**Quality of Work Life and Life Satisfaction of Millennials:
Examining the Mediating Role of Job Satisfaction**

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Abstract

The purpose of this study is to examine the influence of quality of work life on Millennials' life satisfaction through the mediating role of job satisfaction. This study draws on the bottom-up spillover approach to test these hypothesized relationships on a sample of 107 Millennials using robust data analysis techniques. The results are consistent with the proposed conceptual scheme that quality of work life positively influences life satisfaction of Millennials via job satisfaction. This research may be deemed one of the pioneering attempts to test associations between subordinate and superordinate life domains for Millennials in Pakistan by establishing the underlying mechanism of job satisfaction.

. **Introduction**

The concept of Quality of Work Life has been around for decades as an exemplary organizational factor evoking a multitude of employee attitudes and affecting numerous behavioral outcomes. The concept is commonly summarized as the degree to which individuals find their work environment favorable or unfavorable, notwithstanding the in-depth dimensions of the construct itself based on needs' fulfillment from the workplace (Sirgy, Efraty, Siegel & Lee, 2001)

Now, more than ever, the issue of quality of work life is gaining greater importance as the workplace demographics are changing to accommodate the vast number of Millennials (Bulevas & Naranjo, 2019). Millennials (Generation-Y), are the individuals born in the 1980s, although no rigid birth year demarcations are unanimously accepted for the start and end years. Most studies conceptualize Millennials as digital natives, typically marking the early 1980s till the mid-1990s to 2000 as the corresponding birth years for this generation (Rudolph et al., 2018). As per the Generation theory by Mannheim (1970), generations differ in terms of their formative experiences whilst growing up which alludes to contextual differences pertaining to different regions. However, millennials are deemed somewhat more similar all across the world compared to the

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preceding generations ("Defining generations: Where Millennials end and Generation Z begins," 2020). This emergence of a "global generation" may partly be credited to the socio-technical influences in the contemporary era (Edmunds and Turner, 2005) which have led towards a certain degree of similar formative experiences, culminating in shared characteristics (Brant & Castro, 2019).

Scholarly works often cite Millennials to be more entitled than Generation-X and Baby boomer generation (Anderson et al., 2017). Most often prior research highlights the supposedly unrealistic high expectations that Millennials have from their employers particularly in terms of compensation, growth, and search for interesting work-related tasks (Thompson & Gregory, 2012). Although scholars agree that most of the attributions made to Millennials are often associated with each generation's members at a certain age in time, it is also believed that various overarching characteristics tend to apply solely to this generation, such as a greater degree of work-related entitlement and expectations (Thompson & Gregory, 2012).

The era of advanced digitalization and automation has also led to Millennial's desire for instant gratification enabled by the pervasiveness of social media in their lives (Alejandro Silva Cortés et al, 2016), in addition to exposing this generation to high-pressure environments. Thus, Millennials are surviving in a demanding environment which causes a substantial reduction in their life satisfaction (Kumar & Priyadarshini, 2018). Enhancing the life satisfaction of Millennials is important as prior studies link it with various coveted outcomes for organizations such as organizational commitment and career satisfaction (Luhmann & Hennecke, 2017).

Despite the existence of numerous studies on quality of work life, there remains a consistent void in research regarding the relationship between quality of work life and the superordinate domain of life satisfaction for the Millennials. Furthermore, Unanue et al (2017) suggested that basic need satisfaction of employees may be one of the major variables affecting life satisfaction. Moreover, even though the relationship between job satisfaction and life satisfaction has been dealt with in the prior literature, it leans towards the western context (Unanue et al, 2017). Muskat and Reitsamer (2019) also highlight that a great deal of research is required on the linkages between quality of work life and job satisfaction of Millennials across different industries which highlights a population gap as well. They also mention how their work on quality of work life and job satisfaction is based on a majority female sample so more

research is required across gender diverse samples (Muskat & Reitsamer, 2019). Thus, research on the subject of quality of work life and life satisfaction in Pakistan exclusively focusing on Millennials as a sample needs to be carried out. This study seeks to address the existing gaps in prior research by focusing on the association between quality of work life and life satisfaction by testing the potential mechanism of job satisfaction, through which quality of work life enhances life satisfaction of Millennials.

