a valid response rate of 98.4% is supposed sufficient for the main analysis in the present study

Reliability Analysis

The reliability test was conducted to determine the internal consistency and usability of the measurements applied in this



study. Cronbach’s alpha has been used to measure reliability among variables. Before conducting the survey a pilot test has been done to test the reliability of both independent and dependent variables.

As shown in Table 03 reliability of the quality of work-life is 0.905 and employee productivity is 0.869. Hence, the instruments which were used to measure each variable in this study are reliable.

Table 03: Reliability Test

Variables	Sample size	Cronbach's Alpha
Quality of work-life	50	0.905

employee productivity	50	0.869
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Source: Survey data

Data Analysis

Descriptive Statistics of the Study's Variables

As shown in Table 04 the mean and standard deviations were calculated for each variable. All two variables were evaluated based on a 5-point scale (1- being strongly disagreed to 5- strongly agreeing). The results show that the mean for Employee productivity was 3.6290 and SD was 0.3725, the mean for Quality of work-life was 3.4465 and SD was 0.3637.

Table 04: Descriptive Statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Productivity	369	2.49	4.79	3.6290	.37256
QWL	369	2.22	4.73	3.4465	.36372

Source: Survey data

Bivariate Analysis

To identify the relationship between two variables (independent and dependent variables) bivariate analysis was conducted. The correlation coefficient denotes the degree of relationship.

According to Table 05 Correlation coefficient of QWL and EP was 0.739 and it represented strong relationship between those two variables. Since quality of work-life was a sum of eight indicators it need to measure the relationship between employee productivity and eight indicators of quality of work life.

Table 05: Correlations

Correlations			
		Productivity	QWL
Productivity	Pearson Correlation	1	.739**
	Sig. (2-tailed)		.000
	N	369	368
QWL	Pearson Correlation	.739**	1
	Sig. (2-tailed)		.000
	N	368	368

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Survey data



Testing Multivariate Assumptions

Test of Normality

Normality test was done with the SPSS and calculated the Skewness of both dependant and independent variables and drew histograms with the normal curve. Calculated skewness results are mentioned below (Table 06).

Table 06: Test of Normality

		QWL	E.Productivity
N	Valid	368	369
	Missing	1	0
Skewness		.080	.226
Std. Error of Skewness		.127	.127

Source: Survey data

As the general rule of skewness: If skewness is less than -1 or greater than 1, the

distribution is highly skewed. If skewness is between -1 and -0.5 or between 0.5 and 1, the distribution is moderately skewed. If skewness is between -0.5 and 0.5, the distribution is approximately symmetric. The skewness of service quality of work-life and employee productivity were .080 and .226 respectively. According to the decision rule, these values lie between -0.5 and 0.5.

Test of Multicollinearity

The tolerance factor and Variance Inflation Factor (VIF) were used to measure multicollinearity with SPSS. Results are presented below (Table 07). If a VIF is greater than 10 and if the value of Tolerance is less than 0.2, high multicollinearity exists. In this research study, VIF values were less than 10 and Tolerance factors were greater than 0.2. According to table 4.5 multicollinearity did not exist in between independent variables in this study.

Table 07: Test of Multicollinearity

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.635	.22512
a. Predictors: (Constant), Working Conditions, Social integration, Adequate and fair compensation, Occupied space by work in life, Use of capacities at work, Social relevance, Opportunities at work, Constitutionalism				
b. Dependent Variable: Employee productivity				

Source: Survey data

Regression Analysis

In regression analysis, multiple regression analysis was done using SPSS to measure the impact of independent variables on the dependent variable. Table 08 provides the model summary. The "R" column represents the value of R the multiple correlation coefficient. R can be considered to be one measure of the quality of the prediction of the dependent variable; in this case, employee productivity. A value of 0.739, displayed a strong positive relationship.

Since the quality of work-life was calculated using the sum of the mean of eight indicators it was better to measure the impact of indicators on employee productivity. According to Table 09, R-value is 0.802 which denoted that there is a positive strong relationship between employee productivity and independent variables.

The "R Square" column represents the R² value, also called the coefficient of determination, which is the proportion of variance in the dependent variable due to changes in the independent variables.



According to Table 09 R2 value of quality of work-life and employee productivity is 0.545 and indicating that there was a variation of 54.5% in employee productivity due to the independent variable of quality of work life.

