

# EMPLOYEE ATTITUDE AND QUALITY OF WORK LIFE: A CASE OF VETERINARY DOCTORS IN PUNJAB

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**Abstract** *The present study attempts to explore the relationship between QWL of veterinarians and their level of job satisfaction, job commitment and job involvement. The universe of the study has been confined to the state of Punjab comprising 649 veterinary doctors working on permanent basis in government institutions. A sample size of 300 veterinary doctors was selected to represent the universe. The analysis reveals that professional commitment and job involvement, although have positive relationship and have explanatory power for QWL, but when taken in combination with job satisfaction, loses their relevance. Job satisfaction outweighs the effects of job involvement and professional commitment and has emerged as the only significant factor from the category of employee attitude. The results of the study intend to assist policy makers in identifying key work place issues which contributes towards satisfaction as perceived by the veterinarians, in order to develop strategies to address and develop QWL conditions for them.*

**Keywords:** *Quality of Work Life, Attitude, Veterinary Doctor*

## INTRODUCTION

An individual's attitude, behaviour, and health are affected by how he/she experiences his/her surroundings. A person's attitudes towards objects in their environment are shaped by his/her perceptual and cognitive processes. These attitudes then affect the person's behaviour towards the object. Such attitudes often lean in a definite direction, such as in favour of or against the object (Allport, 1935). According to Rosenberg and Hovland (1960), an attitude is composed of three parts: an affective, a cognitive, and a behavioural component. The affective component includes feelings, values, and emotional states; the cognitive component is made up of beliefs whether something is true or false and lastly, the behavioural component is comprised of intentions and the decision to act. From this perspective, attitudes fall between stimuli (e.g., object, people, and process) and the responses to these stimuli. According to this tripartite approach, all responses to objects or stimuli are subject to the person's attitude towards the object. Ajzen and Fishbein (1980) share this view to a certain extent. According to these authors, an internal hierarchical relationship exists amongst the three components of attitude, in which cognition precedes affect which, in turn, precedes intention. Within the context of an organisation, these components of attitude can be identified as job involvement (cognition), job satisfaction (affect), and turnover intention (behaviour). These attitudes significantly influence the QWL and this notion has been duly witnessed in the research. According to Loscocco and

Roschelle (1991) the most common assessment of QWL is the individual's attitude. This is because individual's work attitudes are important indicators of QWL. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the work place. Subramanian and Anjani (2010) refer quality of work life as the level of satisfaction, motivation, involvement, and commitment individuals experience with respect to their lives at work. It is the degree to which individuals are able to satisfy their important personal needs while employed by the firm. Bagtasos (2011) is also of the view that QWL that a worker expects and experiences could be a product of his perception about himself, his work, and his work environment. The perception could be manifested through the worker's attitude, behaviour, and level of job satisfaction in the work place.

## REVIEW OF LITERATURE

Rice (1985) emphasized the relationship between work satisfaction and quality of people's lives. He contended that work experiences and outcomes can affect a person's general quality of life, both directly and indirectly through their effects on family interactions, leisure activities, and levels of health and energy. Kaye and Sutton (1985) suggested a strong connection that exists between productivity and quality of working life for office principals with particular attention being paid to job satisfaction. Efraty and Sirgy (1990) reported that QWL was positively related to organisational

