CHAPTER-II
REVIEW OF LITERATURE

In a present globally competitive scenario, QWL has become a buzzword of the modern time. The concern for QWL was first introduced in the early 1970s. The share of Maslow, Herzberg, and McGregor in improving QWL cannot be undermined. The QWL has now come to known as humanization of work. The basic idea of this construct is to treat employees as a human being. It is broadly recognized as a feeling that the employees have about their jobs, colleagues, and organisations. QWL is a philosophy, a set of principles, which holds that the people are trustworthy, responsible, and capable of making valuable contribution and they should be treated with dignity and respect (Straw and Heckscher, 1984). It comprehends mode of wage payment, working conditions, working time, health hazards issue, financial and non-financial benefits and management behaviour towards employees (Islam & Siengthai, 2009). The concept of QWL has been a focus of research and practice for the last three decades. In fact, it is originating in the most of the countries of the world (Saklani, 2004). Thus, QWL is a multi-dimensional construct that is related with job satisfaction, job involvement, motivation, productivity, health & safety, job security, competence development and balance between work and non work life (European Foundation for Improvement of Living Conditions, 2002). Due to the rapid growth of service oriented sector, the importance of human resources also increases. The employees play pivotal role for the growth and development of the organisation. The needs and expectations of the employees are changing because of the new challenges faced by them in the working environment i.e. interpersonal relations, job pressures, and lack of freedom while working in an organisation. So, the organisations should take care of the QWL for their employees. Management now-a-days, have started showing farthest respect to the employees, so that the employees can enjoy better QWL in their working place.

The review of literature is done to know the various views proposed by the researchers from different fields like psychology, sociology, social psychology, and political science etc. The aim of literature review is to explicate the rationale of
objectives and hypotheses of the present study. It is helpful in gaining insight into the extent and depth of the problem and for identifying the research gaps that, in turn, suggests aspects for future research. The studies exhibited by various foreign and Indian authors pertaining QWL, organisational commitment, and job satisfaction are reviewed in this chapter under four different sections as follows:

1. Review related to evaluating the perception of employees regarding various dimensions of QWL in different type of organisations.
2. Personal factors- Concerning to the demographic factor which differ from individual to individual like – age, gender, tenure of service, level of education, income etc.
3. Factor underlying in job- Representing to those factors which are related with nature of work, location of organisation, size of organisation etc.
4. Review related to relationship between QWL, Job Satisfaction, and Organisational Commitment.

2.1 REVIEW RELATED TO PERCEPTION OF EMPLOYEES REGARDING VARIOUS DIMENSIONS OF QWL

The level of QWL varies among employees. Various dimensions of QWL viz. adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and total life space, and social relevance of work life etc. may differ in different type of organisations. A review of different studies which have explored the perception of employees regarding various dimensions is presented in this section.

Kleinfeld et al. (1986) examined the sources of job satisfaction and dissatisfaction among 304 teachers was randomly selected from small isolated school in rural Alaska. A questionnaire on rural school conditions was mailed to one randomly selected teacher in each rural Alaska school. Alaska’s rural teachers expressed satisfaction with their pay and benefits and discontentment with hardships of living in isolated native villages without many amenities. Large numbers of
teachers were dissatisfied with community amenities, their student’s academic progress and school district management.

**Saklani D.R. (2004)** has examined the importance of various quality of work life factors to employees in organisations. The study measured the existence of quality of work life in organisations in India. The study examined the relevance of various quality of work life factors in terms of their contribution to composite score and identified the areas having potential for improving employee motivation. The study was based on the sample of 294 employees comprising 192 (about two thirds) managerial and 102 (about one third) non-managerial respondent drawn from 24 different organisations having their establishments in and around the national capital territory of Delhi. The organisations were classified on the basis of ownership (public and private), nature of activity (manufacturing and service) and origin (domestic and foreign). Financial and non-financial factors relating to job content as well as job context have been taken for the study. The findings of the study indicated that Quality of Work Life was higher than the average standard in about half of the total dimensions considered in the study. There has been a substantial improvement in physical environment comprising of elements such as, hygiene, safety, and comfort at work place. Quality of Work Life on dimensions like opportunities to use and develop human capacity, administration of reward and penalty system, fringe benefits and welfare measures have been found to be of average level only. Finally, the status of grievance redressal mechanism aimed at ensuring equity and justice has also been perceived to be far below the satisfactory level. The results of the study also revealed that organisations broadly offer equal opportunities for satisfaction of both higher order and lower order needs.

**Working conditions and quality of life in Spanish workplaces (2007)** the objective of the study was to assess working conditions and provided an overview of health and safety conditions in Spanish workplaces. The study examined issues as: health effects, risk prevention, workplace safety and environmental studies, workplace design, physical and mental demands, and psychosocial factors. The result showed that 22.5 percent of Spanish workers were affecting by the working conditions. The workers estimated that their work was affecting their health. 71 percent workers stated that they were exposed to some form of risk in their
workplace. The result revealed that workers have been exposed to tough, hazardous, and stressful working conditions, with unfavourable consequences for their well-being (either physical or psychological). There were many additional factors i.e. comradeship, autonomy, and personal development that, on average, workers were quite satisfied with these factors.

**Kaur Daljeet (2010)** has studied the Quality of Work Life in branches of ICICI Bank Ltd in Chandigarh and to know the satisfaction level of employees of ICICI Bank Ltd. To achieve the objectives of the study personal interviews were done to get questionnaires filled. The questionnaire was structured with open ended and close ended questions. The findings of the study suggest that employees of ICICI Bank Ltd in Chandigarh Region were happy with working conditions of bank. They felt safe and secure in bank. They thought that Bank should start their own transport facilities for the staff. However, the dissatisfaction among them was with regard to the less growth opportunities. They were not provided with extra care like health camps etc. They were not happy with the way performance appraisal was done and felt that their management was not flexible with its social responsibilities and hence they were less satisfied with their jobs.