According to Table 09 R2 value of employee productivity and working conditions, social

integration, adequate and fair compensation, occupied space by work in life, use of capacities at work, social relevance, opportunities at work, and constitutionalism was 0.643. It indicated that there is a variation of 64.3% in employee productivity due to independent variables.

Table 08: Model Summary A

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.739 ^a	.546	.545	.25141
a. Predictors: (Constant), Quality of Work-Life				
b. Dependent Variable: Employee productivity				

Source: Survey data

Table 09: Model Summary B

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.802 ^a	.643	.635	.22512
a. Predictors: (Constant), Working Conditions, Social integration, Adequate and fair compensation, Occupied space by work in life, Use of capacities at work, Social relevance, Opportunities at work, Constitutionalism				
b. Dependent Variable: Employee productivity				

Source: Survey data

ANOVA

To test whether the overall regression model is a good fit for the data ANOVA table is useful. At the 0.05 of the significant level, to determine if the model is useful for predicting the response F table can be used. The F-ratio

in the ANOVA table (see Table 10). If the p-value is less than the significance level, sample data provide sufficient evidence to conclude that regression model fits the data. According to table 4.8 in this case P-value is less than the significance level and concluded that regression model is good fit for the data.

Table 10: ANOVA Table 01

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.878	1	27.878	441.054	.000 ^b
Residual	23.134	366	.063		
Total	51.012	367			
a. Dependent Variable: Productivity					
b. Predictors: (Constant), QWL					

Source: Survey data



When considering eight indicators of quality of work-life as individual variables. To determine if the model is useful for predicting the response F table can be used. The F-ratio in the ANOVA table (see Table 11). If the p-

value is less than the significance level, in this case, the P-value is less than the significance level and concluded that the regression model is a good fit for the data.

Table 11: ANOVA Table 02

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.818	1	4.102	80.943	.000 ^b
Residual	18.194	359	.051		
Total	51.012	367			
a. Dependent Variable: Productivity					
b. Predictors: (Constant), Working Conditions, Social integration, Adequate and fair compensation, Occupied space by work in life, Use of capacities at work, Social relevance, Opportunities at work, Constitutionalism					

Source: Survey data

Regression Model

With One Independent Variable

Table 12: Regression Model 1

Model	Unstandardized Coefficients		Standardized Coeff.	t	Sig.
	B	Std. Error	Beta		
Constant	1.022	.125		8.180	.000
QWL	.757	.036	.739	21.00	.000

Source: Compiled by authors

Employee productivity = 1.02 + 0.757 X (1)

X= Quality of work-life

Unstandardized coefficients indicate how much the dependent variable varies with an independent variable when all other independent variables are held constant. According to the regression results (See Table 12) when Quality of work-life has the null value, employee productivity would be 1.02. At the same time unit increase in quality of work-life would yield 0.757 increases in employee productivity. A standardized beta coefficient compares the strength of the

impact of each individual independent variable to the dependent variable. The higher the absolute value of the beta coefficient, the stronger the impact. The standardized coefficient is measured in units of standard deviation. In this case, the standardized beta coefficient was .739 which denoted that quality of work-life was an important predictor of employee productivity.

With More Independent Variables

In this study when assumed working conditions, social integration, adequate and



fair compensation, occupied space by work in life, use of capacities at work, social relevance, opportunities at work, and constitutionalism were independent variables.

Table 13: Regression Model 2

Model	Unstandardized Coefficients		Standardized Coeff.	t	Sig.
	B	Std. Error	Beta		
Constant	.832	.125		6.652	.000
Adequate and fair compensation(X1)	.007	.023	.012	.308	.759
Use of capacities at work(X2)	.058	.036	.065	1.606	.109
Social integration(X3)	.192	.035	.234	5.552	.000
Constitutionalism(X4)	.224	.033	.313	6.717	.000
Social relevance(X5)	.172	.030	.232	5.643	.000
Opportunities at work(X6)	.006	.032	.008	.179	.858
Occupied space by work in life(X7)	.103	.022	.175	4.657	.000
Working Conditions(X8)	.031	.032	.040	.954	.341

Source: Compiled by authors

$$\text{Employee Productivity} = 0.832 + 0.07X_1 + 0.058X_2 + 0.192X_3 + 0.224X_4 + 0.172X_5 + 0.006X_6 + 0.103X_7 + 0.031X_8 \quad (2)$$

According to the regression results (See Table 13) when Working Conditions, Social integration, Adequate and fair compensation, occupied space by work in life, Use of capacities at work, Social relevance, Opportunities at work, and Constitutionalism have a null value, employee productivity would be 0.832. Holding other factors constant a unit increase in inadequate and fair compensation would yield a 0.07 increase in employee productivity. A unit increase in the use of capacities at work would return a 0.058 increase in employee productivity. A unit increase in social integration would return a 0.192 increase in employee productivity. A unit increase in constitutionalism would yield a 0.224 increase in employee productivity. A unit increase in social relevance would

increase 0.172 in employee productivity. When opportunities at work increased by one unit employee productivity increased by 0.006. A unit increased in occupied space by work in life would increase 0.103 in employee productivity. A unit increase in Working Conditions would increase 0.031 in employee productivity.