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identification, job satisfaction, job involvement, job effort, and job performance. The study conducted by Karrir and Khurana (1996) found significant correlations of quality of work life of managers from three sectors of industry viz., public, private and cooperative, with some background variables (educational qualification, native/migrant status, income level) and with all of the motivational variables, like job satisfaction and job involvement. Hossain and Islam (1999) investigated the overall Quality of Working Life (QWL) and job satisfaction and performance of the government hospital nurses in Bangladesh. The results revealed a significant positive correlation between QWL and performance and job satisfaction and performance. Sirgy *et al.* (2001) studied the predictive effect of QWL on job satisfaction and it was found that job satisfaction is a positive function of QWL. Employees whose QWL is high are likely to feel satisfied with their jobs. Gifford (2002) examined the relationship between unit organisational culture and several important job-related variables for nurse retention in the labour and delivery units. This study attempted to broaden understanding of nurses' job satisfaction by including measures of organisational commitment, empowerment, and job involvement and intend to turnover. These variables were described collectively as QWL. A primary finding of the study was that the human relations model has the strongest statistical relationship with the QWL measures and is positively related with commitment, job involvement, empowerment, and job satisfaction, but negative relationship with intent to turnover. Sturman (2002) used job commitment scale as one of the others scales to assess the QWL of 389 primary and 285 secondary school teachers in England. The findings related to job commitment were that primary teachers were found to be more committed to their jobs than other teachers. Conklin and Desselle (2007) developed a multidimensional scale to measure work satisfaction an integral component of quality of work life among 885 pharmacy faculty members and determined its reliability and validity. Saad *et al.* (2008) studied employee's perception of their work life quality in the university. Using multiple linear regression only three QWL variables; meaningfulness of job, optimism in organisational change, and autonomy were significantly related to job satisfaction. Islam and Siengthai (2009) conducted an exploratory study on the influence of worker's quality of work life on job satisfaction and organisational performance and it was found that QWL is positively and significantly related to employee job satisfaction. Anbarasan and Mehta (2009) identified job awareness and commitment as one of the five factors to estimate the perception on the quality of work life in reference to the organisational characteristics. This factor had significant positive correlation with quality of work life. Rathi *et al.* (2011) investigated the relationship of QWL, organisational commitment and psychological well-being. The results of the study revealed that QWL was positively and significantly related with organisational commitment and psychological well-being, and makes a

theoretical contribution into understanding this relationship. Igbaria *et al.* (1994) investigated the role of involvement of professionals and managers in influencing the QWL. Overall, the findings indicate that job involvement plays a varied and complex role in influencing the reactions of information system personnel to different experiences at work and consequently, their quality of work life. Saufi *et al.* (2010) explored the level and relationship between quality of work life with employee's job involvement and affective commitment and was found that working conditions and opportunities at work had most significant relationship with job involvement and affective commitment.

## RESEARCH FRAMEWORK

The present study focuses on three employee attitudes; professional commitment, job involvement and job satisfaction and examine how far these attitudes of individual employees affect QWL and what the managerial implications of the same are. For the purpose of the study these concepts have been conceptualized as:

*Professional commitment:* It has been defined as "one's attitude towards one's profession or vocation and the strength of one's motivation to work in a chosen career role" (Blau, 1985a). Professional commitment has three components; affective commitment, continuance commitment, and normative commitment as defined by Meyer *et al.* (1993). All the three components have been found having association with employee turnover. It suggests that probability of staying with the organisation is more in case of committed employees as compared to non-committed employees. Common to the three components is the understanding that commitment is a psychological state that (a) characterizes the employee's relationship with their profession and (b) has implications for the employees' decision to continue or discontinue membership for their profession (Jeffrey, 2003).

*Job Involvement:* People differ in the extent to which they are ego-involved in their jobs. According to Efraty and Sirgy (1990) for some people work is simply the mean of earning a living, while others are deeply involved in their tasks and take special pride in their work. A positive relationship has been found between need satisfaction and job involvement which means that more the employees satisfy their survival, social, ego and self-actualization needs, more they will be involved in their job. Job involvement is the psychological state of identification of a person with job or importance of job in his/her self-perception. Job involvement has been extensively studied by Lodahl and Kejner (1965), Schwyhart and Smith (1972) and Rabinowitz and Hall (1977).

*Job Satisfaction:* Job satisfaction and dissatisfaction may be regarded as an attitude based on the worker's feeling about what he should be receiving in, or getting out of a job compared with what he actually perceives himself to be

receiving (Lawler, 1982). Wanous and Lawler (1972) felt that this expected/received ratio can also be expressed as the degree to which the worker perceives that his needs are being met in a job. The relationship of job satisfaction with quality of work life is another aspect of working life that is investigated by researchers (Herzberg *et al.* 1959, 1968).