Theoretical Background and Literature Review

Millennials, also sometimes referred to as Generation Y (born 1981 – 2000), are linked with an era of relative prosperity, advanced digitalization, and faster/instant gratification. Most of the millennials have also been provided greater opportunities to travel or study and work abroad (Werenowska & Rzepka, 2020) which has enabled this generation to be more open-minded and practical in terms of their values and life experiences (Moreno et al., 2017). This generation also pines for meaningful work-related assignments as opposed to mundane ones, welcomes challenging jobs, and wishes to serve a greater purpose in their lives (Dixon et al., 2013). Thus, it may be proposed that if they do not have a better quality of work life, it is highly likely to adversely affect their job satisfaction.

The pervasiveness of the theme of Quality of work life in organizational behavior literature can be witnessed from the increasing repertoire of research on it (e.g., Cetrano et al., 2017). It is known as a holistic concept for enhancing employee productivity and reducing turnover. During the past few decades, various measures of quality of work life emerged, tested across a variety of samples, and associated with various outcomes (Lee et al, 2015). Several empirical studies highlight the role of quality of work life as a determinant for decreased turnover, reduced absenteeism, as well as higher levels of job satisfaction, productivity, and performance (Tho, 2017). Contemporary research recurrently establishes the influence of quality of work life on positive outcomes such as job satisfaction and organizational commitment across several settings (Koonmee et al. 2010).

Quality of work life conceptualizations tend to range from specific factors to more generalized classifications but the recurring predominant theme in the existing literature is known as the need satisfaction and spillover approach (e.g., Jabeen et al., 2018). This approach describes quality of work life as the fulfillment of employees' needs based on an

interaction between various organizational and personal dimensions (Sirgy et al., 2001).

Studies on the Spillover hypothesis were initially launched by the sociologist Rosabeth Kanter in which she highlighted how the domains of work and life interact positively or negatively with each other (Wu et al., 2017). Until now, the spillover hypothesis comprises one of the most supported propositions on work-life domain interaction (Unanue et al., 2017). Sirgy et al. (2001) mentioned that quality of work life leads towards job satisfaction which spills onto other life domains such as life satisfaction. According to Sirgy (Mohamad, & Mohamed, 2012), spillover can be characterized as either vertical or horizontal. Horizontal spillover is from one domain to the other while bottom-up vertical spillover is what concerns this study's line of inquiry i.e. to posit that quality of work life eventually leads towards higher levels of overall life satisfaction. One of the central arguments of the bottom-up spillover theory is that universal/global life satisfaction is derived from satisfaction across other domains such as work, education etcetera (Lee & Sirgy, 2019). Thus, as per the Bottom-up Spillover theoretical proposition, we may hypothesize that quality of work life shall spill over vertically to determine overall life satisfaction for the Millennials via job satisfaction.

Based on the above, the following hypotheses are proposed:

H₁: Quality of work life positively influences job satisfaction of Millennials

H₂: Job satisfaction positively influences life satisfaction of Millennials

H₃: Quality of work life positively influences life satisfaction of Millennials

H₄: Job satisfaction mediates the influence of quality of work life on life satisfaction of Millennials

Methods
Participants and procedures

Millennials (birth year: 1981-1996), working in various private and public sector organizations across the country, participated in this study by completing a three-part online survey comprising socio-demographic variables, quality of work life, and life satisfaction. Using convenience sampling, participants were recruited via social networking sites. Since the study specifically focuses on a targeted age group who are known to be

digital natives (Williams et al., 2012), online data collection was deemed adequate to maximize reach towards Millennials. The criteria for inclusion in the study was that participants were Millennials working full-time in different organizations in Pakistan. Entrepreneurs/Self-employed individuals were excluded from the study. Out of the 112 participants who completed the survey, the effective sample was made up of 107 participants who fulfilled the study criteria (05 participants' data could not be used on account of being self-employed and/or not belonging to the Millennial generation). Respondents were professionals in the Banking sector (25.2%), Telecommunications Industry (40.2%), Aviation/Airlines (16.8%), and IT sector (17.8%). The average age was 30.8 years while male respondents made up 52.3% of the sample, and female respondents made up 47.7% of the sample.