The statistical significance of the independent variables was tested by seeing the “sig” column. A P-value of Adequate and fair compensation was 0.759 and it was greater than 0.05, hence it is not significant and it seems to be unrelated to employee productivity. The use of capacities at work is not significant because its P-value of 0.109 was greater than 0.05. Social integration is



significant because its P-value of 0.000 was less than 0.05. The P-value of Constitutionalism 0.000 was less than 0.05 so it is significant. Social relevance is also related because its P-value of 0.000 was less than 0.05. Opportunities at work are not significant because its P-value of 0.858 was greater than 0.05. Occupied space by work in life is significant because P-value was 0.000. Working Conditions are not significant because its P-value of 0.341 was greater than 0.05.

Considering all eight variables only Social integration, Constitutionalism, Social relevance and occupied space by work are significant predictors of Employee productivity.

Hypotheses Testing

Depending on the results of multiple regression analysis hypotheses were tested. 0.05 was taken as the degree of significance in which accept or reject the null hypothesis.

Hypothesis 1

H0: There is no significant impact of quality of work-life on employee productivity in divisional secretariats NWP Sri Lanka.

H1: There is a significant impact of quality of work-life on employee productivity in divisional secretariats in North Western Province Sri Lanka.

In the first hypothesis, the calculated P-value of quality of work-life was 0.000. The decision rule is if the calculated P-value is less than the significance level, reject the null hypothesis. According to that, the null hypothesis was rejected and accepted the alternative hypothesis.

Hypothesis 2

H0: There is no significant impact of adequate and fair compensation on employee productivity in divisional secretariats in North Western Province Sri Lanka.

H1: There is a significant impact of adequate and fair compensation on employee productivity in divisional secretariats in North Western Province Sri Lanka.

In the second hypothesis, the test statistic was 0.759 and it was greater than the significance level. The null hypothesis was accepted and rejected the alternative hypothesis. Adequate and fair compensation has no impact on the employee productivity of employees in divisional secretariats in North Western Province.

Hypothesis 3

H0: There is no significant impact of working conditions on employee productivity in divisional secretariats in North Western Province Sri Lanka.

H1: There is a significant impact of working conditions on employee productivity in divisional secretariats in North Western Province Sri Lanka.

In the third hypothesis, the test statistic was 0.341 and it was greater than the significance level. The null hypothesis was accepted and rejected the alternative hypothesis. Accordingly, working conditions have no impact on the employee productivity of employees in divisional secretariats in North Western Province.

Hypothesis 4

H0: There is no significant impact of the use of capacity at work on employee productivity in divisional secretariats in North Western Province Sri Lanka.

H1: There is a significant impact of the use of capacity at work on employee productivity in divisional secretariats in North Western Province Sri Lanka.

In the fourth hypothesis, P-value was 0.109 and it was greater than the significance level. The null hypothesis was accepted and rejected the alternative hypothesis. Impact of the use of capacity has no impact on the employee productivity of employees in



divisional secretariats in North Western Province SL.

Hypothesis 5

H0: There is a significant impact of opportunities at work on employee productivity in divisional secretariats in North Western Province Sri Lanka.

H1: There is a significant impact of opportunities at work on employee productivity in divisional secretariats in North Western Province Sri Lanka

In this case, P-value was 0.858 which is greater than the significance level. The null hypothesis was accepted and rejected the alternative hypothesis. The impact of opportunities at work has no impact on the employee productivity of employees in divisional secretariats in North Western Province SL.

Hypothesis 6

H0: There is no significant impact of social integration at work on employee productivity in divisional secretariats in North Western Province Sri Lanka.

H1: There is a significant impact of social integration at work on employee productivity in divisional secretariats in North Western Province Sri Lanka.

In the sixth hypothesis, P-value was 0.000 and it was lower than the significance level. The decision rule is if the calculated P-value is less than the significance level, reject the null hypothesis. Social integration has an impact on the employee productivity of employees in divisional secretariats in North Western Province SL.

