

Quality of Work Life and Employee Performance: Antecedent and Outcome of Job Satisfaction in Partial Least Square (PLS)

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Abstract: The objective of this study is to examine the relationship of quality of work life (QWL) as antecedent of job satisfaction and employee in-role performance as outcome of job satisfaction of the operators working in the readymade garment organizations in Bangladesh. QWL was measured in terms of compensation and benefits, supervisor behavior, work life balance and job character. Data were collected through structured questionnaire gleaned from the literatures. The data were examined using partial least squares (PLS), a second generation structural modeling software. The result of the study indicated that supervisor behavior, compensation and benefits and work life balance all have positive significant influence on job satisfaction where compensation and benefits has the highest impact. On the contrary, job character is found having insignificant effect on job satisfaction. Last, job satisfaction was found positively and significantly related with employee in-role performance.

Key words: Quality of work life (QWL) • Job satisfaction • Employee performance • Partial least square (PLS) • Ready-made garment industry (RMG)

INTRODUCTION

Organizational competitive capability largely depends on how individual can perform distinctively as individual performance portrays the overall performance of the organization. Therefore, researchers consider human resources as the main resources for achieving the competitive advantage in a dynamic market [1]. This phenomenon is also substantially true for Bangladeshi organizations especially for the Readymade Garment (RMG) industry. This single sector alone earns about 80% of the yearly foreign exchanges of the country's economy (Bangladesh Garment Manufacturer and Exporter Association, BGMEA 2012) [2]. The industry contribution to Gross Domestic Product (GDP) reaches to 13% in fiscal year 2010-2011, which was only 3% in 1990 [2]. The tremendous increase of RMG industry in Bangladesh not only contributes to the national economy but also engenders the employment opportunity for the country. Local researchers in this area also claim that the development of RMG industry largely depends on the valuable contribution of the employees [3, 4].

For retaining the success scenario and keeping the growth trend, the RMG industry needs to assure the level of job satisfaction of employees [5, 6]. Local researchers such as, [7, 8] mention that the organization needs to concentrate on the overall management policies and its application to make the employee satisfied as well as to improve their performance. Therefore, local researchers recommend to deliberate the attention of the owner to identify the components that pursue the employee to be satisfied with the organization [9]. Another local study also finds that job satisfaction helps the organization to minimize the negative consequences of employees in the organization such as, employee turnover problem, absenteeism, low productivity [3]. The same author identifies different factors are responsible for employee satisfaction in this industry for instance, proper wage, leave facility, medical facility, promotion opportunity, supervisor's behavior and working conditions. Researchers in this arena highly emphasize on implementing strategies for employee job satisfaction and reduction of the negative consequences such as longer lead time, skilled labor shortage and turnover [10].

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Moreover, a popular daily local newspaper “The ProthomAlo”(2013) [11]reports that better management and practices and its application can enhance the level of employee satisfaction and assure the competitive position of RMG industry in the global market. This is also supported by [3] that reveal the overall performance through individual performance of RMG industry will increase if the organizations are able to satisfy their employees. Therefore, for the development of the industry, it is essential for the organization to invest in enhancing the level of employee satisfaction as satisfied employees are the prime resources for the organizational performance.

Previous researchers find job satisfaction is one of the important considerations of employee performance [12, 13]. Job satisfaction is the outcome of different factors that employees expect for their contribution to the organization [14, 15]. Ali and Baloch [16] find different components like pay, promotion, job security, recognition and autonomy are the predictors of job satisfaction. Hu and Liu [17] also find work, pay, promotion, supervision and coworkers are the main determinants of job satisfaction. Therefore, in this area a gap is found to consider the dimensions of QWL as predictors of employee job satisfaction. Furthermore, in the context of developing country like Bangladesh very few studies was found on QWL [18, 19], but there is no study on the consequential relationship amongQWL, job satisfaction and performance. Moreover, there is a dearth of study in RMG industry regarding QWL, job satisfaction and employee performance. Therefore, this study highlights its attention on QWL as antecedent of job satisfaction and employee performance as the outcome of job satisfaction. The focus of Quality of Work Life (QWL) is mainly on the personal reaction of the work experiences related to employee job satisfaction and mental health [20, 21]. Therefore, QWL can be considered as an important determinant of job satisfaction. On the other hand, satisfied employees are the good performers in the organization [22]. As such, QWL as a predictor of job satisfaction and employee performance as an outcome of job satisfaction can be related.

