



## Work Life Factors and Job Satisfaction in Banking Sector of Nepal

Dhan Raj Chalise

Lecturer, Shankar Dev Campus, Faculty of Management,  
Tribhuvan University

### Abstract

**Background:** *Quality of work-life is a progressive indicator relating to the sustainability of business where positively addressed job satisfaction and quality of work-life motivates employees to contribute to the organizational effectiveness and growth. The present study aims to extract the relationship between job satisfactions on the quality of work-life among the employees in Nepalese commercial banks. More specifically the study explores the extent of work environment and facilities, job security and safety, learning and development, leadership and employee's empowerment on job satisfaction.*

**Methods:** *Adopting descriptive cum analytical research design this study was carried out from the Nepalese banking industry and targeted sample employees were drawn from the report of Nepal Rastra Bank 2019. Likert type structured questionnaire was designed to collect information from 150 commercial bank employees using simple random sampling techniques. Correlations and regression analysis were carried out to examine the relationship between and among the study variables with the help of SPSS.*

**Results:** *The result of the study shows that there is a positive impact of job satisfaction on the quality of work-life of employees in Nepalese commercial banks. Moreover, the study reveals that working environment, learning and development, leadership and employee empowerment has relatively more impact on the quality of work-life than pay and job security aspects of the quality of work life.*

**Conclusion:** *Job satisfaction and quality of work-life motivates employees to contribute to the organizational effectiveness and growth.*

**Keywords:** *Commercial bank, job satisfaction, working environment, learning and development, leadership and employee empowerment*

Corresponding E-mail: [chalisedr@shankerdevcampus.edu.np](mailto:chalisedr@shankerdevcampus.edu.np)

## **Introduction**

People in the organization are the central concerns in any organization and they are only producing their result if an organization can create a healthy working environment and relations within a job. The human relations movement in management study literature emphasized the importance of the people element over the machine element. The study by Saklani (2004) elaborates on the theme of using the socio-technical approach of job redesign and giving high importance to bettering working life. The concept of quality in the workplace was not an issue to be addressed in the past.

Quality of work-life (QWL) is the mental perception of employees and their physical and psychological desirability in the workplace. QWL is concerned with the welfare of the employees in the workplace and is different from the job satisfaction of the employee. QWL affects the life of employees outside the work and does not directly affect the employees' job satisfaction. If an employee does not meet his needs at the workplace he or she may experience work stress which may adversely affect the welfare of employees and their job performance (Emadzadeh 2012). In addition, quality of work-life is also defined as quality of association among employees and the whole working environment with human dimensions, technical and economic consideration is the main concern for the organization (Chelte 1983).

## **Review of Previous Studies**

Quality of work-life is the position that employees have to their job, colleagues, and the organization itself that forms a chain leading to the organization's growth and profitability (Sasser, Schlesinger and Heskett, 1997). QWL is not limited to a person's well-being and attitude of the workers but also related to their feelings towards their jobs (Beaudoin and Edgar, 2003). QWL leads to motivation, reliability, and flexibility in the workforce for the employee, and these factors are regarded as vital components for the competitiveness of organizations too. In addition, QWL helps to reduce absenteeism, employee turnover rates, and finally enhance the job satisfaction of the employee as a whole (Adhikar and Gautam 2010).

Many researchers in the field of quality of work-life and job satisfaction in the banking industry have tried to find the dimensions that limit QWL. A study by Mirvis and Lawler (1984) found satisfaction with wages, a safe work environment, working conditions and working hours, equity in wages, opportunities for advancement, and equal employment opportunities as the fundamental components of a good QWL.

Another study by Baba and Jamal (1991) indicated that job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment, and turnover intentions are the elements of QWL. Moreover, the discharge of these social obligations by an organization is not just a means to some end but is an end in itself (Mullins, 1996). Quality of work-life has been witnessed as the extent to which workers are able to fulfill individual needs over employees experiences within the organization, not only in terms of matters of physical but much more in terms of pride on being in the organization, having pleasure in the workplace, an opportunity to demonstrate their talents, recognition of contribution, and for individual growth of the employees (Naveed,, Ahmad, and Bushra, 2011). Quality of work-life and job satisfaction in faculty members can be enhanced through the changing and deploying the components of quality of work-life and in the suitable environment for organization growth should be provided (Kermansaravi et al, 2015).