Hypothesis 7

H0: There is no significant impact of constitutionalism at work on employee productivity in divisional secretariats North-Western province of Sri Lanka

H1: There is a significant impact of constitutionalism at work on employee

productivity in divisional secretariats North-Western province of Sri Lanka

Since P-value is less than the significance level, reject the null hypothesis. Impact of constitutionalism has an impact on the employee productivity of employees in Divisional secretariats in North Western Province

Hypothesis 8

H0: There is no significant impact of occupied space by the work in life on employee productivity in divisional secretariats North-Western province Sri Lanka

H1: There is a significant impact of occupied space by the work in life on employee productivity in divisional secretariats North-Western province of Sri Lanka.

In this case, P-value was 0.000 and it was lower than the significance level. Since P-value is less than the significance level, reject the null hypothesis. Impact of occupied space by the work in life has an impact on the employee productivity of employees in Divisional secretariats in North Western Province

Hypothesis 9

H0: There is no significant impact of social relevance and importance of work on employee productivity in divisional secretariats North-Western province Sri Lanka

H1: There is a significant impact of social relevance and importance of work on employee productivity in divisional secretariats North-Western province of Sri Lanka

In this case, P-value was 0.000 and it was lower than the significance level. Since P-value is less than the significance level, reject the null hypothesis. The impact of social relevance has an impact on the employee productivity of employees in Divisional secretariats in North Western Province.



Table 14: Hypotheses Testing Summary

Hypothesis	Description	Supported or Not Supported
1	H ₁ : There is a significant impact of quality of work-life on employee productivity in divisional secretariats NWP Sri Lanka	Supported
2	H ₁ : There is a significant impact of adequate and fair compensation on employee productivity in divisional secretariats NWP Sri Lanka	Not Supported
3	H ₁ : There is a significant impact of working conditions on employee productivity in divisional secretariats NWP Sri Lanka	Not Supported
4	H ₁ : There is a significant impact of the use of capacity at work on employee productivity in divisional secretariats NWP Sri Lanka	Not Supported
5	H ₁ : There is a significant impact of opportunities at work on employee productivity in divisional secretariats North-Western province of Sri Lanka	Not Supported
6	H ₁ : There is a significant impact of social integration at work on employee productivity in divisional secretariats NWP e Sri Lanka	Supported
7	H ₁ : There is a significant impact of constitutionalism at work on employee productivity in divisional secretariats NWP Sri Lanka	Supported
8	H ₁ : There is a significant impact of occupied space by the work in life on employee productivity in divisional secretariats NWP Sri Lanka	Supported
9	H ₁ : There is a significant impact of social relevance and importance of work on employee productivity in divisional secretariats NWP Sri Lanka	Supported

Conclusion and Recommendations

Findings

This research was conducted to check whether there is any impact of QWL on employee productivity. According to regression analysis, there is a strong relationship between QWL and employee productivity. According to hypothesis testing, it can be explained that there is a significant impact of QWL on employee productivity of employees in divisional secretariats of NWP Sri Lanka.

In this research study, eight indicators of QWL were also tested individually with employee productivity. According to test

results since the indicator of adequate and fair compensation has no significant impact on employee productivity.

The third hypothesis is tested whether there is a significant impact of working conditions on employee productivity. Test results show that there is no significant impact of working conditions on employee productivity.

When considering the impact of the use of capacity at work on employee productivity hypothesis testing revealed that there is no significant impact of the use of capacity at work on employee productivity.

The fifth hypothesis checked whether there is any significant impact of opportunities at



work on employee productivity. According to the results, there is no impact of opportunities at work on employee productivity in employees of divisional secretariats of NWP Sri Lanka.

Hypothesis testing when comparing social integration with EP it revealed that there is a significant impact of social integration at work on employee productivity.

Another indicator of QWL is constitutionalism. According to the results, there is a significant impact of constitutionalism at work on employee productivity. In the eighth hypothesis, results emphasized there is a significant impact of occupied space by the work in life on employee productivity. The last hypothesis tested whether there is any significant impact of social relevance and importance of work on employee productivity. Results show that there is a significant impact of social relevance and importance of work on employee productivity in divisional secretariats of NWP Sri Lanka.

According to mean value analysis, when the service period goes up employee productivity level also increased. Also depending on the mean value, it can conclude that highly educated employees are more productive than other employees.

