

Work-Life Balance and Employee Job Satisfaction: A Case of UK Call Centre

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The perception on factors leading to job satisfaction changes constantly and it is very important for any organisation to have a good idea on which factors are prevailing in the market at the moment. This paper evaluates the relative importance of work-life balance compared to other job quality dimensions such as pay, job autonomy, work intensity and job security in terms of influencing job satisfaction of 75 call centre employees in the UK over the past three years. In order to do so, it gives the overview of the existing literature on these job quality dimensions and job outcome in the call centre context. It then considers the opinions of the customer service representatives working in a call centre regarding the importance of work-life balance compared to other job quality dimensions in influencing their level of job satisfaction in the organisation. Statistical tests such as correlation and ANOVA tests were carried out on the data to find out linear relationships. After taking the past research into consideration and analysing the responses from these employees, this study finds that the relative importance of work-life balance is more compared to other job quality dimensions in influencing the job satisfaction of these employees.

JEL Codes: J28, M12, M52 and O15

1. Introduction

“Work-life balance is fast becoming one of the defining issues of the current employment scene” – a statement published in the People Management (2002, p. 5) magazine stresses how important an issue work-life balance has become with regard to employment in recent times. According to Wallace et al. (2007, p. 4), “how work combines with other aspects of life, especially family life” is a crucial, but often neglected, question regarding work-life balance and quality of life. Besides work-life balance, quality of job has also become an important concern recently and the major objective of the EU’s employment strategy is to create not only more, but better quality jobs (European Commission 2001). Since both work-life balance and job quality are associated with important employment-related issues, the relative importance of these two aspects in influencing job satisfaction of employees is an interesting topic that deserves in-depth research.

This particular topic has been chosen because work-life balance and quality of job play a very important role in influencing the overall job experience of employees. Since job satisfaction is an important job outcome that makes up employee job experience, attempt to find the relationships of work-life balance and other job quality dimensions with job satisfaction of call

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centre employees can shed light on the complex inter-relationships among these job aspects and job outcome.

The objective of the research is to understand the relationship and relative importance of work–life balance and other job quality dimensions with job satisfaction of Customer Service Representatives (CSRs) working in call centres in the UK. The research aims to address the following research question - What is the relative importance of work-life balance compared to other job quality dimensions in terms of influencing job satisfaction of CSRs?

The objective of this research is to answer the abovementioned research question because most of the past researches have explored the effect of work-life balance and other job quality dimensions on job satisfaction of employees separately but not in a comprehensive manner. The past researches have either focused on how work-life balance influences job satisfaction of employees or how job quality dimensions affect employee job satisfaction, and thus left a research gap.

The motivation for conducting this research is to explore the effect of work-life balance and job quality dimensions on employee job satisfaction together and whether work-life balance is more important than job quality dimensions in influencing the job satisfaction of these call centre employees. Since none of the past researches focused on the effect of these job quality aspects together and their relative importance in determining employee job outcome, this study becomes timely and valuable as it adopts a comprehensive research approach and tries to reduce the existing research gap by answering the research question.

The findings of this research show that both work-life balance and other job quality dimensions are important in ensuring job satisfaction of call-centre employees and the relative importance of work-life balance is more than that of the other job quality dimensions in influencing the job satisfaction of these employees. Most of the past researches on call centres focused on emotional labour and work intensity, ignoring other job quality dimensions and their psychological effect on the employees. The findings of this research are different from that of the past researches in the way that they look beyond the common research areas such as emotional labour and work intensity, and get involved in a more in-depth analysis of work-life balance, pay, job autonomy, work intensity and job security together in a call centre context. The findings further show that work-life balance is more important than other job quality dimensions in determining job satisfaction of call centre employees in the UK.

This paper is divided into several sections. Section 2 presents the literature review and section 3 talks about the methodology. Subsequently, Section 4 discusses data analysis and results while Section 5 presents the conclusion.

2. Literature Review

According to Green (2006, p. 9), “The ‘quality of work life’ or ‘job quality’ is constituted by the set of work features which foster well-being of the worker”. Moreover, according to Drafke and Kossen (1998), ‘quality of work life’ is the extent to which job environment effectively meets personal needs and values of the employees. Since the terms ‘job quality’ and ‘quality of work life’ are interchangeable, the term ‘job quality’ will be used in the research.

