

ENHANCING ORGANIZATIONAL SUCCESS THROUGH STRATEGIC WORKFORCE ENGAGEMENT: A STUDY ON QUALITY OF WORKING LIFE AND EMPLOYEE DEVELOPMENT IN MODERN ENTERPRISES

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ABSTRACT

Any organization views its human resources as its most valuable asset, crucial to its success, given that most organizational challenges are primarily human and social in nature, rather than technical or physical. An improved quality of work-life attracts new employees and retains existing ones, as employee turnover remains a significant concern. Caliber of Output Life is defined by the quality of relationships among people inside an organization, their daily working hours, and their purchasing power. The distinctive workplace demands equal importance for both innovation and human needs, where individual perspectives play a crucial role in the adaptation of the work environment and the democratization of work interactions. A complete workplace methodology enhances managerial relationships, effectively manages stress, and addresses many human-related factors, thereby facilitating the retention of the organization's talent pool. Quality of Work Life (QWL) is a pressing problem that has emerged as a significant concern in contemporary organizations. In any organization, human capital is the most intricately sensitive and context-dependent asset, making the study of behavioral science a highly sought-after area of inquiry. Each organization's workplace directly or indirectly influences its employees' functioning, collaboration, and effective utilization. This process evolves into an analysis that evaluates the need for a more thorough validation of employee concepts and their tools, as well as the skills necessary to effectively use these tools. In recent years, various social researchers have expressed worry regarding the quality of working life. The primary goal of QWL is to improve the work environment, thereby increasing management's organizational effectiveness. An authoritative confirmation should fundamentally possess intrinsic characteristics such as recognition, reliability, and organization, which positively influence several adverse factors, including absenteeism, failure, retention, and lack of performance. This has particularly been the case in today's highly competitive environment, which is characterized by very high and fast-changing demands on organizations. In the long run, modern enterprises need to focus on QWL and other talent management development ventures. This paper aims to investigate strategic workforce engagement and the connection between QWL, employee development, and organizational success in terms of productivity rates, innovation, and the ability to retain employees. Using a review of recent workforce literature and the current working environment, this paper demonstrates how improving employee experiences and promoting training results in increased worker engagement, commitment, and productivity.

KEYWORDS: Work Performance, Frontline employees, Quality of Work Life (QWL), Organization, Employee.

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Introduction

21st century organizational effectiveness is not only measured by such factors as the level of organizational profits or dominance of certain organizations on a particular market. More and more, this implies the organization's ability to attract, maintain, and align productive and motivated employees. Human capital is one of the organization's most valuable resources, enhancing outcomes and providing a competitive advantage (M.R.B. Rubel et al., 2021). As the economy shifts to a knowledge-based model in which human capital becomes the key competitive advantage, issues regarding QWL and strong opportunities for employees' effective professional development remain among the most important for businesses.

We can trace QWL's evolution back to various historical periods. QWL is a critical concept that holds significant importance in an employee's life. It indicates a proper balance between work and personal life, which also ensures organizational productivity and employee job satisfaction. Louis Davis (1972) introduced the term QWL at the first International Quality of Work-Life Conference in Toronto, and it first appeared in India around mid-70s.

Employees are the power behind every effective organization. No organization can be successful with only technology; it must also have strong manpower. QWL encompasses a wide range of programs, techniques, theories, and management styles that organize tasks to grant employees independence, responsibility, and authority. As each business needs a competent employee, each employee seeks a competent superior. The primary measuring stick is the QWL that each organization offers to its employees.

Initially, QWL covered a few factors, such as employees' health and general well-being. From a strategic perspective, the human element is crucial for establishing an effective and healthy company (Siddiqui & Ijaz, 2022). Subsequently, the need for a conducive and healthy work environment, financial and non-financial incentives, retirement benefits, amicable working relationships, career growth prospects, job stability, recreational activities, leisure time, and enhancing social belongingness emerged as essential components of QWL. Organizations today use QWL as a strategic tool to attract and retain upcoming talent. The QWL approach views people as an asset to the organization, not a cost. QWL focuses on a humanized work environment. It attempts to serve the basic as well as high-level needs of employees in any organization. QWL enhances employee positivity by fostering psychological and physical well-being. QWL refers to an individual's perception of their comfort and discomfort levels within their work environment. Therefore, in the current situation, employees' needs and aspirations are growing every day, and only improved work quality can address them. They were given a working environment. QWL mainly deals with the job-related experience an individual has throughout his/her career.

The term QWL comprises a few important words:

- **Quality:** The ability of goods or services to satisfy customer expectations. Today, an organization not only produces goods or services, but also ensures a quality workplace for its employees. We can comprehend quality as the superiority of an object. Juran's modern definition of quality is "fitness for intended use". It is an ongoing process of sustaining and building relationships by anticipating, assessing, and fulfilling desired and implied needs.
- **Work:** Work can be defined as the means of earning a livelihood that contributes to generating goods and services. It also aims at satisfying human needs. It can be defined as a mental or physical activity that leads to the achievement or production of goods or services. Alternatively, we can define work as the duration of an individual's employment, for which they receive compensation, and the exercise of discretion within set boundaries to achieve a specific outcome.
- **Life:** The state of a human being begins with generation, birth, growth, and concludes with their death. To put it another way, we can define life as a specific way of living within the framework of circumstances, conduct, conditions, occupation, character, and surroundings.
- **Work Life:** Work Life encompasses more than just the facilities provided to employees in an organization; it also encompasses the mental state and collective emotions of employees, both during and after office hours. In other words, it refers to the overall impact of a specific situation on an individual's mindset, regardless of whether they are part of the organization or not.

