



## Measurement of Factors of Quality of Work Life of Executives Working in MNCS with Special Reference to Delhi-NCR

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### ABSTRACT

Quality of Work Life dates back to the time period of F.W. Taylor in the early nineteenth century when he developed "Scientific Management Theory". He defined human resources as mere an instrument and a mean to work from dawn to dusk like machines and it refers to all the organizational efforts to enhance employees' satisfaction and organizational effectiveness. The evolution of Quality of Work Life to is the upshot of various phases in history regarding employees' relations. Through with the passage of different phases, different factors have been found out. The present study is focused on the analysis of different factors of QWL with respect to Multinational Corporations operating in Delhi-NCR. This is focused in the study as how these factors affect the different variables of the jobs of employees and their overall QWL.

**Keywords--** QWL, MNCs

Swamy Yaktananda (1980) identifies the work place as a temple and work as worship, and it can be proofed as the basic philosophy of "Gita" is also the 'Karma Yoga. Karma Yoga defined by Lord Krishna is concerned with varied development. As the development of the self of an individual and the community to which it belongs, the society where it lives and industry where it works is possible only through Karma Yoga. Karma Yoga has been defined as action, duty or work but which is not prohibited, harmful, and not performed with a selfish intention (*akarma*) but with the object of serving humanity (*sakarma*).

If one performs its duty, it is worship itself as Lord Krishna himself declares in the Gita" (Srivastava, 1990). Nishkama Karma or karma without any desired rewards is the one another types of *karma* defined by Him. And it is the philosophy where work is considered itself as the reward. At this point concern starts whether in the modern industrialized phase of today's world the essence of this Indian *Karma* philosophy applies to the employer or not or it applies only to the employee.

Besides, another theory of Indian school of thought can be referred as 'Sacrifice Chitta Suddhi' theory. Radhakrishnan (1976) remarked, work is the worship of the supreme power and it is man's homage to God. This attitude towards work is the one which can be referred as nurturing and deep within even through all the ups and downs or all the successes and failures which stimulate towards perfection and progress in nature of work.

Thus stress is not mentioned and defined in any of the work in the Indian school thought. As if an individual accepts the principle of work is worship of God, it automatically leads to a good quality of work life.

Ramakrishna mission is a very good example of this as it focused on the members to learn that satisfaction is not only the result of the nature of work alone, but it also depends on the attitude of the workers. So, Indian approach towards the quality of work life is founded on the idea that a man has a spiritual dimension and this is superior to his economic, biological and social dimensions. And it further asserts that most of the task of improving the quality of work life as well as associated

### I. INTRODUCTION

The total life of human beings is very complex and multilayered which can be categorized into three: family life, working life and social life. But these three divisions of human life cannot be separated rather these are interrelated and interconnected. If one of the aspects is being failed, it can affect of quality of the other/others aspects badly. So, to manage the total quality of life of the people, quality of family life, work life and social life should be integrated. And to develop the total quality of life of the people, a balance between family life, work life and social life is indispensable.

#### **QWL and India**

In India, origin of QWL states back to the epic period of "Mahabharata" as Indian way of life is the activist of self-actualization stage of human life, and the "karma" as a way of life and an instrument in achieving the eventual goal of a human. And this is the reason that Work-life, according to the Indian philosophy, is a spiritual discipline. The process of elegance hence, is to realize this objective of spirituality and for this to realize the identity of the self is yoga or karma yoga i.e. work.

work ethics has to be performed within the minds of each of the worker. For this, a different kind of education and training is a must to compare to what is corner-stone of QWL.

