CHAPTER – III

CONCEPTUAL BACKGROUND OF THE STUDY

3.1 Introduction

Hyper competition and uncertainty of rapidly changing environment in the Globalized market economy force the organization to adopt some successful strategies to progress and succeed. To survive and prosper, they have to prepare and develop their employees so as to compete with other organizations in skills, efficiency and effectiveness (Sparrow and Budhwar, 1997; Venkata Ratnam, 1996). In the present competitive business environment, organizations are compelled from within to reorient their employment relationships (Budhwar, 2000; Sodhi, 1999). After years of organizational restructuring and work re-engineering, the management recognized that a productive workforce is increasingly important to attain sustainable competitive advantage for business organizations on a global basis (Bohl et al., 1996). The radical changes in this business world like globalization, information technology, global competition and scarcity of natural resources have changed the employees’ outlook of how a good company is defined. The past trend include the financial figures in defining a “Good Company” whereas today the latest trends like ethics, quality of work life and job satisfaction are considered to be the important predictors of sustainability and viability of the business organizations (Shalini et al., 2012).

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Employees are considered to be the soft assets and hidden value of a company (Abdeen, 2002). Employees are the stimulus energy behind in every successful organization. Mere use of technology and techniques cannot bring success to the organization. Men is the supreme among the all ‘M’ s utilized in the business concerns. Deficiency of services and benefits provided to the employee of a concern can lead to detrimental results in all aspects (Sairam and Saravanan, 2012). Organizations are concerned about developing their human resources and gaining a competitive advantage in the marketplace. It seems necessary that they must concentrate on one of their most precious assets, namely, their human resources by employing high-quality working-life experiences in consonance their various needs eliciting favorable job-related responses in return (Sinha, 2012).

A large number of organizations today recognized that Quality of Work Life is one of the powerful human resource strategies that promote and maintain an orderly atmosphere for employees and to work effectively. Quality of working life refers to the quality of relationship between employees and total work environments of an organization. Quality of work life is a collective responsibility of the management, employees, leaders of the union, government and behavioral scientists. In the present working environment, the workers are looking for quality of life as a superior human endeavor. Such endeavor calls for a tradeoff between work life and family life. Today, an employee desires work to be more meaningful and challenging because quality is the acid test. Employees seek a supportive work environment that will enable them to balance work with personal interests. Such balance contributes to superior human existence in ample measure. Quality of work life provides a more humanized work environment. It attempts to serve the higher order needs of

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workers as well as their basic needs. Quality of work life indicates that the work should not have excessively negative conditions.

In order to have a clear view of the concept “Quality of Work Life”, it is essential to know about the work life and why it should escort with the quality.

3.2 Work Life

The term ‘Life’ means the span of time during which an individual exist in this world. ‘Work life’ intends the span of time that an individual spends in his/her work. Almost all human beings spent their maximum hours in job and job based aspects. Work plays a dramatic role in every individual’s everyday life. Work itself is changing as there are tendencies towards polarization between high and low skilled jobs, the importance of knowledge work increases while the value of routine work declines and the personal service sector expands. At the same time, people have become more diverse in the needs and wants that they expect to fulfill through their work due to certain constrains like higher female labour force participation, more dual earner families, more formal education among the workforce, more immigration, aging workforce and low birth rates (Kalleberg, 2007)\(^\text{10}\).

The life has become the work for many workers due to new technologies, enhanced competition and increased demands where some workers thrive and many feel unhappy. In the current age of information, the attention of work life is on intellectual plane of existence expressed through creativity, innovation and constant adaptation (Somashekharappa et al., 2010)\(^\text{11}\). People do not necessarily enjoy work but they all enjoy the reward of their work and the reward is so tangible and immediate that no one can fail to appreciate it (Bowen and Lawler, 1992)\(^\text{12}\). It is work through which a human


\(^{11}\) Somashekharappa et al. (2010), “Quality of Work life and its Influence on Organisational Effectiveness”, Prateeksha Publications, Jaipur, India, pp.11.

finds a meaning for his/her existence. From Stone Age to this Information Age, work life of an individual is being changing and their demands and expectations from work have also been changing. All the changes happened due to the natural urge of the human beings to improve their life and to improve their work. At this juncture, quality enters the work life.

The term ‘Quality’ means the degree of excellence. Today, each and every individual expects quality (excellence) in their work and work place. Despite the type and size of their organization, the employees have some common expectations from their organizations such as friendly approach, equity, recognition and lack of politics beyond the monetary benefits. Employees desire and select their work and the company only after analyzing the prevailing quality of work life in an organization. Even after entering the organization, if they are not satisfied with the quality of work life issues especially work life balance they never hesitate to quit their job and enter a better one. Hence, the organizations today focus on the most vibrant and dynamic tool renowned as “Quality of Work Life” to attract and retain their talent work force.

3.3 Quality of Work Life

Quality of work life is a philosophy, a set of principles, which state that employees are the most meaningful resource in the organization and they should be dealt with dignity and respect (Straw and Heckscher, 1984). The elements important to an individuals’ quality of work life include the job, the physical work conditions, social arena within the organization, administrative policies and relationship between life on and off the job (Cunningham and Eberle, 1990). Quality of work life refers to the favourableness or unfavourableness of a job environment for people. The basic purpose is to develop work environments that are excellent for people as well as

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production. The better quality of work life will create involvement among the employees which ultimately helps the organization to achieve higher level of productivity.

The expression Quality of Work Life is not used in the late 19th century but efforts of humanizing the work was made by few instigators. Let us see the evolution of quality of work life over a long period of time to know how it was predicted by different researchers and in what way it was observed today and would be foreseen tomorrow.

The scientific management approach articulated by F.W. Taylor gave importance to many aspects like specialization, minimum authority and responsibility etc., by giving more importance to managerial point of view rather than workers point of view. Inorder to remove these imbalances caused by the scientific management, the behavioural approach had emerged. Elton Mayo studied the relationship between the worker’s attitudes and behaviors and the company’s productivity in 1933 at Western Electric’s Hawthorne plant. As a sequel, need hierarchy of Maslow, theory x and y of McGregor, two factor theory of Herzberg had contributed significantly to this behavioural or human relations approach. This behavioural approach too had its own drawbacks since human needs and expectations keep changing according to the changing work environment, introduction of new technologies, demanding and knowledgeable work force etc. Inorder to reduce the gap, the new concept of “Quality of Work Life” was emerged through the Socio-technical approach which is the combination of the scientific management approach and human relations approach (Somashekharappa et al., 2010)\(^\text{15}\). This approach remained marginal in 1950s and the jobs become even more dehumanized in 1960s with the spectacular growth of service sector. From the early 1960s this approach was supported by Swedish unions, employers and main political parties (Martel and Dupuis, 2006)\(^\text{16}\).