We use the term quality of life to measure the overall prosperity of individuals and social structures. Standard indicators of personal satisfaction include abundance and business, but also factors

such as the built environment, physical and emotional well-being, training, leisure and relaxation time, and social interaction. The quality of life refers to the extent to which an individual participates in the significant potential outcomes of their life. Personal satisfaction recognizes three significant life domains: being (who one is) and becoming (achieving personal goals). Belonging refers to a person's alignment with their surroundings, while Becoming involves achieving personal objectives. Therefore, QWL refers to the extent to which an organization's work environment influences the psychological and physical health of its employees.

Employee needs and aspirations are growing daily in the current environment, and only a better working environment can help them meet these demands. QWL mainly deals with the job-related experience an individual has. We can also use the term QWL to assess the overall well-being of individuals and societies. Employment and wealth, building physical, psychological, and mental status, providing recreation and leisure time, and improving social belongingness are a few of the indicators of QWL. Work is an integral part of a person's everyday life, serving as their livelihood, business, career, etc. A person, on average, spends around twelve hours daily at the workplace, which is almost one-third of one's entire life. Work has a massive impact on one's overall quality of life. Enhancements in Quality of Life (QWL) and the growing expectation among employees to take charge of their organization's success, as well as their own, emphasize the importance of exploring esprit de corps, employee-centeredness, initiative, and equity principles in enterprise administration.

Need for Innovative Approach

QWL In any case, there are six components that necessitate the development of innovative and creative approaches to planning and managing associations. These elements include:

- **Social Dimension and Work Environment:** The social measurement is gaining significance globally, especially in European nations. Various critical issues clarify the growing importance of social measurement. The advancements have highlighted the need for more comprehensive data on working conditions. The European Foundation also attempted to provide an overview of ways to improve living and working conditions. An analysis of data reveals that the working conditions in Greece, Spain, and Portugal are characterized by extended working hours, the need for warmth and coolness, significant responsibilities, climate restrictions, uncomfortable positions, and the risk of poisoning. Time pressure is high, and people perceive their well-being as more vulnerable at work than elsewhere. The level of self-rule in former East Germany is exceptionally low. Consequently, the findings of this review may necessitate the exploration of alternatives to current methods, or innovative approaches, to enhance workplace productivity.
- **Slackening Productivity Growth Rates:** Usefulness improvement is a significant administrative obligation and a critical factor in determining the wellbeing and adequacy of an association. Although efficiency levels are increasing in some countries, they are not increasing as rapidly as they did in the past, nor are they catching up with Japan's improvements. These declining and falling behind degrees of enhancements in usefulness are a genuine wellspring of concern, demonstrating the need to advance another and imaginative way to deal with, particularly improve efficiency in the association.
- **Globalization and the Increasing Presence of Foreign Competitors:** Globalization of the economy in almost 60 non-industrial nations, including India, frames the main ecological change as of late. It has led to significant adjustments in public monetary strategies, enabling countries to integrate their economies with the global economy. For instance, the decision to globalize the Indian economy has sparked cycles of progress and emancipation, aimed at enhancing utility and quality, as well as promoting products and services overseas to compete with other multinationals. The legislative endeavors to integrate the Indian economy with the global economy are best exemplified by the previous four spending plans, changes in exchange-related arrangements, tax assessment and industry, and various construction and financial changes. However, these advancements pose significant risks to the Indian economy, necessitating improved strategies for organizing and managing relationships to transform these risks into favorable conditions. There is extensive unrecognized competition for almost every product, so employees should remain updated about new inventions, research, products etc from time to time by training and development. Training and development refer to a systematic procedure that improves employee knowledge, skills, attitudes, and expertise to effectively complete routine activities and attain corporate objectives (M.A. Camilleri, 2021).

- **Significant Transformations in the Labor Market in Terms of Education, Values, and Expectations:** The contemporary workforce in modern organizations significantly differs in terms of education, values, and expectations compared to a decade ago. An increasing number of women are entering several professions (administrative and professional) previously dominated by men. Likewise, conflicting forces influence individuals' goals and expectations in the workplace. Ten years ago, self-realization and self-awareness initiatives necessitated the establishment of responsibilities to provide individuals with challenge, engagement, and significance. However, recent advancements, coupled with the current recessionary phase, have resulted in unprecedented levels of unemployment, exacerbating expectations in the workplace. These enhancements necessitate the adoption of an innovative approach to planning and managing organizations.

In this context, we can understand workforce engagement as embracing a worker's emotional, psychological, and cognitive connection to a specific organizational goal(s). These include job satisfaction, working conditions, autonomy, and workplace learning and development. Sustainable HRM regards employees as a critical asset for the organization, while meticulously considering their preferences, requirements, and viewpoints. SHRM initiatives are implemented to enhance organizational performance by fostering the establishment of enduring relationships with employees. Sustainable HRM exemplifies a trajectory of organizational development inside firms that is rooted in human development (Lestari, R. P., et. al., 2021). We refer to it as employee development, a process that boosts an employee's ability to contribute by leveraging their skills, knowledge, and comprehension of both present and future organizational requirements. Employees often unlock their potential through training and development activities, a structured coaching and sponsorship system, promotion, and other organizational development initiatives. Organizations that prioritize their people gain reciprocal work engagement. Organizations that prioritize employee health and well-being through Human Resource Management foster higher levels of engagement, satisfaction, and productivity among their workforce (Siddiqui & Ijaz, 2022).

This paper explores the significance of an organization's workforce engagement and QWL, employee development in the achievement of organizational growth and sustainability. We gathered 400 employees from various factories in various industrial districts of Uttar Pradesh, such as Kanpur and Noida, to complete our provided questionnaire. We then analyzed the collected data using SPSS software, and based on this and secondary data, we prepared our conclusions. Furthermore, prior research has demonstrated that career growth within diverse sectors, including banking, healthcare, pharmaceuticals, and airlines, significantly influences work performance (C. Yoopetch et al., 2021).