India has been an agriculture country and its society has been having the agrarian culture which has the characteristics of natural set up of work which is peaceful and pollution free. This is the work culture where people were having enough time for family, friends and society even they know their work times and pursue it in a very disciplined manner. The work is of such a type where people take care of family and children as these are located very close to work place. And maintaining healthy social relations along with celebrating different festivals together is so easy and full of enthusiasm but in industrialized society these features are not present as people have to leave their home and go to very far from families. The distance is so long that even at the time of festivals or celebrations, they cannot make to go to family sometimes. And the work discipline here is quiet different and unknown to people, as here worker has no flexibility of work rather he has to achieve the given task in standardized manner specified by the organization. As Nishkama Karma calls for detachment from rewards and opts for work without rewards, industrialization is based on detachment from the family. Here working in given standardised way and time decides the nature of work life. Moreover, his family life along with social relations and routing habits and hobbies revolve around his job. Hence, the QWL has an intimate relationship with the prototype of living and the job assigned to the employee. And any organization cannot afford to ignore it.

The case is same with India where with the entry of these MNCs, competition has been stiff and in this competitive arena, success of the organization depends only on the people. And as the competition is stiff if people find better opportunity anywhere, they change their job. So the need is to retain them. This challenge of retaining the employees is severe in the case of MNCs as they come from different environment as of domestic country. A consistent focus on QWL can assist the MNCs in the problem of retention. Moreover, these MNCs also affect the work-life balance of the employees and hence play a crucial role in their Quality of Life. This is to be considered that QWL is the term which is related to health and well being of the employees and factors affecting QWL ranges from work environment, organization culture and climate, training and development to compensation and rewards. Moreover, facilities provided by the organization and job satisfaction, job security and adequacy of resources are also the major part of the constructs of the QWL. One another and blazing issue of work-life balance which is affected by family makes it an important determinant of the level of work life. This is so vital that Work-Life Balance has become another important focus of research in managing human resources in the organizations.

## II. REVIEW OF LITERATURE

Hackman & Suttle (1977) focussed on the QWL as the level to which workers are able to assure important individual basic needs. He argued that jobs in the current work environment offer ample rewards, benefits, appreciation and it also leads to control by employees over their performances. Although to some point contemporary workforce are remunerated suitably still their personal spending practices, lifestyles, relaxation activities, value systems, physical condition and so forth can influence the levels of need of the employees. It is similar to the argument posted in the Maslow's hierarchy of needs in which each human being has different level of needs because in reality what is imperative to some employees may not be important to others though they are being treated equally in the same organization. This definition, focusing on individual needs has abandoned the fact that the construct of QWL is slanted and constantly evolves due to an ever growing need of each and every employee.

The American Society of Training and Development (1979) defined that the concept of Quality of Work Life is a process of work in the organizations which enables the members at all levels to participate actively and not actively but efficiently in shaping the organization's environment and its methods to work and outcomes of the work. It is a value based progression, which is aimed at meeting the goals of improved effectiveness of institute with an improved quality of life at work for employees.

Hackman and Oldham (1980) highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. The work milieu that is able to fulfil employees' individual needs is measured to provide a positive communication effect, which will lead to an excellent QWL. They emphasize the personal needs are fulfilled when rewards from the organisation such as reimbursement, endorsement, recognition and progress meet their expectations.

The recent definition by Serey (2006) on QWL is the one which is quite conclusive and best suits the contemporary work environment. The definition is related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. The issue of providing meaningful and satisfying work to employees is often merged with discussions of job satisfaction, and believed to be more favourable to QWL.

Rethinam & Ismail (2007) explained that among the factors which determine the meaning of quality of work life is work environment. A group of work force is also greatly influenced by quality of work life as a result of dynamic changes in work environment of the organization. Moreover, the different constructs of QWL can be explained as health and well-being, job

security, job satisfaction, competency development, work and non-work life balance. They finished by analyzing that to characterize QWL is a multifaceted problem because it is difficult to isolate and identify all the attributes, which affect the quality of work life.

Singh and Dixit (2008) explained QWL aimed at integrating the socio-psychological needs of employees, the unique requirements of a particular technology, the structure and processes of the organization and the existing socio-cultural environment.

