CHAPTER 2

REVIEW OF LITERATURE

2.1  INTRODUCTION

The past studies relating to the problem focus of this research are reviewed and various findings therein are presented in this chapter. The review of literature is a crucial activity in research because it helps the researcher to get a broader and in-depth knowledge of the area of study and the problem he/she is going to probe. The researcher also gets an idea about the statistical tools used in the past researches by various researchers in the subject of study. The researcher also identifies the various means and ways of conducting a research and outcomes of such researches and their theoretical importance. The review of literature further helps the researcher to identify the gap(s) that exist in the area of study and one of such gaps will be eventually taken by the researcher for further investigation and analysis.

2.2  REVIEW OF LITERATURE ON QUALITY OF WORK LIFE (QWL)

Walton (1975) in his study entitled “Quality of working life: what is it?” contributed handful of work on the subject of QWL and he proposed eight conceptual categories relating to the QWL, which are:

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capabilities.
4. Opportunity for continual growth and security
5. Social integration in work organization.
6. Constitutionalism in the work organization (rights to privacy, free speech and equitability treatment and due process)
7. Work and total life space
8. Social relevance of work life.

Riece et al., (1980) in their study entitled “The Job Satisfaction/Life Satisfaction Relationship: A Review of Empirical Research” indicated that one’s level of job satisfaction can spillover and influence behaviors in other spheres of life, which in turn can impact general life satisfaction and the quality of work life affects job-related social psychological outcomes, as well as global social psychological outcomes.

Sekaran and Wagner (1980) in their study entitled “Sense of Competence”: “A Cross Cultural Analysis for Managerial Application” worked on sense of competence for white collar employees of USA and India. Results indicate that experienced meaningfulness of job was the most important contributor to a sense of competence for employees in both countries because sense of competence has been highly correlated with quality of work life.

Ahmed (1981) in their study entitled “Quality of Work Life: A need for Understanding” who done extensive study in this field, has observed that Indian workers prefer to find some positive actions from management side to accelerate the improvement of QWL programmes. He further commented that workers unions of India seem to have very little positive power for implementation. He suggests that it will really require a determined Workers/employees Union Management team committed to go through the entire QWL process.

Monga and Maggu (1981) in their study “QWL : A Study of Public Sector in India, ASCI” found that influence of QWL on the health of public sector organizations as such on members of such organizations. They concluded that
the QWL in the Indian Public Sector is poor and there exists a significant gap between what managers expect and what they have. They also point out that the nature of obstruction of QWL efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Thackray (1981) made a study “The Stress of Boredom and Monotony, A Consideration of the Evidence” relating to the effect of boredom and monotony on quality of work life. He found boredom and monotony produces adverse effect on quality of work life.

Bharadwaj (1982) in his study “Quality of Working Life Perspectives, Dreams and Realities” argued that the quality of working life movement offers India a value frame and a social technology of organisational change leading to task-effectiveness of micro-entities through utilisation and unfolding of the human potential. The values, concepts and methodologies of quality of work life have to be adopted by us to suit our needs, and our dream of an evolving society.

Mehta (1982) in his study entitled “Rising Aspirations, Quality of life and Work Organization” deals with the quality of work life from the point of view of workers and tries to match quality of work life to their changing attitudes and Maccoby (1984) in his study titled “Helping Labour and Management Setup Quality of Work Life Programme” extend the preview of quality of work life to Management people.

Rao (1985) conducted a study “A Study of the Quality of Work Life, Self-Concept Aspirations and Family Life of Working Women” to evaluate the difference between quality of working life of men and women employees doing comparable work. The result shows a significantly higher composite quality of working life score for men than for women employees. Men employees have significantly higher scores for opportunity to learn new skills, challenge in job
and discretionary element in work. Rao found that age and income had a positive impact on perceived quality of working life of women.

Rao and Rukmini (1986) conducted a study “A study of the Quality of Work Life, Self concept Aspirations and Family life of working Women” to evaluate the difference between quality of life among men and women employees doing comparable work. The result shows a significantly higher composite quality of work life score for men than for women employees. Men employees had significantly higher scores for opportunity to learn new skills, challenge in job and discretionary elements in work. Rao found that age and income had a positive impact on perceived quality of work life for women.

Rudrabasvaraj (1986) in his study titled “Cases in Human Resource Management” dealt several areas in Human Resource Management and concluded that there were numerous ways in which employee alienation manifested itself. It might be expressed by the positive withdrawal from work, turnover, absenteeism, tardiness, and in-attention while on the job, or might be expressed in the form of aggressiveness, sabotage, assault, gheraos, violence and other disruption in work routines. People might feel alienated, when their jobs ceased to provide satisfaction and when their jobs were chopped into several meaningless little lacks. People wanted to be involved and they wanted to have a say in all the affairs that affected them.

Gupta and Khandelwal (1988) explained by their study “QWL: Some Issues in the Indian Context” that a significant positive relationship between quality of work life and role efficiency. They also found that supervisory behavior is the most important dimension of the quality of work life.

Hiba (1988) in his study titled “Improving working conditions and productivity in the garment industry: An Action manual” mentioned that improving working conditions and productivity in garment industry could result in making its
small and medium-sized enterprises more competitive, efficient and safer and also extend better protection to women workers. His ILO publication shows how to take simple, effective, low cost action to raise productivity while improving conditions at work place. The technical topics covered include handling and storage of materials, lighting, work station and product design, safe and efficient machine operation, workplace layout, welfare facilities and work organization.

Sekaran (1989) in his study “Organizational Behavior” as of the view that the commonly measured indices of the QWL is the extent of employees job involvement or self-investment at work, their sense of competence, and job satisfaction or the satisfaction they derive from the various facets of their work such as from the nature of the job itself, the supervision, co-workers, pay, promotional opportunities, growth and development on the job, and other aspects of the work environment.

Bhabani (1989) in his work “Industrial Relation and Participative Management” on industrial relation and participative management provides detailed discussion on the concept of workers participation and experiences of participative management in selected countries including India. The study conducted in a leading public sector steel plant, offers a methodological scheme which can be adopted for future reference. The conclusions are based on the working of participative scheme at the unit level as well as on the global and Indian experience.