Implementing enhance the position of the company's major stakeholders, namely its employees, it is essential to implement recommendations and initiatives aimed at increasing employee engagement and happiness. According to a literature study, elevated Quality of Work Life (QWL) is associated with increased job satisfaction and involvement. Career growth greatly impacts work performance, as demonstrated by enhancements in work quality, timeliness, initiative, and competence (M.A. Balozzi et al. 2018). Employees who possess a positive perception of their workplace, including organizational support, respect for individuals, and provisions for personal and professional growth, exhibit a heightened commitment to their employer, leading to improved organizational performance characterized by increased productivity and reduced absenteeism. For example, Google has embraced a work culture that fosters creativity, autonomy, equilibrium, and independence, leading to elevated employee engagement and recognition as a continual source of innovation.

Principles of QWL (Quality of Work Life)

- To enhance productivity and increase the Quality of Work Life (QWL), four fundamental principles proposed by N. Q. Herrick and M. Maccoby may be beneficial.

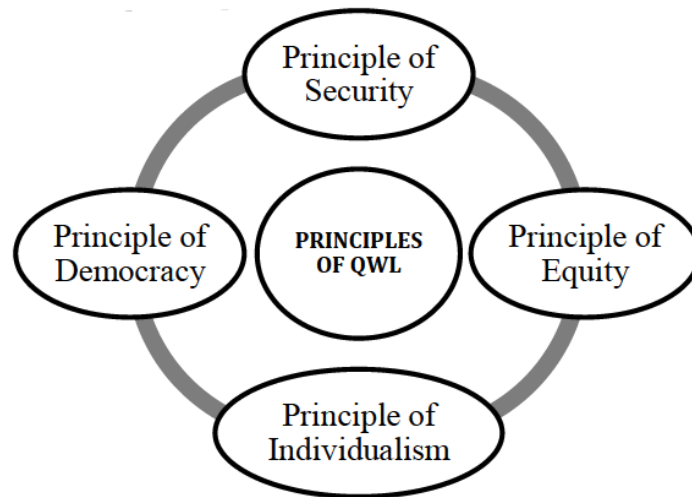


Figure 1: Principles of QWL

- **The Principle of Security:** Quality of Work Life Improvement is not feasible until representatives are alleviated of their anxiety, apprehension, and concerns regarding future company prospects. The working conditions must be safeguarded, and the fear of financial insecurity should be eradicated. Professional stability and protection against work-related hazards are essential prerequisites for the humanization of labor.
- **The Principle of Equity:** There should be a quick and favorable correlation between effort and reward. A significant disparity between individuals performing similar tasks with equivalent levels of execution should be eliminated. Value necessitates the equitable distribution of the advantages derived from the partnership.
- **The Principle of Individualism:** Employees differ in their mentalities, expertise, potential, and other attributes. Consequently, each individual should be afforded the opportunity for the development of their character and potential. The humanization of work requires that individuals are allowed to determine their own pace and organize their job activities.
- **The Principle of Democracy:** This signifies increased authority and responsibility towards employees. Substantial support in dynamic interactions enhances the quality of work life.

Applications of Work Life Quality

The Quality of Work Life refers to an individual's perceptions of their work experiences in terms of satisfaction, motivation, engagement, and responsibility. It refers to the extent to which individuals can meet their basic personal needs while employed by the organization. The customary assessment of Quality of Working Life may provide organizations with critical insights on employee well-being, including job satisfaction, overall wellness, work-related stress, and the work-home interface.

Research from UK universities reveals the existence of a significant portion of Quality of Working Life, which can serve as a foundation for effective interventions. Worrall and Cooper (2006) estimated that a low level of workplace prosperity incurs costs of approximately 5-10% of Gross National Product annually; however, organizational psychology literature largely overlooks and inadequately addresses the concept of Quality of Working Life as a theoretical construct.

A recent distribution by the National Institute of Clinical Excellence (NICE) emphasizes the central role of evaluation and understanding about how working conditions pose risks to mental well-being due to lack of control and excessive demands. NICE emphasizes evaluation and monitoring of well-being because these processes are the fundamental starting point for identifying areas for improving working life and addressing workplace risks. Nonetheless, authoritative focus on its human resource capabilities can enhance working relationships between the workforce and the organization. Enhancing the quality of work-life in the present can influence organizational competency, effectiveness, and productivity.

Quality of Work Life (QWL) has emerged as a primary concern inside organizations today. Representatives constitute the driving force behind every successful organization. No organization can achieve successful innovation alone through technology; it requires a robust workforce for its implementation. As the composition of the labor force continues to evolve, firms that prioritize the quality of work-life (QWL) for employees are expected to gain a competitive advantage in attracting and retaining key talent.

- **Improving productivity and creativity Organizational development**, namely quality of work life and staff development programs, significantly influences innovation. Active participation in processes and ongoing task advancement enhance productivity in problem identification and solution formulation. Contemporary companies, particularly in the technology sector, actively invest in people training, engage in educational seminars, and establish facilities to promote learning and development.
- **Reducing employee turnover and enhancing retention** Organizations can retain essential talent by offering them support and opportunities for development. Encouragement and a sense of valued, promoted, and supported competencies deter recipients from pursuing advancements at other businesses, thus diminishing turnover rates. High retention subsequently decreases recruitment expenses and preserves valuable organizational memory, hence enhancing an organization's competitiveness. An example of this is the management of staff turnover in diverse organizations, where corporations such as Salesforce prioritize employee development. Salesforce implements many career management efforts to retain proficient individuals and foster workplace satisfaction.

Leadership and Assistance for QWL and Work life Development

Quality of Work Life and Development Culture is comparatively static, whereas leadership encompasses domains such as health management and employee learning experiences. Managers should not await the emergence of QWL as a problem before seeking solutions; rather, they should proactively establish policies that promote employee development.