Measures
All the items were answered on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Quality of Work Life
QWL scale developed by Sirgy et al (2001) was adopted for this study. The scale measures the degree to which an organization's work environment, job requirements, supervisory behavior, and ancillary programs fulfill seven core needs of the Employees. These seven needs are Needs for Health and Safety, Economic & Family, Social, Esteem, Actualization, Knowledge, and Aesthetics. The questionnaire consists of 16 items. Sample items ranged from basic/low order needs such as, "I feel physically safe at work", to higher-order needs such as, "There is a lot of creativity involved in my job" and, "I feel that my job allows me to realize my full potential".

The factorability of the sixteen items in the QWL scale was examined using SPSS. For validity, Principal components analysis was used to identify and compute composite scores for the factors underlying the QWL scale. Using this process, a one-factor solution was found to explain 52% of the variance after eliminating six items with low communality (< 0.4) as per the recommendations of Osborne, Costello & Kellow (2008). The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.92, above the commonly recommended value of 0.6 (Kaiser, 1970; 1974), and Bartlett's test of sphericity was significant ($\chi 2 = 457.78$, p < .001) as per Bartlett (1954). The communalities of the retained items were reasonable i.e., greater than 0.5. Given these overall indicators, factor

analysis was deemed suitable for these items; therefore, ten items of the QWL scale (Appendix-A) were retained for data analysis (Cronbach's alpha: 0.89).

Job Satisfaction

Job satisfaction was measured by adopting the 5-items developed by Dubinsky and Hartley (1986). Sample items are, "Generally speaking, I am very satisfied with this job" and "I frequently think of quitting this job" (Reverse item).

Principal components analysis was used to identify and compute composite scores for the factors underlying the Job satisfaction scale and using this; a one-factor solution was found to explain 69% of the variance after eliminating the two reverse worded items with low communalities (< 0.4). The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.65, above the commonly recommended value of 0.60 (Kaiser, 1970; 1974), and Bartlett's test of sphericity was significant ($\chi 2$ = 91.691, p < .001) as per Bartlett (1954). The communalities for the remaining three items were reasonable i.e., greater than 0.5. Thus, three items of the job satisfaction scale (Appendix-A) were retained for the analysis (Cronbach's alpha: 0.77)

Life Satisfaction

Life satisfaction was measured by adopting "The Satisfaction with Life Scale" (SWLS) developed by Diener et al (1985). The administered scale comprised five items that assessed Millennials' cognitive self-evaluation of satisfaction with their life as one superordinate category. Sample items are, "In most ways, my life is close to my ideal" and "So far I have gotten the important things I want in life".

The factorability of the five items in the SWLS was also examined using the same procedure as the other two scales, and a one-factor solution was found to explain 67% of the variance after eliminating one item with low communality (< 0.4). The Kaiser-Meyer-Olkin measure of sampling adequacy was 0.63, above the commonly recommended value of 0.60 (Kaiser, 1970; 1974), and Bartlett's test of sphericity was significant ($\chi 2$ = 353.518, p < .001) as per Bartlett (1954). The communalities for the four retained items were reasonable i.e., greater than 0.5. Given these overall

indicators, factor analysis was deemed to be suitable for four items (Appendix-A) that were retained for the analysis (Cronbach's alpha: 0.84).

Control Variables

Socio-demographic variables of age and gender were entered as control variables since prior studies highlight various conflicting results of the relationships between these variables, QWL, job, and life satisfaction (Muskat & Reitsamer, 2019; Mebarki et al, 2018).

Results and Discussion

Table: 1The correlations of the variables

	Mean	SD	1	2	3
1. QWL	2.85	.71	1	.80**	.53**
2. JS	2.76	.84	.80**	1	.63**
3. LS	2.61	.89	.53**	.63**	1

*Notes. n=107; significance: * 0.05, **0.01. Abbreviations: QWL (Quality of work life)*
 JS (Job Satisfaction), LS (Life Satisfaction)

SPSS version 24.0 was used to conduct hierarchical multiple regression to assess the ability of quality of work life for the determination of Millennials' life satisfaction whilst controlling for the influence of gender and age. Hayes Process V3.0 add-on was used to test for mediation. Required preliminary analyses were carried out for avoiding the violations of the assumptions of normality (Shapiro-Wilk significance >.05), linearity, and homoscedasticity. To test for multicollinearity among variables, the scores for variance inflation factor were below the limit of 3 (based on, Kutner et al., 2004), indicating little or no multicollinearity among the study variables.