The theoretical model that directs this study is presented in Figure (1). Depending on the previous literatures QWL is conceptualized as that favorable work environment required for the employees to make them satisfied, committed and organization oriented. Job satisfaction is the desired outcome of employees from the organization as an expression of their feeling toward job in exchange of their contribution. Last, employee

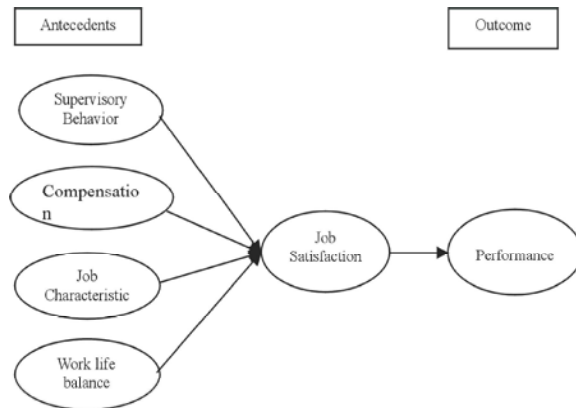


Fig. 1: Antecedent (QWL) and outcome (In-role performance) of job satisfaction

performance indicates the positive behavioral outcome which aggregates all the direct and indirect contribution to the organization.

Literature Review and Hypothesis: Dissatisfaction with the working life arises due to the mismatch between employee expectation and reality, which may affect their performance in the organization. Today employees expect more than financial benefits from the organization as they have to spend a considerable portion of their time in the organization [23]. Employees want to have a quality time in workplace that will enhance their sense of belongingness to and attachment with the organization. An individual’s perception of QWL has significant influence in explaining the level of satisfaction [24]. As satisfied employees are more committed to the organization’s development, therefore, assuring quality of work life is essential for the organization to make the employee satisfied and organization oriented [25, 26].

Quality of Work Life and Job Satisfaction

Job Satisfaction: Job satisfaction is the most studied construct in business science and organizational behavior [27, 28]. Job satisfaction is the expression of employees about their job and the expectations from the job that is a desired outcome of employees for their involvement in the organization. Because of the enormous importance, job satisfaction is a widely used research topic relating with different issues such as life satisfaction [29], organizational commitment [27] and employee turnover intention [30].

The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is that of Locke

[31] who describes job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (p.1304). Job satisfaction is also considered as an emotional reaction toward the positive or negative judgment of the various aspects of job experiences [32]. Further Skalli *et al.* [33] argue that job satisfaction is the combined weighted outcome of different aspects of job. Hence, employee experiences and expectations of the work life may be expressed in terms of employee satisfaction with the work. Therefore, a better understanding of the relationship between employee perceived QWL as a determinant of job satisfaction is highly warranted.

Quality of Work Life: QWL can be defined as the favorable circumstances of a workplace that endorse employee satisfaction by assuring proper rewards, job security and growth opportunity [34]. In explaining QWL earlier literatures identify different dimensions such as, job security, better reward, opportunity for growth, participation, higher pay and increased organizational productivity which are highly discussed. In a very prominent research, Walton [35] proposes eight major dimensions for measuring QWL, for instance, adequate and fair reward, safe and healthy working conditions, opportunity to use and develop human capital, opportunity for continued growth and security, social integration in the work place, constitutionalism in the work organization, work and total life space and social relevance of work life.

Based on the conception of Walton [35] later researchers also try to conceptualize and identify the dimensions of QWL for instance, better working conditions, equitable compensation autonomy, accomplishment, challenge and personal responsibility and participation in decision making [36, 37]. Later Razali [38] recapitulates QWL and approaches different dimensions of QWL such as, pay and benefits, growth and development, physical work environment, participation in decision making, supervision, social relevance and workplace integration.

Martel and Dupuis [37] also develop four dimensions for measuring QWL and the dimensions are supervisory behavior, compensation and benefits, job characteristics and work life balance. And these four dimensions cover the perception of QWL where organizational, human and social aspects act together. Among these four dimensions compensation and benefits and job characteristics are characterized as organizational aspects, while work life balance and supervisors’ behavior are regarded as

human and social perspectives. In this study these four dimensions are considered for measuring employee QWL with significant influences which is also proposed by Chen and Farh [39]. Moreover, Huang *et al.* [40] find significant influences of these four dimensions for measuring the QWL of employees in Taiwan. Surlenty *et al.* [23] study these four dimensions of QWL in Malaysia. Therefore, this study also focuses Asia and strongly believes that the same dimensions can represent QWL in the context of Bangladesh.