Manilal (1989) in a research study “Role of KSTC in Reviving Sick Textile Mills” mentioned that the operators, technicians and supervisors should be given sufficient training form time to time in order to cope with the changes in the technology and machinery and at the same time measures are to be adopted for reducing administrative overhead.
Elizur (1990) in his study “Quality circles and quality of work life” indicated that since a number of approaches have been taken to defining QWL, discrepancies exist in the use of the term. He pointed out that earlier QWL was seen in terms of availability of jobs, training and mobility, and job security and earnings. Then, QWL was perceived to include working conditions, equitable compensation and job opportunities while more recently, QWL was viewed as involving autonomy, accomplishment, challenge, personal responsibility, chances to make decisions and develop interests and abilities.

Hemavathi (1990) in her research study “Evaluation of Motivational Techniques for Managerial Development in Selected Public and Private Enterprises” gave a historical perspective of motivation in India through the ages from the Indus Valley Civilisation to the modern age. Motivation has been investigated from the stand point of Mahatma Gandhi, Karl Marx, Swami Vivekanandan, and Thiruvalluvar and special mention is made in the study. She suggested that a federal organisation is necessary for the co-operative sector for manpower planning and HRD with particular accent in streamlining recruitment and minimising deputationalists from the government. In this connection, the recommendations of all India Rural Credit Survey Committee (on Deputation) should be implemented. The researcher specifically mentions that job security is the chief motivator to the employees in the government and public sectors.

To Nadkarni (1990) in his study entitled “Workers Right to Participate” in all kinds of industrial and commercial enterprises, there were two worlds, namely (1) for the management and (2) for the employees. Hence, there could not be effective team work, or co-operative effort or democracy, unless this basic inequality was restructured. Therefore, the new structure in industry meant to ensure sharing in decision making process so that the employees, customers and suppliers could identify themselves with the goals, products, processes and the distribution of privileges, profits and earnings from which they were alienated.
Roschelle (1991) in his article “Influences on the Quality of work and non-work life: two decades in review” explains the most common assessment of QWL as the individual attitudes. This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace.

Mathew (1992) made a study “Personnel Management Practices in the Co-operative Sector in Kerala” on the personnel management practices in the co-operative sector in the Kerala state with the objective of assessing the extent of application of modern personnel management concepts in the co-operative organisations. He found that even though employees were fairly compensated, the level of their job satisfaction is only moderate. There existed scope for improving personnel management practices in areas such as recruitment and selection, training, co-operative education, employer-employee relations, employees participation in decision making, performance appraisal system, personnel research, professionalisation of management, communication system, strengthening of personnel department etc.

Naryan and Jha (1992) in their study “Quality of Work Life – Concepts and Process” stated that labour is human. Employees differ in mental abilities, emotional stabilities, institutions and sentiments. Quality of work life is a generic phrase that covers a person’s feeling about every dimension of work including economic rewards and benefits, safe and healthy working conditions, organisational and interpersonal relationship and its intrinsic meaning in a person’s life.

Jyothi Varma (1993) in his paper “Quality of Life and Quality of Work Life - an Indigenous Approach” stated that work experiences cannot be
segregated from total life experience because work is a means of seeking fulfillment in life. Life gains quality when day-to-day experience in different dimensions of life like work life, social life, personal life, spiritual life are meaningfully integrated with the totality of life experience. Normally, quality in the domain of life ought to be an indicator that there is quality in general.

Chakraborty (1994) in his study “Managerial Effectiveness and QWL Indian insights” found that compared the Walton’s list of eight major conceptual categories in terms of human needs and aspirations for the improvement of working life like adequate fair compensation, safe and healthy working conditions to sacrifice-Chitdha shuddhi, theory of work mentioned in Bhagavat Geeta, an old well known epic of India. He concludes that Indian approach towards the quality of work-life and work-ethic is founded on the premise that man has a spiritual-metaphysical dimension too to his personality, a dimension inherently superior to that of his economic, biological and social dimensions.

In the words of Bharat Wakhlu (1994) in his study titled “Total Quality Excellence through Organisation Wide Transformation” a management which takes interest in the welfare of its employees has already won their royalty. Arranging family picnics, meals and festivals, facilitate interaction among the management and employees and thus create a rapport among them. Planning for worker satisfaction begins with provision of sound basic facilities. Employees want a peaceful and tranquil environment so that they can give their best to the well being of the organisation.

Valmiria and Suzana (1995) mentioned the study “The Best Companies to work in Brazil and Quality of Work Life: Disjunctions between Theory and Practice” conducted by the Hay group in 1995 at Brazil among 4,000 employees all over the country and 130 organizations selected first stage, and employees are asked which company is best to work based on Quality of work life.
The Results revealed that out of the 30 companies short listed in the above 130 organizations conducted in the first stage, eight QWL factors like Fair compensation, Safe and Healthy working conditions, Opportunities to continued growth and security, Social integration, Constitutionalism, Work and total life space, Social relevance of work life are highlighted as most important factors to influence the best work place.

Pradeep Kumar (1995) in his study “Quality of Work Life in Small Scale Industries” studied QWL of selected SSI units in Thiruvananthapuram district and found no significant difference in the favourable and unfavourable attitudes among the workers in respect of overall QWL. But he found some attitudinal difference in this respect among different groups when workers are classified on the basis of industry, wage and skill. He concluded the work with the statement that the core of quality of work life concept is the value of treating the worker as a human being.

Thomas Bino (1995) stated in his study “Impact of Quality Circles – A Study with Reference to the Manufacturing Industries in Kerala” for the sustaining of quality circle activities the employees must come to believe that their support and participation will benefit themselves as well as the organisation. Employees should not feel that quality circle is just another management gimmick to ‘use’ them. They must be convinced that quality circle is a people-building philosophy rather than a people-using approach. Suggestions and recommendations as the work related problems flow upwards, in lieu of a top-down approach with instructions and directions flowing from the top downwards. Developing a positive organisational climate with minimum stress and strain is a sure way for improving productivity in any organisation. For the quality circle to be enduring, it should be an integral part of the total quality of work life in the organisation.
Yousuf (1996) in his paper titled “Evaluating the Quality of Working Life” mentioned that QWL is a generic phrase that covers a person’s feelings about every dimension of work including economic rewards, benefits, security, working conditions, organizational and interpersonal relations. In his view it can be said that QWL denotes all organizational inputs which aim at improving the employees’ satisfaction and enhancing organizational effectiveness.