Firstly, for testing the association between quality of work life and Millennials' job satisfaction, the results of the regression indicated that the model explained 65% of the variance and that the model was a significant predictor of job satisfaction, $F (3, 103) = 63.80$, p= .000. While quality of work life contributed significantly to the model (B = .95, p<.001), none of the control variables remain significant.

Secondly, multiple regression was carried out to investigate whether job satisfaction could significantly predict Millennials' life satisfaction. The results of the regression indicated that the model explained 40% of the variance and that the model was a significant predictor of life

satisfaction, F (3, 103) = 22.87, p= .000. While job satisfaction contributed significantly to the model (B = .60, p<.001), none of the control variables remain significant.

Thirdly, multiple regression results showed that quality of work life significantly predicted changes in life satisfaction of Millennials as the model explained 29% of the variance and F (3, 103) = 13.75, p= .000. Meanwhile, as quality of work life significantly contributed to the model (B = .66, p<.001), none of the control variables remain significant.

Lastly, the results from Process macro showed that the influence of quality of work life on life satisfaction was fully mediated by job satisfaction of Millennials. As Figure 1 illustrates, the standardized regression coefficient between quality of work life and job satisfaction was statistically significant, as was the standardized regression coefficient between job satisfaction and life satisfaction. The standardized indirect effect was (0.95) (0.60) =.58.
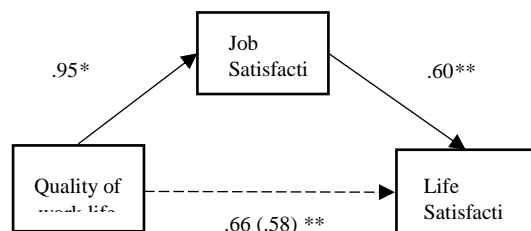

Figure 1: Direct and Indirect influence of Millennials' quality of work life on their life satisfaction

The significance of this indirect effect was tested using bootstrapping procedures. Unstandardized indirect effects were computed for each of 10,000 bootstrapped samples, and the 95% confidence interval was computed by determining the indirect effects at the 2.5th and 97.5th percentiles. The bootstrapped unstandardized indirect effect was .58, and the 95% confidence interval ranged from .38, .89. Thus, the indirect effect was deemed statistically significant.

Based on the analysis, it is plausible to establish that rather than a direct causal relationship between Millennials' quality of work life and life satisfaction, these mediation results highlight how higher quality of work life enhances job satisfaction, which in turn leads towards greater levels of life satisfaction. Thus, the mediating variable of job satisfaction serves to clarify the nature of the relationship between quality of work life and life

satisfaction. This is also attributed to the concept of quality of work life adopted from Sirgy et al (2001) which focuses on need satisfaction and spillover approaches.

Currently, Pakistan has a median population of 22.8 years (Worldometer- Pakistan population, 2020) so this means it is one of the very few countries with a predominantly millennial workforce. The presence of a greater number of millennials in the workplace may become problematic if it is not accompanied by millennial-centric practices on the part of the organizations. As the study results highlight, if organizations do not pay heed to millennials' quality of work life their resultant life satisfaction declines. Happiness is often referred to as subjective well-being. As life satisfaction is an individual's evaluation of their life based on several interconnected domains so it is one of the most commonly used cognitive constructs for testing subjective wellbeing (Helliwell & Wang, 2013). Since the results show that Millennials' quality of work life plays a major role in determining their job satisfaction and it is both directly as well as indirectly connected to life satisfaction so organizations in Pakistan ought to get on board with quality of work life improvements. This is even more important because copious amounts of literature highlight the positive, coveted organizational outcomes as a consequence of employees' higher life satisfaction (Tay et al., 2014).

The results obtained from the current research on Millennials reinforce the prior studies suggesting how the higher quality of work life is associated with higher rates of job satisfaction in employees. Job satisfaction is a major variable in organizational behavior as it leads to better performance, lowered absenteeism, higher rates of organizational citizenship behavior as well as life satisfaction (Erdogan et al., 2012). The reason why this relationship is significant for Millennials is because job satisfaction is a vital marker of employee wellbeing (Tay et al., 2014) and health and wellness are some of the basic priorities of the Millennials compared to prior generations (Nermoe, 2020). In fact, the bottom-up spillover model offers a sound situational justification for these results by stating that people who enjoy their professions tend to exhibit higher overall life satisfaction since fulfilling work is such an integral part of individuals' day to day lives (Heller et al., 2002, p. 816), particularly for the Millennial generation. As discussed before, earlier research documents the positive association between job satisfaction and resultant life satisfaction of workers, and now this study adds to the existing body of knowledge by highlighting the strength of this association for hitherto relatively less-explored population i.e., Millennials.