- **Organizational leadership and employee engagement** Analysis of the styles indicates that specific models, such as the transformational model or servant leadership, correlate with elevated levels of employee engagement. Leaders inspire subordinates to embrace the company's overarching vision and motivate them to discover improved methodologies, leveraging their potential through transformational figures. Dedicated proponents of QWL are servant leaders who collaborate with their teams to integrate quality work life into their daily practices.
- **Training and development initiatives** Training and Development Programs consist of a sequence of activities that enhance employees' skills, competencies, and information used in organizational development. Leaders are also responsible for consistently offering individuals the opportunity to expand their knowledge base. Organizations that have adopted the practices of training, coaching, and mentoring leaders are likely to exhibit elevated levels of engagement and performance. Organizational leaders can customize learning and development to meet organizational objectives.

Case Studies

Significant successful implementations of Quality of Work Life (QWL) and employee development Numerous firms have executed effective QWL and staff development initiatives, resulting in improved organizational performance.

- **Microsoft Corporation:** Prominent organizational cultures at Microsoft encompass learning and innovation. Through initiatives like "Microsoft Learning" and its mentoring programs, Microsoft promotes the personal and professional growth of its employees. Microsoft's substantial investment has cultivated a robust pool of future employees equipped with creative thinking skills, hence promoting a flexible organizational culture.
- **Unilever:** Unilever prioritizes its employees by implementing the "Unilever Sustainable Living Plan." The organization values positions that offer flexible working hours, equitable employment opportunities, and a robust dedication to professional development. This comprehensive strategy for quality of work life and development is receiving significant positive attention from the personnel, resulting in a turnover rate of under 5%.

Obstacles to Quality of Work Life and Employee Development Program Implementation

The extent to which these benefits are actualized indicates that, despite the broad acknowledgment and advocacy for Quality of Work Life (QWL), problems persist in the implementation of effective staff development programs that enhance QWL. Challenges include insufficient funds, opposition from upper management, and employee reluctance to change.

- **Allocation of Resources** Due to economic constraints imposed by short-term profit strategies, firms typically allocate minimal resources to Quality of Work Life (QWL) and development initiatives.
- **Cultural Resistance** Corporate culture might impede prospects for employee development. It is crucial for firms that have not historically fostered workplace learning or maintained a positive organizational culture.

The ongoing adverse effects of the COVID-19 pandemic have led to declining employee working conditions, heightened psychological distress, and the risk of job loss (Jin et al., 2022). In such business contexts, firms must implement innovative procedures and techniques to guarantee adaptation and sustainability. Organizational innovation encompasses a broad spectrum, including research and development, marketing, processes, products, as well as managerial practices.

Research Objectives

This research aims to understand the correlation between the quality of work life and employee development and the growth of an organization or enterprise, which in turn enhances the quality of goods and boosts turnover.

Research hypothesis

- H₀:** The quality of work life has no relationship to the enterprise's productivity.
H₁: The quality of work life is directly related to the enterprise's productivity.
H₀: Employee development has no relationship to enterprise development or productivity.
H₂: Employee development is directly related to enterprise development and productivity.

Materials and Methods

• Participants

In this sample, we have selected 400 employees (200 male and 200 female) working in different district, state, national, international, and multinational enterprises from entrepreneurial districts of Uttar Pradesh like Kanpur and Noida, etc. for our study. We selected participants from a population of 400 employees across various mid-sized and large enterprises in multiple sectors using a random sampling method. A total of 315 participants completed the survey, ensuring a diverse and representative sample for robust analysis.

- **Employee Demographics:** The participants included a mix of employees from different levels (entry-level, mid-level, and senior management) and backgrounds (age, gender, and work experience). We selected participants who had been with their respective organizations for at least one year to ensure they had a sufficient understanding of their company's engagement and development practices.

• Instruments

To utilized a self-constructed questionnaire of 20 items to assess quality of work life and employee growth. Each question presented five possibilities, from which every employee was required to select one. There were the following possibilities: 1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree.

• Design

The research is quantitatively oriented, characterized by its non-experimental, empirical, analytical, and correlational nature, which connects personality traits, motivation, and engagement elements without alteration. The project is extensive in scope due to the limited information collected, but it utilizes a variety of sources. We will use a questionnaire for this evaluative research. This may lead to the implementation of an intervention as a future practice.

- **Methodology**

After clarifying the research objectives, the researchers selected 400 employees from various districts of Uttar Pradesh, particularly those with prominent industrial zones such as Kanpur and Noida. The study comprised 200 female employees and 200 male employees from various companies, including Tata Consultancy Services (TCS), HCL Technologies, Accenture, Adobe, ZS Associates, Coca-Cola, Microsoft, Amazon Development Centre India, Barentz India, Career Builder, Checkbox Technology, Datavideo Technologies India, Development Environment Services, EcoSoul Home, Elentec India Technologies, and 3Pillar Global, among others. We requested that they complete the questionnaire. Of this total, 315 employees answered all questions correctly. We determined that the 315 responses were accurate for statistical analysis. Among these respondents were 139 female and 176 male employees. Utilizing SPSS, we performed various tests to ascertain the relationships among the responses to our inquiries.

Literature Review

The Review of Literature is a crucial component of research, serving as both a summary and an elucidation of the existing body of information on a specific topic, as derived from numerous doctoral theses, articles, research papers, books, journals, reports, newspapers, magazines, and internet sources. It can be defined as a process of reading, comprehending, analyzing, and summarizing diverse content and pertinent materials related to a specific topic. We conducted a literature review to acquaint ourselves with the theoretical aspects of work life quality. A literature review assists in delineating the problem, identifying objectives, formulating hypotheses, selecting suitable study design and methods, and then analyzing data and interpreting results in the context of existing research.

This study examines the effects of these tactics on employee engagement and organizational outcomes through an analysis of existing literature and case studies. It addresses the common barriers organizations have in implementing engagement programs and presents effective strategies for overcoming these challenges. The discussion also encompasses expectations for future trends in employee engagement, emphasizing the effects of digital transformation, remote work, and the gig economy.