**Chaturvedi Vijit (2010)** has examined the job satisfaction factors like compensation structure, training and development, supervision, communication, nature of work, affective commitment for employees in hotel industry in Delhi National Capital Region (NCR). For the study convenient sample size of 150 was determined. This study determined the most preferred dimension that leads to job satisfaction in the organisation scenario. This study identified the impact of affective/emotional commitment on job satisfaction of employees. The data was collected from both sources –primary and secondary. Survey method was used to collect primary data from selected categorised hotels in NCR. Secondary data was collected with the help of magazines, books, journals, and websites. The data was analysed using SPSS. Different statistical tools like percentage analysis, chi-square test, correlation, ANOVA, and cross tabulation were used. The findings of the study suggest that all the selected factors namely compensation structure, training and development, communication, nature of work, supervision, and affective commitment were associated and affect job satisfaction. Employees were the most
satisfied with the type of communication channels practiced in the organisation and there was clarity in giving directions and instructions and also top to bottom, and bottom to top communication was quite transparent which helped in building good rapport and effective working. The findings also suggest that there was a significant association between various selected variables and job satisfaction. Emotional or affective commitment was also significantly associated with job satisfaction.

**Ghalawat Suman and Dahiya Promila (2010)** have studied the impact of work life balance on employees professional and personal life and the perception of employees regarding most critical factor related to work life balance. A sample of 50 employees from top, middle and lower level has been taken from 15 banks and insurance companies from Sirsa. The study concluded that work life balance have good impact on employee’s professional and personal life. The most critical factors related to work life balance are viz. multi roles, long working hours, peers pressure, headcount reduction measures etc. Most of the respondents agreed that work life balance policies were applied in the same way at every level of management and all employees treated in the same way when using organisation’s work balance policies. The study concluded that the most of the respondents agreed about the concept of flexible working from home occasionally and organisation provided equal access to promotion, training and development by providing encouragement and assistance with family responsibilities. The organisation gave same level to work life balance policies to male and female employees.

**Gupta Meenakshi Dr. and Ms. Parul Sharma (2011)** have studied the quality of work life of employees in telecom sector. The study has analyzed the factors determining the satisfaction with the quality of work life in organisation. A sample of 200 employees has been taken of the employees working in BSNL in Jammu region. All these employees were grouped into different categories as: Sub Divisional Engineer and Junior Telecom Officer, Telecom Telegraph Assistant, Telecom Mechanic Line man, Regular Mazdoor, General Senior Telecom Office Assistant and Phone Senior Telecom Office Assistant. The result showed that there was a high level of satisfaction among the employees regarding the quality of work life. All the factors of quality of work life were positively correlated with the quality of work life in BSNL.
Subramaniam and Saravanam (2012) have studied the factors influencing on quality of work life in banks. The study has been conducted in Coimbatore city of Tamilnadu. The sample size was 100 and it has been collected from 23 branch networks of public and private sector commercial banks. A structured questionnaire has been administered to collect data. The study laid focus on the factors influencing quality of work life, socio-economic background of respondents, and expectations of employees in workplace. Simple percentage analysis, factor analysis, and chi-square used to draw analysis and inference of the study. The study concluded that the employees were facing poor life quality in the work place. The result showed that personal anticipatory is the most important expectation of the employees that includes the variables i.e. salary, allowances, perquisites, gratuity, pension, bonus, provident fund, leave encashment, compensation, increment, advanced salary and medical & welfare services. The second most important factor i.e. motivational insights followed by the factors i.e. job freedom, quality on work place, quality on branch operations, and quality on working conditions.

Sinha Chandanshu (2012) has explored the factors of quality of working life experiences in organisations. The study focused on 100 employees holding middle managerial positions in various organisations. The factor analysis of the component “quality of working-life experiences” led to the extraction of three factors from various organisations. The three emerging factors were relationship-subsistence orientation, self-deterministic, and systematic orientation. The result indicated that these factors have substantial roles to play in satiating the needs of the employees.

R. Indusmathy and Kamalraj S. (2012) have studied the Quality of Work Life among workers of Textile Industry in Tirupur District- A Textile Hub. A sample of 60 workers has been taken for the study. Structured Interview schedule was used for primary data collection. The result showed that workers were most satisfied with work environment and safety measures in the organisation. Workers were not much satisfied with the relation and cooperation with co-workers and job security. The workers were least satisfied with their salary in the organisation.
Sandhu and Prabhakar (2012) have studied the various factors that influence the quality of work life in the Indian banking industry. Data was conveniently collected from 235 professionals working in the banking industry. Exploratory factor analysis revealed five factors which significantly influence the quality of work life: remuneration, opportunities for personal growth, supportive leadership and structures, work environment, and work life balance. The result showed that remuneration was the most important determinant of quality of work life. After a handsome remuneration, the bank employees in India seek opportunities for personal growth. The findings of the study also suggested that good quality of leadership and streamlined organisational structure was an important determinant of quality of work life. Good work environment and balance between personal and work life were also improved the quality of work life.

Kang Singh Lakhwinder and Deepak (2013) have identified the various determinants of Quality of Work Life (QWL) and the level of QWL among the veterinary doctors of Punjab. The factor analysis of 45 variables yielded 13 job characteristics of which ‘Monetary Consideration’, ‘Social Relations at Work’, ‘Constitutionalism at Work’, ‘Pride in Job’, ‘Facilitation of Current Performance and Future Growth’, ‘Security and Safety’, ‘Fair and Unbiased Attitude of Top Officials’, ‘Space and Infrastructure’, Diagnostic Facilities and Staff’, and ‘Reporting’ have been found associated positively and significantly with QWL. ‘Nature of Job’ has been found negatively and significantly related with QWL, where as ‘Innovative and Challenging Job’ and ‘Less Educated and Ignorant Clients’ have not been found linked with QWL. The respondents were found to experience moderate to high levels of QWL.

Vijaimadhavan and Raju Venkatarama (2013) have explored the correlation between QWL factors. A sample of 826 respondents has been collected from IT industry. The result depicted that employee relationship was positively correlated to all the factors of quality of work life. The relationship between management, employer, employee and peer has great impact in work life of an individual while doing work in IT industry.
2.2 REVIEW RELATED TO DEMOGRAPHIC FACTORS INFLUENCING QUALITY OF WORK LIFE

The level of QWL deviates among employees. Various demographic variables like age, gender, income, marital status, etc. may influence it. A review of different studies which have depicted the influence of different demographic variables on employee’s perceived level of QWL is explained in this section.