The Quality of Work Life was first used by an employee of General Motors Irving Bluestone in late 1960s which is represented as the starting point by many researchers, employers, unions and employees (Goode, 1989)\textsuperscript{17}. The early 1970s is the fertile period for research on quality of work life. The phrase “Quality of Work Life” is coined in the International Conference “Democratization of Work” at Columbia University’s Arden house, New York. As a result, The International Council for Quality of Work Life was created in 1973 to promote research over this topic. The term “Quality of Work life” though gained more importance from 1973, publications and research exploration on this topic was very few in the early years where as it is considerably increased and today many authors explored their own views about quality of work life constructs and contributed vast to the database of quality of work life (Martel and Dupuis, 2006)\textsuperscript{18}. The concept of quality of work life made its appearance in India in mid seventies. However, the concept failed to take root despite the fact that the researchers received substantial support particularly from the government and the public sector industry (Arya, 1985)\textsuperscript{19}. In recent years, the concept of quality of work life has gaining more significance from small to big concerns in India.

3.4 Definitions of Quality of Work Life

Though there are various studies focusing on the concept of quality of work life, there is still a lack of both a university accepted definition and a clear cut understanding of the concept and what it entails (Krueger et al., 2002)\textsuperscript{20}. Some important definitions of quality of work life are as follows:


In the words of Carlson (1980)21 “Quality of Work Life (QWL) is both a goal and an ongoing process for achieving that goal. As a goal, quality of work life is the commitment of any organization to work improvement: the creation of more involving, satisfying, and effective jobs and work environments for people at all levels of the organization. As a process, quality of work life calls for efforts to realize this goal through the active involvement of people throughout the organization”.

Walker and Tausky (1982)22 defined “Quality of Work Life as the degree of physical, emotional, intellectual, social and spiritual well being experienced by an individual as a result of his/her work life”.

According to Nadler and Lawler (1983)23 “Quality of Work Life is a way of thinking about people, work, and organizations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organizational effectiveness, and (2) the idea of participation in organizational problem solving and decision making”.

Robbins (1989)24 defined Quality of Work Life as “a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work”.

Kiernan and Knutson (1990)25 “Quality of Work Life (QWL) is an individual’s interpretation of his/her role in the workplace and the interaction of that role with the expectations of others. The quality of one’s work life is individually determined, designed, and evaluated. A quality of work life means

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something different to each and every individual, and is likely to vary according to the individual’s age, career stage, and/or position in the industry”.

**Casio (1992)**

defined the Quality of Work Life in two aspects; mentally and objective. The objective definition of quality of work life states that it is equivalent to the set of actual and objective circumstances and procedures that include promotion policies, participatory supervision, involving employees in decision making and working in safe conditions. The mental definition of quality of work life gives the perception of employees’ physical health and psychological (mental) health in their work place.

**Sirgy et al. (2001)**

defined Quality of Work Life as “employee satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the work place”.

**Jean Pierre and Dupuis (2006)**

stated that “Quality of Work Life, at a given time, corresponds, to a condition experienced by the individual in his or her dynamic pursuit of his or her hierarchically organized goals within work domains where the reduction of the gap separating the individual from these goals is reflected by a positive impact on the individual’s general quality of life, organizational performance, and consequently the overall functioning of society.”

According to **Rose, Beh, Uli and Idris (2006)**

“Quality of Work Life, is a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves treating people with respect. The elements that are relevant to an individual’s quality of work life include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job”.

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Rethinam and Ismail (2008)\(^3\) defined “Quality of Work Life as the effectiveness of the work environment that transmit to the meaningful organization and personal needs in shaping the values of employees that support and promote better health and wellbeing, job security, job satisfaction, competency development and balance between work and non work life”.

According to Kandasamy and Sreekumar (2009)\(^3\), “Quality of Work Life is a continuing process, which means utilizing all resources, and especially human resources. It means developing among all members of the organization awareness and understanding of the concerns and needs of others and a willingness to be more responsive to those concerns and needs. Quality of work life also includes improving the way things get done to assure the long-term effectiveness and success of the organization”.

3.5 Principles of Quality of Work Life

According to Herrick and Maccoby (1975)\(^3\), there are four basic principles, which will humanize work and improve the Quality of Work Life.

3.5.1. The Principle of Security: Quality of work will be improved only when the employees are relieved of the anxiety, fear and loss of future employment. The working conditions and the environment must be safe and must fulfill the adequate needs of the employees, so that the fear of economic want may be eliminated. Job security and safety against occupational hazards an essential precondition for humanization of work.

3.5.2. The Principle of Equity: There must be a direct and positive relationship between the efforts of the employees and rewards they obtain. There must be no


discrimination among the employees of same cadre as well as others in an organization. Fair and equal treatment to all employees and social support from the management is very essential for a successful organization. Equity also requires sharing the profits of the organization.

3.5.3. The Principle of individualism: Employees always differ in terms of their attitudes, skills, potentials etc. Every individual should be provided with the adequate opportunities for their individual development and future career prospects in order to enhance their skill and potential. Humanization of work requires that employees are able to decide their own pace of activities and design of work operations in their organization.

3.5.4. The Principle of Democracy: This principle depicts greater authority and responsibility to employees. The employees must be provided with meaningful participation in decision making process, autonomy in work etc. which improves the quality of work life of the employees in an organization.

3.6 Approaches related to quality of work life

The following are the important approaches proposed by different researchers over a period of time.

3.6.1 Need Based Theory

Schaffer proposed this theory in the year 1953 which states that the overall job satisfaction will vary directly to the needs of an individual in job, which are actually satisfied. Job satisfaction’s fulfillment is more closely associated with the need and how strong it is.

3.6.2 Instrumentality Theory

This theory suggested that job satisfaction increases the value of a future reward, whereas the job dissatisfaction reduces that value. The theory states that job satisfaction and quality of work life are closely associated.
3.6.3 Self-Efficacy Theory

This theory explains that the individual employees derive satisfaction, if their behaviour when compared to a standard shows a favourable result and derive dissatisfaction if it shows unfavourable result in comparison.