Ritu(2024): Theirs's research concludes that employee involvement is crucial for innovation, sustainable growth, and success in the contemporary competitive corporate landscape. This study paper has analyzed methods to enhance employee engagement, which significantly influences organizational performance and well-being. Organizations may cultivate an enthusiastic staff by putting effort into leadership development, establishing effective communication channels, implementing recognition and incentives programs, promoting work-life balance, fostering a positive organizational culture, providing career development opportunities, and prioritizing employee well-being. Achieving and sustaining high employee engagement is challenging. Organizations must confront resistance to change, resource deficiencies, communication obstacles, and the ever evolving workforce. Organizations can adapt their engagement strategies to align with employee and corporate objectives by implementing pragmatic solutions and leveraging emerging trends such as digitization, remote work, and the gig economy.

DeepalakshmiDr. N., et. al (2024),This review paper examines the complex relationship among employee engagement & organizational success from a human resources standpoint. This paper offers a thorough investigation of the methods by which employee engagement influences multiple aspects of organizational effectiveness, combining prior literature. The document commences by describing employee engagement & outlining its essential components, which encompass emotive, cognitive, & behavioral dimensions. The research clarifies the historical roots of worker participation, including leadership style, corporate culture, work features, and employee well-being, by referencing concepts like social exchange theory & self-determination theory. Furthermore, it examines the significance of human resource activities, including training, recruitment, and job management, in enhancing employee engagement. The article examines the effects of employee involvement on company efficiency at individual, team, and organizational levels. It underscores the beneficial impacts of employee engagement on job satisfaction, productivity, retention, customer satisfaction, innovation, and financial performance. The research also examines potential moderating factors, like industry context & organizational size, that may affect the link between employee engagement & organizational success. The review highlights deficiencies and constraints in the current literature, including the necessity for additional longitudinal studies and investigations into the mediation mechanisms that connect staff

engagement to organizational success. The study presents practical consequences for human resource management professionals, highlighting the necessity of cultivating a culture of engagement and employing evidence-based tactics to improve employee engagement and, therefore, organizational performance.

Their's research demonstrates that employee engagement is essential for company success. Engaged employees exhibit increased dedication, motivation, and productivity, hence leading to improved performance outcomes. Research has consistently shown favorable relationships between employee engagement and markers of organizational success, like profitability, customer happiness, and staff retention rates. It is essential to recognize the complexity involved in quantifying and maintaining employee engagement. Although several studies have highlighted the benefits of engaged workforces, difficulties persist in precisely evaluating engagement levels and implementing methods to sustain elevated engagement over time. Given these findings, firms must prioritize the development of a culture that values and fosters employee engagement. By investing in effective human resource strategies and cultivating an atmosphere that promotes employee well-being and development, firms may enhance performance outcomes and secure a competitive advantage in the current dynamic business landscape. This paper emphasizes the importance of employee engagement as a catalyst for organizational performance and stresses the essential function of human resource management in fostering and maintaining workforce engagement. As firms confront increasing problems and opportunities, prioritizing employee engagement is essential for attaining long-term success & sustainability.

Hosen Sharif, et. al., (2024), Their study seeks to validate the mediating role of organizational commitment in the relationship among training and development, career advancement, and work performance. The study collected data from a survey of 362 frontline hotel employees using a random sample method. The analytical methodology includes descriptive statistics, measurement, and structural models utilizing SPSS 23 and Smart PLS 3.0. Their study thoroughly investigated the relationship between training and development, career advancement, and work performance. Furthermore, job success in the hotel industry significantly correlates with organizational dedication. Organizational commitment mediates the substantial relationship between training and development and work performance in the career progression of hotel staff. Owners and managers must be aware of the essential policies to improve employee performance and organizational commitment, while also considering appropriate conduct. Moreover, hotels must establish the necessary facilities for career advancement and training development to meet their current and future demands.

Sypniewska Barbara et. al. (2023), Sustainable human resource management (SHRM) regards people as a critical asset for the organization, while meticulously considering their preferences, needs, and viewpoints. The individual is a crucial component of SHRM. The essay examines specific SHRM difficulties pertaining to individual employee job engagement and satisfaction levels. The primary aim of their study was to discover individual-level relationships among elements influencing employee happiness, including employee development, workplace well-being, employee retention, job engagement, and overall employee satisfaction. The research findings demonstrate that elevated employee workplace well-being, employee growth, and employee retention correlate with increased employee engagement, which subsequently results in enhanced employee satisfaction. The findings indicate that employee engagement mediates the relationship among workplace well-being, employee growth, employee retention, & employee satisfaction. The findings enhance the research on work engagement & job satisfaction within the context of strategic human resource management (SHRM).

Wang Jixin et. al. (2023), Talent-based leadership assists employees in recognizing, leveraging, and enhancing their talents. Does this type of leadership enhance employee engagement and performance? This research combines the ideas of Job Demands-Resources (JD-R) and Leader-Member Exchange (LMX) to show that strengths-based leadership improves task performance by making employees more interested in their jobs, and that LMX quality acts as a buffer in this relationship. He collected survey data from 556 Chinese employees and their bosses at two intervals, one month apart (N = 104 teams). Path modeling results indicated a favorable correlation between strengths-based leadership and supervisor assessments of employee task performance, mediated by employee work engagement. Elevating the quality of leader-member exchange (LMX) accentuated the anticipated connection between strengths-based leadership and employee job engagement.

Ali Hazemet. al (2022), In this research, he examines whether employee involvement fosters innovative work behaviors among the Chinese millennial population in service industries. Furthermore, he

investigates the potential mediating role of work-life balance (WLB) and the moderating effect of psychological empowerment (PE) on the relationship between employee engagement (EE) and innovative work behaviors (IWBs). He collected data from 372 top personnel in China's IT, trade, real estate, banking, and telecommunications sectors using self-administered questionnaires. Their empirical findings indicated that highly engaged individuals are most likely to demonstrate innovative work behaviors and sustain a work-life balance. WLB partially mediated the association between EE and IWB. Furthermore, he discovered that the interplay between EE and PE enhances employees' IWBs. The research elucidates the significance of employee engagement (EE) as a fundamental prerequisite for millennials' innovative work behaviors (IWBs) and offers novel insights for service firms to promote employees' IWBs.