Aswathappa (2008) defined Quality of Work Life as asupervision and relationship between management and tool of motivation to employees which is very important and itememployees availability of employees for the task, has different meanings to different persons. To a worker in ancooperation and trust do not make organization culture assembly line, QWL may just a mean fair day's pay,secureand climate an important factor of QWL. working conditions and a controller or supervisor who treatsH<sub>03</sub> Training programs do not help the development him/her with dignity. A young new entrant may define it asprocess and these are not required. opportunities for advancement, creative tasks and a successfulH<sub>04</sub> Compensation and rewards are not according to the career. For academics, it can be the degree to which members ofresponsibilities and performance. work organization are able to satisfy important personal needsH<sub>05</sub> Stress level of employees and their importance in the through experiences in the organization.

To summarize, QWL is viewed as a wide-ranging concept, which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities.

**III. RESEARCH METHODOLOGY**

**Research Design**

The research design being used is exploratory and descriptive research both.

**Exploratory Research:** While going for the exploratory research, I have to go for various research papers available online and in libraries. The present work is based on finding the relationship between Multinational Corporations and Quality of Work Life in these organizations and effect of MNC's Environment in the lives of executives working in MNCs.

**Descriptive Research:** For finding out the causal relationship, questionnaire method is used for filling up by the executives.

**Questionnaire:** Based on literature review, questionnaire stands on eight factors.

**Factors under study:**

1. Work environment
2. Organization Culture and Climate
3. Training and development
4. Compensation and Rewards
5. Facilities being Provided by the Organization
6. Job satisfaction and job security
7. Adequacy of Resources
8. Family

**Data Collection**

Questionnaire made for the residents and non-residents of NCR is used for finding out impact of

MNCs on their working lives and life - styles. And data of 460 employees have been collected from various 52 MNCs from Indian and Foreign MNCs working in Delhi-NCR.

**Hypothesis: For the present study H<sub>0</sub> is as:**

**H<sub>01</sub>** Working conditions, cooperation among different departments and within the departments does not affect the motivation level of employees towards work or organization.

**H<sub>02</sub>** Relationship of employees of different cultures,

organization with other facilities do not affect the satisfaction level of employees.

**H<sub>03</sub>** Training programs do not help the development

him/her with dignity. A young new entrant may define it asprocess and these are not required.

**H<sub>04</sub>** Compensation and rewards are not according to the career. For academics, it can be the degree to which members ofresponsibilities and performance.

**H<sub>05</sub>** Stress level of employees and their importance in the organization with other facilities do not affect the satisfaction level of employees.

**H<sub>06</sub>** Employees' satisfaction is not related with the different facilities provided by the organization including recreation.

**H<sub>07</sub>** Objectives of the organization and resources provided are not clear to employees and performance is not affected by resources attached to it.

**H<sub>08</sub>** Personal life does not affect the performance of employees and demands of the job also do not affect the family life and vice versa and this is not an important determinant of QWL.

**Tools for Data Analysis**

For the present study percentage method has been used to find out the various factors in MNCs.

**IV. DATA ANALYSIS**

**Validity Analysis of QWL**

Before analysis the sample of 460 respondents, questionnaire has been tested and validity is analyzed by using SPSS software.

For this, questions have been referred as "item" and total 37 items has been arrived. A sample size of 200 respondents has been selected for analysis randomly. Under correlate, bivariate analysis has been done to check the validity and further "Pearson" two-tailed test has been applied.

**Reliability Analysis of QWL**

On the same data, reliability test has been applied which can better be said as "Cronbach's Alpha". The value of cronbach's alpha ranges from 0-1 and it will be considered as good as it is closed to 1.