Job satisfaction is the most studied construct in business science and organizational behavior (Fletcher, Williams, 1996 and Coomber, Louise, 2007). Job satisfaction is the expression of employees about their job and the expectations from the job, which 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 to different issues such as life satisfaction (Witte and, Buitendach, 2005), organizational commitment (Fletcher, and, Williams, 1996), and employee turnover intention (Lambert, Hogan, and, Barton, 2001). The study by Chitra and Mahalakshmi (2013) indicated ten different variables to measure the quality of work-life which are organization support, work-family conflict, self-competence, relationship with peers, the meaningfulness of job, the impact of the job, change in organizations, autonomy, access to resources and time control and these variables are strongly regarded as the predictor of job satisfaction. It has been a topic of interest to researchers because of the perception that it is associated with absenteeism, worker productivity, employee turnover, and the general mental health of employees (Chappel, 1995).

Job security of an organization and a good pay structure to the employee make an employee feel comfortable at the workplace which in turn creates the quality of work-life (Drobnic, Behan and Prag 2010). The quality of work-life affects the satisfaction level of employees. Adequate income level and fair compensation policy, safe and healthy working conditions with constitutionalism in work organization, and social relevance of the QWL produce a high level of satisfaction among the employees in the organization, and these factors are positively correlated with the quality of work-life (Gupta, and Sharma 2011).

## **Statement of the Problem**

Job satisfaction depends upon the organizational environment like pay, promotions, fringe benefits, supervision, co-workers' support which are also regarded as major contributing factors to the quality of work-life of an organization. Tasmin (2006) claimed that their work environment, interpersonal relation and supervision of the manager influence women employees' job satisfaction, whereas men employee's job satisfaction is influenced by salary and job security. The QWL variables by themselves cannot be regarded as sufficient for the measurement of job satisfaction. Now, the trend is to describe the subjectively perceived satisfaction in different aspects of work-life as reported by the individual.

Further, it is an index in satisfying at the workplace for the employee in short term and organizational wellbeing for a long run in the organizational life cycle, and in this regard, it is necessary to be sensitive to the factors associated with QWL (Saeed, and Farooqi, 2014). Hence it encompasses a wide variety of programs and techniques that have been developed to reconcile the twin goals of an individual and the organization, i.e. quality of life and organizational growth. Lau et al., (2001) consider the QWL as the conducive working environment in an organization that chains and promotes the satisfaction of the employee in terms of rewards, established job safety, and career development opportunities in the workplace (Chalise, 2020).

Many studies have been examined on work-life factors and also job satisfaction. The flexibility of work, motivation, social supports, benefits, and others are some of the factors. Though, little highlight has been put on the study of the role of work-life factors on job satisfaction. In addition, the question of how work-life balance interrelates with work-related variables like workplace culture, social support, and motivation is still remaining unanswered. Thus, this study was conducted to examine the issue and specifically examine the relationships among employees working in the baking industry (Kassim, et al, 2013).

From the discussion on the literature above the researcher has raised the question about the status of quality of work-life components and job satisfaction components in commercial bank employees. Similarly, the other two questions are: how is the relationship of quality of work-life and job satisfaction in banking employees of Nepal, and how is the job satisfaction impacted due to the quality of work-life provided in the Nepalese commercial banks?