Conclusion

According to data analysis of the research, Pearson Correlation implied that there was a strong relationship between quality of work-life and employee productivity. Statistical results of regression analysis proved that there was a significant positive impact of quality of work-life on employee productivity. Therefore when the quality of work-life increases productivity of employees in the divisional secretariats of the North-Western province is increased.

Present research study has found that there was a relationship between adequate and fair compensation and employee productivity but not strong. And the impact of adequate and

fair compensation on employee productivity was not at a significant level and it was unrelated to employee productivity.

There was a moderate relationship between the use of capacities at work and employee productivity. According to the regression analysis, the impact of the use of capacities at work was not significant on employee productivity.

According to data analysis, Pearson Correlation implied there was a strong relationship between social integration and employee productivity. And also there was a significant impact of social integration on employee productivity of employees in divisional secretariats in the North-Western province according to the p-value of regression analysis.

Constitutionalism and employee productivity have a strong relationship with a high Pearson Correlation value and there was a significant impact of constitutionalism on employee productivity in accordance with the p-value of the regression line.

Social relevance recorded a strong relationship with employee productivity while it was impact significantly on employee productivity of employees in divisional secretariats of North-Western province.

According to the Pearson Correlation value, there was a relationship but at a moderate level between opportunities at work and employee productivity. Regression analysis implied that there was no significant impact of opportunities at work on employee productivity.

There was a strong relationship between occupied space by work in life with employee productivity. And that relationship has a significant impact on employee productivity.

Data analysis proved that the relationship between working conditions and employee productivity is at a moderate level. Simultaneously the impact of working



conditions on employee productivity is not at a significant level.

Finally, it concluded that quality of work-life has a significant impact on employee productivity. Among indicators of quality of work-life Social integration, Constitutionalism, Social relevance and Occupied space by work are significant influencers of Employee productivity

Discussion

When comparing these research findings with earlier research, the majority of researchers emphasized that there was a relationship between quality of work-life and employee productivity. The results of this study it concluded that there was a relationship between quality of work-life and employee productivity. So this research study was consistence with the majority of the findings of earlier researchers. Among earlier researchers, Mohomadee & Molee (2016) & Mubeen, Bawa (2014) stated that there was no significant correlation between adequate and fair compensation and employee productivity same as the results of this research study.

This research study measured the impact of quality of work-life and its indicators on employee productivity but most of all earlier researchers did to measure only the relationship between employee productivity and quality of work life. Therefore there were very few researches to compare with this study to measure the consistency of this research.

Managerial Implications

According to the findings of this study higher authorities in the public sector must pay attention to improving the quality of work-life in employees of divisional secretariats since it's strongly related to employee productivity.

From indicators of quality of work-life, it is necessary to pay deep attention to Social integration, Constitutionalism, Social

relevance and occupied space by work since they have a significant impact on employee productivity. Human resource policy and attitude of the employees about the company are connected with social relevance. Equality, privacy and freedom, and prejudice are factors of social integration. Constitutionalism included labour laws, privacy and freedom of expansion. Stability of schedules, geographic change and time for leisure are factors of occupied space by work. So top management of divisional secretariats must try to develop or facilitate the above-mentioned factors which are influenced on employee productivity of divisional secretariats.

Recommendations

The finding of this study concluded that the quality of work-life impacts employee productivity. Therefore for the purpose of improving productivity divisional secretariats need to improve the quality of work-life of employees. In accordance with research findings since Social integration, Constitutionalism, Social relevance and Occupied space by work have a significant impact on employee productivity it is better to carry out further surveys covering those areas in deep. On the other hand Empowerment of employees is important which will give people the power, authority, freedom and responsibility to carry out their jobs. This gives them a sense of control over their work and makes them feel worthy of doing things on their own. At the same time helping employees to achieve a balance between their work and personal lives will encourage people to work more. Many studies have revealed that work-life balance is one of the main concerns of employees.

Limitations

This survey was carried out by covering all levels of employees in the divisional secretariats. Since their educational level, salary, tasks of the job, and responsibilities differ from levels it is better to measure the impact of quality of work-life on productivity



based on job category. Since there is no standard way to measure the productivity of employees of divisional secretariats in this survey employee productivity was measured using questions raised by employees. Their opinion on their own productivity may differ from one others. So in future when carrying on research in this context it will use to measure employee productivity based on their daily kkkk though it takes some more time. Further, it is essential to test the relationship and impact of the personal factors on employee productivity in divisional secretariats.



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