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According to Amartya Sen cited in Green (2006), quality of a job can be evaluated through the capabilities given to workers in the job so that they can achieve well-being and agency goals. Capabilities to achieve well-being can include wages and other rewards, future prospects such as pensions, security etc. and the tasks that can be chosen and carried out in the job. On the other hand, capabilities to achieve agency goals can be considered as the extent to which the job enables the workers to accomplish personal goals. So, a good job makes workers capable of achieving well-being through pay, rewards, autonomy, job security etc. and also fulfilling their personal goals (Green 2006). This is why quality of job is of immense importance to peoples' work and personal life.

However, Employment in Europe (2008, p. 148) gives a different perspective in the discussion of job quality. According to Layard (2005), absolute income has a weak correlation with job satisfaction at a subjective level. Moreover, not only outcomes of economic theory such as pay and hours of work are important to the employees, but also autonomy and workplace networking matter to them to a great extent. This, thus, suggests that pay alone does not comprise all the job quality aspects, rather other job characteristics and dimensions are also important in determining quality of a job.

In addition to this, according to Green (2006), there remains a paradox of job quality in recent times. The workers of twenty-first century, who belong to a wealthy economy, are getting higher wage and enjoying better working condition. Still their experience at work is not that satisfying because of increased control from above, work intensity, stress and job insecurity. So this means that, although some job quality dimensions like pay and working conditions are improving; other dimensions like work intensity, job autonomy and job security are getting worse, thus offsetting the improvement in job quality that resulted from dimensions like pay and work conditions (Green 2006). This is why, all these factors, scenarios and paradoxes also have to be taken into consideration while evaluating job quality.

According to Kelliher and Anderson (2008), although job quality has various dimensions, a clear consensus on what actually constitutes job quality has not been reached. The European Commission (2001) cited in Kelliher and Anderson (2008, p. 420) has identified ten dimensions of job quality. These are intrinsic job quality; skills, life-long learning and career development; gender equality; health and safety at work; inclusion and access to labour market; work organisation and work-life balance; flexibility and security; social dialogue and worker involvement; diversity and non-discrimination; and overall work performance. On the contrary, academic literature has given a different view on job quality. According to Clark (2005), job quality focuses on objective dimensions such as pay, working hours and job security, and that it should include other subjective dimensions such as job content and autonomy. Considering the overlapping of the dimensions in various studies and the frequency in which they have been mentioned; five dimensions namely pay, job autonomy, work intensity, job security and work-life balance have been chosen for this particular research.

The five job quality dimensions chosen for this research are discussed below:

- Pay: According to Green (2009), pay is an important dimension of job quality. People not only get financial solvency but also gain recognition and a sense of fairness through pay if it is not too low. Employees evaluate pay as the main piece of job reward for which they enter into negotiation or go on strike. Pay gives employees the affordability to consume goods and services. Thus pay is one of the most important aspects of employees' job that influences the job quality to a great extent.

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- Job autonomy: According to Drafke and Kossen (1998), job autonomy is the level of control employees have over their work. The more discretion they have over the pace and methods in which they perform their work, the more autonomy they have in their job. On the other hand, job autonomy or personal discretion is also about the extent to which employees can give personal input into their work and also choose flexible working options (Green 2009). Job autonomy is important because employees cannot fully participate in work if they have too little control over their work. Conversely, as job autonomy increases, job satisfaction also increases (Drafke & Kossen 1998).
- Work intensity: According to Green (2009), work intensity or work effort is also an important job quality dimension. It is the effort an employee puts into his or her work. If the job does not put excessive work pressure on the employee, then the employee will be more or less happy with the job. On the other hand, work intensity is negatively associated with employee wellbeing if the working hours and work pressure are excessive. According to Walsh (2005), employees are not only working longer hours and at unsociable times, but also working harder than before. Green (2006) supports this fact by stating that work intensity is considered a key dimension of job quality because work is perceived to be getting more intense day by day and the stress resulting from intense work effort is a growing work-related health hazard of recent times.
- Job security: Job security is the assurance that employment will continue in the future (Drafke & Kossen 1998). According to Green (2009), job security has both physical and financial aspects to it. The financial insecurity takes place when people have the fear of losing a job and not finding another one. Also, low autonomy together with work overload is detrimental to employee health and this affects the physical aspect of job security. Conversely, job security, an example of Frederick Herzberg's hygiene factor, affects job satisfaction more when it is absent than when it is present. Job satisfaction is negatively affected when job security is absent whereas it is not affected much when job security is present (Drafke & Kossen 1998).