Acharya (1997) in his study titled “Changing Concept of Labour and Management – A New Perspective” observes that as a first step towards proper treatment of labour, the term itself has been substituted by the term human resource, and efforts are being directed for the best utilisation of these precious resources by giving appropriate training, physical facilities and morale boosting, in the organisational interest, both the management and labour have to join hand and march ahead side by side. The human factors viz. the management and labour are, therefore, very much concerned perforce to review their respective stand and age-old policy.

Sperks et al., (1997) in their research “The efforts of hours of work on health: A meta analytical review” conducted their studies in Japan and found that there is a positively significant correlation between long hours of work and physiological and psychological ill health. The length of working hours also has implications for broader social welfare in those working hours and regimes have profound effect on family life.

Anitha, and Subha Rao (1998) in their study “Quality of Work Life in Commercial Banks” portrayed the quality of work life prevailing in commercial banks. They make a comparison of quality of work life in public sector and private sector banks and concluded that quality of work life in public sector and private sector banks differ in certain aspects like economic HRD aspect whereas they have the same degree of agreement in all other aspects of quality of work life.
Bond, et al., (1998) in their research “The National Study of Changing Work force” found that work conditions are closely linked to how employees feel about their personal lives. In particular, demanding jobs in an unsupportive environment can exacerbate personal problems, and jobs should have positive effects on worker’s personal lives, and also are predictive of job satisfaction, commitment, loyalty, performance and retention.

Decenzo and Robbins (1998) revealed in their book “Personnel/ Human Resource Management” that the procedure or policies that make work less routine and more rewarding which include autonomy, recognition, belonging, progress and development and external rewards are very important factors of multifaceted concept of Quality of Work Life.

Lau and May (1998) made a study titled “A Win-Win Paradigm for Quality of Work Life and Business Performance” provides empirical evidence that links elements of QWL and overall employee satisfaction to the overall financial performance of the firm. Consistent results of a positive relationship between QWL and business performance have been found in the 1994, 1998, and 1999 lists of the 100 best companies to work for in the United States when comparing to S&P (Standard and Poor) 500 companies.


May et al., (1999) in their paper “A longitudinal study of Quality of Work Life and Business performance” examined 146 American enterprises
during five years and found that, quite contrary to the layman’s opinion, companies that have a high quality of work life achieved better profitability and growth than those did not. In their longitudinal study they also found that thig QWL companies tend to attract highly talented employees and to become highly competitive. They concluded that financial performance cannot be sustained unless the non-financial underpinnings of employee satisfaction, innovation, productivity, product quality, customer service and customer satisfaction are measured and improved.

Wakhlu (1999) in his study “Managing from the Heart of Unfolding Spirit in People and Organisations” observed that, when value based management goes hand-in-hand helping people find and do, their most natural work spirit unfolds further in the organisation. He called it as ‘good work’. He added that ‘good work’ is working with a spirit of love and total commitment, making work, a constant challenging adventure rather than routine drudgery.

According to Zakhariya (1999) in his paper titled “Employees Perception of their Quality of Work Life, Apollo Tyres Ltd., Kalmassery” job inherent factors indicated that job security was uppermost in the minds of all employees irrespective of officers and workmen. Analysis of the factors influencing quality of work life reveals that factors like age, experience, educational qualification, etc. bear no relation to quality of work life. However, factors like job satisfaction and job perception in terms of suitability and challenges offered were directly related to quality of work life. This was more prominent in the case of workmen who may be attributed to the monotonous nature of jobs and lesser scope for promotion.

Applebaum, et al., (2000) in their research “Manufacturing Advantage: Why high Performance Work Systems Pay Off” found that surveyed more than 4000 employees in forty manufacturing facilities in steel, apparel and medical electronics industries. They found that the characteristics of the job and the
overall work environment have significant efforts on worker views of the extent to which companies help them balance work and family. Their results show that benefits and formal family friendly policies are not sufficient to lead to their perception.

According to Batra and Dangwal (2000) in their study titled “Human Resource Management New Strategies” there are two ways of viewing quality of work life. One way equates QWL with a set of objective organisational condition and practices (e.g., job enrichment, democratic supervision, employee involvement, and safe working conditions). The second way equates QWL with employees’ perceptions that they are safe, relatively well-satisfied, and are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met.

Ahammed (2000) in his study “A Study of the Effect of Motivational Factors on Employees Efficiency” relating to motivational factors of industrial employees observed that the industrial workers of Kerala posses medium level of efficiency. Similarly workers are moderately satisfied with the working conditions prevailing in the organisation. The efficiency level and satisfaction in the working condition vary from company to company. Level of satisfaction is inversely related to the length of service. Other background variables have no considerable influence in satisfaction. Further, the level of satisfaction depends upon different motivational factors for different companies. Also motivating factors vary with the antecedents of workers like age, caste, education, length of service etc. While immediate financial improvement gets the highest preference, other expectations like facilities at work site and medical facilities for family are also important for some companies.

Friedman and Greenhaus (2000) in their book titled “Work and family--Allies or enemies? What happens when business professionals confront life choices” analyzed emphasize to maintain work/life balance that working adults
learn to build networks of support at home, at work, and in the community. Conflict between work and family has real consequences and significantly affects quality of family life and career attainment of both men and women. The consequences for women may include serious constraints on career choices, limited opportunity for career advancement and success in their work role, and the need to choose between two apparent opposites--an active and satisfying career or marriage and children. Many men have to trade off personal and career values while they search for ways to make dual-career families work, often requiring them to embrace family roles that are far different, and more egalitarian, than those they learned as children.

Croppanzano and Wright (2001) in their paper titled “When a “ha y” workers is really a “productive” worker: A review and further refinement of the ha y-productive worker thesis” revised that the happy-productive worker thesis; there are some evidences that psychological well-being is positively correlated with individual performance, they found a positive correlation between psychological well-being and job performance of employees in service sectors.

Gangadhar and Madhar Keswani (2001) conducted a study “Changing Nature of Employment and Compensation” on the changing nature of employment and compensation. The study reveals that with today’s salaries, employees are reaching the level of hygiene on the monetary compensation front. The ability of monetary rewards to attract and retain has been reduced due to similar and better opportunities available in the market and marginal utility of money.

Lewchuk et al., (2001) in their report “Quality of working life in the automobile industry: A Canada – UK Comparative study” a case in the automobile industry, in which he highlighted the managers of these companies tried to convince employees under the cover of QWL program that the new lean management would improve their working conditions and increase their
participation in decision processes, in fact it limited employee control over their work and increased both workload and time pressures.