## RATIONALE OF THE STUDY

The purpose of the study is to explore the relationship between QWL of veterinarians and their level of job satisfaction, job commitment, and job involvement. These officers provide technical services e.g. vaccination, disease treatment, controlling different types of outbreaks, providing artificial insemination for breed improvement, advising farmers and owners in rearing, and maintaining the health status of animals. All the veterinary officers, who act as the promoters of human health in taking the responsibilities for hygienic production of meat, eggs, milk etc., at many a times, have to be prepared to work in unhygienic conditions with appropriate protective clothing. They have to work outdoor in all kinds of weather and treat the animals or may have to perform surgeries under unsanitary conditions. They are more exposed to fatal infections and physical risks of being bitten, kicked or scratched. In brief, duties of veterinary officers while providing treatment are hard, arduous, and tedious due to objective patients who are non-cooperative. The profession in consideration demands such an attitude of the employees so that they can discharge selfless service for the poor masses of society at large.

QWL has been studied extensively in relation to various professions as well as in different countries across the world but there is dearth of such related studies particularly in India. Extensive research work could be found exploring the relationship of job satisfaction and QWL but review reveals dearth of literature with regard to relationship of QWL with other aspects of employee attitude, i.e. job involvement and professional commitment. An effort has been made to overcome this research gap by measuring quality of work life of hardly researched profession and relating it to the desired attitude of the people involved. The present study is an attempt to produce relevant information for the policy makers to initiate appropriate steps which would strengthen job satisfaction, job involvement, and professional commitment of the veterinarians and ultimately enhance their QWL.

## RESEARCH METHODOLOGY

The universe of the study has been confined to the state of Punjab comprising 649 veterinary doctors working on permanent basis in government institutions. A sample size of 300 veterinary doctors was selected to represent the universe.

In order to collect the sample, initially the questionnaire was emailed to all the veterinary officers, but observing the lukewarm response of the officers it was decided to approach them either personally or seek the help of senior veterinary officers and deputy directors of various districts. In order to ensure a higher response rate, concerted efforts were made to contact the doctors either personally or telephonically. Finally completed questionnaires were received from 322 respondents depicting 49.61 percent of the universe during four months of 2010-2011.

**QWL Scale:** QWL has been measured by using six different life domains including health, happiness, relationship with spouse, children and other important people, satisfaction with job and with family. For health and quality of relationship with spouse, children and with other important people, responses were sought on a three point scale ranging from 'good' to 'poor', with weights 3 for 'good', 2 for 'average' and 1 for 'poor'. Similarly, happiness and satisfaction with job and with family were measured on a three point scale, ranging from high to low, with weights 3, 2 and 1 for 'high', 'moderate' and 'low', respectively and the alpha value for the scale was 0.79.

**Professional Commitment Scale:** Professional commitment was measured using self-administered twenty item scale based on the scales developed by Meyer *et al.* (1993), Fjortoft and Lee (1994) and Aranya *et al.* (1986). The reliability of professional commitment measure in the study as measured by Cronbach's alpha was 0.845

**Job Involvement Scale:** The twenty item job involvement inventory (Lodahl and Kejner, 1965) has been used to measure the degree of job involvement among the respondents of the present study. The Cronbach alpha for the scale has been found to be 0.707.

The responses for these two scales were sought on a five point scale ranging from 'Strongly Agree', 'Agree', 'Undecided', 'Disagree' to 'Strongly Disagree'. The response 'Strongly Agree' has been assigned a weight of 5, 'Agree' a weight of 4, 'Undecided' a weight of 3, 'Disagree' with a weight of 2 and 'Strongly Disagree' a weight of 1.

**Job Satisfaction Scale:** The fifteen item job satisfaction measure developed by Warr *et al.* (1979) was used to assess the level of job satisfaction among the veterinary doctors. Cronbach alpha a coefficient of internal consistency of the original scale varies from 0.83 to 0.90 for different samples whereas the alpha value for the present study comes out to be 0.893.

The responses were sought on a five point likert scale; Very Dissatisfied, Moderately Dissatisfied, Undecided, Moderately Satisfied, and Very Satisfied. The response 'Very Dissatisfied' has been assigned a weight of 1, 'Moderately Dissatisfied' a weight of 2, 'Undecided' a weight of 3,

‘Moderately Satisfied’ with a weight of 4 and ‘Very Satisfied’ a weight of 5.

