

QUALITY OF WORK LIFE OF ATM BOOTHS' NIGHT GUARDS IN DHAKA CITY: A SURVEY OF PRIVATE BANKS

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Abstract *The quality of work life is the quality of the relationship between employees and the total working environment. A better quality of work life (QWL) leads to better work performance as well as ensures the sound socioeconomic condition of workers. This study attempts to review the condition and QWL of night guards of ATM booths in various private banks in Dhaka city. A descriptive survey research design was developed to meet the research objective and simple random sampling technique has been used for the selection of respondents. For the purpose of study, 200 night guards were selected as respondents from different ATM booths of various private banks in Dhaka city. Both demographics and work-related factors were analyzed during the study. After a thorough review of literature, six specific factors – freedom at work, working hours, work-life balance, job security, social recognition, and health facilities – were selected as indicators of the QWL. The study proposed and tested a hypothesis that the QWL depends on the existence of the independent variable in an organization by using multiple regression analysis. The findings of the study would certainly assist in increasing in that particular industry through its proper implementation and execution.*

Keywords: *Quality of Work Life, Job Satisfaction, Night Guards, ATM Booths, Banks*

INTRODUCTION

The quality of work life (QWL) means the standard of living of workers both at workplace and family life. This is a process of meeting workers' personal needs within the organizational system. The QWL is highly engaged in designing an organizational environment which enables higher productivity by improving workers' job satisfaction. For smooth running of organizational activities, a good QWL is essential. Walton (1980) connoted the QWL with the changes that enhance human experience at workplace or decrease the social and psychological costs of producing goods and services. The QWL is an indicator of a satisfied and productive environment for the people. The success of any organization fully demands high capacities to acquire, recruit, motivate, and retain its workforce ensuring a sense of commitment.

The QWL of an organization depends on some prevailing conditions and practices having employee security,

satisfaction, and the opportunity to develop as an individual being (Indumathy & Kamalraj, 2012). It is recognized well and has global acceptance because a social human being spends one-third of his time in his workplace. Favorable working conditions are one of the preconditions of a better QWL. Highly influenced factors of the QWL are training facilities, job opportunities, job satisfaction, working hours, work-life balance, etc. the QWL is the total of the values which have both material and nonmaterial benefits enjoyed by a worker as a member of an organization with a view to improving working conditions and productivity. The idea of the QWL of an organization can emerge from the relationship between employees and their prevailing working environment. The QWL creates some conditions in the organization which help to be successful and achieve organizational objectives. If employees are satisfied with their work, such conditions are satisfying not only workers' economic needs but also their social and psychological ones. The imbalances between the workers' personal life and career put them under stress that relates to their health

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problem, which translates into financial cost both to the employer and organization.

Walton (1973) explains the QWL in terms of eight broad conditions of employment that constitute the desirable QWL. These are – adequate and fair compensation, safe and healthy environment, development of human capacities, continued growth and security, social integration, constitutionalism, work and total life space, and social relevance. The present study is an attempt to discover the contributory factors of the QWL of night guards working in ATM booths of private banks in Dhaka city, the capital of Bangladesh.

RATIONALE OF THE STUDY

Night guards play an important role to keep ATM booths safe and free from any unwanted situation. Due to economic emancipation, banks are trying to provide 24 hours services at the door to customers. For that, banks have established a huge number of ATM booths all over the country. ATM booths are simply the money machine locating right now almost everywhere. They need proper protection from robbery and theft. Night guards who provide protection against possible threats by working at night and taking risk of their lives. The present study intends to know the QWL of night guards and night guards' perception toward it. This part of society plays an important role in the socioeconomic development of a country. Thus, an attempt has been made to examine the QWL of night guards. Since private sector banks are dominant players in Bangladesh, for the purpose of study night guards working in ATM booths of private banks in Dhaka city have been selected. This study will be useful to enlighten the researchers in this field on forthcoming days to practice their course of accomplishment.