Work-life balance is also a very important dimension of job quality. According to Greenhaus et al. (2003), work-life balance is the extent to which an individual is involved in and satisfied with roles related to his or her work and family equally. Also, according to Clark (2001), work-life balance or work family balance is the satisfaction and good functioning both at home and work where the conflict between these two roles are minimum.

Estes and Michael (2005) state that the term 'work-life balance practice' or 'work-life balance policy' refers to as the organisational support for dependent care, option for flexible working or leave for personal or family reasons. It is basically the policy which encourages and facilitates flexible working conditions for the employees so that they can have a balance between work life and family life. These policies may include options such as annualized hours, flexible work hours (flexitime), compressed work week (compressed hours), home-working, job sharing, shift working, staggered hours, term-time working, family leave programs (such as parental leave, adoption leave, compassionate leave), sabbatical leave, childcare onsite, and financial and informational support for childcare and eldercare (Walsh 2005, p. 158; Beauregard & Henry 2009).

According to Baldamus (1961), satisfaction is the balance between effort put into work and the reward derived from it, both intrinsically and extrinsically. Moreover, according to Locke (1976) cited in Rose and Wright (2005, p. 139), "Satisfaction is the weighted sum of the discrepancies between how much of a certain valued aspect of working a job delivers and

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how much of this aspect the individual desires or expects". Here, 'satisfaction' refers to 'job satisfaction' as both the definitions talk about aspects related to job.

As far as the effect of work-life balance and other job quality dimensions on job satisfaction of call centre employees is concerned, it can be said that these job quality dimensions have varying relationships with the job outcome as well. Rose and Wright (2005) suggest that low job autonomy resulting from high employer control leads to frustration which negatively impacts job satisfaction of call centre employees.

In addition to this, according to various studies mentioned in Kelliher and Anderson (2008), greater access to flexible work schedule and work-life balance has a positive impact on job satisfaction of employees. However, this view has been opposed by Wallace et al. (2007) who found no significant association between work-life balance and job satisfaction. In fact, work-life balance issues appeared to be less important compared to working conditions in determining employee job satisfaction.

In order to maintain the anonymity of the company, the pseudonym ABC has been used in the research. Found in 1996, this marketing company works on behalf of its clients from its four contact centres. ABC employs more than 2000 employees out of whom more than 800 employees are working as Customer Service Representatives (CSRs) in the company's head office and contact centres. The job responsibilities of the CSRs are to handle customer queries in the inbound contact centre and sell products and services in the outbound contact centre (Company website).

The organisational context is an important aspect that should be considered while conducting research on this particular topic. The organisational culture of ABC is such that the line managers and employees are friendly and maintain a harmonious relationship among each other while working, at the same time, there is a trace of work intensity and stress resulting from strict targets and tight deadlines. Although line managers are supportive of their subordinates in terms of work-life flexibility, they are strictly target-oriented when it comes to achieving performance targets that are often very difficult to achieve. Since people of different age, marital status and caring responsibilities work in the organisation; the perceptions of these employees regarding work-life balance and other job quality dimensions are assumed to be different and will be interesting to explore.

In order to answer the research question, the following hypothesis has been formulated - There is a positive relationship between satisfaction with work-life balance and overall job satisfaction of the CSRs. The research question mentioned in the introduction has not been answered by any past studies because these studies have previously focused on call centres, work intensity and emotional labour faced by the call centre employees, job quality dimensions and employee job satisfaction separately. This research, on the contrary, takes all these topics together into account and tries to give a comprehensive idea about these aspects.