## Objectives

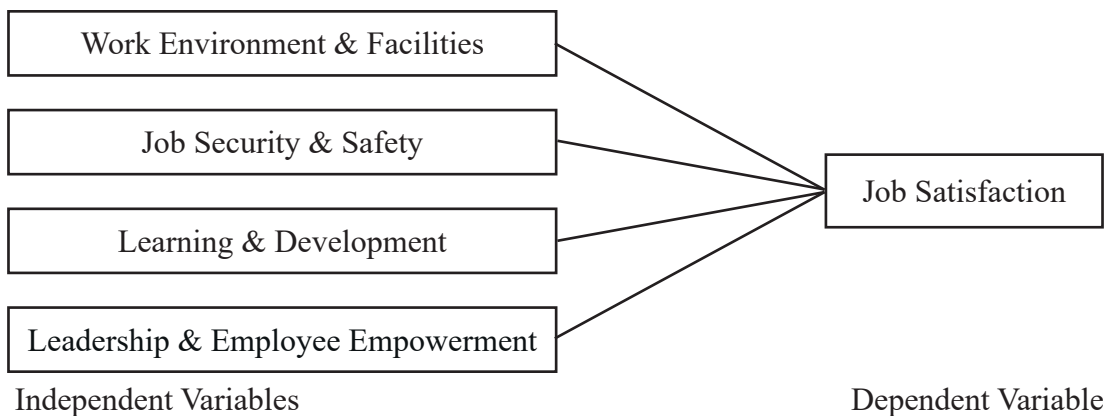
This study had the following specific objectives:

- To identify the level of job satisfaction and quality of work-life among commercial bank employees.
- To measure the relationship between job satisfaction and quality of work-life among employees in commercial banks.
- To examine the impact of job satisfaction on the quality of work-life among commercial bank employees.

## Research Framework

The entire analysis and interpretation of the study were based upon two types of variables i.e. dependent variable and independent variables. There are several variables that affect the job satisfaction of individuals. The major independent variable is the quality of work life. Similarly, the dependent variable is job satisfaction on whereas the work environment and facilities, job security and safety, learning and development and leadership and employee empowerment are taken as an independent variable.

**Figure1** *Research Framework of the Study*



## Methodology

Examining the job satisfaction and the quality of work-life in the Nepalese banking sector, this study is based on an analytical research design. The population of this study comprised all the commercial bank employees of Nepal. As per the report of Nepal Rastra Bank (2020), there are 27 commercial banks. Through the adoption of a random sampling method, 150 employees are considered as a final sample for

the study. The data was collected from the sampled respondents through the survey method by administering a questionnaire developed for the purpose. The questionnaire was divided into three sections: general introduction, demographic variables (gender, age, level of education and annual income) and the variable item sections. For the questionnaire, i.e., personal information, nominal and ordinal measurements were used. The 5-point Likert scale was used as a rating scale for asking respondents' opinions and attitudes; from 1 to 5 strongly agree to strongly disagree respectively. Descriptive and inferential statistics are used to analyze data with the help of Scientific Packages for Social Scientists (SPSS).

### **Reliability**

Validity and reliability are two fundamental elements in the evaluation of a measurement instrument. Validity is concerned with the extent to which an instrument measures what it is intended to measure. Reliability is concerned with the ability of an instrument to measure consistency. Alpha was developed by Lee Cronbach in 1951 to provide a measure of the internal consistency of a test or scale; it is expressed as a number between 0 and 1 (Tavakol and Dennick, 2011). Cronbach's alpha is a measure used to assess the reliability or internal consistency of a set of scale or test items. The higher the score, the more reliable the generated scale is. Nunally (1978) has indicated 0.7 to be an acceptable reliability coefficient but lower limits are sometimes used in the literature. In order to describe internal consistency, Kline (2000) proposed a commonly accepted rule by using Cronbach's alpha which is shown in the above table. In the current study, calculation of alpha value for reliability test of Likert scale questions was carried out which has been presented in table 1.1.

**Table 1** Cronbach's alpha value of Quality of work life factors and Job Satisfaction

---

Quality of work life factors	Number of statements	Cronbach's alpha
Work Environment and Facilities	6	0.839
Job Security and Safety	11	0.765
Learning and Development	6	0.735
Leadership and Employee Empowerment	5	0.738
Job Satisfaction	2	0.774

---

Source: Data Survey Analysis, 2020

Table 1 shows that the alpha value for the test of the reliability of the respective quality of work-life factors. It can be seen that the alpha value for every quality of work-life factors and job satisfaction is more than 0.70 which indicates good reliability among the scale. Hence, it can be concluded that the quality of work-life factors is consistent with the criteria stated by Kline as shown in table 1.2. This concluded that the Likert scale questionnaires were reliable.