LITERATURE REVIEW

This part of the study carefully scrutinizes previous studies related to the field of study to have a better insight into the concept. The term "Quality of Work Life (QWL)" gained popularity during the early 1970s in the United States. The QWL was coined by Louis Davis at the Forty-Third American Assembly on 'The Changing World of Work' at Columbia University's Arden House. Ever since, the QWL has been examined and explained in various studies by different scholars and gained importance in workplace. Wisner (1975) talked about economic, demographic, sociological, psychological, physiological, and ethical criteria that can be used to discuss new aspects of the QWL. Whereas Glueck (1979) explained that the QWL includes management and supervisory style, freedom and autonomy to make decisions on the job, satisfactory physical surroundings at work, job safety, satisfactory working hours, and meaningful jobs. Chander and Singh (1983)

applied multiple factors influencing the QWL based on other scholarly articles, which include employment conditions, secured employment, income adequacy, sharing of profits, stock options, rewards, employee autonomy, commitment, social interaction, self-expression, self-esteem, satisfaction, democracy, involvement, career advancement, job enrichment, and relationships with supervisors and peers.

The study conducted by Straw and Heckscher (1984) opined that the QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization and should be treated with dignity and respect, since they are trustworthy, responsible, and capable of making a valuable contribution. Earlier Gani (1993) in his study found that the core of the QWL concept is the value of treating the worker as a human being and emphasizing changes in the sociotechnical system, physical and psychological working environment, design and redesign of work practices, hierarchical structure, and the production process through actively involving workers in decision-making. Whereas Gani and Ahmad (1995) classified factors influencing the QWL into four categories of working environment factors, relational factors, job factors, and financial factors. In one of the studies conducted by Shamir & Saloman (1985), task characteristics, social relations, job-related stress, work-nonwork relationship, power, status and equity, and other latent functions were selected to study the impact of work at home on the QWL.

Singh and Srivastava (1993) explained the ways of achieving "the QWL" in organizations, namely job design, workers' participation, welfare, and quality circles. Gadon (1984) introduced personal and professional development, work redesign, team building, work scheduling, and total organizational change as areas of the QWL. Whereas, Geller (2015) stressed upon humanistic fundamentals for the application of behaviorism which is more acceptable, effective, and sustainable on a large scale.

In a study, Balu (as cited in Batra & Bhatia, 2002) stated that the QWL touches upon various areas relating to the working environment and employee motivation. Here, employee motivation consists of proper communication at organizational-level, employee facilities, employee performance recognition, employee participation with team spirit, development and job redesign and job enrichment, dynamic HRD factors, and status of the family. Sadique (as cited in Tabassum, 2012) identified the existence of a high QWL in the presence of democratic management practices in an organization and all the managers, employees, workers, union leaders share organizational responsibility. Arts, Kerkstra, Zee and Abu-Saad (2001) developed a new research model comprising of three components – workload, psychological, and physical outcomes of work. In the words of Ngambi (2000), job sharing helps improve the quality of work by using it as an alternative work schedule, which

enables employees to balance their life between work and nonwork domain. Besides, physical working conditions and satisfaction with pay and work also influence the QWL and autonomy and flexibility affects workers' personal preference for the work schedule.

The studies have found the QWL as a key to achieve greater productivity and job satisfaction. Islam and Siengthai (2009) indicated the QWL as the favorable condition of employee benefit and welfare and management's attitude toward employees, especially operational workers. Royuela, Tamayo and Suriñach (2007) mentioned a set of the QWL indicators as proposed by the European Commission (EC). These are intrinsic job quality, skills, life-long learning and career development, gender equality, health and safety at work, flexibility and security, inclusion and access to the labor market, work organization and work-life balance, social dialogue and worker involvement, diversity and nondiscrimination, and overall work performance. Tabassum, Rahman and Jahan (2011) found adequate and fair compensation, work and total life space, opportunity to develop human capacities, opportunity for continuous growth and job security, attention to job design, safe and healthy working environment, flexible work schedule and job assignment, and employee relations as factors associated with the QWL.