The abovementioned hypothesis has been formulated based on the research question. It tries to reduce the research gap by examining whether satisfaction with work life balance leads to overall job satisfaction of customer service representatives working in a call centre. Testing of this hypothesis further examines the relative importance of work-life balance compared to other job quality dimensions in determining job satisfaction of these CSRs and answers the research question.

3. Methodology

Quantitative method was used for this particular research. For the primary research, a questionnaire was developed which consists of 31 statements, 2 sub-statements and 7 demographic questions. Some of the statements have been taken from Wallace et al. (2007), Rose and Wright (2005) and Bar-Hayim and Berman (1992). The respondents were asked to rate the 31 statements on a 5-point Likert scale based on the degree to which they agree or disagree with the statements. On the other hand, the first sub-statement allows the respondents to choose multiple answers whereas the other sub-statement and all other 31 statements allow them to choose only single option as answer. Statements 1-3, 4-7, 8-12, 13-16, 17-24, and 25-31 measure Pay, Job Autonomy, Work Intensity, Job Security, Work-life balance and Job Satisfaction respectively.

For the data collection, a survey was conducted among the employees of a call centre based in Manchester, UK for convenience. A non-probability sampling was done and a sample of 75 CSRs who are in non-managerial positions were chosen for the survey. The reason behind using such sampling is that the aim of the research is to understand the effect of five job quality dimensions on the job satisfaction of the CSRs who directly interact with the customers and handle them. Moreover, the reason behind choosing one call centre in Manchester was that the researcher collected data initially in person and later online over the past three years and had limited access to only one call centre. Although the initial targeted sample size was 100, due to lack of direct access to employees and lack of interest of the customer service representatives in filling out the questionnaires, the sample size had be narrowed down to 75.

Various tests like correlation and multiple regression were run in SPSS in order to analyse the data. Correlation was used in order to test the relationships of the independent variables like pay, job autonomy, work intensity, job security and work-life balance, with the dependent variable employee job satisfaction. Multiple regression helped in understanding whether work-life balance is more or less important than other job quality dimensions in determining job satisfaction.

4. Data Analysis and Results

The results of the data analysis are shown in two separate sections, one on relationship of work-life balance and other job quality dimensions with job satisfaction, and the other on relative importance of work-life balance compared to other job quality dimensions in determining job satisfaction.

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Correlation analysis showing relationship of work-life balance and other job quality dimensions with job satisfaction:

Table 1: Correlations of Work-life balance and other job quality dimensions with Satisfaction

		Pay	Autonomy	Intensity	Security	WorkLifeBalance	Satisfaction
Pay	Pearson Correlation	1	.121	-.108	.122	.399**	.520**
	Sig. (2-tailed)		.300	.356	.297	.000	.000
	N	75	75	75	75	75	75
Autonomy	Pearson Correlation	.121	1	-.096	-.170	.298**	.577**
	Sig. (2-tailed)	.300		.411	.144	.009	.000
	N	75	75	75	75	75	75
Intensity	Pearson Correlation	-.108	-.096	1	.086	-.265*	-.245*
	Sig. (2-tailed)	.356	.411		.463	.022	.034
	N	75	75	75	75	75	75
Security	Pearson Correlation	.122	-.170	.086	1	.113	-.071
	Sig. (2-tailed)	.297	.144	.463		.334	.544
	N	75	75	75	75	75	75
WorkLifeBalance	Pearson Correlation	.399**	.298**	-.265*	.113	1	.721**
	Sig. (2-tailed)	.000	.009	.022	.334		.000
	N	75	75	75	75	75	75
Satisfaction	Pearson Correlation	.520**	.577**	-.245*	-.071	.721**	1
	Sig. (2-tailed)	.000	.000	.034	.544	.000	
	N	75	75	75	75	75	75

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

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

Here, in the case of CSRs, it can be seen from Table 1 that Satisfaction is strongly positively correlated to Pay, with a correlation coefficient of $r = .520$, which is highly significant at $p < .01$. Also, Satisfaction is strongly positively correlated to Autonomy, $r = .577$, $p < .01$. Moreover, Satisfaction is weakly negatively correlated to Intensity, $r = -.245$, $p < .05$. Also, Satisfaction is strongly positively correlated to Work-life balance, $r = .721$, $p < .01$. However, correlation between Satisfaction and Security is not statistically significant as the corresponding Sig. (2-tailed) value is greater than 0.05.