**Reliability Analysis of QWL**

**Reliability Statistics**

Cronbach's Alpha	N of Items
.785	42

**Factor Analysis of QWL**

Next step in analysis was to analyse the factors taken for study. Questionnaire was tested through KMO and Barlett's Test where the values were found as

**Factor Analysis of QWL  
KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.718
Approx. Chi-Square	7499.144
Bartlett's Test of Sphericity Df	1596
Sig.	.000

**Analysis of Factors of QWL**

**Factor – 1 Work Environment**

**Analysis of Work Environment Factor**

Working hours of the organization	Motivation level of Work Environment	Cooperation Among the different Departments	Individuals work as a Team	Working Conditions of MNC	Total	%
100	107	70	108	144	529	23%
257	247	234	218	239	1195	51.95%
101	99	139	118	74	531	23.09%
2	7	17	16	3	45	1.95%
0	0	0	0	3	3	0.13%

**Interpretations of the Factor Work – Environment**

Out of 460 respondents and five different items in the factor of “work environment”, it was found out that:

1. 23 % employees are highly satisfied with working hours of the organization, motivation level of work environment, working conditions of MNC, cooperation among the different departments and individuals as a team.

- 51.95% are satisfied with these factors
- 23.09% are not in the condition to give any answers on these items are neutral.
- 1.95% of total sample are disagree.
- And very few employees are highly dissatisfied with work environment and that is of ratio of 0.13 %

**Factor 2 - Organization Culture and Climate**

**Analysis of Organization Culture and Climate Factor**

Harmonious relationship with colleagues	Sense of belongingness increases with the cooperation	Participate with others in helping	The people I work can be relied in help	Healthy relations in your work place between management and employees?	Supervisor is helpful in getting the job done	Total	%
90	92	97	60	77	97	513	18.58%
257	255	286	230	214	185	1427	51.70%
100	109	76	162	156	156	759	27.50%
13	4	1	8	12	22	60	2.17%
0	0	0	0	1	0	1	0.04%

**Interpretations of the Factor Organizational Cultural and Climate**

The above analysis shows that:

- 18.58% employees are strongly agreed on the point that there are harmonious relationship between employees, sense of belongingness increases with the cooperation, they can relied

on others whenever they need help, there are healthy relations between management and employees and their supervisor is helpful in getting their jobs done.

2. Most of the employees are agree on the above mentioned points and are having the proportionate of 51.70 %.
3. 27.50 % are neutral.
4. Only 2.17% are disagreed and negligent proportionate of 0.04% are strongly disagreed.

**Factor – 3 Training and development**

**Analysis of Training and Development Factor**

Training Programs To Achieve The Required Skill	Programs Overall	Helps In Improving Relationship Among Employee	Does Many Things On The Job	I Know, What My Job Expects Of Me	Skills Are Being Used	Treated With Respect	Total	%
114	99	90	41	28	50	55	477	14.81%
235	243	252	204	239	209	258	1640	50.93%
105	106	72	137	109	114	103	746	23.16%
5	12	9	52	33	47	12	170	5.27%
1	0	37	26	51	40	32	187	5.80%

**Interpretations of the Factor Training and Development:**

1. The outcomes of data can be interpreted as:
2. 14.81 % are highly satisfied with the respected questions.
3. 50.93 % are satisfied or agreed.
4. 23.16% are neutral.

5. 5.27 % disagree and think that they are not being treated with respect, training programs do not help as much, their skills are not being used, programs are not effective, there is not healthy relationship due to these programs and even they don't know what their job expects from them.

**Factor 4 - Compensation and Rewards**

**Analysis of Compensation and Rewards Factor**

Given Adequate and Fair Compensation	Organization Pays Salary by Considering Responsibilities	Organization Does A Good Job Of Linking Rewards To Job Performance	TOTAL	%
22	30	42	94	6.81%
185	195	213	593	42.97%
188	147	145	480	34.78%
32	58	36	126	9.13%
33	30	24	87	6.30%

**Interpretations of the Factor of Compensation and Rewards:**

1. The results are somewhat difference compared to above and it was observed that 6.81 % are strongly agreed on the points of adequate compensation, organization's salary and rewards system

2. While 42.97% are agreed and 34.78% are neutral.
3. 9.13 % are dissatisfied and disagreed and 6.30% are highly dissatisfied and disagreed.