Das (2013) has identified job and working environment dimensions, human relation dimensions, and industrial relations dimensions as the factors affecting the QWL. Islam (2012) stated six contributory factors of the QWL: work load, family life, transportation, compensation policy and benefits, working environment, working condition, and career growth. Rubel and Kee (2014) in a study related to the operators working in the readymade garment organizations in Bangladesh indicated that supervisor behavior, compensation and benefits, and work-life balance all have a positive significant influence on job satisfaction and the QWL. In a study conducted by Farzana (2013) among multiple dimensions of the QWL adequate and fair compensation; opportunity to use and develop human capacities; work and total life space; and constitutionalism in the work organization emerged as the most significant determinants of career satisfaction. Ayesha, Tasnuva and Kursia J. (2011) figured out adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations as factors of the QWL.

In a study, Lee, Back and Chan (2015) associated health and safety needs, economic needs, self-actualization and esteem needs, social, knowledge and aesthetic needs, and job satisfaction with the attributes of the QWL. The study categorized these attributes as frustrators, satisfiers, hybrids, and delighters, which help to prioritize the attributes based on the area of concern. It identified physically safe work

condition as a dissatisfier, fair pay as a frustrator, and adequate decision-making power and training as delighters. Further, Lee, Dai and McCreary (2015) found different patterns of QWL dimensions as a predictor of intention to leave unit (ITLunit), intention to leave organization (ITLorg), and intention to leave profession (ITLpro). The study traced work-home life balance, nursing staffing and patient care, and work arrangement and workload as the predictors of all three ITL, whereas teamwork and communication as the predictors of ITLunit. Kelbiso, Belay and Woldie (2017) traced that the QWL among nurses was influenced by educational status, monthly income, the work unit, work environment, professional growth, and opportunities for educational advancement.

The impact of internal and external variables on the QWL was examined by Nowrouzi, Giddens, Gohar, Schoenenberger, Bautista and Casole (2016). This study found continuing education programs, collegial relationships, reasonable financial compensation, and respect and empowerment of nurses as predictors of the QWL. Eren and Hisar (2016) used work/job environment, relations with directors, work conditions, work perception, and support services as subscales to study the impact of the QWL perceived by nurses and their organizational commitment level. Whereas, Caron, Cargo, Daniel and Liu (2019) traced the strong association of the QWL with the social support and stress/coping variables in addition to the neighborhood characteristics. Alrawadieh, Cetin, Dincer and Dincer (2019) disclosed the existence of a positive relationship between life satisfaction and the QWL. Ahlstedt, Lindvall, Holmström and Athlin (2019) applied an ethnographic approach to understand the forces influencing registered nurses to remain in work and found solidarity, friendly atmosphere, feedback from the work itself, learning during the daily work associated with work progress, autonomy, professional collegiality, inner work life, respect, and trust in their knowledge by physicians linked to the work motivation. Thus, a close review of aforesaid studies reflects various personal, job-related and work life factors as potential contributors to the QWL. Most of these variables as tested in various studies are associated with the job-related conditions.

OBJECTIVE AND HYPOTHESIS OF THE STUDY

To review the condition and the QWL of night guards working in ATM booths in private banks, this study attempts to test the contributory factors of the QWL of ATM booth night guards in private banks in Dhaka city. For this purpose, it was planned to study the QWL of night guards working in ATM booths of private banks in Dhaka city to review its current status and assess the perception of night guards toward their the QWL.

To investigate the concept of QWL more extensively, the study developed a theoretical framework as depicted in Fig. 1. Every worker carries both personal and job-related factors throughout his or her work life. The term 'Quality' related to work life in the workplace mainly depends on job-related factors. While writing his perspective on the QWL, Cherns (1978) advocated that autonomy, high levels of skill, learning, and a high degree of self-investment in work are preferred if work and work situation have potential for growth and self-realization. Based on literature survey

and considering the current occupational context of the said field in Bangladesh, the study identified some independent variables which influence the level of the QWL. These independent factors include salary, working hours, work-life balance, job security, social recognition, and health facilities. The dependent variable in this study is the QWL. The study proposed that the QWL completely depends on the availability of independent variables in organizational settings. So, the existence of the QWL is the result of the existence of job-related factors.