Summated scores of all the scales, i.e. Professional Commitment, Job Involvement, Job Satisfaction and Quality of Work Life have been used for the purpose of analysis. A few studies on QWL and job satisfaction, professional commitment, and job involvement used sophisticated statistical tools, like correlation and multiple regression analysis to analyze the role of these attitudes in determining the quality of work life. The interaction of each employee attitude considered in the present study and QWL has been discussed in the text following.

## RESULTS AND DISCUSSION

In order to examine the relationship between employee attitude and QWL correlation analysis as a preliminary requirement of multiple regression has been used.

*Professional Commitment and QWL:* Correlation analysis as depicted in Table 1 established significant and positive association between these variables suggests that higher level of professional commitment among employees lead to better QWL. Table 2 discloses that ‘Professional Commitment’ accounts for 3.3 percent of total variance in QWL. The value of  $\beta$  (0.038) indicates that one unit change in ‘Professional Commitment’ would bring 0.038 unit change in Quality of Work Life. The findings of the present study are in line with the findings of Sturman (2002), Gifford (2002), Dargahi and Saraji (2007) and Anbarasan and Mehta (2009), who also found professional commitment to be a significant determinant of QWL. Commitment is the function of inherent sincerity of an individual which leads to development of

the capacity to work hard and give good results in all the circumstances. Effective employees consider commitment as both, the aspect of an individual and organisational importance. The committed, sincere and honest person efficiently sustains hard work towards his work which gives him internal satisfaction of pulling his optimum strength to work. Professional commitment also determines employee’s decision to stay or leave the organisation, hence only the professionally committed employees enjoy better their stay in their profession and enjoy better QWL. Especially in the profession under consideration, commitment is all the more important to provide selfless services to the poor masses of the society. The present study defines QWL as favourable conditions and environment of work and different life aspects, better work experience of employees may nurture employee’s commitment to their profession. The positive relationship between QWL and professional commitment is supported in literature, as both the variables lead to improvement of performance in the organisation. The outcome of the study can guide the policy makers and the government to design policies relating to the working of the department in such manner so that commitment on the part of employees can be further strengthened to ensure two way benefits.

*Job Involvement and QWL:* Table 1 reveals that ‘Job Involvement’ is positively and significantly related to QWL ( $r = 0.129$ ,  $p \leq 0.05$ ), which specifies that higher the level of ‘Job Involvement’ better is the QWL among the veterinarians. Table 2 presents the results of regression analysis of QWL as the criterion variable and ‘Job Involvement’ as the predictor variable. The value of  $R^2 = 0.017$  indicates that ‘Job Involvement’ accounts for 1.7 percent of total variance in QWL, which is significant as the value of  $F$  (5.376) is

**Table 1: Correlation between QWL and Employees Attitude**

| Variable                | QWL      | Professional Commitment | Job Involvement | Job Satisfaction |
|-------------------------|----------|-------------------------|-----------------|------------------|
| QWL                     | 1        | -                       | -               | -                |
| Professional Commitment | 0.182 ** | 1                       | -               | -                |
| Job Involvement         | 0.129 *  | 0.508 **                | 1               | -                |
| Job Satisfaction        | 0.298 ** | 0.383 **                | 0.341 **        | 1                |

\*\*  $p \leq 0.01$ , \*  $p \leq 0.05$

**Table 2: Employee Attitudes as predictors of QWL**

| Variable                                                                                | Unstandardized coefficient $\beta$ | t value | Significance |
|-----------------------------------------------------------------------------------------|------------------------------------|---------|--------------|
| <b>Professional Commitment</b><br>( $R^2 = 0.033$ , $F$ value = 11.006, $p \leq 0.01$ ) | 0.038                              | 3.318   | 0.001        |
| <b>Job Involvement</b><br>( $R^2 = 0.017$ , $F$ value = 5.376, $p \leq 0.05$ )          | 0.036                              | 2.319   | 0.021        |
| <b>Job Satisfaction</b><br>( $R^2 = 0.089$ the, $F$ value = 31.083, $p \leq 0.01$ )     | 0.056                              | 5.575   | 0.000        |