In psychological terms, this means that as amount of pay increases, the job satisfaction level of CSRs increases. Also, as level of autonomy or discretion over work increases, the level of job satisfaction of CSRs increases. Conversely, as level of work intensity increases, the level of job satisfaction of CSRs decreases. Moreover, as level of balance between work and life increases, the job satisfaction level of CSRs increases.

Also, if the correlation coefficient (r) is squared, the coefficient of determination (R^2) is

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obtained which measures the amount of variability in one variable that is shared by the other (Field 2009, p. 179). So, Pay accounts for 27.04%, Autonomy accounts for 33.29% and Work-life balance accounts for 51.98% of the variation in job satisfaction of the CSRs whereas Intensity accounts for only 6% of the variation. So it can be inferred that Work-life balance is a very important variable compared to other job quality dimensions in determining job satisfaction of CSRs as it explains 51.98% of the variation in job satisfaction.

Regression analysis showing relative importance of work-life balance compared to other job quality dimensions in determining job satisfaction:

Table 2: Model Summary of Regression of Satisfaction with both independent and dummy variables

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.738	.19592

a. Predictors: (Constant), AgeGroup2, gender, Intensity, Pay, Security, Autonomy, WorkLifeBalance, AgeGroup1

Table 3: ANOVA^b of Regression of Satisfaction with both independent and dummy variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.297	8	1.037	27.018	.000 ^a
	Residual	2.533	66	.038		
	Total	10.830	74			

a. Predictors: (Constant), AgeGroup2, gender, Intensity, Pay, Security, Autonomy, WorkLifeBalance, AgeGroup1

b. Dependent Variable: Satisfaction

Table 4: Coefficients^a of Regression of Satisfaction with both independent and dummy variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.446	.444		1.006	.318
	Pay	.278	.057	.327	4.871	.000
	Autonomy	.224	.045	.359	4.952	.000
	Intensity	-.029	.078	-.023	-.367	.715
	Security	-.060	.035	-.114	-1.718	.091
	WorkLifeBalance	.424	.067	.487	6.369	.000
	Gender	-.127	.048	-.166	-2.627	.011
	AgeGroup1	-.057	.089	-.075	-.645	.521
	AgeGroup2	-.033	.083	-.043	-.402	.689

a. Dependent Variable: Satisfaction

Here, Table 2 shows that $R^2 = .766$. This means that 76.6% of the variation in job satisfaction of CSRs is explained by the model, making it a very good model.

The Sig. value of ANOVA is smaller than 0.05 (Table 3). This means that the model is statistically significant and thus is a significant fit of the data overall.

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Since the Sig. values of Constant, Intensity, Security, AgeGroup1 and AgeGroup2 in Table 4 are greater than 0.05, the coefficients of these variables are not statistically significant. Here, it can be mentioned that for the categorical variable 'age' that has 3 categories (age groups 1, 2 and 3), two dummy variables AgeGroup1 and AgeGroup2 were created keeping AgeGroup3 as baseline comparison category. On the other hand, the Sig. values of Pay, Autonomy, Work-life balance and gender in Table 4 are smaller than 0.05. This means that the coefficients of these variables are statistically significant.

So the regression equation is,

$$Y_{\text{Sat}} = .278 \times \text{Pay} + .224 \times \text{Autonomy} + .424 \times \text{Work-life balance} - .127 \times \text{gender}$$

This means that 1 unit change in Pay causes .278 unit change in Satisfaction in the same direction. Similarly, 1 unit change in Autonomy causes .224 unit change in Satisfaction in the same direction. Moreover, 1 unit change in Work-life balance causes .424 unit change in Satisfaction in the same direction. However, in case of dummy variable 'gender', 'Male' was coded 0 and 'Female' was coded 1. So, the coefficient - .127 means that female CSRs scored on average -.127 less than male CSRs on the job satisfaction measure after controlling for the other variables in the model.