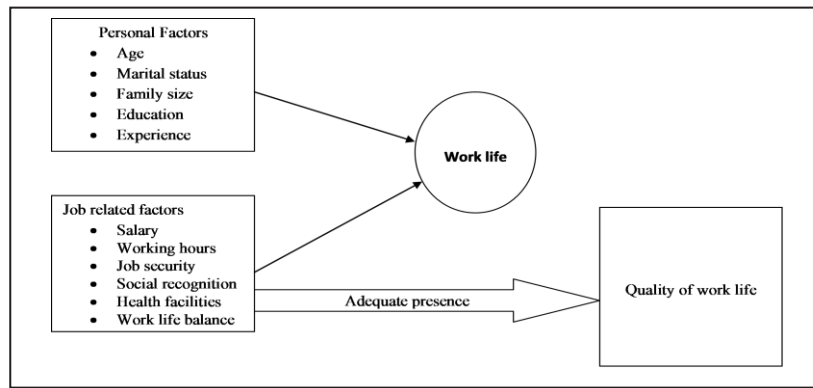


Fig. 1: Theoretical Framework of Quality of Work Life

The following multiple regression model has been constructed in equation 1:

$$Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 \quad \text{(Equation 1)}$$

Where,

Y = Quality of Work Life (QWL)

x_1, x_2, x_3, x_4, x_5 and x_6 = The independent variables

x_1 = Salary

x_2 = Working Hours

x_3 = Job Security

x_4 = Work Life Balance

x_5 = Social Recognition and

x_6 = Health Facilities

a = constant

b_1, b_2, b_3, b_4, b_5 and b_6 = The coefficients of independent variables

Hypothesis of the study is the QWL of ATM booths' night guards working in private sector banks of Dhaka city in Bangladesh depends on the existence of independents variables of salary, working hours, work-life balance, job security, social recognition, and health facilities.

METHODOLOGY OF THE STUDY

This section elaborates research methodology encompassing research design, sample, sample area, sample distribution, source and tool of data collection, questionnaire design, the time frame of the study, data analysis, and reliability of data.

Research Design

The present study falls into the category of conclusive research because of its nature. The study is basically descriptive in nature that has been used to collect information so as to demonstrate relationships and describe the world as it exists. In this study, a descriptive method has been applied to know the factors of the QWL; whereas for the purpose of data collection, a field survey has been used under the descriptive research methods. Here, the population of the study is all ATM booths night guards working for private banks in Dhaka city.

Sample

The study undertakes the simple random sample technique to meet the research objectives. The preliminary survey and discussion with the night guards helped a lot to construct an appropriate sample size. To make the sample size representative, the sample size was calculated by using the formula offered by

Gay (1996). According to the guidelines suggested by him for selecting a sample size, for the approximate population size of 500, 50% of the population should be sampled, whereas for the population size of 1,500, 20% should be sampled. Beyond a certain point (at approximately $N = 5,000$), the population size is almost irrelevant, and a sample size of 400 will be adequate. Thus, the larger the population the smaller the percentage. This study calculated the sample size based on the above assessment and it was 200.

Sample Area and Sample Distribution

The study area falls within the Dhaka city, the capital of Bangladesh. The study purposively selected 10 banks from where the respective samples were drawn. Sample banks were selected based on their reputation and availability in the market. Keeping in mind the time and cost constraint, respondents were selected from their respective booths based on their chance to present.