Kanagalakshmi et al. (2003) have examined the relationship of work related factors and demographic factors with the perception of quality of work & quality of life. This study covered textile industries located at Tirunelveli. The work related factors have been combined in six categories: working environment, welfare measures, safety measures, supervision, participation in decision making, and intercommunication. A sample of 210 workers has been taken from five textile manufacturing industries. Results showed that age of respondents, education, income, and the perceived level of quality of work life associated “holds good”. There were no close relationship between the variables of experience, family size, and wealth position, and the level of perception on quality of work life. This study showed that the workers of manufacturing industries have significant relationship with the work related factors of working environment, welfare measures, safety measures, supervision measures, participation in decision making, and intercommunication.

Rose et al. (2006) have studied Quality of Work Life in relation to career related dimensions. The sample consists of 475 managers from the free trade zones in Malaysia for both multinational corporations and small medium industries. This study employed the survey method. A ten-point scale with 1 being “strongly disagree” and 10 being “strongly agree” was used. The study found that marital status, age, income, education, total tenure years of employment and tenure with current employer correlate positively with Quality of Work Life. This study found that as age increases, together with total tenure years of employment, the level of career satisfaction, and career achievement also increases. The respondents who worked in Multinational Corporations reported a slightly higher level of Quality of Work Life as compared to those working in Small and Medium Industries. The
higher income obtained by the respondents, the higher level of Quality of Work Life experienced by them.

However, the respondents have found least level of satisfaction with their career balance. The results showed that the respondents were satisfied with their achievement in their career progress but not in terms of career balance. Also, there was a significant difference in Quality of Work Life between married and singles. Those who were married and have children have a higher level of quality of work life as compared to singles.

Antle J.Beverly (2006) has explored a study on the work life of social workers in Ontario. A sample of 1114 social workers has been taken for the study. With the help of validated questionnaire, the information was collected. The finding of the study showed that the Ontario social workers were busier than ever having significant stress and working more unpaid time than ever before. In this study 63 percent of respondents were experiencing workplace stress. The experience of stress was depression frequent illness, skipping meals, and feeling rushed. Reasons for stress included a reduction in clerical support, demands for increased documentation, crisis situations, and a lack of cohesions on the team. The research has found that women experience stress differently than men.

Teacher support Network and British Council for School Environment Survey (2007) has studied the opinion of teachers on their school environment and the impact this has on teaching and learning and pupil behaviour of 530 respondents, 74 percent were female, 26 percent male, 54 percent taught in secondary, 37 percent taught in primary and 9 percent were from other establishment. The finding of the study indicated that 12 percent respondents considered that the design of their school building affects them adversely and 32 percent rated it as poor. A large number of respondents described working in classrooms was not comfortable. The rooms were freezing cold in winter and over heating in the summer. 23 percent teachers did not believe that their school provided the right level of safety and security for all users. 29 percent of respondents had confidence that their school provided the right level of safety and security.
Geetha V. et al. (2010) have studied quality of working life (QWL) and compared the predictors of QWL among employees in information technology (IT) jobs in five companies. The data has been gathered through questionnaires. 250 questionnaires have distributed to the respondents out of which 220 questionnaires were returned and analysed using SPSS version 16. The following quality of work life factors was examined: Job satisfaction, uncertainty and attrition, fatigue and tension. The following predictors of QWL have been studied: adequate and fair compensation, safe and healthy working conditions, opportunities for training and development, opportunities for career advancement, social integration, discrimination, welfare measures, and demographics viz. age, marital status, parental status and education. Data has analysed using descriptive statistics, chi-square test and regression analysis to test the formulated hypothesis. The result of the study showed that there was a positive and significant relationship between quality of work life and employees’ job satisfaction. Analysis showed that male workers were having high quality of work life than female workers in IT jobs. The study revealed that quality of work life increases with job satisfaction and decreases with Job Uncertainty, Attrition, Fatigue and Tension.

Hunjara et al. (2010) have examined the impact of various human resource management practices like job autonomy, team work environment, and leadership behaviour on job satisfaction. It investigated the major determinants of job satisfaction in Pakistani banking sector. The study further evaluated the level of difference in job satisfaction among male and female employees. The sample of the study consisted of 450 employees working in different banks of Rawalpindi, Islamabad, and Lahore. Primary data was collected through the questionnaire. Data was analyzed using independent sample t-test, correlation, and regression analysis. Findings of the study indicated that there was a positive relationship between job autonomy, leadership behaviour, and team work environment and job satisfaction. However, leadership and teamwork environment influence more than job autonomy on employees’ job satisfaction. The results also depicted a significant difference of level of job satisfaction between male and female employees.
Ganapathi R. and Bhaskar Padma (2011) have studied the level of QWL (quality of work life) among the employees of public sector banks in Coimbatore city. The study analysed the impact of demographic variable such as age, gender, level of income etc. on perceived level of QWL. The primary data was collected from 361 workers. With the help of a well structured questionnaire. The collected data were analyzed through simple percentage analysis and chi-square test. The study concluded that QWL among the employees of public sector banks in Coimbatore city can be termed as a good quality of work life. This study considered the factor that affect the QWL namely pay, benefits of the employees, job security, occupational stress, decision making, social integration and work and welfare. The result showed that association between carde of respondents and their handling of promotion method was not significant. The association age group of respondents and their job satisfaction was significant. The welfare factors were not coming up to the satisfaction of the employees. The result concluded that the association between the gender of respondents and their work with personal interest is not significant.

Narayanan R. and Zafar Syed M. Dr. (2011) have studied the factors which influence the job satisfaction among software professionals. The study has been conducted on software institutions located within the jurisdiction of IT Park, Chennai. Sample size of software professionals was 100. Primary data have been collected for the study. The researcher identified the major influencing factors i.e. sex of the employees, experience, treatment by superior work environment and emotional intelligence contribute to the employee’s job satisfaction. The result concluded that work environment, treatment by superiors and emotional intelligence are more or less equally contributing to the job satisfaction of the respondents. Emotional intelligence and number of years of experience of the employees of the software firm contribute significantly to the level of the job satisfaction. The level of job satisfaction was same and did not differ significantly for males and females working in the software industries. Emotional intelligence played a vital role in the level of job satisfaction of the employees of software industries.