So, this means that if pay increases by 1 unit, job satisfaction of CSRs increases by .278 units. This interpretation is true only if the effects of autonomy, work-life balance and gender are held constant. Similarly, if level of autonomy increases by 1 unit, job satisfaction increases by .224 units. This interpretation is true only if the effects of pay, work-life balance and gender are held constant. Moreover, if level of work-life balance increases by 1 unit, job satisfaction increases by .424 units. This interpretation is true only if the effects of pay, autonomy and gender are held constant. There is a positive relationship between satisfaction with work-life balance and overall job satisfaction of the CSRs. From the discussion of the results above, it can be seen that work-life balance and job quality dimensions like pay and job autonomy have a positive relationship with employee job satisfaction. This proves that satisfaction with work-life balance leads to overall job satisfaction of the call centre employees, and thus the hypothesis is accepted.

5. Conclusion

It has been found from the correlation analysis that among all the five job quality dimensions; job satisfaction is strongly positively correlated to pay, job autonomy, work-life balance; and weakly negatively correlated to work intensity. Among these dimensions, satisfaction has the strongest positive correlation with work-life balance. This shows that work-life balance is a very important dimension compared to other job quality dimensions in influencing job satisfaction of CSRs.

The regression of satisfaction with independent variables (pay, autonomy, intensity, security and work-life balance) and dummy variables (gender and age) found that pay, autonomy and work-life balance have positive effect on job satisfaction of the CSRs where the effect of work-life balance is the highest. This shows that work-life balance is a very important dimension compared to other job quality dimensions in influencing job satisfaction of CSRs.

The research question can be answered with the help of findings obtained from correlation and regression analysis. The hypothesis that states "There is a positive relationship between satisfaction with work-life balance and overall job satisfaction of the CSRs" is

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accepted because the findings from correlation and regression analysis show that work-life balance is a very important dimension that positively influences job satisfaction of CSRs. Referring back to the theories in the literature review, it can be said that the findings of the study support the various studies cited in Kelliher and Anderson (2008) that state that flexible working and work-life balance have a positive impact on job satisfaction of employees. Based on the findings and discussion, it can be concluded that work-life balance is an important dimension in terms of influencing job satisfaction of CSRs. In this case, it can also be inferred that work-life balance is relatively more important than other job quality dimensions such as pay, job autonomy, work intensity and job security in influencing this job outcome.

The findings of the study are relevant in today's time because this study not only looks at the relationship of work-life balance and other job quality dimensions with employee job satisfaction, but also looks at the relative importance of these job aspects in determining job satisfaction of employees. Such a comprehensive approach on job aspects and their effects on job outcomes has not been adopted by any past research, and thus this study proves to be timely, important and resourceful. Furthermore, this comprehensive approach, by taking multiple dimensions and variables into account, makes the findings of this research different from that of other previous studies. Therefore, it can be said that the findings of the research contribute to the area of research and add new value to the body of knowledge.

The main limitation for this research is the smaller size of the sample in the survey. Although the aim initially was to conduct the survey among 100 CSRs, responses from only 75 CSRs could be collected in the end. Such a small sample hampers the generalisability of the study because only 75 CSRs of a particular contact centre cannot necessarily represent all the CSRs across the entire organisation. Similarly, such a narrow sample drawn from only one organisation cannot generalise for the CSRs working in all the call-centres operating in the UK.

In order to overcome the limitations of the study, further research can be conducted on this topic. A mix of both qualitative and quantitative approaches can be adopted for conducting detailed research in the future. Also, a longitudinal approach can be taken in this regard in order to understand the effects of work-life balance and other job quality dimensions on job satisfaction of the CSRs over an extended period of time. Also, researchers of this topic can conduct the research with a larger sample in more than one organisation so that the findings can have a better generalisation in terms of the whole call-centre sector. Moreover, a detailed research on organisational commitment of employees can be conducted on different age groups and also across genders.