Table 1: Sample Distribution

Banks Name	Questionnaire Distributed	Percentage (%)
Dutch Bangle Bank Limited	30	15
BRAC Bank Limited	20	10
Islami Bank Bangladesh Limited	20	10
IFIC Bank Limited	20	10
City Bank Limited	20	10
Mutual Trust Bank Limited	20	10
National Bank Limited	20	10
Bank Asia Limited	20	10
Eastern Bank Limited	20	10
Pubali Bank limited	10	5
Total	200	100

Table 1 shows description of 200 respondents across 10 banks, wherein questionnaires among them were distributed. Numbers of ATM booths of Dutch Bangla Bank Limited (DBBL) are quite larger than others banks; that's why, the highest number of respondents is taken from DBBL, which consists 15% of the total population. All selected banks belong to the category of private banks.

Sources of Data

Both the primary and secondary data were used in the present study. Primary data were collected through the questionnaire using face-to-face interview technique. For the theoretical

grounding, the study extensively surveyed the available source of secondary data. The secondary data were collected from the existing literature in the said field, different studies, published journals, Central Bureau of Statistics, websites, online articles, and other studies.

Questionnaire Design

The questionnaire was designed based on theoretical framework and pilot study. Depending on the preliminary survey and study, a structured questionnaire in a 5-point scale was developed to measure the level of the QWL of night guards. The questionnaire contained two parts – part I pertained to general demographic variables of the respondents such as age, gender, income, marital status, and education; part II contained the scale to measure the QWL. In the measurement, scale 1 indicates strongly agree and 5 indicates strongly disagree.

Time Frame of the Study

Each and every study should allow considerable time to be ethically responsible for making results. The present study mainly consumed time for research design, questionnaire development, field survey, data collection, data analysis, and report writing. The study was conducted during the period of September 2018 to February 2019.

Data Analysis

After collecting data from the field, the researcher made the data sheet with proper caution and check. Data were analyzed using SPSS version 21 through different statistical techniques. Demographic factors were analyzed through simple descriptive statistics and job-related factors were analyzed using multiple regressions.

Reliability of Data

To verify the initial reliability of the items, the Cronbach's alpha was calculated. The Cronbach's alpha suggests that a minimum alpha of 0.6 is sufficed for an early stage of research. The Cronbach's alpha estimated for all of the variables was .883 (Table 2) and, therefore, deemed to have an adequate reliability.

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.883	0.882	6

Table 3: Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Salary	16.845	16.684	0.754	0.674	0.855
Working Hours	16.64	18.302	0.647	0.471	0.869
Job Security	16.77	17.776	0.7	0.52	0.863
Work Life Balance	16.515	19.035	0.596	0.4	0.875
Social Recognition	16.65	18.912	0.591	0.409	0.876
Health Facilities	16.87	18.646	0.578	0.34	0.878
Quality of Work Life	16.5	16.523	0.831	0.747	0.844

In Table 3, the column marked 'Corrected Item-Total Correlation' gives an indication of the degree to which each item correlates with the total score and low value (less than .30), in this case, indicate that the item is measuring something different to the scale as a whole. In this study, the lowest value among the other 7 values under this column is .578, which actually assures the consistency. The column headed 'Alpha if Item deleted' is representing the impact of removing each item from the scale. Hence, it is absolutely confirmed that the Cronbach's alpha coefficient (0.883) and the Cronbach's alpha based on standardized item (0.882) as shown in Table 3 are optimum.

RESULT AND DISCUSSION

Descriptive statistics have been used to describe and present summarized data in a meaningful and useful manner about the sample observations.

Descriptive Statistics of Demographic Factors

Table 4: Descriptive Statistics

Variables	N = 200	Percentage (%)
Age of the Respondents		
20-25 years	45	22.5
25-30 years	80	40
30-35 years	41	20.5
35-40 years	24	12
Above 40 years	10	5
Marital Status of the Respondents		
Unmarried	77	33.5
Married	121	60.5
Widower	2	1
Family Size		
1-3 members	38	19

Variables	N = 200	Percentage (%)
3-5 members	83	41.5
5-7 members	55	27.5
Above 7 members	24	12
Educational Qualification		
Class 5	39	19.5
Below Class 8	53	26.5
Class 8	64	32
Below SSC	36	18
SSC	8	4
Total Work Experience		
No Experience	23	11.5
1-2 years	37	23.5
2-3 years	47	23.5
3-4 years	59	28.5
4-5 years	34	17
Monthly Income		
Below 7000	54	27
7000-8000	67	33.5
8000-9000	45	22.5
9000-10000	34	12