Das and Tripathy (2011) have studied the quality of work life of municipal employees in Odisha. The study was based on an opinion survey of 380 employees of different age, sex, experience and grade taken from 40 urban local bodies, who
were selected on a random sampling method. The study revealed that the employees were not satisfied with the pay and remuneration, career growth, promotion and transfer policy, welfare measures, social security, participative decision-making system. They felt less privileged when they compared themselves with their counterparts in government and PSUs (public sector undertakings). Even the field workers and young employees were not happy with the recognition system. The temporary workers were quite unhappy with the conditions of work. The result indicates that the female employees were more dissatisfied than the male employees on the issues i.e. social recognition, participation in decision making. The findings of the study revealed that quality of work life of municipal employees need improvement in all aspects ranging from pay to recognition.

Shibu N.S. (2011) has studied the perceived job satisfaction of faculty members of different private universities of Tamilnadu. A sample of 120 faculty members was selected where 60 male and 60 female selected from different designations from 10 private engineering colleges. A structured closed-ended questionnaire was given to respondents for collecting opinion regarding job satisfaction. The study was found that faculty members were overall satisfied with their present condition, but the factors like –training facilities, and some physical facilities and distribution of courses needs more attention from management. The result showed that there was no significant difference between male and female faculty members regarding job satisfaction.

Tabassum et al. (2011) have examined the perception of quality of work life among the male and female bank employees in Bangladesh. Six local private commercial banks were considered for the study. Data was collected through questionnaire. The simple random sampling method was adopted for respondent selection. The study revealed significant differences in overall quality of work life of male and female employees and the significant difference between employees in the following factors of quality of work life namely adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations.
**Bharathi et al. (2011)** have studied the level of perception towards quality of work life (QWL) of college teachers. The universe of the study included 12 colleges located within the Tiruchirappali city limit and who were working during May 2008 – February 2009. A sample of 239 respondents was collected from the universe. The researcher used a standard questionnaire as a primary tool for data collection. The questionnaire focused on 16 dimensions as follows: Adequate and fair compensation, safe and healthy working conditions, opportunities for development, opportunities for growth and security, social integration, constitutionalism, work and working life, QWL feeling, curricular aspects, teaching – learning and extension, infrastructure and learning resources, student support and progression, organisation and management, and healthy practices. It consisted of 116 questions. The first part of questionnaire deals with socio-economic characteristics and the second part deals with various dimensions of quality of work life and quality of work life in teaching environment. The result showed that there was no significant difference between the male and female respondents regarding various dimensions of quality of work life total. There was also no significant difference has been accorded on the basis of various designations i.e. lecturer, senior lecturer, assistant professor, and professor regarding various dimensions of quality of work life. With regard to the overall quality of work life 59 percent of the respondents have high level of quality of work life and 41 percent of the respondents have low level of quality of work life. With regard to overall quality of work life in teaching environment 54.8 percent of the respondents have high level of quality of work life in teaching environment and 45.2 percent of the respondents have low level of quality of work life.

**Indumathi and Selvan (2013)** have exhibited the significant difference between male and female employees’ perception over QWL in the Information Technology Companies. The result showed that there is no significant difference found between male and female employees’ perception on QWL except the factors of Work –Life Balance, Job Security, and Management Policies. The null hypothesis is rejected at 5 percent level of significant in the QWL factors of Stress, Social Integration and Communication. It has concluded from the study that the female employees’ perception on Stress, Social Integration, and Communication are more
unfavourable than the male employees. Regarding the remaining factors of Work Life Balance, Job Security, and Management Policies, the male employees have obtained more dissatisfaction than the female employees in Information Technology Companies.

2.3 LITERATURE REVIEW RELATED TO FACTORS INHERENT IN JOB INFLUENCING QUALITY OF WORK LIFE

Numerous factors implicit in job like nature of work, region / location of organisation, size of organisation, ownership pattern of the organisation etc. may influence on perceived level of QWL. Reviews of different studies which have explored the influence of different factors inherent in job on employees’ QWL are presented in this section.

Ghosh Subratesh (1992) has studied the quality of working life in two Indian organisations – one manufacturing organisation selected from the private sector (Tata Engineering and Locomotive Co. Ltd) and one bank selected from public sector (Canara Bank). TELCO has multifaceted employee-welfare/benefit scheme which have also substantially contributed to develop the commitment of employee and quality of work life. The benefits of TELCO like hospital, medicare after retirement, education allowance for self-development, school-subsidy for children, subsided transport for school-going children of employees, house building loans and a pension scheme have been provided to the employees. TECLO Workers were highly satisfied with their regular earnings, but the level of satisfaction with their incentive earnings was less, although described as “good”. The workplace was very good. Trade union representative and employees were highly satisfied with the working environment and safety arrangements. The quality of work life at TECLO has been assigned a grade “A”, on a 4 point grading scale which is equivalent to excellent as a whole. Quality of work life at Canara Bank including employee’s commitment to the organisation, their job-satisfaction and the working environment were found satisfactory. The Bank has active and well-functioning Quality circles in some of its branches. The Canara Bank has well-defined promotion policy, recruitment policy, and disciplinary procedure and transfer policy. It has an active
system of union management interaction to handle the employee’s interest-related problem, including salary and wages, incentives etc.

Kapur Deepa (1994) has studied the quality of work life in public-sector unit of automobile manufacturing industry operating with Japanese Collaboration. A sample of 200 employees of which 100(supervisor) and 100 (middle manager) has been taken for the study. The result showed that middle level managers have scored higher on economic benefits, physical working conditions, career orientation, union-management relationship, self-respect, employee commitment, general life satisfaction and organisational climate. Supervisors scored significantly higher on dimensions of advancement on merit, effect on personal life, supervisory relations and control, influence and participation.