## Result and Discussion

Descriptive analyses are conducted to generalize the characteristics of the respondents. There are 58 percent male and 42 percent female out of total respondents. More than half of the respondents belonged to the age group 26-35 i.e. 66 percent, 28 percent respondents were of the age group below 25, 4 percent belongs to the age group 36-45 and only 2 percent respondents belongs to the age group above 45. In addition, in terms of the education status of the respondent, 77 percent of respondents belong to the education group of masters and above and 19 percent of respondents belong to the education group of bachelors. Education group of 10+2/intermediate and SLC and below respondents are 4 percent and 0 percent respectively out of total respondents of a sample. It indicates that active education group engaged in banking is masters and above. It shows the feature of the Nepalese banking sector where most of the people who belong to the education group of masters and above like to engage in banks. In terms of income level, a maximum of 52 percent of respondents earned in the

income bracket of 2 lakhs to 5 lakhs followed by 33.3 percent in the income bracket of below 2 lakhs. Around 15 percent of respondents earned between 5.1 lakhs to 10 lakhs.

The study shows that 51.7 percent of employees are agreeing with the work environment and facilities that affect the level of satisfaction in the banking industry, whereas 10.6 percent of employees are strongly agreed, 26.5 percent of employees are neutral, 10.6 percent of employees disagree and 0.7 percent of employees are strongly disagreed. It indicates that employees involved in banks have been affected by the work environment and facilities.

Job security and safety are used to measure job satisfaction of the respondents. 69.5% pointed out that job security and safety can help improve the level of satisfaction, 3.3% of the respondents had a different view that job security and safety may not help improve the level of satisfaction. However, 21.9% of the respondents held a neutral position. It implies that the majority of employees argue that job security and safety can help improve the level of satisfaction.

In the questions associated with learning and development, which are used to measure job satisfaction in the banking industry, 74.2 percent of respondents agree with learning and development, can help enhance the job satisfaction 15.9, 6.6 and 3.3 percent respondents are strongly agreed, neutral, and strongly disagree respectively with learning and development. It implies that the majority of the employees agree with learning and development can help improve the level of satisfaction.

The result of the variable associated with leadership and employee empowerment, which are used to measure job satisfaction in the banking industry 75.5 percent of respondents agree with leadership and employee empowerment. 1.3% of the respondents had a different view that leadership and employee empowerment may not help improve the level of satisfaction. However, 23.2 percent of respondents held a neutral position. This implies that the majority of employees agree with leadership and employee empowerment.

### **Descriptive Analysis of the Study**

Toward the quality of work-life components, there were five components taken for the study. The mean value of work environment and facilities, job security and safety, learning and development, and leadership and employee empowerment was found 3.6093, 3.5629, 4.0265, 3.8411 and 3.4926 respectively. The mean value of quality of work-life components is above the average and indicates respondents are more literate on the work-life quality issues. The main reason behind this may be due



to the education level of the respondents i.e., most of the respondents have completed master's degrees. Thus, they are aware almost of favorable working conditions, safety and security, participatory organizational culture, career orientation, autonomy. On the other hand, the Mean value of job satisfaction is also above the average which indicates that respondents are more conscious about the quality of work-life that helps to improve the level of satisfaction.

### **Quality of work-life and job satisfaction**

The relationship between quality of work-life factors and job satisfaction is determined by the study of the correlation between these two variables. According to the conceptual framework presented in the literature review, job satisfaction is taken as a dependent variable while four quality of work-life factors are taken as independent variables. The relationship between these dependent and independent variables is presented in Table 2.

**Table 2** *Correlation between quality of work life factors and job satisfaction*

Quality of Work Life Factors	Job Satisfaction	Sig. (2-tailed)
Work Environment and Facilities	0.3119	0.0130*
Job Security and Safety	0.182	0.046*
Learning and Development	0.269	0.003**
Leadership and Employee Empowerment	0.4554	0.000**

**\*\*Correlation is significant at 1 percent i.e. 0.01 level (2-tailed)**

**\*Correlation is significant at 5 percent i.e. 0.05 level (2-tailed)**

Table 2 demonstrated that the quality of work-life components (work environment and facilities, job security and safety, learning and development and leadership and employee empowerment) were positively correlated with job satisfaction. Work environment and facilities, job security and safety, were significant at 5 percent significance level and learning and development, leadership and employee empowerment were significant at 1 percent significance level. It implies that there exist significant and positive correlations between work environment and facilities, job security and safety, learning and development and leadership and employee empowerment with job satisfaction.