Leitão João et. al. (2021), Their study aims to evaluate the impact of burnout as a moderator in the relationship between employees' quality of work life (QWL) and their perceptions of their contributions to organizational productivity by incorporating QWL factors into the trichotomy of (de)motivators of workplace productivity. The empirical results derived from an OLS multiple regression, incorporating interaction terms, conducted on a survey of 514 employees across six European countries reveal two key insights: (i) Quality of Work Life (QWL) hygiene factors, such as a safe work environment and occupational healthcare, exert a positive and significant influence on productivity; and (ii) burnout demotivators, including low effectiveness, cynicism, and emotional exhaustion, significantly moderate the relationship between QWL and productivity contributions. Putting burnout together with other Quality of Work Life (QWL) factors, like occupational health, workplace safety, and fair pay, gives us new information about the parts of burnout that make people less productive (like cynicism and low motivation) and the parts that make them more productive (like emotional weariness).

Results

In this research the study seeks to investigate certain hypotheses that relate to factors determinants of turnover in a company with an interest in aspects such as age experience of the employees, level of the company and pay among others. To achieve this, a well structured questionnaire consisting of 20 questions was administered to the respondents to enable a sampling of data that would enrich the investigation of these relationships. This questionnaire focused on areas that were deemed to be important in capturing the extent with which different employee and organization characteristics affected the over-all turnover of the firm.

Pearson correlation was the main statistical tool used in the study in order to analyze the data. Pearson correlation determines how two variables are associated where values range between -1 and +1. In this case, by using this statistical tool, it was the aim of the study to find out if there existed any positive correlation existing between the responses given by the participants and the company turn over. Further, to avoid the receipt of improper answers, the researchers did their best to achieve the target of getting valid responses. Such a careful approach to the analysis of the results was vital to reach conclusions in the framework of the study.

Once we arrived at the Pearson correlation analysis following the compilation of the data, we subjected the results to each of the proposed hypothesis in isolation. Such an approach enabled strong analysis of each hypothesis while making conclusions based on the empirical research. The research results supported the fact that some of the variables are related to the turnover of the company and served as the basis for testing the hypotheses.

One of first conclusions made based on the results of the research is that an increase in the company's turnover is frequently a reflection of its quality of operations, the quality of its products and services it provides. Higher turnover ratios typically point to better customer satisfaction, increased numbers of customers and growth, across the company. Taken together, the ideas presented in this research suggest that there is a positive relationship between a company's turnover level and its quality reputation. This improves its performance since more customers are attracted to the company products and services thus increase in revenue. This discovery is rather important since it highlights the necessity to keep a high level of the company's products in the given industry after reaching the apex.

Besides, the study analyzed whether the age of an employee impacted on the companies' turnover. From the Pearson correlation coefficient between question 1 that probably refers to the age of the employees and question 20 that deals with turnover, we will notice that there was no correlation between the two. This finding negates the hypothesis that age could affect financial fortunes of the firm since we could not attribute any significance to the turnover figure based on an employee's age. This is a

great revelation to business as it denotes that age of an employee does not depict the value the employee brings in the business but other attributes like skill and experience and remunerative performance.

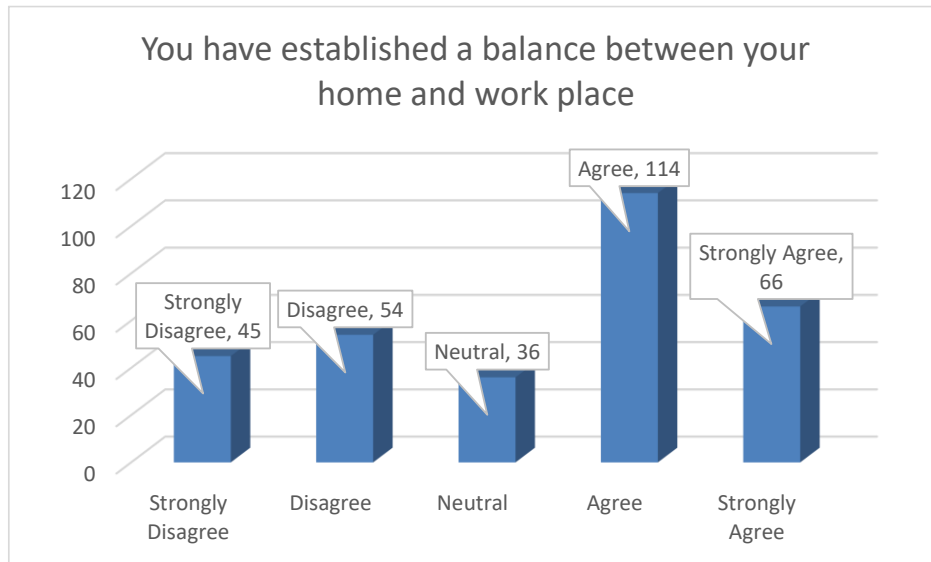
The authors also discovered another relationship by analysing the proportion of the level of the company and the turnover, which was also revealed to be significantly positive through the results of a Pearson's coefficient equivalent to .734. A correlation value of .734 is fairly high and positive which confirms that there is a direct relationship between company's level in the organizational context, its rank or position in hierarchy or a market and its turnover. What is more, the research indicates that the higher the status of the analysed company, the higher its turnover usually is. This suggests that a company's status or level in the market can influence its ability to generate revenue. Companies that are seen as industry leaders or that operate on a larger scale are more likely to experience higher turnover due to the trust they have established with customers and their broader market reach.