Jain Sangeeta (1995) have studied the quality of work life of Indian industrial workers and explored the relevant dimension of QWL. The study was a case study of private sector industry engaged in manufacturing soft drinks having total strength of 644 employees. Eight department of the industry (Shipping, Security, Sales, Carpentry, Painting, Plant, Stores, and Administration) and three levels of workers viz., skilled, semi-skilled and unskilled workers have taken for the study. Results showed that skilled workers of security department and semi-skilled workers of painting department were found to have low perception of safe and healthy working condition. Low level perception of immediate opportunity to develop human capacity was found. Workers of painting and security department obtained low scores on opportunity for continued growth and security and social relevance of working life.

Hossian and Islam (1999) have studied the overall quality of work life (QWL) and job satisfaction and performance of the government hospital nurses in Bangladesh. A total number of 63 nurses were selected from three government hospitals on a stratified random sampling basis. The findings of the study revealed that the respondents’ perception of QWL and job satisfaction differ according to size of organisation and time of shifts. QWL and job satisfaction scores of the nurses of small hospitals were significantly higher than those of the nurses of large hospitals. Perception of QWL and job satisfaction was significantly higher among the nurses
of morning shift than the nurses of night shift. The results indicated that there were
significant positive correlations between age and experience, age and income,
experience and income, QWL and job satisfaction, job satisfaction and performance,
QWL and performance. The results revealed that it was QWL which had the highest
correlation to performance followed by job satisfaction and income respectively.

**Hoque Ekramul M. and Rahman Alinoor (1999)** have studied the Quality of Working Life of industrial workers according to the nature of the organisations (public and private) and to measure whether there was any significant relationship among Quality of Working Life, job behaviour (i.e. performance, absence, and accident) and demographic variables i.e. age, education, experience, and income of the workers. The sample of the study consisted of 100 workers of whom 50 were taken from private sector textile mill and rest from a public sector textile mill situated at Tongi near Dhaka, Bangladesh. The result of the study revealed that there was significant difference between the workers of private and public sectors with respect to their perceptions of Quality of Working Life. The workers of private sector perceived significantly higher Quality of Working Life than their counterparts in the public sector. Mean scores of Quality of Working life of the younger workers (up to 33 years of age) and older workers (34 years and above) were compared. The comparison indicated that there was no significant difference between the two groups of workers with respect to their perceived Quality of Working Life. There was no significant difference was found between the low and high educated groups of workers with respect to their perceived Quality of Working Life. Similarly, there was no significant difference in the Quality of Working Life perceptive of low and high experienced groups. Result presented that there was positive correlation between Quality of Working life and performance of workers. Quality of Working Life was also found to have significant negative correlations with absence and accidents of the respondents. It further showed that there was significant positive correlation between accident and absence records of the workers.

**Hossain Mosharraf Md. (2000)** has studied the satisfaction level of commercial bank employees. A total number of 440 commercial bank employees from public sectors (Sonali Bank and Agrani Bank) and private sectors (The City Bank Ltd. and National Bank Ltd.) were selected as sample for the study. The
executives and non-executives were selected on a random basis from Dhaka and Khulana Divisions of Bangladesh as a sample for the present study. A structured questionnaire was used to collect the data through field study. The results suggested that the perception of job satisfaction of the subjects differed according to types of organisations (public and private) on the one hand and according to levels of employees (executives and non-executives) on the other hand. The job satisfaction scores of public sector bank employees were higher than the private sector bank employees and the job satisfaction scores of the executives were higher than the non executives. The propensity to quit the job was significantly higher among the private sector bank employees than the public sector bank employees. There was no significant difference in perception of job stress according to types of organisation and levels of employees. There were significant positive correlations between experience and job satisfaction, and experience and performance. However, there were significant negative correlations between experience and income, and experience and propensity to quit the job. There were significant positive correlations between education and income, and education and performance. There was significant positive correlation between job satisfaction and performance but there were significant negative correlations between job satisfaction and stress, and job satisfaction and propensity to quit the job. There was significant negative correlation between job stress and performance. The result also revealed that private sector bank employees were more dissatisfied with job security than the public sector bank employees. On the other hand, public sector bank employees were more dissatisfied with their working conditions and lack of incentive bonus than their counterparts in private sector.

Rainaye (2005) has examined quality of work life in commercial banks viz. State Bank of India (SBI) and Jammu and Kashmir Bank (JKB). This study evaluated the perception of employees of two cadres of both the banks. For this purpose, 18 independent variables were classified into four factors: working environment factor, relational factor, job factor, and financial factor. Using stratified random sampling method, sample size for the study was restricted to 200 cashier-clerks and 100 managerial personnel from each bank. The study found out that employees of both banks showed maximum satisfaction with welfare measures,
followed by physical working conditions, and respect for the individual. In SBI jobs were relatively stress free than JKB. Regarding relational factor, study found that work-group relations, relation with supervisors, and confidence in management were fairly cordial. Union-management relations were far from cordial in both banks. In the job factor the scores indicated that employees of both banks were loyal, committed and concerned about the future of their banks, but all these adversely affect their personal lives and poor mean scores received from employees of both banks on employee involvement & influence implied that employees were rarely involved in decisions which directly affect their work. JKB management respondents seem to be highly satisfied with salary and other income protection measures. However, the clerical respondents of both banks are not satisfied with salary and other income protection measures. Employees of both the groups of JKB perceived that they were rarely making progress in the achievement of their career goals.

Katuwal and Randhawa (2007) have studied the job satisfaction of workers in public and private sectors textile factories in Nepal. This study measured the overall job satisfaction of textile workers. Data was collected from a sample of 372 workers (238 from public sector and134 from private sector respectively. The satisfactions of workers on various facets of the job like autonomy, duration of work wages, job security, job interest, personnel policies, promotional chances, chance of ability utilization, recognition of good work, chances of training and development, participatory management, supervision, behaviour of management, behaviour of friends (co-workers), physical working conditions and welfare facilities has been measured.