significant ( $p \leq 0.05$ ). The value of  $\beta$  is 0.036 indicating that a unit change in 'Job Involvement' would bring 0.036 unit change in QWL among the respondents. Blau and Boal (1987) refer to people with high levels of job involvement and organisational commitment as "institutionalized stars" who are critical to the long-term success of the organisation. They refer to workers with low job involvement and organisational commitment as "apathetic employees" who may actually impede the long-term success of the organisation. Job involvement leads to better performance as job involvement is a necessary prerequisite for an employee to accept fully the organisational demand entrusted upon him and moreover, it acts as a moderator variable in the relationship between job satisfaction and performance, opined Katz and Khan (1966). Nelson (1993) observed that workers with high job involvement are able to drive self-esteem, satisfaction and pride in their work through effective supervision. Maurer (1979) informed that individuals who are highly involved in their work tend to meet higher personal needs, such as desire for self-esteem, autonomy and self-actualization. European Foundation for the Improvement of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life. Quality of work life is also measured by the level of organisation commitment, job satisfaction, empowerment, job involvement and intent to turnover (Gifford, 2002). From the discussion above, it can be concluded that the results of the present study are in line with the results of the previous studies. Hence government should provide such an environment to the veterinarians so that they can fulfill their needs and feel satisfied and remain involved in the profession.

*Job Satisfaction and QWL:* Table 1 reveals that 'Job Satisfaction' is positively and significantly related to QWL ( $r = 0.298$ ,  $p \leq 0.05$ ), which specifies that higher the level of 'Job Satisfaction' better is the QWL among the veterinarians. Table 2 presents the results of regression analysis of QWL as the criterion variable and 'Job Satisfaction' as the predictor variable. The value of  $R^2 = 0.089$  indicates that 'Job Satisfaction' accounts for 8.9 percent of total variance in QWL, which is significant as the value of  $F$  (31.083) is significant ( $p \leq 0.01$ ). The value of  $\beta$  is 0.056 indicates that a unit change in 'Job Satisfaction' would bring 0.056 unit change in QWL among the respondents. The results validate the notion that the construct of job satisfaction significantly contributes towards improving QWL of employees. The results of the present study are supported by many studies (Lewis *et al.*, 2001; Muftah and Lafi, 2011; Koonmee *et al.*, 2009 and Ganguly, 2010). Job satisfaction is one of the central variables related with work seen as an important indicator

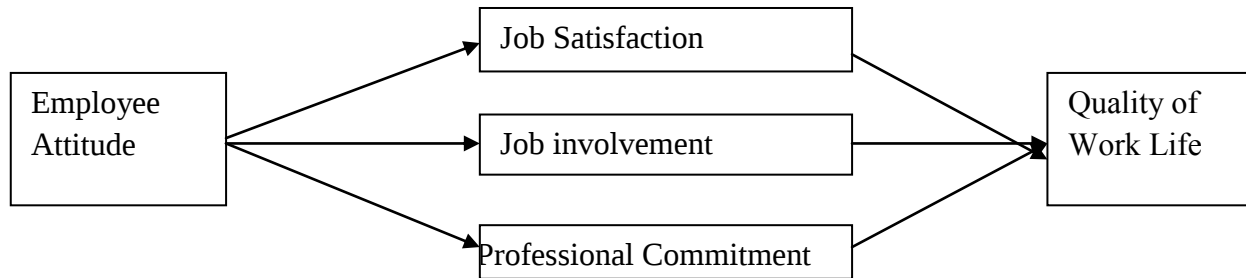
of quality of working life (Cohen *et al.*, 2007 and Aryee *et al.*, 1999) determining the extent to which the employee is satisfied or is enthusiastic about his job (Aryee *et al.*, 1999). Job satisfaction is the primary outcome of work experiences that meet valued needs of individuals and thus represents a key indicator of the QWL (Iqbaria *et al.*, 1994). Since long time it is established that job satisfaction exhibits strong positive association in expected directions with measures of a large work attributes, which include diverse aspects of work contents (variety, task significance and skill use), pay and other benefits, job security, promotion opportunities, recognition, work conditions, relations with co-workers and supervisors, effective communication structures in the firms and participation in managerial decision making (Locke, 1976; Hackman and Oldham, 1980; Wooden and Warren, 2003). Sale and Smoke (2009) gave due weightage to job satisfaction scale (both intrinsic and extrinsic) to measure QWL which appeared to be highly reliable and sensitive to variation amongst employees' groups in the cancer centre population. Hayrol *et al.* (2010) demonstrated that job satisfaction is one of the factors for work satisfaction. This is expected as there is lot of literatures available that associated job satisfaction and work performance. As job satisfaction leads to increased motivation, better worker mood, which leads to increased efficiency and overall QWL. Research by Seashore (1975) and Walton (1975) have reported that job satisfaction and dissatisfaction especially for office principals, are a principle cause of enhanced or diminished QWL, not just the result or consequence of QWL programme.