Previous literatures on QWL recommend that for hiring and retaining valued workforce organizations need to approach better QWL situation [34]. QWL is also approached to reduce employee turnover intention explaining that the presence of employee perceived QWL can minimize the unexpected turnover intention and actual turnover [23]. Moreover, research in this area also find the influence of QWL on employee job satisfaction and clearly distinguish between QWL and job satisfaction [41, 42]. Based on those linkages, later Sirgy *et al.* [24] find the influence of QWL on both work life (job satisfaction) and non-work life satisfaction of employees. Another recent study finds that QWL is a good predictor of employee attitudinal outcomes (job satisfaction, commitment and team spirit) [43]. Therefore, it can be hypothesized that:

H1: QWL Is Positively Related with Job Satisfaction: Supervisors behavior added with supportive nature advocates an essential way in managing employee commitment, job satisfaction and moreover, the productivity [44]. In a recent study, Michael [45] reveals that positive attitude and support from supervisor can enhance the level of employee satisfaction as well as performance in the organization. Further, Bettencourt and Brown [46] find that supervisor’s positive behavior can increase both job satisfaction and service behavior of employee in the organization. As such it is hypothesized that:

H1a: Supervisory Behavior Is Positively Related with Job Satisfaction: Compensation in either monetary or non-monetary form is considered as an important mechanism for assuring the behavior of employee. According to Willis [47] (p. 20), compensation is “the most critical issue when it comes to attracting and keeping talents”. Researches in this context find the significant positive influence of compensation on employee job satisfaction such as, Ali and Baloch [16] find different components are responsible for banking employees job

satisfaction where compensation play the major role. Nguyen *et al.* [48] find that considerable pay has the significant positive influence on the satisfaction of both lower and higher level of employees even though job security may not be sufficient enough in the organization. Thus, compensation is found having a direct significant positive effect on employee job satisfaction in the organization [49, 50]. A study conducted by Chuang *et al.* [51] on hotel employees' job satisfaction finds a significant positive relationship between compensation and job satisfaction. Therefore, it can be hypothesized that:

H1b: Compensation and Benefits Is Positively Related with Job Satisfaction: Job character and job type have enormous influence on employees that may pursue them to do a job and get the interest to continue the job effectively and efficiently [52]. Again, McNight *et al.* [53] find a significant positive relation between job characteristics and job satisfaction and reveal that constructive job characteristic pursue the employee to be satisfied and think about to continue with the organization for a longer time. In an earlier study Ang and Slaughter [54] mention that job design characteristic has the impact of IT professional's attitudes, behavior and job performance. In a meta-analytical review on health workers, Faragher *et al.* [55] find a significant influence of both workplace and job characteristics on job satisfaction as well as overall satisfaction. Thus based on the literature the following hypothesis can be considered:

H1c: Job Characteristic Is Positively Related with Job Satisfaction: Effective work-life balance policies are essential for the organization to enhance the morale and job satisfaction and to minimize the negative consequences such as absenteeism, turnover intention and actual turnover. Research in this regard finds consistent positive relationship between work life balance and job satisfaction as well as satisfaction in their personal life. For instance, Thompson *et al.* [56] reveal that a successful work life balance strategy reduces stress level and raises job satisfaction and consequently productivity of the organization rises. Further in a recent study, Karthik [57] find a significant positive relationship between work life balance, job satisfaction and productivity. Keeton *et al.* [58] find a significant positive relationship between work life balance and career satisfaction. Thus an increase in the value of work life balance can determine the extent to

which employees will act according to the organization objective satisfactorily. Therefore the following hypothesis can be considered:

H1d: Work life balance is positively related with job satisfaction

Outcome Variable (Job Satisfaction and Employee Performance): Performance is the behavioral outcome of employee which point out that employee is showing positive attitudes towards their organization. Performance is the aggregated value of employee contribution both directly and indirectly to organizational objectives [59]. Employee performance can be defined based on in-role and extra-role performance. In-role performance refers to the individual contribution to the organization as stated in the job description. According to Williams and Anderson [60] in-role performance is the behavior of individual employee intended to achieve the organizational goal as stated in their job description and specification. Whereas, extra-role performance focuses on the involvement of individual employees in the organization as well as group to enhance the group behavior toward achieving both group and organizational goal. Moorman *et al.* [61] consider extra-role performance is discretionary in nature such as, acting courteously, helping others, good relationship with colleagues and supervisors required for overall organizational effectiveness.