3.6.4 Equity Theory

This theory was given by Stacy Adams in 1965 which proposes that each and every individual has their own expectations related to their needs and dissatisfaction arises when there is a discrepancy between the expectations and reality.

3.6.5 Scientific Management Theory

This scientific management theory proposed by Frederick W. Taylor assumes that all the workers of the organization valued money more than any other reward. It also emphases that the workers never bother about routine and standardized job they perform.

3.6.6 Hawthorne Theory

This theory which was propounded by Elton Mayo in the year 1930 brought a change in objectives of work behaviour from physical aspects to emotional aspects. Worker’s perception was given more significance in this theory.

3.6.7 Alternative Approach

This theory which was proposed by Lawler in 1975 focuses on behavioural outcomes produced by psychologically harmful jobs. Before any serious negative outcomes, it is essential to identify the poor work environments and potential measures must be taken.

3.6.8 Socio-Technical Systems Theory

This theory was given by Warr in 1987. The working organizations are viewed as a combination of technological elements (the formal task, the physical conditions, layout of work, equipment available) and social networks
among those who perform the jobs. The optimization of these two systems in interdependence becomes very essential.

3.6.9 Maslows’ Theory

This theory which was given by Maslow in the year 1968, portrays that the employees’ needs range from physiological necessities to self actualization. Once the lower order needs are satisfied the individual strives for self actualization which can be fulfilled through more interesting and challenging job. It is also implied that extrinsic rewards are not sufficient for maintaining high levels of motivation.

3.6.10 Herzberg’s Two-Factor Theory

This theory which was given by Herzberg in the year 1976, proposes that satisfaction and dissatisfaction arise from two different forces. It states that satisfaction arises from the intrinsic rewarding job factors while the dissatisfaction arises from the inadequate work conditions.

3.6.11 Person –environment fit concept

This theory was proposed by French, Rogers and Cobb in 1974. This theory explored that job satisfaction stems from the degree of congruency between the environment and the person perceives it and the persons’ aspirations perceived.

3.6.12 Mature Personality Theory

This theory was propounded by Argyris in the year 1973 which emphasizes the opinion of individual needs and the lack of fit between organisational structures and the needs. He states that the modern organizations must focus on the individual needs and provide them in their work.

3.6.13 Landy’s opponent process theory

This theory was given by Landy in the year 1989 which states that an individuals’ satisfaction with job with a particular reward will systematically
change over time even if the reward itself remains constant. It implies that worker will be bored with the work related stimulus including co-workers, pay and working conditions etc.

3.6.14 Self – Determination Theory

This theory proposed by Reis, Sheldon, Gable, Roscoe and Ryan (2000) and it explains that the personal well-being have direct relationship to the satisfaction of basic psychological needs. The fulfillment of the three needs autonomy, competence and relatedness are functionally essential for ongoing personal growth, integrity and well-being.

3.7 Importance of Quality of Work Life

Organizations gave more importance to advanced technologies in the past, surpassing the needs and mental state of its employee which furnished negative impact on the working environment among the employees. Today, every organization after realizing that the societal support and technological innovations go hand in hand, started giving more significance to quality of work life for its employees. The happy employee is a productive employee; a happy employee is a dedicated and loyal employee (Greenhaus et al, 1987)\textsuperscript{33}. It was studied that the satisfied employee are more likely to be highly motivated, have a good morale at work and was given the opportunity where they can work more effectively and efficiently (Eskildsen and Dahlgaard, 2000)\textsuperscript{34}.

The quality of work life becomes very important to both employees as well as the employers as it provides many advantages to them in numerous ways. The reasons why it is important to employees and employers are discussed in the following heads:


3.7.1 Quality of work life advantages to employees

The following are the advantages enjoyed by the employees when they acquire better quality of work life:

- The quality of work life gives better, quality and satisfying work environment which makes the employees to work enthusiastically and increases their task performance.
- Good organisational culture and climate enhance the employee’s behavioural responses and reduces absenteeism and labour turnover.
- The quality of work life ensures adequate and reasonable compensation which is the major motivator to an employee that intents him/her to work effectively and efficiently.
- Adequate welfare facilities and non-monetary benefits like awards and rewards etc will boost up the employees’ effort and their job involvement and guarantees their job performance.
- This also enriches the quality of employees by providing the career and training development programs which encourages the employee to achieve the career growth and decreases their intention to quit.
- Good quality of work life ensures better work life balance which ultimately helps the employees to concentrate more in their job without any deviation in their work or family life.
- High quality of work life bestows smooth relation between the management and employees as well as the co-worker relationship which creates a feeling of belongingness in employees that positively affects their job performance.

3.7.2 Quality of work life advantages to employers

The following are the advantages to the employers who provide better quality of work life to their employees;
The better quality of work life ensures the effective and efficient working of employees which leads to overall progress and development.

It creates a positive image of the organization in the minds of the employees that they were cared by their organization which implies a feel of belongingness that enhances their job involvement and commitment which ultimately increases the output of the organization.

The positive image inside the organization creates goodwill among the outsiders of the organization which increases the value of the organization.

Better quality of work life helps the organization to attract as well as to retain their skilled and talented workforce in the long-run which reduces the labour turnover.

Since the frequent quitting of employees from the organization is reduced, the cost involved in the recruiting, training and other programs can be reduced.

It is hence evident that, quality of work life is a significant determinant of various enviable organisational outcomes such as increased task performance, lower absenteeism and turnover rate, lower tardiness frequency and has a significant impact on employee behavioural responses such as organisational identification, organization and career commitment, turnover intention, job satisfaction, job involvement, job effort, job performance, intention to quit, organisational turnover and personal alienation (Koonmee et al., 2010).\(^{35}\)

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3.8 Important Factors of Quality of Work Life determined by previous researchers

Many researchers have proposed various factors to measure the prevailing quality of work life in an organization over a period of time and their view of the concept differs accordingly. The following are some of the vital contribution of the former researchers who explored the concept of quality of work life.