### **INTERACTION BETWEEN EMPLOYEE ATTITUDES (PROFESSIONAL COMMITMENT, JOB INVOLVEMENT AND JOB SATISFACTION) AND QWL**

This section enumerates the interaction between professional commitment, job involvement, and job satisfaction taken together and QWL. Based on the past research highlighting the relationship between QWL and employee attitude and vice versa, structural model has been developed. The model postulates the relationship between employee attitudes; professional commitment, job involvement and job satisfaction with QWL. According to the model, QWL depends upon professional commitment, job satisfaction and job involvement which has been shown in Figure 1.

To assess the impact of all the three employee attitudes on QWL, multiple regression (enter method) has been employed in which job satisfaction, professional commitment and job involvement were taken as independent variables and QWL as criterion variable. As Table 3 shows, only job satisfaction

Figure1: Structural model



has been found to be significant predictor of QWL. The  $R^2$  of 0.094 implies that only job satisfaction explains about 9.4 percent of variance in the QWL. The ANOVA table revealed that the F-statistics is 11.001 and the corresponding p value is 0.000.

As depicted in Table 3,  $\beta$  value for job satisfaction is 0.050. Based on the collinearity diagnostics obtained, none of the tolerance value is smaller than 0.10 and VIF statistics is less than 10. This indicated that there is no serious multicollinearity problem among the predictor variables. The results of the present study showed that job satisfaction has emerged as the only predictor of QWL. Although job involvement and professional commitment are positively and significantly related to QWL (Table 1) and explained to some extent the total variance in QWL (Table 2) individually but could not be proved to be significant predictors when taken together with job satisfaction. It is inferred from Table 2 that job satisfaction alone explained 8.9 percent of the total variance which is high as compared to variance explained by professional commitment (3.3 percent) and job involvement (1.7 percent). The value of  $R^2$  has improved to 9.4 percent when the effect of all the three variables are assessed together intimating that presence of professional commitment and job involvement strengthens the relationship of job satisfaction and QWL.

On the basis of output obtained, the restructured model has been presented in Figure 2. The dotted arrow lines from job involvement to QWL and professional commitment to

QWL indicates insignificant relationship between the two. For only significant link, respective regression coefficient has been assigned as shown in Table 3. The analysis reveals that professional commitment and job involvement, although have positive relationship and have explanatory power for QWL but when taken in combination with job satisfaction loses their relevance.