### Relationship between quality of work-life components

The relationship between the quality of work-life factors for adopting job satisfaction can be established by the correlation between these factors. One quality of work-life components factor considered by individual employees while adopting the job satisfaction can influence the other factor.

**Table 3** Correlation table of quality of work life factors

	WEE	JSS	LD	LEE
WEF	1	0.304**	0.028*	0.22*
JSS		1	0.077**	0.103*
LD			1	0.063**
LEE				1

\*. Correlation is significant at the 0.05 level (2-tailed).

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

(Where, WEE: Work Environment and Facilities, JSS: Job Security and Safety, LD: Learning and Development and LEE: Leadership and Employee Empowerment)

Table 3 presents the correlation among the quality of work-life factors with the significance test at 1 percent and 5 percent significance level.

From the above table 3, it can be concluded that the quality of work-life factors are positively correlated among each other which means that there exists a positive relationship among the factors. Among the factors work environment and facilities and leadership and employee empowerment was significant at 5 percent confidence level whereas work environment and facilities and job security and safety, job security and safety and learning and development, learning and development and leadership and employee empowerment were significant at 1 percent level of confidence.

### The extent of the impact of QWL factor on job satisfaction

For the measurement of quality of work-life factors on job satisfaction of the individual employees, multiple regression analysis was done. Multiple regression analysis was done by taking all factors as a whole. As mentioned in the theoretical framework, job satisfaction was taken as a dependent variable while the quality of work-life factors (work environment and facilities, job security and safety, learning and development and leadership and employee empowerment) were taken as independent variables. Table 4 shows the overall regression analysis between the quality of work-life and job satisfaction.

**Table 4** *Influence of quality of work life factors on job satisfaction*

Dependent Variable	Independent Variables	$\beta$	Sig
Job Satisfaction	(Constant)	0.20183	0.000
	Work Environment and Facilities	0.32807	0.0331*
	Job Security and Safety	0.33264	0.0000**
	Learning and Development	0.68158	0.0015**
	Leadership and Employees Empowerment	0.19991	0.0067**
	R Square = 0.821833	F= 29.32366	

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4 presents results of job satisfaction as a dependent variable and quality of work-life factors as independent. As it is shown in the above, work environment and facilities, job security and safety, learning and development, and leadership and employee empowerment were the statistically significant factors affecting job satisfaction of commercial banks employees. Work environment and facilities, job security and safety, learning and development, and leadership and employee empowerment had a positive and statistically significant impact on job satisfaction at 5 percent and others at 1 percent level of significance each respectively.

From Table 4, the value of  $R^2 = 0.8218$  which means 82.18 percent variation in the job satisfaction was explained by that work environment and facilities, job security and safety, learning and development, and leadership and employee empowerment, and 17.82 percent still remains unexplained. The F value was 29.324 which implies that the overall regression model was a good fit and illustrated that all quality of work-life factors has an impact on job satisfaction. Thus, there was an influence of quality of work-life factors on job satisfaction of commercial bank employees.

Similarly, the beta ( $\beta$ ) coefficient indicates how much the dependent variable varies with an independent variable when all other independent variables are held constant. Table 3 demonstrated that the beta of learning and development was 0.6816. This implies that 1 percent change in learning and development will lead to a 68.16 percent change in job satisfaction in a positive direction while every other variable was held constant. Likewise, the beta coefficient of work environment and facilities, job security and safety, and leadership and employee empowerment demonstrated that

the change between these biases and decisions was also in the same direction because these factors have a significant influence on job satisfaction.

The p-value shown in the table indicates that all four independent variables (work environment and facilities, job security and safety, learning and development and leadership and employee empowerment) have a statistically significant influence on job satisfaction.