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Appendix

Questionnaire

This particular survey is being carried out in order to understand the feelings and opinions of the employees related to their job in ABC. You are ensured that the information obtained from this survey will be used for research work only and utmost confidentiality will be maintained in this regard. Your cooperation and valuable feedback will be highly appreciated.

For the following statements, please tick (√) your answer according to the degree of your agreement based on the following scale:

- SD = Strongly Disagree
- D = Disagree
- N = Neutral
- A = Agree
- SA = Strongly Agree

Statements	SD	D	N	A	SA
1) I am well paid for the work I do					
2) I get incentives (eg. employee discounts, coupons etc.) based on performance					
3) The pay I receive for my work is fair					
4) I have a great deal of influence in deciding how to do my work					
5) I have a great deal of influence in deciding the pace of my work					
6) My manager encourages me to put my own input into my work					
7) My manager encourages me to give my opinion related to my work					
8) My job requires that I work very hard					
9) I constantly work to tight deadlines					
10) I am very stressed at work					
11) I worry about my work outside working hours					
12) I find it difficult to balance my roles towards work and family					
13) I have a fear that I might lose my job in the next six months					
14) I have a fear that I will not be able to get a similar job if I lose this one					
15) I have a fear that my contract will not be renewed after the expiry of my current contract					
16) I feel that my job is not secured					
17) I am aware of the work life balance policies available in my organisation					
18) The work life balance policies available in my organisation are sufficient to take care of my work life balance need					
19) I have benefited from one or more of the work life balance options of my organisation (eg. flexible working hours, compressed hours, term-time working)					

Tanim

19. a) Please tick the following work life balance options from which you have benefited (you can choose more than one answer):

- Flexible work hours (you can choose your working hours outside usual working time)
- Compressed hours (you can work full week's worth of hours in four days and take fifth day off)
- Home working / teleworking (this does not have to be on a full-time basis and you can divide your time between home and office)
- Job sharing (you share a full-time job with another employee)
- Shift working (you can choose a day or a night shift)
- Staggered hours (you can start and finish your work day at different times)
- Maternal leave / paternal leave (you can take leave at the time of your child's birth)
- Adoption leave (you can take leave while adopting a child)
- Term-time working (you can take unpaid leave of absence during the school holidays)
- Onsite childcare (your organisation provides onsite childcare facilities for your child while you work)
- None of the above

19. b) If you have any dependent children below 16 years of age, please tick the option you use for childcare:

- Onsite childcare (provided by the organisation) Informal childcare (eg. relative or friend)
- Formal childcare (eg. nursery or day care centre) Not applicable

Statements	SD	D	N	A	SA
20) The work life balance policies available in my organisation effectively help me balance my work and life					
21) My manager encourages me to take up the work life balance options available in my organisation					
22) My manager is understanding enough to allow me to take early leave sometimes on an informal basis in case of emergency (eg. accidents, health problems of me or my family members or picking up child from school)					
23) The work life balance policies in my organisation have reduced the role conflict I face between my work and family					
24) The support I get from my manager has helped me avoid the conflict between my roles towards work and family					
25) I am satisfied with the work environment of my organisation					
26) I am satisfied with the pay I receive for my work					
27) I am satisfied with the job autonomy I enjoy					
28) I am satisfied with the work intensity I have in my job					
29) I am satisfied with the level of job security I have in my organisation					
30) I am satisfied with the work life balance options provided to me by my organisation					
31) I am satisfied with my overall job experience in my organisation					

Personal Details: (It is ensured that this information will be used for statistical purpose only)

- Age Group : (18-25) (26-35) (36 & Above)
- Gender : Male Female
- Marital status : Single Married without child Married with child
- Caring responsibilities
of elderlies : Yes No

Hours of work per week: Less than 30 hours 30-40 hours More than 40 hours

Tanim

- Nature of contract : A permanent or open ended contract
- A fixed-term contract of less than 12 months
 - A fixed-term contract of 12 months or more
 - A temporary employment agency contract
 - An apprenticeship or other training scheme
 - Without a written contract
 - Other
 - Don't know
- Nature of job : Part-time Full-time

Thank you for your time and cooperation! 😊