**Factor – 5 Facilities being provided by the Organization**

To check the QWL, various facilities provided by the organizations are being asked.

Total of all Facilities	%
2883	39.17%
4487	60.96%

**Interpretations of the Factor of Different Facilities:**

The above questions were asked on “yes” and “no” basis and result are as:

- 39.17% gave the answers in affirmative that they are being provided with the facilities of:

1. Insurance
2. Retirement
3. Health Checkups
4. Social Security Benefits
5. Transportation
6. Recreation Facility

7. Crèches Facility
8. Education Facility for Children
9. Diet
10. Work-Out
11. Quality Time with Friends and Family
12. Vacations
13. Education for Self-Development

14. Foreign assignment
15. Sent with immediate family
16. Work has suffered without family.
  - But a major proportion of total sample consisting 60.96 % made the answers in negative and said that they are not being provided with these facilities.

#### Factor – 6 Job Satisfaction and Job Security

##### Analysis of Job Satisfaction and Job Security Factor

Stress level during the past 90 days	You worry about work, when you are not actually at work or travelling	Company takes care working in night shift	I can freely comment and suggest on the events	Total	%
26	30	98	48	202	10.97%
89	103	209	246	647	35.16%
183	227	139	121	670	36.41%
138	67	13	45	263	14.29%
24	33	1	0	58	3.15%

#### Interpretations of the Factor Job Satisfaction and Job Security: Interpretations are as follows:

- 10.97 % people are feeling very highly stressed, worrying about work but also strongly agreed that organizations take care of employees working in night shift and also can freely comment and suggest
- 35.16 % are highly stressed and agreed on both the above mentioned items.
- A very good proportion of 36.41 % are neutral which makes that they are having stress but if little change is made they can be relieved but if that minor

problem is not solved they can come into the category of highly stressed

- 14.29% are feeling low level of stress, rarely worry about work but disagreed that employees are not been taken care at night shift and they can freely suggest.
- 3.15 % are having not stress, don't worry at all but highly disagreed that employees in the night shift are not taken care of and they are not allowed to freely comment.

#### Factor - 7 Adequacy of Resources

##### Analysis of Adequacy of Resources Factor

Balance between stated objectives and resources	Resources are linked with the performance	Measurement of performance and outcome of performance	Performance is affected by the resources	Total	%
52	44	59	104	259	14.08%
217	241	284	273	1015	55.16%
166	149	97	80	492	26.73%
18	25	20	3	66	3.58%
7	1	0	0	8	0.43%

#### Interpretations of the Findings of Adequacy of Resources: These can be analyzed as:

1. 14.08 % employees' answered in strongly agreed way that there is balance between stated objectives and resources provided by the organization, resources are linked with the performance, measurement of performance and outcome of performance in terms of distribution of resources are clear to employees by the

superior and performance is affected by the resources attached to it.

2. 55.16 % are agreed.
3. 26.73% are not in the condition to answer.
4. 3.58 % are disagreed and
5. 0.43% is strongly disagreed.

#### Factor – 8 Family

##### Analysis of Family Factor

Hard to take time off	Demands of your	Demands of	How many	Total	%
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during your work	job interfere with your family life	your family interfere with your job	hours do you have to relax		
44	20	10	20	94	5.10%
125	122	63	51	361	19.61%
141	202	206	89	638	34.67%
108	102	152	149	511	27.77%
42	14	29	151	236	12.82%

#### Interpretations of the Factor Family:

1. It was observed that 5.10 % employees are considering that it is not too hard to take time off out of the work and demands of their job and family never affect each other. And people are having enough hours for their leisure activities.
2. 19.61 % are the persons who think that it is hard to take time but not so much and rarely the demands of job affect the family and demands of family affect the job. And people are having many hours for leisure activities.
3. 34.67% are the members who are somewhat hard to take time off and agree that sometimes the demands of their families and job affect each other and as far rest hours are concerned they do have 5-6 hours.