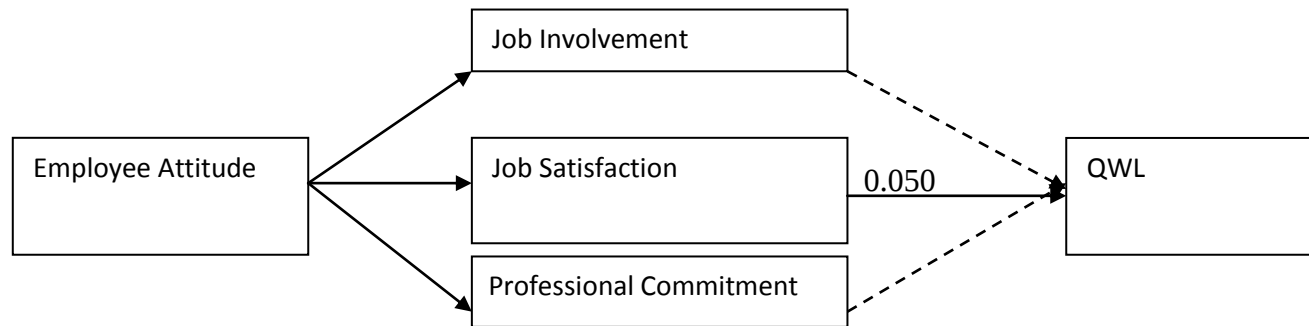
Job satisfaction as the determinant of QWL has been extensively supported in Literature. Mallik and Mallik (1998) are of the view that high job satisfaction contributes to organisational commitment, job involvement, better physical and mental health, and quality of life of the employees. Igbaria and Siegel (1992) considered job satisfaction as the most important factor affecting organisational commitment and job involvement. As far as job involvement and professional commitment are concerned, people who value their job quite highly will find that it affects the amount of time they can devote to their family. Rapoport and Rapoport (1980) supported this by showing that the family's morale support and the diversion that it entails make it an important factor affecting QWL. Schwyhart and Smith (1972) obtained a positive relationship between job involvement and satisfaction of middle managers in a company.

## LIMITATIONS OF THE STUDY

- Since the present study is survey based, conducted with the help of a questionnaire, the nature of the study itself

Table 3: Regression Coefficients and Other Relevant Statistics

| Independent variable                          | Unstandardized coefficient $\beta$ | t value | Significance | Collinearity diagnostic |       |
|-----------------------------------------------|------------------------------------|---------|--------------|-------------------------|-------|
|                                               |                                    |         |              | Tolerance               | VIF   |
| Professional Commitment                       | 0.017                              | 1.280   | 0.202        | 0.692                   | 1.446 |
| Job Involvement                               | -0.001                             | -0.071  | 0.944        | 0.716                   | 1.396 |
| Job Satisfaction                              | 0.050                              | 4.553   | 0.000        | 0.824                   | 1.213 |
| $R^2=0.094$ , F value = 11.001, $p \leq 0.01$ |                                    |         |              |                         |       |

**Figure2: The Restructured Model**

is inherited with the basic limitation of the chances of gap between what is documented and what the real picture is, due to basic barriers of communication.

- The study is restricted to the state of Punjab, which is dominated by agriculture along with its diversified activities contributing to overall prosperity of the state. The result of the study can be successfully generalized for other states only if such conditions prevail there also.
- As employees of the government department are in question, thus results will not be comparable to the private sector and semi-government institutions like Guru Angad Dev Veterinary and Animal Sciences University (GADVASU).
- One of the basic limitations of the study is related to collection of sample, in which approximately 25.16 percent data is from Ludhiana district; reason being that data is unequally distributed among different districts and Ludhiana shows maximum proportion of the universe.

## FUTURE RESEARCH

The scope of the study can be extended to other issues of employee attitudes and should also be examined for their influence on QWL, as along with other factors, employee attitudes can influence QWL significantly. The interstate comparison on the same issue can provide valuable information highlighting the economic condition of the states and its impact on the attitudes of veterinarians. Similarly, comparative study can be conducted on veterinarians working under Punjab Government and Guru Angad Dev Veterinary and Animal Sciences University.

## CONCLUSION AND IMPLICATIONS

It can thus be concluded that the major predictor of QWL appears to be job satisfaction. Although job involvement and professional commitment could establish positive relation with QWL and emerged as significant predictors but job

satisfaction outweighs the effects of these variables and has appeared as the only significant factor from the category of employee attitude. The results of the study intend to assist policy makers in identifying key work place issues which contributes towards satisfaction as perceived by the veterinarians, in order to develop strategies to address and develop QWL conditions for them. So, study of QWL of these veterinary doctors will prove to be of great help to the regulatory authorities to frame suitable rules and regulations for conducive growth of the profession, as well as the veterinary doctors individually for improving their quality of work life. The endeavours on the part of department concerned as well as government in this direction would be duly valued and recognized.

Taking into consideration the significance of animal husbandry to the growth of Indian economy and specifically to the Punjab economy, the government should take consistent and steadfast measures to improve the quality of work life of veterinarians. Such measures will definitely benefit the veterinarians, government itself and the nation as a whole.

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