Important Factors of Quality of Work Life determined by previous researchers

<table>
<thead>
<tr>
<th>S.No</th>
<th>Author</th>
<th>Year</th>
<th>Factors of Quality of Work Life</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Walton</td>
<td>1975</td>
<td>Adequate and fair compensation, Safe and healthy working conditions, Immediate opportunity to use and develop human capacities, Opportunity for continued growth and security, Social integration in the Constitutionalism in the work organization, Work and Total life space, Social relevance of work life</td>
</tr>
<tr>
<td>3.</td>
<td>Lippitt and Rumley</td>
<td>1977</td>
<td>Organizational environment, Physical environment, Features of job itself, Healthy social relations</td>
</tr>
<tr>
<td>4.</td>
<td>Taylor</td>
<td>1979</td>
<td>Individual power, Employee participation in management, Fairness and equity, Social support, Use of one’s present skills, Self development, A meaning of future at work, Social relevance of the work or product, Effect on extra work activities.</td>
</tr>
<tr>
<td>No.</td>
<td>Author(s)</td>
<td>Year</td>
<td>Key Findings</td>
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<td>-----------------------------------------------------------------------------</td>
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<tr>
<td>5.</td>
<td>Warr and Colleagues</td>
<td>1979</td>
<td>Work involvement, Intrinsic job motivation, Higher order need strength, Perceived intrinsic job characteristics, Job satisfaction, Life satisfaction, Happiness Self-rated anxiety</td>
</tr>
<tr>
<td>6.</td>
<td>Mirvis and Lawler</td>
<td>1984</td>
<td>Safe work environment, Equitable wages, Equal employment opportunities, Opportunities for advancement</td>
</tr>
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<td>7.</td>
<td>Schermernrhorn and John</td>
<td>1989</td>
<td>Fair and adequate pay, Health and safety of working condition, Creating opportunities to learn, Growth in the professionalism path, Professional integrity in the organization, Support of individual rights and Proud of the job</td>
</tr>
<tr>
<td>10.</td>
<td>Sirgy et al</td>
<td>2001</td>
<td>Need satisfaction based on job requirements, Need satisfaction based on work environment, Need satisfaction based on supervisory behaviour, Need satisfaction based on ancillary programmes, Organizational commitment</td>
</tr>
<tr>
<td>11.</td>
<td>David et al</td>
<td>2001</td>
<td>Co worker and supervisor support, Teamwork and communication, Job demands and decision authority, Patient/resident care, Characteristics of the organization, Compensation and benefits, Staff training and development and Overall impressions of the organization</td>
</tr>
<tr>
<td>12.</td>
<td>Ellis and Pompli</td>
<td>2002</td>
<td>Poor working environment, Resident aggression, Work load, inability to deliver quality of care preferred, Balance of work and family, Shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor/peers, Role conflict, Lack of opportunity to learn new skills</td>
</tr>
<tr>
<td>13.</td>
<td>Martel and Dupuis</td>
<td>2006</td>
<td>The nature of the job, The physical environment of the work place, The psychosocial conditions of the employees; and The organisational management and policies.</td>
</tr>
<tr>
<td>15.</td>
<td>Huang, Lawler and Lei</td>
<td>2007</td>
<td>Work-life balance, Job characteristics, Supervisory behavior and Compensation and benefits.</td>
</tr>
<tr>
<td>19.</td>
<td>Sairam et al.</td>
<td>2012</td>
<td>Personal anticipatory, Motivational insights, Job freedom, Work place, Branch operations, Working conditions</td>
</tr>
<tr>
<td>20.</td>
<td>Esha Mehta</td>
<td>2012</td>
<td>Fair and reasonable pay, Favourable and safer environment, Employment benefit, Job security, Job design, Job satisfaction, Better career opportunity, Social integration, Protection of individual rights, Respect for non-work activities</td>
</tr>
</tbody>
</table>

### 3.9 Models of Quality of Work Life

Several models have been developed by different researchers for measuring the quality of work life of employees which evoked the awareness and significance of the quality of work life in organisational success to today’s competitive world. Some of the most prominent models of quality of work life are portrayed as follows:
3.9.1 Model depicting the Paradoxical Nature of Work

This model was developed by Darla Fortune in the year 2006 which depicts the relationship between the five key concepts namely; work demands impact on care provision, manager relations, professionalism, social support networks and need for restoration, humour and balance and how they perceived to impact both the quality of work life and the provision of quality of care. It gives a clear picture about the aspects that leads to either detrimental impact (negative) on quality of work life or can contribute to the enhancement (positive) of quality of work life. Hence, implementations of quality of work life initiatives are essential to avoid the detrimental impact.

Source: Darla Fortune (2006), "An Examination of Quality of Work Life and Quality of Care within a Health Care Setting", Thesis in Master of Arts in Recreation and Leisure Studies, University of Waterloo, Ontario, Canada.
3.9.2 Approach Model

A Structural Approach Model is recommended by Dargahi and Nasle Seragi (2007), to improve the quality of work life of the employees. 12 key themes such as organization commitment, trust, support, monetary compensation, non monetary compensation, leadership, attendance management, communication between managers and employees, communication between managers and managers, overall communication, respect and recognition were recognized and studied among the hospital employees. The results showed that the communication, leadership, monetary and non monetary compensation and support are the measures where the employees seek improvement. This is explained in the following model.

New Structural Approach Model to improve QWL at TUMS Hospitals, 2005

3.9.3 Two Factor Model

This two factor model depicts the relation between QWL and Job Performance based on Walton Model of quality of work life and Achieve Model of job performance postulated by Ebrahim, Valilou and Lotfi (2010) inorder to measure the correlation between the measures of quality of work life and job performance. Walton’s eight measures of quality of work life such as satisfaction with fair payment, safe and healthy work environment, An opportunity for continuous growth, social relationship in organization, balanced role of work, social coherent in work organization, regulations and rule orientation and developing human capabilities were considered along with the seven dimensions of job performance of Hersey and Goldsmith such as ability, clarity, help, incentive, evaluation, validity and environment for the study. 35 questionnaires were collected from the employees in Dadevarz Jooya Company in Iran and the analyses report exposed that there is a positive relationship between the quality of work life and job performance.

3.9.4 Quality Work Life Conceptual Model

Subrahmanian and Anjani (2010) considered job satisfaction, compensation, human relation, working condition, grievance, competency development, stress and well-being as the measures of quality of work life. A comparative study using these measures was undergone in the engineering and textile industry. The results depicted that if the measures shown in the following chart are properly followed the quality of work life of employees can be enhanced.