For getting the desired employee performance it is indeed essential for the organization to shape the attitude of employees into behavior. Researchers in this area try to find out the attitudinal measures which are more directly related with behavioral outcome, for instance, Kornhauser and Sharp [62] find satisfied employees are considered as the valuable assets for the organization who can increase the performance of the overall organization through their individual performance. Ajzen [63] in Social-cognitive theory predicts that attitudinal outcome (job satisfaction) towards job influences the behavior (performance) of employees. Later, this prediction is also supported by Judge, Thoresen *et al.* [64] who reveal that job satisfaction is positively related with employee performance. Meta-analytical review of both Ricketta [65] and Harrison *et al.* [66] also confirm the influence of job attitude (job satisfaction) on employee behavioral outcome (job performance). These meta-analyses prove that employee satisfaction is more significantly related with performance. Therefore, it is essential for the organization to make the employee happy and satisfied

to achieve the performance of the organization. In a recent study, Karthik [55] finds the significant consistent relationship between job satisfaction and employee efficiency. The author reveals that satisfaction advents a sense of commitment and the consequence is the improved performance. Wright *et al.* [22] find the relationship between jobsatisfaction and job performance. The authors reveal from their analysis that performance is the highest when employees report high scores on job satisfaction. Thus, it is hypothesized that:

H2: Job Satisfaction Is Positively Related with Employee Performance

MATERIAL AND METHODS

Sampling and Data Collection: The sample of this study consists of operators working in the registered RMG organizations in Dhaka, the capital city of Bangladesh. Dhaka is considered as sampling frame because more than 60 percent organizations are operating in Dhaka where more than 65 percent operators of entire RMG organizations are working [2]. Purposive judgmental sampling technique is employed in this study as a sampling technique. Drop-off and pick-up method is considered for collecting the questionnaire. In total 400 questionnaires were distributed to 20 RMG organizations and after 15 day they were collected from the respondents. Of 400 distributed questionnaires 174 were returned and 150 were found usable for data analysis representing a response rate of 37.5 percent.

Measurement Instrument: For measuring QWL twelve items were adapted from Huang *et al.* [40] first developed by Chen and Farh [39]. These twelve items represent four dimensions of QWL such as, supervisory behavior, compensation and benefits, job characteristics and work life balance. Job satisfaction was measured by four items developed by Price [67]. These four items represent alpha 0.83 that is higher than the minimum acceptable value [68]. Further three items were taken for measuring in-role performance developed by [69]. In this study only in-role performance is considered because extra-role performance is more suitable to measure the qualitative and quantitative aspect of work group performance [70]. Further Tjosvold *et al.* [71] recommend that extra-role performance is more applicable to measure the group members and other employees working in the same unit. Thus, this study considers in-role performance to measure individual employee performance. All items in perception regarding QWL, job satisfaction and employee

performance (in-role performance) were rated on five-point Likert scale such as, strongly disagree (1) and strongly agree (5).

Data Analysis: To investigate the research model, we employed the Partial Least Squares (PLS) approach. Based on the two-stage analytical procedures by Andersen and Gerbing [72] we tested the measurement model as well as the structural model. The Smart PLS M2 Version 2.0 was used to analyze the data. Furthermore, Statistical Package for Social Sciences (SPSS) 20 version was considered for importing data and also to explain the descriptive statistics. To test the significance of the path coefficients and the loadings a bootstrapping method (500 re-samples) was employed to determine the significance levels.

RESULTS

Demographic: The average age of the respondents in this study is 24.86 years (SD = 3.86) where most of the respondents are 20-25 (59.3%) and 26-30 (24%) years old. Only 15.7% respondents are above 30 years. In this study gender distribution is quite higher for female. Of the 150 respondents, 78 respondents (52%) are female and 72 (48%) are male. Majority of the respondents 92 (61.3%) are found married while the remaining 58 (38.7%) of the respondents are unmarried. Respondents are also requested to mention their job type where 45 (30%) respondents are found as helper and 30 (20%) are working as a junior operator in the organization. While, 38 (25.3%) respondents are working as operator and the rest 24.7% are in the senior operator category. Average work experience is found 5.85 years where the maximum is 15 years and the minimum is 1 year.