Another variable that was given in the study was the employee experience which was also proved to have a causal relationship with the turnover of the organisation. The correlation analysis also suggests that the experience of employees has a positive impact on the company's performance. The capability and wealth of experienced employees are evident in the fact that good employee experience augments productivity and improves service delivery hence increasing the company's revenue. This result supports the notion that focusing on highly qualified personnel can be beneficial for achieving the increase in company's revenues and turnovers.

Consistent with other research studies, the current study also noted that pay examined in terms of salary was a determinant of turnover. The analysis also included Pearson correlation between employee salary and turnover which was discovered at .630 suggesting a fairly strong positive relationship. This implies that, firms that pay significantly better than the going market rates are most likely to post performance gains which will translate to better turnover. This paper will highlight that an organization with employees who are well rewarded show increased motivation, engagement and productivity enabling the business to excel. In addition, the higher wages could bring better workers as a result of their improved company turnover, as earlier discussed. By recognising that a lack of fair and competitive compensation for work increases the chances of business failures, this research supports the proposed compensation model.

Table 3

You have established a balance between your home and work place				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	45	14.3	14.3	14.3
Disagree	54	17.1	17.1	31.4
Neutral	36	11.4	11.4	42.9
Agree	114	36.2	36.2	79.0
Strongly Agree	66	21.0	21.0	100.0
Total	315	100.0	100.0	

**Chart 1**

The analysis provided based on Table No. 3 and Chart No. 1 suggests important insights into the relationship between work-life balance, job security, promotion opportunities, and their collective impact on company turnover. These findings provide a deeper understanding of how employees' satisfaction, security, and professional growth contribute to the overall success and sustainability of a company.

- **Balancing Work and Other Life Domains and the Consequences**

As one of the emerging parameters this study identifies is the phenomenon of work-life balance, which remains one of the most imperative subjects that define both the quality of the work life and performance in the working environment. The survey result shows that 57% of the participants perceived that they are good in balancing their working life and personal life suggesting that more than half of the global workforce SAMPLE can effectively balance between their working life and home life. This is a good sign because workers who well manage their work and family responsibilities are generally less stressed at work. They can review details of their work, effective completion time, and be efficient in following meaningful roles within the company.

That said, nearly forty-six per cent had agreed that they find it difficult to achieve a good work-life balance between work and domestic demands. These employees seem to be under more stress which would end up affecting the performance, satisfaction and health of the employees. Work and personal life balance stress can result in burnout, more sick days and in extreme cases loss of employees. If employees feel pressure, it slows their performance; therefore, having a negative impact on the company's performance and turnover.

This shows that there is need for the companies to find ways on addressing the antecedents of stress to their workers. An organization that works with its employees to determine stressors and then provide them with support structures like a choice of shift, healthy living, or counselors will be able to reduce this stress. Engaging employees allow businesses to well coordinate on how they can be of greater productivity of the businesses besides satisfying their personal potentials.

- **Tenure Protection and Its Implications for Turnover**

Another area of interest to the study is the association between job security and company turnover. Employment security remains one of the significant aspects of organization as it concerns the employee's status since their security affects their commitment levels towards the organization. As indicated, 38 percent respondents perceive employment security, but more than half of the respondents have anxiety in relation to the employment security. This disparity in the job security outlook is an important fact for any business to learn since the lack of security causes stress and job dissatisfaction, which decrease the level of loyalty and efficiency.

It is identified that there is a weak positive relationship between job security and firm turnover as indicated by the Pearson coefficient of 0.344. This indicates that though the correlation is very low, the degree of job embeddedness is positively related with the measure of organisations' positive contribution to its growth through their employees. On the other hand, where the employees in a given firm feel that they cannot hold on to their jobs for long, they may work slowly and in the worst scenario quit to look for job security elsewhere.

To organizations, creating perception of job security is very important since it helps in maintaining loyal employees. Accessing work environments, supporting open descriptions of all organizational positions, and offering stable career paths in can contribute to the augmentation of employee perceptions of organisational employability. When employee commitment is high, they give their working energies focusing on organization, and remain devoted for long-term organisational growth. This stability is also exhibited by lower turnover since this detracts directly from the company through recruitment expenses and cost of training new employees.

- **Promotion Opportunity as well as the Company's Expansion**

The other important methodological issue of the research is the correlation between promotion opportunities and company turnover. In turn, 75% of those interviewed stated that they think their company provides many opportunities for promotion. This perception is important as it portrays the company in light that majority of employees see other levels in the company in their careers. Opportunities are one of the major motivators and a good reason for an employee to remain with an organization because the employee feels that s/he has a chance to move up the ladder within the organization.

This connection indicates that high opportunities for promotions have a positive effect on the firm performance and turnover. People who have incentives to progress in the company have incentive to work harder and harder since they are motivated by promising to be promoted within that company. This, in turn decreases employee turnover as they are not pressured to search for other companies with better offers eliciting them to accept those promoted from within.

Also, since the promotion is done from within one has to incur minimal cost with both the hiring and training of the new employees. Organizational enlargement of human resource often enhances commitment, productivity and satisfaction among employees. When employees are appreciated and rewarded then they are more likely to stay loyal to the vision and mission of the firm. The harmony underlying these personal and corporate goals promotes growth which leads to the financial and operational well-being of the business.

- **Training on New Inventions & Products**

Among the investigated factors the influence of training on company growth is one of the most significant. Datas received from the survey showed that 95 % of the respondents assured that their corresponding company frequently ensures they are oriented over inventions and new products. On a Pearson correlation coefficient, the correlation between this belief and organizational turnover is > 0.5 showing significant positive correlation. This mean that every company, which spends its resources on training employees in new products and technologies, has a higher turnover and growth rate. When making employees aware of the various innovations, the companies enhance its operations' efficiency as well as competitiveness in the market.