Jacob (2001) in his research work “Human Resource Management and Organisational Commitment – A Study of Managers in Co-operatives” mentions that the greatest competitive advantage of any organisation depends on the quality of its human resource and the effectiveness with which they were deployed. Acquisition of the adequate and appropriate kind of human resources is perhaps the most crucial, complex and perpetual task of management of any enterprise.

Reghan Bilgie (2001) and others have observed that organisational attitudes are basically the feelings, beliefs and behaviour towards one’s job and/or organisation. Those attitudes include the feeling towards work, identification with a job and/or on organisation, perceiving the policy and programmes of the organisations etc. They concluded that it is safe to say that attitudes towards the job vary with organisational or job level, regardless of its definition. They remarked that ‘if we want to change and improve the attitudes, then there is a need first to establish the baseline’.

Rethi (2001) in her study “Managerial Performance Appraisal Practices in Selected Industrial Undertaking in Kerala – A Study” made it clear that the employee productivity in organisations does not directly relate to the kind of performance appraisal conducted alone. The other factors such as the kind of technology employed, levels of innovations achieved, and the kind of market also play a key role in keeping productivity high. All what the system of performance appraisal could do is to keep the people alert of their job performance, motivate them adequately by helping them to develop and utilise fully their skill, potential and capability and creativity.

Dex and Smith (2002) in their survey “The nature and pattern of family-friendly employment policies in Britain” found that family-friendly or flexible
working arrangements were more common in larger organizations and in the public sector and few of them were: 1) Recognized unions 2) Managerial techniques to increase employee commitment 3) More involvement of employees in decision-making.

Faishal (2003) made a study “Quality of Life of Residents Living Near Industrial Estates in Singapore” in the subject and stated that quality of work life studies are increasingly gaining the attention of urban planners due to their usefulness in assessing and monitoring public policies. He made an attempt to study the quality of work life of residents staying near industrial estates in Jurong, Singapore using 18 subjective life indicators to measure the overall life satisfaction and found health, family life and public safety emerged as the most important aspects, while self-development, religion, and politics were least important. On the satisfaction level public safety, family life and public utilities were deemed to be among the most satisfied aspects, while consumer goods, politics and environment were considered to be among the least satisfied aspects.

Finegold et al., (2002) in their paper titled “Age effects on the predictors of technical workers, commitment and willingness to turnover” found that satisfaction with work itself and work/life balance, opportunities to exercise and develop one’s skills, and pay linked to individual performance were related to the new generation’s employees commitment and these characteristics are closely related to Quality of Work Life practices.

Gard et al., (2002) in their article “Effects of transition to a client-centered team organization in administrative surveying work” studied 640 respondents and found consistent results: team- based organization, group and supervisory practices such as learning by doing, mentoring and guided delegation contributed to the improvement in the quality of client service, case handling time, teamwork performance and employees well-being which indicated that QWL programs help for the enhancement of organizational effectiveness.
Karen (2002) in his study “Work-life Practices: Organisational Adoption, Management Implications and Public Policy” stated that there has been a great deal of interest in work-life practices from researchers, practitioners and public policy makers. Work-life practices are broadly defined as any practice designed to assist employees in managing their work and non-work lives. He examined why organisations adopt these practices using a large study of organisations in the United States. The findings revealed that work-life practices are not interchangeable and should not be treated as such by researchers, practitioners or public policy makers. Each practice has its own unique antecedents to adoption, implications for the organisations and public policy issues.

Prasad (2002) in his study “Human Resource Management in the Textile Units in Kerala” observed that majority of the employees in the Textile units of Kerala were under-educated and technically under-qualified. On account of technical incompetence of the employees the textile units in Kerala could not take up the challenges of globalisation and liberalisation. He also observed that work-variety is an important factor capable of boosting the morale of employees, giving job satisfaction and avoiding monotony. Though the shift system was necessary to enhance production and to make maximum utilisation of available resources, night-shift caused problems related to individual health and to domestic as well as social life of the employees.

Waheeda Khan, et.al (2002) in their study states that, QWL was significantly higher among the private sector women employees than their counterparts in the public sector. It also showed that younger group and higher experienced groups had significantly higher perception of QWL than the older and the lower experienced groups. Quality of work life carries different interpretations for different employees in an organization. The relationship between working time (fewer working hours) and job satisfaction is ambiguous, though job satisfaction is positively related to working time flexibility for maintaining a reasonable work-life balance.
Nieto (2003) concluded in his working paper “The Development of Life Work Balance initiatives designed for Managerial Workers” that the organizations he studied had made progress in work life balance issues towards encouraging flexibility for employees with childcare responsibilities. The retro paternalistic bureaucratic approach to employee relations, though equitable also lacked sufficient flexibility to produce a modern work life balance strategy.

Berg et al., (2003) in their study titled “Balancing Work and Family: The role of High-commitment Environments” examined whether the nature of jobs and the workplace environment have a significant effect on the ability of workers to balance work and family obligations, and their analysis revealed that the high-performance work practices like the opportunity to participate in decisions, informal training, pay for performance, and good promotion opportunities are all have a positive effect on work-family balance. Job demands such as long weekly hours, involuntary overtime, and conflict with co-workers all reduce workers’ ability to balance work and family responsibilities.

Bearfield (2003) explored by his research titled “Quality of Working life: Comparing the perceptions of professionals and clerical sales and service workers” stated that better pay and conditions followed by more suitable hours would appear to be a higher priority of improving professional’s Quality of working life than better management. The study further denotes that dissatisfaction with pay results in dissatisfaction with their work load and pressure. The same study reveals that professionals having better chance to improve their interesting work and better opportunities for developing their skills when compared to clerical sales and service workers.

Estelle and Morin (2003) in their case study “Quality of Work Life and Firm Performance: The case of Teknika” conducted at Teknika explains that many managers view QWL and firm performance as contradictory goals, but
by way of assuring a high quality of work life is one of the best way to
attract and keep talented Stuff as well as to achieve better performance. Further
they add that in order to shift from a traditional managerial culture based solely
on control system.

Morin (2003) in his paper “Organizational Performance and The Meaning of
Work: Correcting for restricted Range” reveals that in the highly committed
organizations, managers are concerned with the meaning of work for the
employees and their working conditions and he has defined six factors that
give meaning to work: the purpose of work, its moral correctness, autonomy,
and pleasure at work, recognition and positive relationships. When employees
perceive these characteristics in their job, they tend to experience psychological
well-being and effective commitment to the organization.