Measurement Model

Convergent Validity: In analyzing the measurement model researchers need to assess the convergent validity which is the degree to which multiple items to determine the same concept are in agreement. Hair *et al.* [73] suggested to consider factor loading, composite reliability (CR) and average variance extracted (AVE) to assess the convergent validity. For loading the recommended value is 0.5 [74]. On the other hand, for CR which represent the degree to which the construct indicators specify the latent construct, vary from 0.824 to 0.935 in this study exceeding the recommended value 0.7 [73]. The AVE is also found 0.611 that is the lowest for work life balance but higher than the minimum cut of value 0.5 [73].

Discriminant Validity: Discriminant validity is the degree to which items distinguish among the constructs or measure distinct concepts [75]. Discriminant validity was measured by evaluating the correlations between constructs and the square root of AVE for that construct [76]. Table (2) shows the discriminant validity of this study (the square root of the AVE is higher than the correlations values in the row and the column). Therefore, the measurement model is accepted as it fits all the criteria of convergent and discriminant validity.

Reliability Analysis: Reliability measures the consistency of measurement of an instrument in whatever concept it is measuring [77]. Table (1) demonstrates that all the alpha values are greater than 0.6 [77] with minimum value for job characteristics construct (0.68). We can conclude that the measurements are reliable.

Structural Model: Structural model indicates the causal relationship among constructs in a model (path coefficient and the R² value) [78]. Both path coefficient (beta and significance) and R² value explain how the data will support the hypothesized causal relationship in the model [79]. Table 3 and Figure 2 show the result of the structural model from the PLS output.

The results show that the structural model explains 62.5 percent of the variance of job satisfaction. As can be seen from the results that three dimensions of QWL are significantly positively related with job satisfaction (supervisory behavior, compensation and benefits and work life balance) and can be considered as the predictors of job satisfaction. Therefore, the results show that H1a, H1b and H1d are confirmed. Whereas, one dimension of

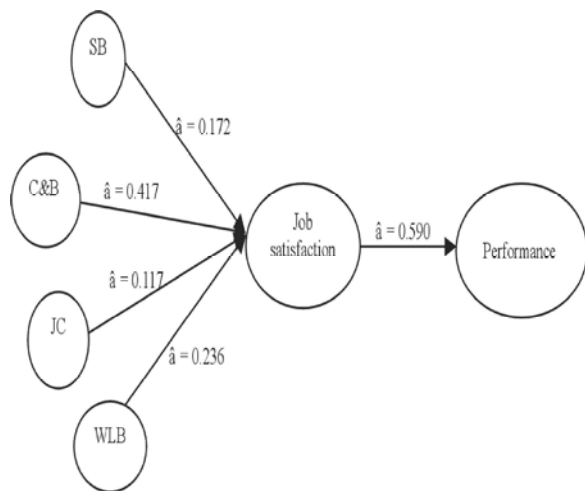


Fig 2: The structural model (Antecedents and outcome of job satisfaction)

Table 1: Result of measurement model

Constructs	Items	Loading	Alpha	CR	AVE
Supervisor Behavior	SB1	0.942	0.799	0.883	0.715
	SB2	0.954			
	SB3	0.926			
Compensation and benefits	CandB1	0.918	0.935	0.935	0.885
	CandB2	0.916			
	CandB3	0.672			
Job Characteristic	JC1	0.861	0.774	0.869	0.688
	JC2	0.807			
	JC3	0.821			
Work life Balance	WLB1	0.681	0.687	0.824	0.611
	WLB2	0.894			
	WLB3	0.873			
Job satisfaction	JS1	0.886	0.854	0.903	0.703
	JS2	0.785			
	JS3	0.877			
	JS4	0.873			
In-role performance	IRP1	0.725	0.843	0.879	0.711
	IRP2	0.770			
	IRP3	0.844			

Table 2: Discriminant validity of constructs

	CandB	IRP	JC	JS	SB	WLB
CandB	0.941					
IRP	0.530	0.843				
JC	0.642	0.503	0.830			
JS	0.712	0.590	0.642	0.838		
SB	0.550	0.500	0.778	0.625	0.846	
WLB	0.531	0.453	0.524	0.615	0.561	0.781
Mean	3.94	3.88	3.97	4.08	4.05	4.00
SD	0.765	0.717	0.634	0.650	0.617	0.641

Table 3: Summary of the structural model

Paths	β Value	t-statistics	Decisions
SB > Job satisfaction	0.172	2.011*	S
CandB > Job satisfaction	0.417	5.957***	S
JC > Job satisfaction	0.117	1.193	NS
WLB > Job satisfaction	0.236	3.80**	S
Job satisfaction > In-role performance	0.590	10.091***	S

*p < 0.05, **p < 0.01, ***p < 0.001

QWL (job characteristic) has no significant effect on employee job satisfaction and the hypothesis H1c is not supported. Further, the path analysis from job satisfaction to employee performance is found statistically significant and the hypothesis H2 is accepted and reveals that operator's performance will increase if they find them satisfied in the organization.