Conclusion, Limitations, and Future Implications

This research was undertaken as a critical investigation in the field of industrial and organizational psychology and it may be deemed one of the pioneering attempts to test associations and establish the underlying mechanism between quality of work life and life satisfaction for Millennials in Pakistan. The theme of quality of work life and life satisfaction of Millennials is particularly important for Pakistan since Millennials are expected to comprise the predominant future workforce in Pakistan. The study unveils insightful results regarding how the fulfillment of a comprehensive set of needs by the Employers, that is, health & safety, economic, social, self-esteem, self-actualization, knowledge, and general aesthetics positively influence Millennials' life satisfaction through job satisfaction.

This study has certain limitations. Firstly, since the measures were self-reported so the risk of common method bias is a possibility but it is pertinent to mention here that self-reported responses are considered defendable when the study variables tend to be self-referential such as needs' satisfaction and life satisfaction (Van den Broeck et al., 2016) Additionally, pre and post data collection attempts for reducing concerns of common method variance were taken. The items were separated from each other during survey administration to minimize bias as recommended by Podsakoff et al. (2003). Furthermore, respondents' anonymity was preserved as procedural control for tackling CMV bias along with using the Harman factor test.

Secondly, despite the concrete theoretical foundations of the Spillover model, this study utilized a cross-sectional design thereby limiting causal interpretations amongst the hypothesized associations. Thus, it is recommended that future studies utilize a longitudinal research design to decisively establish causal relationships. Thirdly, the results need to be tested across a larger sample size to establish greater generalizability. Additionally, Millennials from different sectors participated in the survey, so future studies may benefit from focusing on a particular sector to replicate and generalize the findings to a certain sector. Lastly, boundary conditions were not investigated in the conceptual framework; thus, future researchers are encouraged to explore the presence of plausible moderators such as gender, education, and millennials' affective disposition within the conceptualized framework of QWL, job satisfaction, and life satisfaction of Millennials.

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APPENDIX A
Quality of work life scale (Sirgy et al., 2001)

	Included Items	Communalities
1.	My job provides good health benefits.	0.5
2.	I am satisfied with what I'm getting paid for my work.	0.5
3.	I feel that my job is secure for life.	0.5
4.	I have enough time away from work to enjoy other things in life.	0.4
5.	People at work and/or within my profession respect me as a professional and an expert in my field of work.	0.6
6.	I feel that my job allows me to realize my full potential.	0.7
7.	I feel that I am realizing my potential as an expert in my line of work.	0.6
8.	This job allows me to sharpen my professional skills.	0.5
9.	There is a lot of creativity involved in my job.	0.6
10.	My job helps me develop my creativity outside of work.	0.6
	Excluded Items	
1.	I do my best to stay healthy and fit.	<0.3
2.	My job does well for my family.	<0.3
3.	I have good friends at work.	<0.4
4.	I feel appreciated at work.	<0.4
5.	I feel that I'm always learning new things that help do my job better.	<0.4
6.	I feel physically safe at work.	<0.3

Job Satisfaction Scale (Dubinsky et al., 1986)

	Included Items	Communalities
1.	Generally speaking, I am very satisfied with this job.	0.8
2.	I am generally satisfied with the kind of work I do in this job.	0.6
3.	Most people on this job are very satisfied with the job.	0.7

	Excluded Items	
1.	People on this job often think of quitting®.	<0.4
2.	I frequently think of quitting this job®.	<0.4

Satisfaction with Life Scale- SWLS (Diener et al., 1985)

	Included Items	Communalities
1.	The conditions of my life are excellent.	0.6
2.	I am satisfied with my life.	0.6
3.	So far I have gotten the important things I want in life.	0.8
4.	If I could live my life over, I would change almost nothing.	0.7
	Excluded Item(s)	
1.	In most ways my life is close to my ideal.	<0.4