Table 4 demonstrates the demographic characteristics of the respondents. According to the information, a large portion of the respondents belong to age group 25-30. It indicates the proportion of the population, actually engaged in this occupation. As their age increases, they become more experienced and switch to other jobs. As a result, this study has found only 5% respondents having age above 40 years. Marital status of respondent's shows that 121 respondents are married which is 60.5% and 77 of them are unmarried. 83 respondents have 3-5 members in their family and 55 respondents fit in 5-7 family members. 19% of respondents are from the nuclear family. Thus, findings on marital status along with the family size of night guards show that majority of night guards are burdened with family responsibilities and are working for the sustenance of their family. These

statistics also acts as an indicator to throw light on factors behind the population growth in Bangladesh. The data about the respondents' educational qualification state that none of these respondents have a qualification higher than SSC. Rather, maximum respondents have completed their matriculation (class eighth), while others do not carry major educational qualification. This poor educational background is one of the reasons to engage with labor intensive job with long working hours as compared to salary. 59 respondents have 3-4 years of job experience whereas 23 respondents have no experience according to the statistics. Most of the respondents came from the village and this job of security guards comparatively requires less qualification and experience; as a result, these relatively less qualified people have chosen this job as a profession. The study has found that 33.5% respondents' earnings are 7000-8000 TK only and 34.5% respondents are getting 9000-1000 TK as the salary. Mostly, these respondents are sole earning members of their big family and with this poor income, it is quite difficult for them to maintain a standard life in the society.

Evaluating the Model Obtained from Standard Multiple Regressions

From the table below (Table 5), it is found that the value of R is .864. It indicates that the relations between the dependent variable and the independent variables are strong enough to represent the model. It is to be noted that the 'Adjusted R Square Statistics' corrects the value of R square, in the case of small sample size, to provide a better estimate of the true population value. It is also seen that the value of Adjusted R^2 is .739, i.e. the dependent variable is 73.9% explained by the independent variables that are included in the model.

Table 5: Model Summary^(b) of the Standard Multiple Regression

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 ^(a)	0.747	0.739	0.49458

a Predictors: (Constant), Health Facilities, Work Life Balance, Job Security, Social Recognition, Working Hours, Salary

b Dependent Variable: Quality of work life

Assessment of Hypothesis by Simple Linear Regression in Enter Method

In Table 4, the F Value was derived from dividing the Mean Square Model (23.257) by the Mean Square Residual (0.245), which was equal to 95.079. Consequently, the P value associated with this F value, shown under the column headed 'Sig.', was less than 0.001. It indicated that independent variables (salary, working hours, work-life balance, job security, social recognition and health facilities)

of this study reliably predicted the dependent variable (the QWL) thus providing a strong evidence in favor of the alternative hypothesis. As a result, the study hypothesis had been accepted finally without any doubt.

Table 6: Analysis of Variance (ANOVA)^(b)

Model - 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	139.545	6	23.257	95.079	.000 ^(a)
Residual	47.21	193	0.245		
Total	186.755	199			

a. Predictors: (Constant), Health Facilities, Work Life Balance, Job Security, Social Recognition, Working Hours, Salary

b. Dependent Variable: Quality of work life

Assessment of Normality

Normality was assessed by 'Normal Probability Plot of Regression Standardized Residuals', which is illustrated by Fig. 2 as shown below. Here, it can be observed that points were positioned in a reasonably straight diagonal line from bottom left to top right indicating no major deviation from normality.