DISCUSSION

This study fills the gap that is unexplored by preceding studies. Past researchers have evidently identified different antecedents and consequences of job

satisfaction, whereas, it is not found in the previous literatures that consider QWL is the predictor of job satisfaction and its consequential outcome is employee performance. This study provides the findings that 3 components of QWL support employee job satisfaction positively. The results clearly signify that supervisory behavior, compensation and benefits and work life balance are regarded as the most significant QWL factors having influence on employee job satisfaction. Earlier studies have also proved the importance of QWL for satisfying employee in the organization such as, Koonmee *et al.* [42] suggest organizations may gain the advantage from the employees if they are satisfied with the QWL concern of the organization. In the present study compensation is found as the main among the four dimensions of QWL influencing employee job satisfaction. Previous literature also proves the importance of compensation on employee job satisfaction [16]. In the context of Bangladesh most of the research found compensation is the main initiator of employee satisfaction [3]. Moreover, in the context of RMG industry, Islam and Siengthai [19] find the significant influence of compensation in determining the QWL of RMG employee in Bangladesh.

The present findings have also concluded that supervisors play a significant role in enhancing employee satisfaction that is also supported by previous study [44]. Supervisor can shape the behavior of employees directed to improved performance for the organization. Therefore, supervisor's positive behavior is the valid expectation of subordinates that pursue them to be more organization oriented [80]. Hence, it is the responsibility of the supervisor to be aware of their influence and to take good care of their subordinates as their friendly and supportive behavior influences employee attitudinal and behavioral outcome [80]. Previous literature in this area also acknowledge the same finding and reveal that supervisor's cooperation and accepted behavior make the employee more satisfied and productive in the organization [81]. In an earlier study Babin and Boles [82] state that perceived support received from supervisor can reduce stress and increase job satisfaction. In the context of the RMG industry in Bangladesh, researchers also consider it as one of the vital factors for employee job satisfaction and continuity with the organization [3, 19].

Employees want to be satisfied in the organization which may reflect their life satisfaction as both job satisfaction and life satisfaction are closely related to each other. In this study, work life balance is found

significantly positive with job satisfaction and this relationship is justified by the previous literature [55]. Hughes and Bozionelos [83] have stated that work life imbalance is the major source of employee dissatisfaction in the organization and withdrawal cognition. The authors also clarify that imbalance between work and life reduces the level of satisfaction and enhances their job search behavior. The present findings are also in consistent with early findings of the positive relation between work-life balance and job satisfaction.

However, the influence of job characteristic on job satisfaction is found positive but insignificant. Individual in the organization want to know detailed about their job they need to perform in the organization as well as to perform different types of tasks to improve their skill and knowledge. Researcher like Tzeng [84] finds the challenges in the job are positively related with employee satisfaction. Employees also feel that organization will approach autonomy to their job and provide feedback on their job to them. As stated in a very recent research, Naqvi, Ishtiaq, Kanwal and Mohsin Ali [85] reveal that job autonomy positively influences employee satisfaction and bind them to perform better in the organization. In the context of Bangladesh, researchers like Rahman *et al.* [86] and Rahman *et al.* [87] recommend that undefined job character is one of the reasons of job dissatisfaction. However, the present study finds insignificant relationship between job characteristics and employee job satisfaction. For the present context, it can be assumed that operators need to perform the same job repeatedly that enhances their efficiency level. As they expect well benefits, supervisors' supports and work-life balance more, they may accept their job as natural in their workplace. Therefore, RMG operators give more emphasis on well compensations, supervisor behavior and worklife balance than on their job characteristics. On the other hand, because job characteristic is found positively related with job satisfaction, organization may rotate employees within the same level of job to enhance skill variety thus reducing boredom of employees. This strategy may significantly increase employee job satisfaction.