Chart No.3.4
ASSOCIATION PARADIGM OF QWL

3.9.5 Regression Model of Quality Work Life

Hend Al Muftah and Hanan Lafi (2011) identified three important predictors of quality of work life namely physical (salary and rewards, work conditions and environment), psychological (growth and job development, supervision and co-workers relationship, stress, communication) and social (work life balance) factors. The on-line study revealed that the most important determinant of quality of work life is physical factors, followed by psychological factors and then social factors and also states that the individual’s family life correlates significantly with his/her level of quality of work life and suggests that a successful family life carries over into one’s career and makes one more satisfied with personal achievements too. This has been explained in detail in the following model:


(GD1 - Use skills, GD2 - Develop abilities, GD3 - Receive training, GD4 - Promotion chances, SC1 Supervisor helpful, SC2 - Disagree with supervisor, SC3 - Supervisor listen, SC4 - Co-worker helpful, SC5 - Co-worker acknowledge, St1- Manage workload, St2 -Enough time, St3- Stressful, C1- Enough information , C2- Clear understanding, SR1- Achievement reward,SR2- Satisfied salary, SR3 -Fair salary, WE1- Safety, WE2- Workplace comfortable, WE3- Adequate supplies, WE4- Health satisfaction, WE5 -Decision making, WE6 -Cultural diversity, S1- Job demand, S2- Family demand, S3- Work at home, S4- change time, S5- Support balance, S6- Enough income, Sat- Satisfaction).
3.9.6 Correlation Model

Meenakshi Gupta and Parul Sharma (2011) have used the Walton’s eight dimensions - adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, eminence of work place, social integration in the work force, social relevance of work, and constitutionalism in work organization and studied the satisfaction level among the employees of BSNL. The correlation analysis revealed that all the factors were positively correlated to the quality of work life in BSNL and the employees of BSNL are highly satisfied with their perceived quality of work life. The author also depicted the above in a model below:

**Model depicting factors that enhance satisfaction in BSNL**

3.9.7 Development Approach Model

This development approach model was developed by Yolandi Van Der Berg in the year 2011. The relationship between the factors of organisational trust and quality of work life is determined with the help of Structured Equation Modeling. The result indicated that there is a positive relationship between the managerial constructs and quality of work life and lower relationship between the personality constructs and quality of work life. The study also implied that building organisational trust and quality of work life becomes very important for organization success.

3.8.8 SERVQUAL Model of Quality of Work Life

A Conceptual Model for quality of work life and organisational efficiency based on SERVQUAL was proposed by Tripti Singh et al. (2012) to determine the level of satisfaction with quality of work life in an organization whether it is adequate or superior. The SERVQUAL model of Parasuraman et al. has been adopted to measure the gap existing between the employer and the employee. The author stated that the level of quality of work life can be assessed in three levels in an organization in terms of perceived quality, expected quality and desired level of quality. The author also recommended eight factors recognized as tangibles (physical facilities, benefits and assets), responsiveness (willingness of employees and organization), safety (physical and financial safety), communication (information at all levels), reliability (organizational commitment), empathy (approachability and caring to employees), assurance (trust and confidence) and comfort (comfort in all levels) to measure the level of quality of work life in an organization. It is suggested that if the measured level of quality of work life is superior or less in an organization, it needs to be amended for organizational efficiency. This is explained as follows in a model below,

3.9.9 SEM Model of Quality Work Life

This model was proposed by Saeed Mortazavi at el. in the year 2012. This model exhibited the role of the psychological capital on the quality of work life and organization performance with the nurses from two private and two public hospitals. Here, the self efficacy, optimism, hope, resiliency, survival needs, belonging needs and knowledge needs are treated as exogenous variables and psychological capital and quality of work life are treated as endogenous variables. The model clearly explained how psychological capital is related to quality of work life and how the presence of these both leads to organisational performance, job satisfaction and happiness.

3.10 Essential constructs of Quality of Work Life

Along with the above discussed factors, the other constraints related to the work atmosphere of ONGC, Cauvery Basin such as peculiar work environment, different work schedule, inverted organization structure of the organization etc were considered and the following dimensions of quality of work life were materialized to measure the prevailing quality of work life of employees. Each and every construct mentioned above has its own variables which significantly help to measure the overall quality of work life of the employees of ONGC, Cauvery Basin. Let us see how important is each of above factors in predicting the employees’ quality of work life.

3.10.1 Work Environment

Work environment plays a significant role in the employee’s performance which ultimately affects the organization growth and progress. If the work environment is bad then the employees will not be able to put in their full efforts. Ayers (2005)\(^{36}\) stated that the work environment must motivate employees to go to extreme lengths to fulfill their responsibilities and feel connected to the organization, enhancing work condition to support the organizations strategic intent and satisfy employees who perform a fundamental role in the success of the organization. Bailey (1982)\(^{37}\) exclaims that the work environment is a key component influencing the human performance that ought to support physical, physiological and psychological needs of an employee to provide an acceptable work context and minimize employee dissatisfaction by giving consideration to several factors within the technical, human and organisational environment. To ensure long term sustainability and inspire confidence among the employees in this competitive economy, it is very essential to create amiable work condition, ensure employee safety and make sure the availability of necessary resources to create synergy among employees to achieve their objectives.

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Guest (1980)\textsuperscript{38} described the characteristics of a work environment which provide quality of work life to be - co-operative, evolutionary, open, informal, and interpersonal. Basically, the work environment factors affect the individual quality of work life outcomes as well as the organizational outcomes. About 86\% of productivity problems reside in the work environment of organizations (Taiwo, 2010)\textsuperscript{39}. Improving and updating infrastructural facilities is essential in order to make work environment more conducive for enhancement of labour productivity. A suitable work environment is must and such has to meet employees’ expectation, increase to stimulate job satisfaction and in effect enhance the quality of work life of employees which ultimately leads to productivity of the work force. Ying Hua (2010)\textsuperscript{40} explained the significance of task design, environmental process, internal and external communication process, work place spatial settings and group psychological traits in exposing the effective performance outcomes such as quality productivity, job satisfaction etc.

Hence, work environment becomes the most important factor that helps us in predicting the employees’ quality of work life. Therefore, the management must be very careful in designing the work environment pertaining to the job content and context considering the vision and mission of the organization, so that the employees’ needs and expectations may be satisfied which helps them in achieving and accomplishing their strategic goals. Work environment plays a vital role in electrifying the employees to work for the organization. The factors that affect work environment of the organizations such as ONGC, Cauvery Basin which possess complex work environment are physical appearance of work place, clean and comfortable environment, adequate basic and safety requirements, pollution/contaminants control, novel and promising work atmosphere etc.