Sarang (2003) made a study “A Study of Quality of Work Life in Casting
and Macahine Shop Industry in Kolhapur” found that quality of work life in
casting and machine shop industry in Kolhapur. He found that workers from
public limited units and very few workers from private limited units were
receiving comparable good wages. Workers working with proprietary units were
not receiving good wages. He observed that majority of the units under study
have not concentrated on the safety aspects of the workers. Almost all units were
lacking in basic policy making and its implementation. They are also lagging in
defining the goals and mission. He established that the level of the quality of
work life did not depend upon the nature of ownership. Public limited, private
limited and proprietary units have good or poor quality of work life.

A Study with Reference to Selected Public and Private Sector Enterprises in
Kerala” observed that workers were generally satisfied with the environment in
which they worked. The satisfaction rate was high among the public sector
workers than the private sector workers. Regarding style of supervision both the
categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations, behaviour of co-workers and nature of job.

Antti et al., (2004) in their study “The Work Environment in Fixed-Term Jobs: Are Poor Psychosocial Conditions Inevitable?” analysed the relationship between temporary employment and the quality of working life by focusing on findings during the late 1990’s. Empirical research on job insecurity, work attitudes, and work behaviour is reviewed with comparisons between temporary and permanent workers. Analysis of the psychosocial work environment of fixed-term employees in Finland illuminates differences according to age, gender, job demands and control, and work support. Findings do not demonstrate adverse consequences of temporary employment.

Blanche and Elma (2004) in their paper “An Investigation into the Determinants of Job Satisfaction and the Improvement of Quality of Work Life of Grassroots Social Workers” developed a questionnaire and given to 22 social workers in South Africa. Job satisfaction is defined before looking at the organisational factors underpinning it: work content, remuneration, promotion opportunities, working environment, leadership & management style, and group factors. How the supervisor can impact social worker job satisfaction is addressed, along with how to improve social worker quality of working life. Findings indicate that work content is positively experienced by respondents and they gave highest priority to adequate and fair remuneration, while attaching the greatest value to supervisor attitude and recognition of their good work.

Dora et al., (2004) examines the impact of employer flexibility to work-life issues and negative spillover from work to non-work life on the attitudes of software developers; software workers present an interesting case of work life balance issues in their article. They point out the studies designate
them the key occupation to examine in future studies of “Knowledge Workers” and the study done by Barret (2001) in which they denote the software employees are ‘vanguard’ of new working practices, with the separation of work and life being substantially more blurred then move for traditional occupations.

Kelly and Mulvey (2004) in their study “Survey of work-life balance in Western Australia, Centre for Labour Market Research” found that the work life balance survey conducted in April and May 2004 by Department of Consumer and Employment Protection at the University of Western Australia with a survey sample of 1750 respondents aged between 18 and 65 years, focused on the general themes like, intensification of work effort, entitlements and workplace, community, leisure and career responsibilities and perceptions of work life balance and it highlights that 24 percent of full-time employees said work-life balance had deteriorated over the past two years and an equal 24 percent said that it had improved. And the overall survey conclude, while the overall view of the survey results is positive, a significant proportion of people say that managing work-life balance is getting harder.

Kriel (2004) in his paper titled “Quality of Work Life and Evolutionary Psychology: A unifying a roach for the integration of personal and business ethics” observed that based on Evolutionary Psychology (EP) theory suggests that in order to achieve QWL, we need to move personal and business ethics closer together in order to achieve congruency, thereby avoiding or at least minimizing psychological stress. To achieve this he suggests further changing our current economic model by reintroducing morality into the economic framework as originally envisioned by Adam Smith.

Mala Bhandari (2004) made a study about women in two work roles and the quality of their life. The study was based on home and work as two overlapping spheres of life. It investigates how the quality of life of women is
affected by their dual roles, one at home and the other in office. She studied their home and office lives with the quality of life approach. It analyses the socioeconomic dynamics of their households and discussed the determinants of their quality of life.

Robinson et al., (2004) in their report “Institute for Employment Studies” on an IES(Institute for Employment studies) research study of 10,000 employees in 14 organizations refer to the extent to which the organization is concerned for employees’ health and wellbeing, including family friendliness, i.e. a supportive work-culture, as a key driver of engagement, management, commitment to employee wellbeing and clear, accessible HR policies and practices to which managers at all levels are committed are necessary to increase employee engagement.

SiddeGowda (2004) made an investigation for understanding and also to test the efficacy of social work intervention on the well being of the white collared industrial employees and their family. A total of 80 executives were interviewed. The result of the study can be enumerated as follows. After the social work intervention, the executives’ occupational profile was tested, and there were significant changes in role perception, overload, role conflict, low status and poor peer relations. Significant reduction was noticed in their proneness to heart disease, depression, inadequate mental mastery, and perceived ill health. There was significant improvement in their orientation, active-recreational and organisational characteristics.

Sreedhar (2004) proved that when the size of the organisation (based on number of employees) increases, effectiveness of human resource management decreases. So, there exists an inverse relation between size of the organisation and human resource management effectiveness. He established that small sized state level public enterprises enjoy an effective human resource management system compared to medium and large sized state level public enterprises. This reveals that when the number of people in an organisation increases, the
complexity in managing those people also increases. Hence, two options are available before the management to resolve this problem. (a) Absorb people within the capacity of their HRM system and (b) Improve the capacity of their HRM system at the required level with every increase in the manpower.

Thomas Vander Ven and Francis Cullen. T,(2004) made a study relating to the increasing entrance of women into the paid labour market. A popular assumption has been that the children of working women are prone to criminal activity. The authors analyse data from the National Longitudinal Survey of Youth, using multiple regression models to examine whether the occupational status of mothers has criminogenic effects on their children during adolescence and early adulthood. After tracing the effects of maternal resources, work hours, and occupational controls to criminality, the authors find that cumulative time spent by mothers in paid employment had no measurable influence on criminal involvement. On the other hand, coercively controlled maternal work over time was related to greater criminal involvement (in their children) in adolescence.