The findings of the study indicated that the textile workers in Nepal have a high dissatisfaction with the facets of job, especially the facets that involve monetary expenditure of the organisation, behavioural aspects of management and employment policy of the organisation. The findings of the study concluded that the textile factories under the study did not adequately provide such economic facilities and benefits to workers. It can also be concluded that workers were not assured of the benevolent behaviour of the management.
Both public and private sector textile workers were similar in their perceptions and showed a negative leaning towards the facets of the job. The public sector textile workers were found to be statistically more satisfied than their counterparts in terms of personnel policies, style of management-participatory, behaviour of management, and welfare facilities in the factories. The private sector textile workers were found more satisfied than the public sector textile workers in terms of duration of work, wage, job security, and training and development. Both groups of workers have shown similar attitudes towards job facets, namely, autonomy in work, job interest, promotion, ability utilisation, recognition, supervision style, behaviour of friends, and physical facilities available in the working place. On the average, a perusal of data revealed that monetary benefits, employment policies and behaviour or treatment to be given by management to the workers were the issues where the textile workers become dissatisfied.

Joshi J. Rama (2007) has examined the issue of representation of legitimate interests of women workers in its entirely and make suggestions to help the policy makers to improve the quality of work life of women workers. The study was carried out in the services and manufacturing (public) sectors, more specifically in Banking, Insurance, PSUs (public sector undertakings) and hospitals. The data for the study were collected through primary and secondary methods. Interview guides and semi-structured questionnaires were prepared for intensive interviews with a cross section of union officials, managers/senior officials etc. The result showed that perception of overall quality of work life conditions in the bank was comparatively lowest in spite of the fact that the union had been very strong in the banks. Similarly, the nurses union had also been very active, but their perceptions of the overall quality of work life conditions in hospitals were comparatively lower. Perhaps, working at odd hours and in shifts an inherent constraint in the hospital situation contributed to their comparatively lower assessment of overall quality of work life conditions. It was concluded from the study that in PSUs that women’s assessment of quality of work life conditions was most positive.

Tangchuang et al. (2008) have examined the quality of working life in an electronic factory. The sample of 251 workers was classified into two levels: 200 operators and 51 supervisors, engineers and middle management. Structured
interviews were employed for data collection. The factors viz. payment, hours of work, security of employment, and health at workplace and work satisfaction were taken to find out quality of work life. Operators were dissatisfied with income which they considered insufficient due to insufficient working hours which reduced their income, insufficient overtime having same negative impact on income, and frequent factory shut downs which again reduced their income. Operators were satisfied with safety at work and good working atmosphere (relation between supervisor and operators). The operators felt that three main weaknesses of the company were overtime, less work security and lower income than other companies.

Shrivastva et al. (2009) have examined the job satisfaction level of public sector and private sector banks in India. The sample consisted of 340 bank employees from banks of both sectors. This study used independent samples t-test and qualitative analysis to study the differences in employees’ attitudes. Job Diagnostic Survey by Hackman and Oldham (1975) was used to ascertain the level of job satisfaction. Results indicated that the mean scores of public sector bank and private sector banks were significantly different from each other. It was found that private sector bank employees perceived greater satisfaction with pay, social, and growth aspects of job as compared to public sector bank employees. On the other hand, public sector bank employees expressed greater satisfaction with job security as compared to private sector bank employees.

Connel Julia Dr. et al. (2009) have studied how the Quality of Work Life varies between the Australian call centers of two types. One was an ‘in-house’ public sector call center (Govtcall) and the other was an ‘outsourced’ private sector call center (Sales plus). A qualitative case study methodology was considered the most appropriate for examining the Quality of Work Life. Three Quality of Work Life factors were reported: job content, working hours, work-life balance, and managerial/ supervisory style and strategies. The in-house, public sector call center Govtcall was found as being inferior in terms of job content, working hours, and managerial/ supervisory style and strategies.
Sharma Hemant and Sharma S.K. (2010) have studied the perception of employees of Haryana Power Generation Corporation Limited (HPGCL) and Haryana Vidyut Prasaran Nigam limited (HVPNL) on quality of work life (QWL). The study included a pool of 51 items to exemplify the concept of QWL. A sample of 300 employees was chosen using non-probability purposive sampling technique. QWL attributes on a 7-point Likert type scale of significance with 1-being strongly agree and 7-being strongly disagree. Exploratory factor analysis using principle component with varimax rotation was carried out to identify the factors of quality of work life. According to attributes with higher factors loading, these factors were named such as Organisational Perspectives (OPS), Satisfaction Dimensions (SDS), Motivating Dimensions (MDS), Environmental Dimensions (EDS), Consciousness and Dedication (C&D) and miscellaneous factor. The findings of the study portray that the most significant component of quality of work life was employee’s satisfaction (SD). Therefore, this factor should be taken at priority by management of utilities to enhance the quality of work life of the employee. Organisational Perspectives (OPS) including variables such as challenges in job, employee’s gains etc. turned out to be the second important component of quality of work life. Motivating dimensions (MDS) and Environmental dimensions (EDS) occupied the third and fourth places respectively according to their significance in improving the QWL of employees. Employees’ consciousness and dedications towards the job also emerged as one of the important factors responsible to enhance the quality of work life.

Anbarasan et al. (2010) have studied the components of perceived Quality of Working Life relevant to cultural and organisational context of sales people. This study explored the difference in reporting of perceived Quality of Work Life with reference to the organisational context across four sectors viz. pharmaceuticals, insurance, banking, and finance. The survey was done using a self-designed and validated questionnaire. Data was collected from 116 sales persons from selected four sectors by non probability convenience sampling in the areas of Andheri, Sakinaka, Powai, Hiranandhani, Thane and Nariman point in Mumbai. The study concluded that there was a significant difference in the perceived quality of working life among sales representative of banking, Insurance, Pharmaceuticals and Finance...
sectors. Employee Satisfaction and Continuance (ESC) was identified as the only sub-scale that contributed to this significant difference in the perceived quality of working life among the selected sectors. Where as the other sub-scales like Perceived Job Motivators (PJM), Job Awareness and Commitment (JAC), Unconducive Work Environment (UWE), and Perceived Organisational Culture (POC) reported no significant difference in the perceived quality of working life across the sectors. Therefore, it was explicit that the difference in the perceptions on quality of working life of the employees was mainly based on their satisfaction and intention to continue in their respective companies. As per study, sales representatives in Finance sectors have lower employee satisfaction and high turnover intention due to their unconducive work environment.