3.10.2 Organisational Culture and Climate

Today, the management is moving from the bureaucratic control to humanistic control. The organizations are seeking to satisfy their member needs by providing satisfying work tasks or a pleasant team working life through internal control and all those aims could be achieved with the help of their organizational culture. Only with a complete and pleasant understanding of organizational culture, individuals would willingly commit themselves to their organizations (Buchanan and Huczynski, 1997). Organizational culture is the collective behaviour of humans who are part of an organization and the meanings that the people attach to their actions. A successful organization should have strong cultures that can attract, hold, and reward people for performing roles and achieving goals, whereas strong cultures are usually characterized by dedication and co-operation in the service of common values. So, how much does an employee involve for an organization at their best should be recognized clearly (Shili Sun, 2008).

According to Brown (1998), organisational culture is “the pattern of belief, values and learned ways of coping with experience that have developed during the course of an organization’s history and which tend to be manifested in its material arrangements and in the behaviours of its members”. Campbell and Stonehouse (1999) stated that the culture can also have influence on: employee motivation; employee morale and ‘good will’; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees in the workplace. Ivancevitch et al (2008) exclaimed that

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organisational climate is very much concerned with the influence exerted on individuals’ behaviour by some elements, characteristics and/or qualities of the work environment. The effects of organisational climate on staff behaviour are determined by the way each individual perceives, directly or indirectly, those qualities and characteristics of the internal environment.

Rosario Longo (2012)\textsuperscript{46} depicted a model which clearly explains the difference between the organisational culture and climate and how it helps the organization in its success. Organisational culture is concerned with the process throughout which people working in the same environment develop the set of assumptions, shared values, beliefs and norms, i.e. the right and appropriate behaviour, necessary to achieve those objectives. Though organisational climate affects the individual performance more directly than the organisational culture, it depends on the organization culture to some extent. Since, impact of both culture and climate have more impact on employees’ motivation, attitude towards work etc. The organization has to pay extra care while developing and executing organization culture and climate development process.

Organisational culture and climate is very important to understand any organization’s vibes and nerves. The organization’s culture is made up of the deeply held beliefs about the way the organization should operate it. The climate is the prevalent atmosphere in the organization, encompassing the feelings and emotions of the people within it. The organization culture and organization climate are directly proportional to each other, healthy and appropriate organization culture prevails in an organization only when there is a good organization climate. This is an attempt to reduce employee unfriendliness and therefore increase belongingness and commitment to the organization. (Rumi Dasgupta, 2011)\textsuperscript{47}. An adaptive organization culture and climate translates into organizational success whereas an unadaptive culture and climate may significantly reduce the firm’s effectiveness. Hence, it is apparent

\textsuperscript{46}Longo R. (2012), Main differences between organisational culture and organisational climate, HR Professionals, Milan, rosariolongo.blogspot.com.
that effective organizational culture and climate are very essential for better quality of work life.

Keeping all these in mind, the variables regarding organizational culture and climate which fit exactly with the ONGC, Cauvery Basin work culture are listed as follows: sound organizational goals and policies, amiable rules and regulation, adoptable work schedule, high organizational commitment, less discrimination at work, good occupational health, personal job security, chance for abusement, proper grievance handling, function of labour union. Thus, the organizational culture and climate becomes an indispensable factor of quality of work life that may be measured with help of above said variables.

3.10.3 Compensation and Rewards

Compensation is what employees receive in exchange for their contribution to the organization. Compensation comprises cash payments, which in addition to the salary and wages includes pension, bonus and shared profits. The employees also expect the other aspects of compensation which includes promotion, words of praise, job satisfaction, job content, creativity and so on (Khanka, 2008). The primary reason for the employees for working is pay; pay sometimes represents the status or recognition of accomplishment to an employee. Today, almost every employee seeks recognition for their performance in the work place. The employers are interested in retaining the potential employees by rewarding and awarding their employees potential and performance which remains the backbone of the organisational growth and success. Attractive allowances and benefits will also motivate the employees to a large extent. Employees are concerned more about their future. Hence, they give more preference for the after retirement benefits also.

Effective compensation policy is considered to be the most imperative overall competitive strategy of any company. While framing a competitive

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compensation policy, it is very essential to consider three important aspects. They are compensation, benefits and working conditions. It is also necessary for an organization to observe that the compensation policy must be designed in such a way that it ensures better quality of work life to its employees. Employee compensation is structured to acknowledge individual effort, stimulate new ideas, encourage outstanding performance and promote teamwork. Adequate rewards and compensation potentially attract a quality work force, maintain the satisfaction of existing employees, keep quality employees from leaving and motivate them in the workplace. A proper design of reward and compensation systems requires careful review of the labour market, thorough analysis of jobs, and a systematic study of pay structures (Encyclopedia of Business and Finance, 2001)\(^{49}\). An ideal compensation system is that system in which appropriate differentials based on relative values of jobs is established and maintained. This means that most difficult jobs should be paid more since it involves high risk.

Christofferson et al. (2006)\(^{50}\) created a new total rewards model which is more relevant to the today’s challenging work environment and exhibited the opportunities that integrate the elements that attracts, retain and motivates the employees which include compensation, benefits, work life, performance and recognition and development and career opportunities. If these factors are provided better, then there is possibility for employees’ satisfaction and engagement which ultimately leads to business performance and results.

The above discussion clearly exhibits the significance of good compensation policy in an organization such as ONGC, where the work of the employees involves greater risk. The following variables will be very useful in measuring the effectiveness of compensation and rewards given in the organization; fair and adequate compensation, chance for career prospects, achievement rewards and awards, good incentives and increments, good

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recognition, fair allowances, over time benefits, bonus/exgratia and after retirement benefits. Offering a desirable compensation and benefits package is important for a number of reasons, including increased morale and employee retention which ensures better quality of work life.