Chiamsiri et al., (2005) in their paper titled “Information Technology Offshore Outsourcing in India: A Human Resources Management Perspective” surveyed eleven software leaders in India about the current challenges and in their study identified the Human Resources Management (HRM) aspects of the IT outsourcing in India. They argued that HRM strategy must have at its centre a focus on people needs and requirements. At present, the emphasis should be more on improving the quality of work life of the knowledge workers. They asked to rank the best motivating factors; the most frequently expressed priority was the nature of the job and job satisfaction. The next most important aspects were salary and monetary benefits, good peer group, positive, motivating and interactive environment and company processes. More interestingly, working for the right boss and company was very appealing to the authors.
Grandey et al., (2005) reported in their working paper “A Longitudinal and Multi-source Test of the Work-family conflict and Job satisfaction relationship” that when work is seen as interfering with the time and energy needed at home, working parents, especially working mothers, become dissatisfied with their jobs where the job satisfaction is an important indicator of QWL.

Handel (2005) in his study “Trends in Perceived Job Quality” observed that there is significant controversy over recent trends in the material and intrinsic quality of works. Neo-Fordist theories argue that material conditions such as pay, job security, promotion opportunities, and effort requirements have deteriorated for most of the workforce. Post-Fordist theories argue that new work systems are raising levels of intrinsic rewards such as job challenge, autonomy, and cooperation and are also offering high wages. His article tests both theories using repeated cross-sectional data from the general society. Results suggest workers’ perception of quality of their jobs remained remarkably stable on most dimensions.

Mahopatra and Siddartha (2005) in their study “IT professionals’ Work-life balance poor” points out that the main reason for many IT professionals having a lopsided work-life balance because of the long working hours. They are left with little time for themselves or their families and this tells on their mental and physical health.

Perrucci (2005) and others examined the demand-control theory of work strain by formulating the hypothesis that shift work has negative consequences for workers including health and well-being, family life and social relationships. They expand the theoretical arguments in three ways; a) by considering the effects of different job demands, b) by considering the influence of different forms of worker control, and c) by including several forms of work strain including mental health, job satisfaction, and work-family conflict. Their
findings support the predictions of demand-control theory with several important qualifications. Working non-standard shift is a work stressor only in the area of family life, but has no negative effects on mental health and job satisfaction. Autonomy, job control and supervisor support are most important for job satisfaction while self control and resource control are most important for understanding work-family conflict and mental health.

Ramakanta Patra (2005) observed that ‘employee relationship management’ is a cutting edge, complex, and crucial business process which enable and energises employees and gives them an effective drive, with additional motivation to do their job better in comparison to the conventional human resource practices. It is simultaneously an effective tool to manage the cordial relationship between employees and the human resource practices and create a dedicated and effective work force. It is an integrated human resource system which allows employees to participate in a transparent communication in the organisation, which helps to achieve organisational goals without any ambiguity.

Rao (2005) in their book “Genesis to Latest Trends – Comprehensive HRM” observed that successful QWL programs and productivity efforts have some common elements. One of the most important is the top management commitment. Another important point for successful QWL effort is a long term perspective. Often HR department lacks the resource or the organizational clout to direct the company towards a large scale QWL effort. However when top management decides to undertake such a journey, the HR Department is often called upon to provide the people expertise along with it staffing and communication abilities.

Jena (2006) in his research “lexi time: Reinventing Work Force” points out those family friendly policies of the firms are the first step in creating people who are more balanced and more mature, not just in their family lives
but in their occupational and professional lives as well. The author further adds that the key challenge lies in framing such policies to providing arrangement that will meet the demands of both employers and employees. While the primary responsibility in providing for such arrangements needs to reside at the enterprise level organizations have an essential role to play things in framing supporting and promoting their wider adoption.

Cunha et al., (2007) in their study “From Stakha v to Contemporary Workaholics” mentioned about the work discipline of organization and management which has recently started to consider the phenomenon of excessive working. Considering that the field has traditionally focused on how to increase motivation, the occurrence of this phenomenon appears as something unexpected and unexplained. The dominant analysis of excessive working tends to present it as dysfunctional and harmful. We have taken it here as lifestyle. It can be a dysfunction/disease but may also be an individual choice and even a source of pleasure and social admiration.

Dargahi and Seragi (2007) in their paper “An A roach Model for Employees' Improving Quality of Work Life (IQWL)” explained that organizational features can affect how employers view on their QWL is an important consideration for employees interested in improving employees' job satisfaction. The research reported here aimed to provide the processes used to investigate and implement a pathway for TUMS Employees Improving of Quality of Work Life as an approach model. A Quality of Work Life Strategic Planning Committee was formed to focus on enhancing TUMS employees' quality of work life. In the next step 30 QWL teams consisting of managers and employees were conducted in each of 15 as all of TUMS Hospitals. Committee members identified similar key themes of dissatisfaction. The results from the survey showed that the perceived strongest areas among 12 categories developed by QWL Strategic Planning Committee that employees agreed to improve on their QWL were
communication, leadership monetary an non- monetary compensation and support. This committee evaluated the outcomes of QWL managers and employees teams to improve the employees, quality of work life at 15 TUMS Hospitals. The QWL Strategic Planning Committee recommend a new approach model to suggest the ways which impressive on the employees’ improving QWL.

Chandrasekar (2007) conducted a study “Quality of Work Experience in Large Hospitals” called Quality of Work Experience very similar to that of Quality of Work Life, since unlike the QWL studies which are very broad concept and his study confines QWL to Quality of Work Experience to assess the employees’ perceptions about their experiences in work domain to do further analysis. In his study he conceptualized the intrinsic and extrinsic value of QWE and conducted in three hospitals of Hyderabad and Secunderabad and he further added that a renewed research approach is needed to understand the positive side of work and its broader influences on the people’s work lives as well as their other domains of social lives.

Gunawathy and Suganya (2007) in their study titled “Work life imbalance among married women employees of BPOs – A study” highlights that Work-Life Balance is becoming a critical issue in BPOs, because it is having sizable proportion of women employees and it is important for organizations to promote work life balance best such that it reflect in term of lower attrition or poor performance or low employee involvement ultimately affecting the profit and profitability of the organizations.

Rama (2007) in his present study “Quality of work life of women workers: role of trade unions” was designed to explore the issue of representation of legitimate interests of women workers in its entirety 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 and Hospitals. The study findings
reveal that the level of satisfaction of women employees with QWL in their respective organisations was quite high in spite of the overall work life conditions as provided by the company/management being only average (as perceived by them). While the wider issues having implications for the entire workforce were taken care of in their negotiations by the existing union of which they were members the women specific issues were generally ignored (except for in hospitals where the dominant gender was female). Implications of the findings for employers, trade unions, the Government and the women themselves are also discussed.