Nair and Menon (2010) have studied the quality of work life of nurses working in the private sector and public sector. The dimensions viz., compensation, job security, physical environment, opportunity to use human capacity, human relations, participation in decision making, grievance handling, work and total life space, and image of organisation have been taken for this study. A sample of 280 nurses has been taken. This study concluded that quality of working life of senior and junior nurses employed in hospitals in the private sector and hospitals in public sector. The results suggested that quality of work life significantly higher among nurses employed in the private sector as compared to nurses employed in public sector. Quality of work life significantly higher among nurses employed at senior level as compared to nurses employed at junior level.

Dewan Rakhee (2010) has examined the quality of work life among doctors, nurses, and paramedical staff in relation to their age, gender and experience in the hospitals. The objective of the study was to compare the perception of quality of work life between doctors, nurses and paramedical staff in private and government hospitals. For the purpose of the study 18 variables were classified into four factors: Job factor, Working Environment factor, Relationship factor, and Financial factor. The sample size consisted of 305 respondents. The result showed that the perception of doctors of government and private hospitals was not significantly different regarding the dimensions viz. employee concern towards their work, job security, promotion and advancement, job development, job impact on personal lives and
employee involvement. The perception of nurses of government and private hospitals was significantly different regarding employee commitment, promotion and advancement, job development and employee motivation. The results also depicted that the perception of paramedical staff of government and private hospitals have been found significantly different regarding the dimensions of quality of work life i.e. job development and job impact on personal life.

**Tabassum et al. (2011)** have examined the differences in the employee perception of quality of work life in local private and foreign commercial banks in Bangladesh. The study investigated the factors which effect overall perception of quality of work life of employees. Data has been collected through questionnaire. The sample consisted of 100 respondents, 50 from local private bank employees and 50 from foreign private commercial banks. The study concluded that a significant that a significant difference between the local private and foreign commercial bank’s employees perception over quality of work life regarding the factors of quality of work life i.e. adequate and fair compensation, flexible work schedule and job assignment, attention to job design, and employee relations.

**Das and Gope (2013)** have identified the prominent variables of working environment factor of QWL influencing effective motivation. The study was descriptive in nature of sample size of 360 distributed among Private and Cooperative Sugar Mills employees in U.P. The result showed that private mill employees have a better QWL than Cooperative Sugar Mills. The response of private mills employees significantly varies from that of Cooperative employees for the dimensions of working environment construct of QWL viz. safety measures, health facilities, employee welfare facilities, standard of welfare facilities, supervisor interference, and job stress.

### 2.4 REVIEW OF LITERATURE REGARDING RELATIONSHIP BETWEEN QWL, JOB SATISFACTION, AND ORGANISATIONAL COMMITMENT

**Ganayudam J. and Dharmasiri Ajantha (2007)** have examined the relationship between quality of work life and organisational commitment. The study investigated the relationship between human resource development climate (HRDC)
and Organisational commitment prevailing in the Apparel Industry of Sri Lanka. The result explained that quality of work life prevailing in the apparel industry of Sri Lanka positively influences organisational commitment. The result also stated that HRDC prevailing in the industry moderates the relationship between quality of work life and organisational commitment.

Bashir and Ramay (2008) have examined the relationship between career opportunities, work life policies, job characteristics and organisational of informational technology professionals in Pakistan. The result showed that career opportunities and work life policies in IT professionals were significantly correlated with organisational commitment, while job characteristics did not determine their organisational commitment.

Srivastava, A.K. (2008) has examined the effect of two constituents of work environment (i.e. physical and psychosocial) on employees’ jobs satisfaction performance and organisational effectiveness. A sample of 360 personnel was randomly selected from four industrial organisations. The participants all males, were in age range of 28 to 50 years, having work experience from 8 to 24 years. The results specified that physico-legal as well as psycho-social environment of work organisations extend significant effect on job satisfaction and job performance of its members and also on effectiveness of the organisation perceived by the employees. The results also specified that among other components of work environment, working conditions, welfare provisions, interpersonal relations, and trust and support prevailing in work organisations play dominant role in determining the level of employees’ job satisfaction and performance, and the extent of organisational effectiveness. The result also described that psycho-social environment, in comparison to physical environment of work place; exert greater impact on employees’ job behaviour and organisational effectiveness.

Normala and Daud (2010) have investigated the relationship between quality of work life and organisational commitment amongst employees in Malaysian Firms. The study also determined the extent of quality of work life of employees in Malaysian scenario. A random sample of 500 employees in the supervisory and executives levels has taken for study. The result showed that
participation, social integration, growth and development, supervision, and pay and benefits were positive relationship between with affective commitment, normative commitment, continuance commitment (alternatives) and continuance commitment (costs).

**Jothi R. Dr. et al. (2011)** have examined the overall Quality of Work Life (QWL) and job satisfaction of textile workers in Tamilnadu. The target group for this study was the textile mills in Virudhnagar district were categorized into three groups namely Ginning Mills, Spinning Mills, and Weaving Mills. Out of total 332 textile mills, 85 (Ginning), 176(Spinning), and 71(Weaving) categorized respectively. The data was gathered through questionnaires. For the purpose of analysis, a total of 300 sample workers were randomly selected from three categories by adopting stratified random sampling method. The findings of the study revealed that there was a positive correlation between job variables and level of quality of work life of workers in textile mills. The significant result suggested that the respondent’s perception of quality of work life (QWL) differ according to different level and time of shifts. There was a significant positive correlation between age and experience, age and income, experience and income, quality of work life and job satisfaction and performance, and quality of work life and performance. The study revealed that it was Quality of Work Life which had the highest contribution to performance followed by job satisfaction and income respectively.

**Tabassum (2012)** has studied the quality of work life in the private universities of Bangladesh. The dimension of quality of work life and their relationship with job satisfaction has been studied. A sample of 72 full –time faculty members from the 11 private universities have been taken for the study. A structured questionnaire is designed with 5-point Likert-scale. The correlation analysis revealed that all the dimensions of quality of work life were positively correlated with job satisfaction of faculty members, which indicated that enhancement in the dimensions of quality of work life, can lead to increased amount of job satisfaction in the private universities of Bangladesh.
Birjandi Masoud et. al (2013) have determined the relationship between the quality of work life and organisational commitment of employees of Darab cement company. The dimensions of quality of work life (fair and sufficient payment, secure and sanitary working environment, supplying growth opportunity and continuous security, law of observance in organisation, social attachment of working life, general atmosphere of work life, social union and integrity in work and development of human capabilities) have been taken for the study. A sample of 256 employees has selected through hierarchical random sampling in proportion with society volume. The result showed that there was positive relationship between quality of work life and organisational commitment of employees.