4. 27.77% are the percentage of those who say that it is hard for them to take off and they just get 3-4 hours and demands of job also clashes often with family and of family's with job.

5. 12.82% find very hard to take time out of their jobs and get 1-2 hours for family as the demands of job and family affect always with each other.

#### Different Stress related diseases

As stress is very important determinant of finding out the job satisfaction of employees so it was observed out of the study that

1. 5.65% are very highly stressed.
2. 19.34 % are highly stressed.
3. 39.78% are moderately stressed.
4. 30% are having fairly low level of stress.
5. And 5.21 % felt never.

#### Analysis of Stress Factor

Stress level during the past 90 days	%
26	5.65%
89	19.34%
183	39.78%
138	30%
24	5.21%

On the other hand, we look into the type of disease then the results are as under:

#### Analysis of Stress Related Diseases

	Do you suffer from any stress related disease?	%
a. Hypertension	17	3.69%
b. Obesity	57	12.39%
c. Diabetes	49	10.65%
d. Headache	158	34.34%
e. Not applicable	179	38.91%

#### Analysis of Stress Related Diseases

##### Interpretations:

The result shows that:

1. 38.91 % people are not saying that they are not suffering from any stress related disease.
2. While the major stress related disease is headache.
3. But 3.69% figure of hypertension can also not be ignored which is very fatal because of its ill effects
4. And a very big number of 10.65% are suffering from diabetes and 12.39% from obesity.

#### Result of Different Variables of QWL

Following mentioned variables are part of above mentioned factors yet these have been arranged into a form in relation to MNCs of Delhi – NCR. The conclusion was drawn as under:

1. It was found that 22.21 % are highly satisfied with working conditions of MNCs and proud to be a part of MNCs, they perceive themselves respected and rated that business success of the organization of recent times are doing very well. They will be very satisfied if company takes care of different facilities including recreation.

2. 51.73% are satisfied with MNCs and consider that they are being respected at work place. They consider the success of organizations in recent times is doing well and if they are being provided with recreation facility, they will be satisfied.

3. 21.59% consider the recent time as surviving and are neutral on the point that recreation facility can add something into their satisfaction level.

4. 2.89% having great difficulties in today's organization and 1.67% are struggling for survival and are highly dissatisfied; they think that they are not being respected at work. They are highly dissatisfied with MNC and its working conditions.

#### Analysis of Result of Different Variables

Working conditions of MNC	Satisfied and proud to be with MNC	Respect at my work place	Comfortable and satisfied	Business success of the organization in recent	Satisfied and zeal to work if company takes care of different facilities including recreation	Total	%
144	112	55	59	66	177	613	22.21%
239	238	258	254	201	238	1428	51.73%
74	106	103	131	143	39	596	21.59%
3	4	12	16	44	1	80	2.89%
3	0	32	0	6	5	46	1.67%

## V. RESULT AND FINDINGS OF THE RESEARCH

For analyzing the QWL various factors have been identified and data of 460 respondents of 52 MNCs have been collected which resulted that employees are satisfied with the work environment (51.95%), organizational culture and climate (51.70%), training and development (50.93%) and around the same proportion of employees are highly satisfied (23%, 18.58%, 14.81%) and neutral (23.09%, 27.50%, 23.16%) respectively. This analysis states that there are certain conditions if improved the percentage of employees who are satisfied can be improved and almost all employees will be satisfied.

But if compensations and rewards factor was analyzed, the results are somewhat different which means that a very good number of employees (34.78%) do not want to give answer on this aspect and 9.13 & stated that they are dissatisfied and 6.30% are highly dissatisfied.

Job satisfaction and job security with other factors also depends upon the various facilities provided by the organizations and it was found that 60.96% of employees stated that they are not being provided with the facilities of transportation, crèches facility, education for self development, vacations and recreation to mention a few. So only 17.44% people are either satisfied (14.29%) or highly satisfied (3.15%). A major proportion of 36.41% are neutral and 35.16% are dissatisfied as they are feeling stressed. But majorly, they are not suffering from any stress related disease (38.91%) and headache is the major stress related disease among the employees which accounted for

34.34%. Besides, obesity is also common disease and around 25% people are very highly or highly stressed during the past three months. And 40% are moderately stressed which means that stress is a problem for the employees because of work or family or both as most of the employees are facing the balance of work and family issue (75.26%). This problem is ranged from somewhat hard to very hard.