3.10.4 Welfare Facilities

The labour welfare facilities have gained more importance after globalization and liberalization. The multinational companies provide wide range of welfare facilities to their work force. Employees' welfare facilities are those services, facilities and amenities provided to employees by their organization for improving their efficiency, health, economic condition and social status. These welfare benefits are provided in addition to wages and other benefits. The main purpose of employee welfare is to develop the whole personality of the employees to make a better work life. The important benefits of welfare measures are to provide a good physical and mental health to employees to create a better working life. Employer acquires a strong work force by providing adequate welfare benefits to their employees, who take active part in their jobs and work with a feeling of participation and belongingness. Employees’ welfare benefits increases the organizations, productivity and promote a healthy work environment. Facilities like medical benefits, education for employees families help in improving their standard of living and this makes employees to concentrate more on their jobs (Giri, 2008).51

The provision of adequate welfare arrangements is important both in terms of complying with the law, and keeping the workforce happy. Organizations provide welfare facilities to their employees to keep their motivation levels high, thereby, increasing the productivity of an organization. Basically, welfare facilities of an employee can be measured by medical facilities, health insurance, transport facilities, canteen facilities, housing

facilities, children education facilities, crèche and child care facilities, entertainment and recreation and leave facilities etc. The above discussed variables of welfare facilities may be used to assess the quality of work life of employees of ONGC, Cauvery Basin. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. It creates a culture of work commitment in organizations and society which ensures higher productivity and enhances morale and motivation which gives greater job satisfaction to the employees (Singh and Singhania, 2009)\textsuperscript{52}. Therefore, it is clear that welfare facilities become a crucial factor in determining the employees’ Quality of Work Life.

3.10.5 Training and Development

Training may be defined as planned programme designed to improve performance and to bring about measurable changes in knowledge, skill, attitude and social behaviour of employees for doing a particular job. The training programmes must be comprehensive, systematic and continuous and must be closely linked with the strategy with which the company is planning to fight the competition. There are various types of training and development programmes available, but it has to be carefully selected based on the size, work nature, attitude of workers as well as the need and requirements of the organization etc. Training and Development demonstrates a commitment to keep employees of an organization on the cutting edge of knowledge and practice. It helps in developing leadership skills, motivation, loyalty, better attitudes and other aspects that successful workers and managers usually display. It also helps in increasing the job knowledge and skills of employees at each level to expand the horizons of human intellect and an overall personality of the employees (Pamela Baruc, 2011)\textsuperscript{53}.

According to Obisi (2001)\textsuperscript{54} training is a process through which the skills, talent and knowledge of an employee is enhanced and increased. He argues that training should take place only when the need and objectives for such training have been identified. Scott, Clothier and Spriegel (1977)\textsuperscript{55} agree that training is the corner-stone of sound management, for it makes employees more effective and productive. They argue that training is actively and intimately connected with all the personnel and managerial activities. It would be difficult for a new employee to grow on the job and become a manager without adequate training and development.

The successful and prosperous future of an organization depends on its skilled, knowledgeable and well experienced workforce. That is why training is a fundamental and effectual instrument in successful accomplishment of the firm's goals and objectives. Training not only improves them resourcefully, but also gives them a chance to learn their job virtually and perform it more competently. Hence, increasing firm's productivity. The training and development programmes play a vital role in enhancing the organization capability through enhancing the human capabilities (Rohan Singh at el., 2012)\textsuperscript{56}. The authors also depicted a model exposing the significance of training programmes and how it increases or decreases the organisational productivity by boosting the employees’ skill, attitudes, knowledge, innovation and creativity through proper and adequate training programs.

The safety, health and personality development programmes will lead the employees to psychologically as well as physiologically fit with their jobs. Proper induction of employees, technological training programmes,


empowerment and involvement, performance appraisal, development programmes (safety, health, personality and career), counseling, motivational programs are some of the important variables of training and development, that helps in improving the quality of work and work-life. These variables may be taken into account while analyzing the effectiveness of training and development programs in enhancing the quality of work life of ONGC employees.

3.10.6 Adequacy of Resources

The presence of adequate resources was considered to be a very important factor of quality of work life. Each and every organization must be very particular about the availability of sufficient resources to achieve their objectives. Without adequate resources, it becomes very tough to accomplish the target which creates stress in work place and make the employees despondent which ultimately decrease their quality of work life (Jerlin Rupa, 2010)\textsuperscript{57}. The highly rated quality of work life variables among both employer and employee are adequacy of information and fairness of information said Stephen et al. (2012)\textsuperscript{58}.

It is immaterial to force the work force to complete a target without providing them the necessary resources. The adequate physical requirements as well as the adequate hours required to complete a task is imperative for the employees in an organization to achieve the organisational objective. The adequacy of resources includes the adequate equipments and tools, new technological implements, first aid equipments, infrastructure facilities, repairing and maintenance equipments and safe guard equipments. Hence, this becomes very essential for a smooth flow of work in any organization which creates healthy and stress free atmosphere for workers and provides better quality of work life.

3.10.7 Relation and Co-operation

The organization is a collection of individuals and groups who are engaged in a common place to achieve a common goal. The employees are the most powerful resource that every organization should utilize it positively and effectively to enhance their productivity. Organization involves a group of people, who are engaged in team work to achieve the common objectives. The employees in a team can put in their efforts to a considerable amount only when there is healthy relationship among them with positive co-operation. Relation and co-operation concerns with the relationship of employees with the organization and with each other and includes the processes of developing, implementing, administering and analyzing the employer-employee relationship, managing employee performance and resolving work place conflicts/disputes. Maintaining healthy employee relations in an organization is a pre-requisite for organizational success. Strong employee relations are required for high productivity and human satisfaction. Effective employee relations require cooperation between managers and employee relations representatives. The workers should be able to feel a sense of identity with the organization and develop a feeling of self esteem (Sundaray et.al 2010)\textsuperscript{59}.

Traditional management forms have given place to more collaborative approaches that emphasize coordination, sharing of responsibilities and the participation of the workers in the decision processes. New emphasis is given on interpersonal and group dynamics at the workplace, where trust is seen as one of the critical elements. If trust is absent, no one will risk moving first and all parts will sacrifice the gains from collaboration and cooperation in increasing effectiveness (Sabel, 1993)\textsuperscript{60}. Ana Cristina Costa (2001)\textsuperscript{61} proposed

a model depicting the significance of the role of trust, relation and co-operation among employees that enhances the team effectiveness such as perceived task, team satisfaction, relationship commitment and stress as well as the general effectiveness such as general satisfaction, attitudinal commitment and continuous commitment.