Silbaugh (2007) in his study “Women’s Place: Urban Planning, Housing Design, and Work-Family Balance” requests the work-family industry and scholars to look beyond its two main targets of criticism: employers and fathers with regarding to the working women. The debate has largely been about what employers and fathers can do differently or better to facilitate women’s equality in light of care responsibilities. The questions of women’s equality place allows us to think about the stresses associated with work and family balance in terms of barriers unrelated to employers, fathers, or the expectation that care will be provided privately within families.

Bagga et al., (2008) in their study “Quality of Work Life: A Comparative Study of Public Sector VS. Private Sector Banks” found that many managers view quality of work life and firm performance as contradictory goals. However, it seems that assuring a high quality of work life is one of the best ways to attract and keep talented staff as well as to achieve better firm performance quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The present study seeks to compare and analyse the QWL in public sector banks and private sector banks. The results are
interesting and can be useful for academicians for further studies and bank employees for their career development.

Malik and Khalid (2008) in their study “Work/Life Conflicts and Desired Work Hour Adjustments: Banking Perspective in Pakistan” reframes the traditional view of male breadwinner-female homemaker model in Pakistan and further explores the desired and preferred work hour choices by bankers. It further assesses the impact of Work Life Balance and Desired Work Hour Adjustments on employees well being. Employees may be willing to achieve a more integrated balance between paid work and leisure/family/community interests to lead a balanced healthier life. Long working hours has also become a usual norm in banking industry. In order to be accomplished, employees continuously strive for excellence and skills second to none. The implication of the present study is to enable the organizations, to recognize the heterogeneity and multiple obligations of the contemporary and diversified future workforce.

Rao et al. (2009) in their study “Modeling A roach to the Analysis of the Influence of Human Resource Practices on Quality of Work Life in Call Centre Industries using Optimization techniques” concluded that remuneration is an important aspect if an organization wants to see their employees’ performance according the target accomplished. The interpersonal communication aspect such as respecting others, working together, believing others and information sharing if emphasized by the organization, will bring benefit to both sides, the employees and the employer. Quality of work life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect.

Pugalendhi et al., (2010) in their research “Quality of work life: Perception of college teachers” found that the Quality of Work of Employee’s in Industries, Universities, Schools, Government and Non Government Organizations.
This research study highlights the quality of work life of college teachers under various dimensions. New Challenges can be faced with employee’s commitment and involvement in achieving organizational goals. This study helps the college teachers to know the level of perception towards QWL and to enhance the same by the educational administrators. Quality of Work Life is the essential concept of favorable situations in a working environment. The Quality of Work Life facilitates employee’s training opportunities, job satisfaction and working conditions. A better Quality of Work Life improves the growth of the employee’s along with the organization growth. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level.

Vanmathy and Nikhil (2010) in their paper “Quality of working life among sales professionals in pharmaceuticals, insurance, banking & finance companies” observed that most of the business strategies attribute least priority to the sales staff, which results in high turnover intentions among the employees. The insecure job profile of the sales professionals demonstrate the dynamic constructs of their quality of working life (QWL) according to the organizational characteristics. This study explores the QWL perceptions among the sales executives in pharmaceuticals, banking, finance and insurance sectors. Results show that while sales people are aware about their job requirements and committed to their work, their working environment is not conducive to support them, leading to their lower perceptions on QWL.

Al-Qutop (2011) in his paper “Quality of Worklife Human Well-being Linkage: Integrated Conceptual Framework” observed that quality of work life (QWL) is not only one of the most important domains in peoples’ lives, but also affects and shapes many of the components of the general/total quality of life (wellness) of organizational members, as well as other peoples at the community, national, regional and even global levels. This paper attempts to provide a
framework of guidelines to help organizations create and develop high QWL that can enhance and promote the welfare, goodness and total wellness, not only of organizational members, but also all other stakeholders and the broader societies at community, national and global levels. Thus, developing and nurturing among organizational members not only good organizational citizenship behavior, but also good national and even global citizenship behavior.

Asgari and Dadashi (2011) in their research “Determining the Relationship Between Quality of Work Life (QWL) and Organizational Commitment of Melli Bank Staff in West Domain of Mazandaran in 2009-2010” was to determine the relationship between the quality of work life and organizational commitment of Melli Bank staff in west domain of Mazandaran in 2009-2010. The results showed that: 1. There is a relationship between quality of work life and organizational commitment of the staff 2. There is a relationship between quality of work life and affective commitment of the staff 3. There is a relationship between quality of work life and continuance commitment of the staff and 4. There is a relationship between quality of work life and normative commitment of the staff.

Islam (2011) in his article titled “Quality Of Work Life: An Insight of Causes of Attrition In Insurance Sector In India” discussed with the quality of work life (QWL) is one of the major parts for the employees’ motivation in organizations. People can deliver their best potential if the QWL is improved and satisfactory. Researcher has seen many organizations have poor QWL and they are not aware of the conditions. To achieve those insurance companies must have to reduce the attrition rate, which is very high in present conditions. Many insurance companies have taken various steps to prevent that, but researcher thought that quality of work life may be one of the reasons for the attrition. This paper aims to develop a model on the various factors affecting the attrition in
insurance industry in India to overpower the drawbacks to achieve the desired objective.

Kalimuthu and Ganapathi (2011) in their paper “Quality of work life among the employers of public sector Banks in Coimbatore City” discussed with every individual spends a considerable amount of time at the work place and devotes the greater part of his or her life to work by spending time, energy and physical and mental resources to fulfill his or her endeavour. Work is the chief determinant of the freedom of an individual. Today the Indian banking industry is witnessing boom times better than ever before. The availability of skilled managerial and technical manpower in India will contribute considerably to the prosperity of the banking industry in future. Hence in the present study an attempt has been made to assess the perceptions of the employees who are working at presently on the quality of work life in the banking industry. The quality of work life covers a wide range of issues both financial and non-financial relating to work context, work contents and work relations.