And if resources are analyzed, it was found that people are agreed (55.16) that there are ample of resources. But there is considerable number of people who did not answer (26.73%)

Working conditions, cooperation among different departments and within the departments affects the motivation level of employees towards work or organization.

➤ Relationship of employees of different cultures, supervision and relationship between management and employees availability of employees for the task, cooperation, and make organization culture and climate an important factor of QWL.

➤ Training programs help the development process and these are required.

Hence  $H_{01}$ ,  $H_{02}$ ,  $H_{03}$ ,  $H_{05}$ ,  $H_{06}$ ,  $H_{07}$ ,  $H_{08}$  are rejected Stress level of employees and their importance in the organization with other facilities do affect the satisfaction level of employees.

➤ Employees' satisfaction is related with the different facilities provided by the organization including recreation.

➤ Objectives of the organization and resources provided are clear to employees and performance is affected by resources attached to it.

➤ Personal life affect the performance of employees and demands of the job affects the family life and vice versa and this is an important determinant of QWL.

➤ But Compensation and rewards are not according to the responsibilities and performance as majority of people is not answering the questions. So  $H_{04}$  is accepted.

## VI. SUGGESTIONS

As it was found out that employees feel less motivated and less satisfied with the increasing number of experience so enough opportunities should be provided to them to increase their competency, remove monotony and to innovate with their work. This is so vital because employees with the experience can be good assets to the organizations and aid the organization even in its hardest time with their expertise.

It is also suggested that organizations should focus on providing enough facilities at least basic facilities should be provided to the employees such as flexibility of hours, transportation, recreation and education for their self-development and education facility for their children also so that they can manage their work while managing family.

Compensation and rewards matter a lot for every employee so this should be according to their work experience, competencies, performances and knowledge.

Organizations should divide the resources equally and enough training should be given to the employees to learn new changes in the organization and outside the organizations. As performance of new entrant can be different with different level of enthusiasm so experiences and senior employees can have a feeling of insecurity so this training and development can help them a lot on the one side and it can also make familiar a new entrant with the organization's mission, objectives, policies and work environment on the other hand.

Work-life balance is the issue which is now centre of attraction for the MNCs as with the increasing work pressure from competing work environment; life of employees personal as well as professional is affected. Moreover, women participation has increased phenomenally which also make this issue worrying. Although with the current study, it was found that gender does not make any difference to motivation level but still it is well known fact that in Indian society, increase participation of women in jobs is changing the culture in metropolitan cities where males also work in kitchen at home. Home and work both are being shared. As our sample is from Delhi and NCR so this type of culture is developing there also. And same motivation level also verify the same aspect so managing home, social life and work life is also the part of QWL and work should be so as which is assisting the personal life of employee and making their work more easy.

## VII. SCOPE FOR FUTURE STUDY

Different aspects of QWL have been studied in the current work with their relative significance and correlation of satisfaction and motivation with work experience and gender has also been take into account respectively but there are certain other relationships which can be found to test the problem of current MNCs organizations like education and satisfaction level.

Impact of training on QWL before training and after training can also be found out to carry the research in the same direction

## VIII. IMPLICATION FOR MNCS

This study is useful for MNCs as this provides the areas where the organizations should make efforts to retain their most valuable assets.

MNCs having diverse workforce is in the condition to manage the organization culture and climate but not able to retain the talent that is the reason why people switch their organizations. So motivating them and providing them basic facilities with adequate compensation according to their work and responsibilities can make change for these organizations in long run as well as in short run.

Stress relieving sessions and facilities can also make change for them and efficiency can be improved.

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