At the same time, the analysis reveals that zero-based coaching on new products reported by 95% of the respondents has a weak correlation with turnover where the Pearson's Coefficient is less than 0.5. The result of this study thus implies that while there is evidence that frequent and continuous training enhances company turnover, random or sporadical training does not enhance company growth. It emerges that there may be more value in learning and development as a process, rather than short burst of coaching.

- **Employee Suggestions and Company Turnover**

Respondents were asked if their company pays attention to their suggestions; only one-third of them answered yes, while about 60 percent considered that their opinions were being ignored. Based on the results of this factor, the Pearson correlation shows that the higher the turnover or the less attention companies pay to their employees' suggestions and the fewer actions they take to implement them, the adverse effect it has on their growth. Failure to consider these opinion might imply that there are possible rare opportunities for innovation or change that might enhance turnover.

That said, the study highlights that large companies often rely on specialized advisory committees rather than adopting every employee's suggestion, which helps them avoid inefficiencies and potential costs. While employee feedback is valuable, it must be managed strategically. The implication is that companies should strike a balance between considering employee input and maintaining a structured decision-making process to ensure positive business outcomes.

- **Wages and Earnings Projections on Organizational Population**

About 85 percent of respondents argued that they are well paid based on working hours. Despite the fact that remuneration is one of the key factors within organizational context that influence employees' satisfaction and retention, its influence on company's turnover is rather small. Although Pearson correlation analysis reveals that, there is positive coherence between appropriate remuneration and turnover volume, but remuneration does not directly affect the growth of companies. This points to the fact that whilst pay is important to employees when predicting turnover rates, pay is not enough to improve turnover and growth as other factors such as engagement, development, and leadership are far more influential in determining organizational outcomes.

- **Leadership Development and Company Growth**

There is better evidence of the linkage between leadership development programs and company growth; 75% admitted that their companies offer leadership training to managers. On the basis of the Pearson r correlation coefficient test values ranging between .638 showed a good fit and a good correlation of leadership development with turnover. This mean conclusion indicates the fact that companies who spend time and money on leadership training are more likely to experience sustained and higher turnover. The above counts shows how strong leadership is necessary for encouraging teams, enhancing on creativity aspects as well as business processes hence enhancing the companies performance hence leading to success.

- **Knowledge Acquisition and Job Satisfaction**

The same study also reveals that 86% of the respondents claim they are learning new things at their company and the Pearson coefficient shows a direct and significant relationship with turnover of .623. This is very good because when employees are allowed to learn new skills and knowledge that they that they would not learn elsewhere while carrying out their duties, they tend to be motivated to perform their duties well hence casing success to the company. Education enhances the organizational learning culture contributes to higher organizational performance and subsequently, enhances the organizational performance with regard to its financial aspects.

Alike, job satisfaction has also been found a positive force propelling company growth; as 75% of the respondents expressed great satisfaction in their jobs. Pearson's correlation coefficient on job satisfaction and company turnover was equal to .761 IPC this indicates existence of strong positive relationship. Happier employees become dedicated to their employer and will always go out of their way to deliver more in order to contribute to the company turnover, thus increasing the company turnover.. Organizational commitment can be associated with other variables such as work satisfaction, work life balance, wages and salaries and development prospects which have also been addressed in this study.

- **Quality of Work Life and Growth Opportunities**

Respondents' satisfaction with the quality of working life and opportunities for personal development within the company were also asked; 75% responded as being satisfied. The results that we have obtained prove that satisfaction with the company's facilities and growth opportunities do have a direct positive relationship with the turnover, as evidenced by the Pearson coefficient of .642. This reaffirms the Ulrich idea of the organization being designed to encourage employees and foster their development in their carrier path.

- **Stress-Free Environment and Employee Attachment**

This research also sought to uncover the effects of a stress-free workplace; of the responses received, 60% said their organizations foster a stress-free environment, 31% felt that it is stressful. These results were further supported by Pearson correlation analysis done to determine the relationship between work environment that is perceived by employees, performance of the employees and the resultant turnover that contributes to organization growth. Efforts to deal with Stress at workplace and encouraging a positive organizational climate are strategic keys to retaining a healthy workforce productivity and low turnovers.

On the other hand, when 70% of respondents stated that they are Employer with passion and they do not want to leave the company, the Pearson correlation revealed that this attitude does not have any direct relationship with actual Turnover. This means that though the concept of employee loyalty is significant, it is not a strong influence on establishing organizational expansion and subsequently, the rates of turnover, without endorsement of other variables such as job satisfaction, employ growth, and organizational climate.

- **Role of Company Leadership in Employee Welfare**

The relationship between company leadership and employee welfare was found to be strongly correlated with turnover. About 74% of respondents believe that their top officials take special care of employees, with a Pearson correlation of .787. This indicates a very strong and positive relationship between leadership's care for employees and company turnover. When leaders prioritize employee welfare, it enhances job satisfaction, loyalty, and performance, which ultimately benefits the company's growth and profitability.

Conclusions and Recommendations

The conclusions and recommendations derived from the report are as follows:

- The strategic management of human resources and the enhancement of work quality and learning opportunities represent a primary objective for contemporary commercial enterprises. As a result, the complexity of business settings and the desire of businesses to achieve sustainable growth necessitate prioritizing employee engagement as a fundamental success component.
- To optimize the advantages of Quality of Work Life (QWL) and employee development, firms ought to:
 - Foster an atmosphere of self-organization, personal accountability, and continual self-improvement.
 - Strive to cultivate leadership that actively promotes and supports team members.
 - Execute established development initiatives that will sustain the training process and facilitate professional advancement.
 - Regarding employee engagement, the organization must conduct weekly or monthly assessments of Quality of Work Life (QWL) to evaluate feedback mechanisms and align outcomes with employee needs.
 - Organizations may cultivate a highly motivated, engaged, and innovative workforce, thereby establishing themselves for sustained success in the contemporary business environment.

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