Muftah and Lafi (2011) in their paper “Impact of QWL on employee satisfaction case of oil and gas industry in Qatar” examined the factors that influence QWL and investigate the relationship between QWL and satisfaction among employees working in the Oil and Gas companies in the State of Qatar. While much of the attention been directed to the concept of QWL in developed countries, it has received very attention in scholarly literature in Qatar and GCCs. Three (physical, psychological and social factors) were identified as potential predictors of QWL in an organization. A survey has been carried out to determine how these factors affect the QWL and how QWL affects the employees’ satisfaction. The research supports that the physical, psychological and social factors’ centrality have a significant relationship with QWL which indirectly impact employees’ satisfaction. It was also indicated that individual’s family life correlates significantly with his/her level of QWL.
Nayeri, et.al (2011), carried out a descriptive study to investigate the relationship between the QWL and productivity among 360 clinical nurses working in the hospitals of Tehran University of Medical Sciences. Findings showed that the QWL is at a moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman-rho test showed a significant relationship between productivity and one’s QWL ($p < 0.001$). Considering the results, the researchers opined that managers should adopt appropriate policies to promote the QWL to enhance productivity.

Raju (2011) in his paper “Impact of Quality of Work Life on Employee Job Satisfaction: An Empirical Study in Banking Sector, Vizianagaram, Andhra Pradesh” is to determine whether and how the quality of work life affects the satisfaction level of employees of Banking sector employees and the implications of these findings suggest that quality of work life in Banking sector can be enhanced by these factors as Adequate Income and Fair Compensation, Safe and healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the work force, Constitutionalism in work organization, Eminence of Work Life and Social relevance of work.

Razaq et al., (2011) in their study “Impact of CSR, Quality of Work Life and Organizational Structure on Employee’s Performance in Pakistan” provides factors through which employee’s performance can be increased to achieve organizational goals and objectives. To attract the motivated employees and building relations, CSR can perform for society which will change the thoughts of stakeholders. Quality of work life has impact on organization’s effectiveness which is essential for firms to be healthy and productive. Firms should adopt
employee oriented policies which satisfies them to achieve organizational objectives. This study also indicates that effective organizational structure is necessary for improving the performance of employees and the organization. The structure is a source of success or failure because it empowers the employee which will increase the sense of responsibility. For the improvement in the organization and removing stress of the employees management must consider the hygiene factors to motivate the employees. The conceptualized work is conducted which is proved through evidence.

Sabarirajan and Geethanjali (2011) in their paper “Study on quality of work life and organizational performance among the employees of public and private banks in Dindigul” discussed with the term Quality of Work Life (QWL) was initially introduced in the late 1960’s as a way of focusing on the effects of employment on worker health and general well being, and a way to enhance the quality of a person’s on-the-job experience. However, there are generally identified issues related to QWL like pay and stability of employment, occupational stress, alternative work schedule, recognition, participative management, grievance procedure etc. These measures will affect organizational performance in terms of human resource management. Organizations are expected to maintain high QWL in order to maintain high level organizational performance. This study is an attempt to investigate the extent to which the QWL among the employees of Public and Private Banks in Dindigul influences the performance of Banks.

Tamini et al., (2011) in their present study “Quality of Work Life as a Function of Organizational Commitment and Job Bur out of Government and Private Bank Employees in Zahedan City” aims to ascertain the relationship of quality of work life with organizational commitment and job burnout between government and private bank employees in Zahedan city. The results of Pearson correlation revealed that quality of work life had significant positive
correlation with affective commitment, continuance commitment, normative commitment, overall scores of organizational commitment and personal accomplishment but quality of work life had significant negative correlation with emotional exhaustion and depersonalization. The results of multiple regression showed that continuance commitment and repersonalization together explained 68.8% of the variance in quality of work life in government bank employees. Organizational commitment was a significant positive predictor for quality of work life while depersonalization was a significant negative predictor for quality of work life in government bank employees. Moreover, results demonstrated that continuance commitment explained 73.9% of the variance in quality of work life in private bank employees and it was a significant positive predictor for quality of work life.

Singh and Srivastav (2012) in their study “QWL and Organization Efficiency: A Proposed Framework” examined that Quality of work Life (QWL) has evolved as an important aspect, which affects an organizational efficiency and productivity (Gorden, Judith R. 1987). The purpose of this paper is to understand and develop the concept of QWL in organization and to identify factors especially in the internal environment of an organization that leads to QWL. A qualitative approach is used to develop a conceptual model, depicting the difference in the total perceived level of QWL amongst employees and employers in organizations. SERVQUAL model is adapted in assess the QWL Level, in terms of its adequacy and superiority.

Sinha (2012) in his study “Factors Affecting Quality of Work Life: Empirical Evidence From Indian Organizations” undertaken explored the factors of quality of working-life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations. The three emerging factors were “relationship-sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”.
The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses.

Duyan et al., (2013) in their research “Measuring Work Related Quality of Life and Affective Well-being in Turkey” was to test the cross cultural construct validity and the reliability of the Work Related Quality of Life (WRQoL) scale developed by Van Laar and colleagues (2007) and Job Related Affective Well-being Scale by Sevastos (1996). The employees had a mean age of 34.25 years and average work experience of 12.17 years. 52.1% of the participants were men. Three items needed to be removed from WRQoL according to the CFA results and the new structure for Turkish version of the WRQoL consisted of 20 items and 6 factors with acceptable to good fit indices. Job related affective well-being scale showed a consistent factor and item structure with the Turkish sample indicated by good fit indices. All sub-scales and scales showed significant correlations.

2.3 RESEARCH GAP

Extensive literature review suggested that not much emphasis has been given on exhaustively identifying the antecedents and predictors of quality of work life in banking industry. Since quality of the work life is a pertinent issue, focused efforts need to be undertaken by bank management in that direction. Various Dimensions related to quality of work life of the employees were not rightly identified and studied. Another gap identified was the absence of such a study in the banking sector in India and worldwide. Hence it was decided to address these gaps in the scope of this study. The study has established that identifying the level of satisfaction of quality of work life act as drivers and play
an instrumental role in shaping employee attitudes, feelings and behavior. These research gaps have been identified and addressed through this study.

2.4 CONCLUDING REMARKS

It is evident from the review of literature that many studies were conducted to find the influence of various factors on quality of work life related to other sectors at the global and India level, but fewer studies made an attempt to study the quality of work life in the banking sector and in the current competitive scenario. Therefore, there exists a research gap. Hence, the researcher would like to address the research gap by evaluating the impact of various factors on the QWL of Bank employees in Erode.