Permarupan Yukthamarani P. et.al (2013) have studied the relationship between quality of work life and employees’ job involvement and affective commitment among the employees of the public and private sector organisations in Malaysia. A sample of 334 middle management level employees was selected for the study. Quality of work life was measured with five dimensions i.e. fair and appropriate salary, working conditions, capacities at work, opportunities at work and organisation climate. The result indicated that working conditions, opportunities at work and organisation climate had a relatively higher impact on job involvement and affective commitment.

Farjad and Varnous (2013) have determined the relationship between quality of work life and organisational commitment. The random stratified sampling method was used in Communications and Infrastructure Company. Friedman Test was used to rank the components. The findings of the research showed that there was significant relationship between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and organisational commitment.

Sajjad and Abbasi (2013) have investigated the relationship between qualities of work life with organisational commitment amongst the customs employees of Iran/ Guilan province. A sample of 196 employees has taken for study.
The result proved that there was a positive relationship between the quality of work life and its dimensions including safe and healthy environment, development of human capabilities, constitutionalism, social integration and total life space with the organisational commitment. On the other hand there was no meaningful relationship between adequate and fair compensation, growth and security and social integration with organisational commitment.

**Nia and Maleki (2013)** have studied the relationship between quality of work life and organisational commitment of faculty members at Islamic Azad University. A sample of 87 faculty members of Bojnord Islamic Azad University on random stratified sampling has taken for the study. The result indicated that there was positive and significant relationship between quality of work life and organisational commitment.

### 2.5 CONCLUSION

The literature analysis brings out that many factors have been studied by various authors in their research work. Out of pay and compensation, health and safety, training and development, and work and total life space have been exhibited by majority of studies (Working Conditions and Quality of Life in Spanish Workplace, 2007), (Hunjara et.al, 2010), (Chaturvedi Vijit, 2010), (Sandhu and Prabhakar, 2012), and (Kang Singh Lakhwinder and Deepak, 2013). Grievance Handling Procedure and Social Responsibility of the Organisation have not been studied in these past researches.

Majority of studies have found that as the age of a person grows, he gets more satisfaction towards QWL. Kangalakshmi et.al (2003), Rose et.al(2006), and Ganpathi and Bhaskar (2011) supports such a relationship between age and perception level of QWL. Different studies concerning effect of job experience on the QWL. Numerous studies have found that years-in-service is the major variable that affects the QWL. Many studies has exhibited that the gender has an effect on perceived level of QWL. There was found significant difference between male and female employees working in different organisations regarding various dimensions of QWL. Some studies concluded that the female respondents were more dissatisfied with the social integration in the work place, stress level, communication, flexible
work schedule, and attention to job design (Geetha V. et.al, 2010), (Das and Tripathy, 2011), (Shibu N.S., 2011), and (Indumathi and Selven, 2013). These studies concluded that the female respondents feel more fatigue and uncertainty & attrition in their workplace due to the reason that they have the more family burden. A few research studies have found that married people were more satisfied with their QWL than the unmarried counterparts. Rose et.al (2006) found that the married people were positively correlated with QWL. It can be said on the basis of review that the education and QWL have also significant relationship. The impact of educational qualification on perceived level of QWL “holds good”.

A very important perspective was derived from the literature review that ownership pattern of the organisation, type of job, location of the organisation, and size of the organisation definitely impact upon the QWL. The people have the perception on QWL varies according to the ownership pattern of the organisation. Numerous studies revealed that QWL was significantly higher among people of private sector than their counterparts in public sector. But, one of the factor of QWL viz. ‘Job Security’ have found significantly higher in the public sector organisations than the private sector organisations. The employees of private sector organisations were highly dissatisfied with the job security (Hossain Mosharraf Md., 2000), (Shrivastava and Purang, 2009).

Different studies concerning effect of size of organisation on perceived level of QWL have found that the employees of small organisation were highly satisfied with the QWL than the large organisations. Because in the small organisation, there is more possibility of workers know each other. This helps the process of increased communication and understanding among employees. It develops positive attitude towards work and work environment. Thus, QWL in the small organisations have better than the large organisations.

The relationship between QWL, Organisational Commitment, and Job satisfaction has been the subject of many studies. Some of them found positive correlation between QWL and Organisational Commitment. Some other studies have found that there was no meaningful relationship between adequate and fair compensation, growth & security, and social integration with organisational
commitment. The result of various studies also described that working conditions, opportunities at work, and organisational climate had a relatively higher impact on job involvement and affective commitment. As well as, job satisfaction is concerned most of the studies have found that there was positive correlation between job satisfaction and QWL. The various studies indicated that enhancement in the dimensions of QWL, can lead to increased amount of job satisfaction.

At the end of these reviews, QWL seems to be mixed bag. The bulk of the existing research has not been made in the context of banking organisations in India. Hence, the generalization of related findings from other industries or from other sectors is not necessarily appropriate. As banking industry plays vital role in Indian economy and today’s work environment is undergoing a major shifts; factors such as globalization, growing economies and improved technology are constantly presenting new challenges and creating new opportunities for people. With this present scenario, people’s perception regarding their jobs is also changing. In this competitive marketplace, the success of any organisation depends on its employees. Satisfied and committed employees are the most significant asset of any organisation, including banks. As the banking institutions are the backbone of a nation’s economy, the efficient management of human resources and maintenance of higher level of QWL affects the growth and performance of entire economy. So, it can be possible only when working employees find its workplace comfortable as per job requirement. In doing so, the banking organisations need to understand the attributes which affect the QWL with their services.

Therefore, the present study will try to find out the perception of employees regarding various dimensions of QWL in banking organisation. Further, the study will examine the impact of different ‘demographic and factor inherent in job’ on employees perceived level of QWL, and Organisational Commitment. The study also reveals the impact of QWL on the Job Satisfaction and Organisational Commitment.
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