Dependent Variable: Quality of Work Life

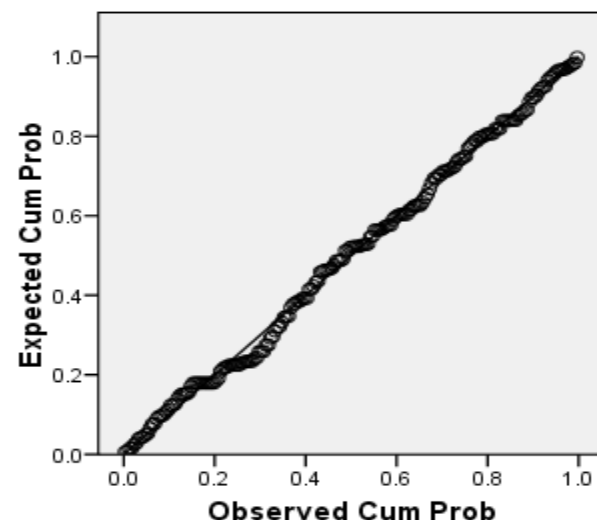


Fig. 2: Normal P-P Plot of Regression Standardized Residuals

Analysis of Regression Between Independent Variables and Dependent Variable: Testing the Multicollinearity

Table 7 represents the outputs of Collinearity Diagnostics, which was actually performed as part of multiple regression programs. Here, the values given in the column headed 'Tolerance' was calculated by the formula: $1 - R^2$ for each

variable. Multiple regression assumes that, if this value is very low (near 0) then this indicates the possibility of multicollinearity. This study, as the tolerance values for the

six independent variables (.474, .539, .531, .605, .611 and .670) are quite respectable, did not appear to have violated this assumption.

Table 7: Coefficients^(a) of Salary, Working Hours, Work Life Balance, Job Security, Social Recognition and Health Facilities

Model -1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	0.008	0.156		0.053	0.958		
Salary	0.467	0.05	0.491	9.342	0	0.474	2.112
Working Hours	0.105	0.054	0.096	1.947	0.053	0.539	1.855
Job Security	0.24	0.053	0.227	4.565	0	0.531	1.882
Social Recognition	0.134	0.053	0.118	2.541	0.012	0.611	1.638
Health Facilities	0.079	0.047	0.074	1.676	0.095	0.67	1.493
Work Life Balance	0.071	0.055	0.06	1.299	0.195	0.605	1.652

a. Dependent Variable: Quality of work life

CONCLUSION AND RECOMMENDATIONS

A sound mind enables a sound system of work having a positive sense toward work, happy work-life balance, better job responsibility, less labor turnover and absenteeism, efficient utilization of resources, and ensures individual and organizational growth simultaneously. Workers are the lifeblood of any organization. They should not only be recruited, rather retained. Retaining worker in this competitive environment is regarded as one of the most challenging tasks. The QWL is an idea that can assist management to review and formulate new human resource policy. The study found different levels of opinion from respondents in the same items and same situation which helped to understand different levels of the QWL of the respondents. The study found that for running human organs properly in the organization, it requires not only a judiciously designed salary structure but also the availability of favorable working hours, better work-life balance, secured job, social recognition, sound health facilities, and so forth. Organizational and individual success is truly backed by the quality of working life of the organization. Keeping in mind the worker importance, if the management sets the QWL program and ensure its proper execution, it will bestow better returns than investment.

Recommendations

From the existing literature, direct observation, and the responses of the respondents, it is clear that the workers want to satisfy their personal needs and demands within

the organizational settings. The organization should see the issue with utmost care. The study likes to recommend that the organization should provide an adequate salary to meet market demand. Working hours should be more flexible to feel a sense of work-life balance. Periodical medical checkup should be introduced. The job should be secured enough to make the worker feel relaxed.

Limitations of the Study

Most of the respondents had a minimum level of education, so it took a huge time to make respondents understand and get their response. The study was confined only within one specific sector and geographic area; so, the study result may not be generalized to other occupational contexts and areas.

Future Research Implication

There have been conducted many research studies on the QWL in Bangladesh but not in the said field; probably, it is the first attempt to conduct a research study on ATM booth night guards in Bangladesh. So, the study findings will definitely be a role model for the upcoming researchers. The result of present study stimulates the researchers to look for new ways of problems identification and definition of the QWL.

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