Finally, this study focuses on employee performance as outcome of job satisfaction and finds a significant positive relationship between them. Previous scholars such as, Edwards and Bell [88] also consistently report the same findings and reveal organizational responsibility is to make the employee satisfied for improving their performance. Further, a previous meta-analytical review by Judge *et al.* [63] reporting the relative strong relationship

between overall job satisfaction and performance reveals that performance will fluctuate when the employee will not find their perceived level of satisfaction in the organization. On the other hand in a recent study, Ziegler, Hagen and Difhl [89] find a significant positive relationship between job satisfaction and performance and assert that job satisfaction is the better predictor of employee job performance.

Therefore, from the ultimate perspective of organizational performance it is essential to focus on individual performance as it is the behavioral outcome of employee contributing to overall organizational performance. Organization should gather knowledge about how they can enhance the level of satisfaction for both individual and organizational performance. The present study shows QWL is the way to achieve this purpose. Management of the organization should believe that better compensation and benefits are not the expenditure for the organization rather it can be considered as the investment whose return will be better zperformance and organizational growth. Similarly, as representative of the organization, supervisors should be concerned to develop positive relationship with the employees to get expected results from them. Thus it is of utmost importance for management to focus on employee satisfaction by assuring QWL dimensions as it helps to increase the chances of goal attainment.

Implications: This study highlights organizations should take initiatives to increase employee job satisfaction which then lead to enhance both the individual as well as organizational performance. In this respect organization can consider to improve QWL dimensions to promote employee job satisfaction and performance. Researchers in the past have revealed the effect of compensation on employee job satisfaction and their consequential outcome [90, 49]. Early researches also recommend proper job description and feedback for the development of the employees in RMG organization [9, 19]. Perceived supervisory support is also found to generate employee satisfaction and productivity in the organization[91]. The most interesting finding of this study is that employees of developing country like Bangladesh also expect a quality work life as a predictor of their job satisfaction that will improve their performance improvement. Only compensation, reward, job nature or work life balance are not the most desired expectations of employees rather employees expect a total balance in their work life that have stronger effect on their satisfaction and performance. This finding corroborates

the notion of considering employees as the most important intangible resources of organization that need to be managed with overall QWL [42]. Therefore, it is indeed imperative for the organization and the decision makers to consider and implement the factors for ensuring QWL for employee job satisfaction, performance as well as organizational growth.

Limitations and Directions for Further Research:

Like other research this study has several limitations. This study has considered only the operators as the respondents from the RMG industry which cannot ensure whether the results obtained can be generalized for this industry and other manufacturing industry in Bangladesh. Secondly, this study only considers in-role performance where extra-role performance need to be emphasized as it has the relationship with job satisfaction. Moreover, a longitudinal study is essential by including all possible factors as these four factors are not fulfilling the all-inclusive concepts of antecedents of job satisfaction. Predictably, this study provides a foundation to examine the relationship among QWL, job satisfaction and employee in-role performance in a limited focus. Therefore, it is suggesting to the future practitioners that they need to consider other predictors and outcomes of job satisfaction of the employees in RMG organizations. All in all, this study suggests and recommends that management of the RMG organization need to focus on those issues which will play more important role in motivating and satisfying employees. Therefore, it can be asserted that for gaining the improved performance to make and retain the position in the competitive global market RMG organizations need to satisfy their employees. More studies are felt important in this regard.

CONCLUSION

Employees are the main drivers of the success of the organization. Organization having a satisfied workforce can achieve and sustain the gaining position in the competitive market through exploring the performance of their employees. It is the advantage of the RMG organization that they have the committed and skilled labor force who can take the responsibility to make the success of the industry. Hence, it is important to understand how individuals feel about the organization regarding their satisfaction. Employee performance in the organization will enhance if they find that organization are more concerned to satisfy their employees as they

perceived. In this study, it is verified that compensation and benefits, supervisor's behavior, work life balance are significantly considered as the dimensions of QWL that is the predictor of job satisfaction. Our findings are consistently related with the previous literature and prove the positive association between QWL dimensions and job satisfaction. On the other hand, this study finds a significant positive relationship between job satisfaction and performance as similar with the previous study. Therefore, it can be considered and asserted that assuring QWL is essential for the organization to enhance the level of satisfaction as satisfied employees are responsible for improving both their individual and organizational performance. The present study confirms this notion in the RMG industry of a developing country like Bangladesh.

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