### **Conclusion and Implication**

This study shows active participants of male in the banking sector than female. This shows the structure of Nepalese society where male actively engages in the banking sector than female.

Employees are the main drivers of the success of the organization. Organizations having a satisfied workforce can achieve and sustain the position in the competitive market through exploring the performance of their employees. 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 organizations is more concerned to satisfy their employees as they perceive. In this study, it is verified that compensation, working environment and facilities, job security and safety, learning and development, leadership and employee empowerment are significantly considered as the dimensions of QWL that is the predictor of job satisfaction.

Based on the above discussion it is concluded that there is a positive significant relationship between job satisfaction and the quality of work-life of commercial bank employees. Also, the study reveals that working environment, learning and development, leadership and employee empowerment has relatively more impact on the quality of work-life than pay and job security aspects. If commercial bank employees are happy with the factors such as attention paid to their opinion, responsibility, recognition, and attention paid to their suggestions, they experience a better quality of work life. So banking institutions need to concentrate more on adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total living space, social integration, constitutionalism, and social relevance, to increase the organizational commitment of banking employees. Quality of work life is the shared responsibility not only of management and employees but also of society. Intense efforts for the enhancement of quality of work-life would do a lot to improve the morale and motivation of employees and as a result, there would be an improvement in the health of organizations.

## References

- Adhikari, D.R. & Gautam, D.K. (2010). Labor legislations for improving quality of work life in Nepal. *International Journal of Law and Management*, 52(1), 40-53. <https://doi.org/10.1108/17542431011018534>
- Ayasha, T. (2012). Interrelations between quality of work life dimensions and faculty member job satisfaction in the private universities of Bangladesh. *European Journal of Business and Management*, 4(2), 78-89.
- Baba, K. & Jamal, M. (1991). Reutilization of job context and job content as related to employee's quality of working life: a study of psychiatric nurses. *Journal of Organizational Behavior*, 379-386.
- Beaudoin, L. E., & Edgar, L. H. (2003). The importance to nurses' quality of work life. *Nursing Economics*, V-21, 106-113.
- Chalise, D. R. (2020). Training and development in Nepalese commercial banks. *Management Dynamics*, 23(1), 93-104. <https://doi.org/10.3126/md.v23i1.35565>
- Chappel, S. K. (1995). *The Relationship between organizational climate and job satisfaction: as reported by community college chief instructional officers* Doctoral Dissertation, University of Florida.
- Che Rose, R., Beh, L. S., Uli, J., & Idris, K. (2006). Quality of work life: Implications of career dimensions. *Journal of Social Sciences*, 2(2), 61-67.
- Chelte, A. F. (1983). *Organizational commitment, job satisfaction and quality of work life*. U.M. Dissertation information service. <https://www.library.miami.edu/universityarchives/um-theses-and-dissertations.html>
- Chitra, D., & Mahalakshmi, V. (2013). An empirical study on achieving competitive advantage through empowering employees. *International Journal of Physical and Social Sciences*, 3(10), 109-124.
- Coomber, B. & Louise, B.K.(2007). Impact of job satisfaction components on intent to leave and turnover for hospital-based nurses: A review of the research literature. *International Journal of Nursing Studies*, 44(2), 297-314.
- Cronbach, L. J. (1951). *Coefficient alpha and the internal structure of tests*. *Psychometrika*, 16(3), 297-334.
- De Witte, H., & Buitendach, J. H. (2005). Job insecurity, extrinsic and intrinsic job satisfaction and affective organisational commitment of maintenance workers in a Parastatal. *South African Journal of Business Management*, 36(2), 27-37.
- Drobnic, S., Behan, B, & Prag. P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social Indicators Research*, 99(2), 205-225.

- Fletcher, C. & Williams, R. (1996), Performance management, job satisfaction and organizational commitment. *British Journal of Management*, 7(2), 169-179.
- Gupta, M., & Sharma, P. (2011). Factor credentials boosting quality of work life of BSNL employees in Jammu region. *Asia Pacific Journal of Research in Business Management*, 2(1), 79-89.
- Hoppock, R. (1935). *Job satisfaction*. New York: Harper and Brothers.
- Hossain, R. & Tariqul, I. (1999). QWL and Job Satisfaction of Nurses in Government Hospitals in Bangladesh. *Indian Journal of Industrial Relations*, 34(3), 33–34.
- Joseph, S. H. Jr, William, C. B., & Berry, J. E. Anderson. (2009). *Multivariate Data Analysis* (7th Ed.). Delhi: Pearson Publications.
- Kline, P. (2000). *The handbook of psychological testing*. Psychology Press.
- Lambert, E. G., Lynne Hogan, N., & Barton, S. M. (2001). The impact of job satisfaction on turnover intent: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(2), 233-250.
- Lau, T., Wong, H., Chan, K. F., & Law, M. (2001). Information Technology and the Work Environment Does it Change the Way People Interact at Work. *Human Systems Management*, 20(3), 267–280.
- Lewis, R., & Mohammad, K. (2012). Assessing the quality of work life of primary school teachers in Isfahan city. *Interdisciplinary Journal of Contemporary Research in Business Institute of Interdisciplinary Business Research*, 3(9), 124-136.
- Locke, C. F. (2001). Leadership behaviors: Effects on job satisfaction, productivity and organizational commitment. *Journal of Nursing Management*, (9), 191–205.
- Mirvis, P. H., & Lawler, E. E. (1984). Accounting for the quality of work life. *Journal of Occupational Behavior*, 5, 197–212.
- Mohamed, B. S. (2012). Factors affecting quality of work life: An analysis on employees of private limited companies in Bangladesh. *Global Journal of Management and Business Research*, 12,(18), 23-28.
- Mullins, L. (1996). *Management and Organization* (4th Ed.). London: Pitman.
- Naveed, A., Ahmad, U., & Bushra, F. (2011). Promotion: A predictor of job satisfaction a study of glass industry of Lahore (Pakistan). *International Journal of Business and Social Science*, 2, (16), 301-305.
- Nepal Rastra Bank (2020). *Financial Literacy Framework*. Kathmandu, Nepal
- Nunnally, J. C. (1987). *Psychometric Theory* (2nd Ed.). New York: McGraw-Hill.

- Rama, J. J. (2007). Quality of work life of women workers, role of trade unions. *Indian Journal of Industrial Relations*, 42(3), 355–382.
- Rochita, G. (2010). Quality of work life and job satisfaction of a group of university employees. *Asian Journal of Management Research*, 1(1), 209–216.
- Saeed, K., & Farooqi, Y. A. (2014). Examining the relationship between work life balance, job stress, and job satisfaction among university teachers (A case of University of Gujarat). *International Journal of multidisciplinary sciences and engineering*, 5(6), 9-15.
- Saklani, D. R. (2004). Quality of work life in the Indian context: An empirical investigation. *Decision (0304-0941)*, 31(2), 101-135.
- Sasser, W. E., Schlesinger, L. A., & Heskett, J. L. (1997). *Service profit chain*. Simon and Schuster: Free Press.
- Tasmin, S. (2006). *A study of primary schools in Bangladesh*. University of Bergen, Norway. <https://bora.uib.no/bora-xmlui/handle/1956/1474>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International journal of medical education*, (2), 53-55.
- Kermansaravi, F., Navidian, A., Rigi, S. N., & Yaghoubinia, F. (2015). The relationship between quality of work life and job satisfaction of faculty members in Zahedan University of Medical Sciences. *Global Journal of Health Science*, 7(2), 228.
- Kramer, Amit; Kramer, Karen Z. (2020). The potential impact of the Covid-19 pandemic on occupational status, work from home, and occupational mobility. *Journal of Vocational Behavior*, (), 103442–. doi:10.1016/j.jvb.2020.103442
- Kassim, E. S., Ali, S. A. M., Jalaini, S. F. A. K., Said, N. A., Ab Latiff, D. S., & Salleh, F. (2013, June). Work life balance and job satisfaction: How relevant are they?. International Conference on Technology, Informatics, Management, Engineering and Environment, 2013, pp. 62-66, doi: 10.1109/TIME-E.2013.6611965.