Harmonious worker-manager relationship makes the worker feel a sense of association and belongingness. Relation and co-operation includes the elimination of discrimination and individualism, whilst encouraging teams and social groups to form an effective and successful organization. Relation and co-operation as a vital feature of quality of work life of an organization can be measured through the following variables - job sharing, co-worker relationship, better superior subordinate relationship, management support, team spirit, enough guidance and instruction, fair action and decisions, clear communication and inter-departmental co-operation etc. Hence, employee relations issues are influencing the success of any organization in terms of profitability, survival, competitiveness, adaptability and flexibility. The employees of ONGC work in 14 days on and off work schedule, in which they are forced to stay with their colleagues when they are at work where relation and co-operation measures become very essential. These measures can be used to estimate the level of relation and co-operation prevailing in ONGC (Cauvery Basin) that determines the quality of work life of the employees.

3.10.8 Freedom of Work

Freedom at Work to organize in the workplace and bargain collectively gives workers a voice on the job and the opportunity to strive towards a better life. Creating freedom at work is about letting employees optimize their production. Only they know how to get the most out of themselves. It’s the company’s job to give them the resources to make it happen. Employees must be given enough opportunities to prove themselves. They must have an attitude that they work for their organization whose success and defeat reflects on them. Employees must not be suppressed and hassled by the interference of
management, colleagues, and subordinates as well as the family members. They must be provided with a cool atmosphere where their opinion is given more importance and their queries and grievances are met at once.

Meaningful participation in decision making process improves the quality of work life of the employees. In case of freedom of work the employees seek autonomy of responsibility, reduced work pressure, authority and responsibility enjoyed, freedom and participation in decision making, rest/leisure time, emergency requirement adjustments and enough opportunity to work etc, presence of which leads to better quality of work life (Saravanan, 2012)\(^\text{62}\).

### 3.10.9 Job Satisfaction and Job Security

The job satisfaction can be defined as “the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction” (Armstrong, 2006)\(^\text{63}\). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. It represents the extent to which the expectations are and match the real awards. Job satisfaction is closely linked to that individual's behaviour in the work place (Davis et al., 1985)\(^\text{64}\). People tend to perform better and be happier at their work if they are working in a safe and healthy environment. Employees having greater organizational commitment and good attitude towards work are highly satisfied with their job (Ahmad et al., 2010)\(^\text{65}\). Only a satisfied employee can contribute more towards the effective performance and progress of an organization. Hence, it becomes very essential for any organization to keep their employees satisfied.


The various factors affecting the job satisfaction of the employees in general are personal factors, factors inherent in the job and factors under the control of the management. The personal factors include individual employees’ personality, age, sex, number of dependents, education, intelligence, time of the job etc. The factors inherent in the job includes type of the job to be performed, skills required for the work performance, occupational status involved in the job, differences in work situations etc. Whereas the factors under the control of the management includes the security (economic and social), wages and salaries, fringe benefits, opportunities for advancement, working conditions, type and quality of supervision etc.

Rue and Byars (2003)\textsuperscript{66} considered various factors such as managers’ concern for people, job design, compensation, working conditions, social relationships, perceived long term opportunities, perceived opportunities elsewhere and levels aspiration and need achievement to acquire employees’ level of job satisfaction or job dissatisfaction. Job satisfaction leads to job commitment while job dissatisfaction leads to turnover, absenteeism, tardiness, accidents, strikes, grievances, sabotage etc.

Job satisfaction is considered to be one of the most complex problems for today’s managers while dealing with their dynamic work force. The job satisfaction issues and expectations of the employees may vary accordingly, based on the size, organization climate and other aspects related to work and social life. Based on the above discussion of job satisfaction, considering the work environment and culture of ONGC, Cauvery Basin the following variables such as sufficient pay, allowances, welfare facilities, better overtime benefits, adequate training and career prospects, new opportunities, proper motivation, job involvement, job stress, performance related pay, challenging and enthusiastic job were considered for measuring the quality of work life of employees. When compared to all the above said factors, compensation plays a

dominant role towards the job satisfaction. Employees also expect stability of employment. Hence, adequate job security provided to the employees will improve the quality of work life to a large extent.

3.10.10 Work life Balance

Balancing the work life and family life has become more vital for both employees and employers. In order to reduce stress and cost and enhance the employees’ performance, organizations’ productivity and profitability, it is very essential to build and maintain a supportive and healthy environment. Work life balance is a concept that supports the efforts of employees to split their time and energy between work and the other important aspects of their lives. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self care, and other personal activities, in addition to the demands of the workplace. Work-life balance is assisted by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives. (Susan Heathfield, 2013)

The work life balance of employees helps to ensure that the employees are free from stress and strain and are with high efficiency to give better performance. Employees with better work life balance are highly satisfied with their job than those with weak work life balance. Job satisfaction is very essential for good quality of work life; hence, it becomes more crucial to concentrate more on the work life balance. (Ikram et al., 2009)

Work-life balance has always been a concern of those interested in the quality of working life and its relation to broader quality of life (David E Guest, 2001).

Greenhaus et al. (2003) defined work-family balance as “the extent to which an individual is equally engaged in – and equally satisfied with – his or

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her work and family role”. Greenhaus et al. (2003) regard work-family balance as a continuum where imbalance in favor of the work role lies at one end, and imbalance in favor of the family role lies at the other end, and balance lies in the middle favoring neither work nor family role. Ronald Claiborne (2009) stated that there are three things necessary to obtain a balance between work and life - understanding time, understanding choice, and understanding purpose. Life is the result of all actions taken by choice over the course of time while fulfilling one's purpose in life. Therefore, finding a balance between work and life is essential to be happy and fulfilled. Work and life balance can be defined as the ability to make choices that fulfills one's purpose over the course of time. The Work Foundation defined “Work-life balance is about people having a measure of control over when, where and how they work. It is achieved when an individual’s right to a fulfilled life inside and outside paid work is accepted and respected as the norm, to the mutual benefit of the individual, business and society.”

Our life consists of many domains such as work, health, entertainment, family, finance, society, country etc. We also have to come cross lot of aspects and responsibilities towards each of these domains. Since, we spent our maximum thought and time in job; we deny all our other responsibilities, thereby resulting in imbalance of work life and family and personal life. Achieving the target is good thing but leaving everything behind that may lead to some serious destruction to the individual. Hence, work life balance becomes very important for any individual to make his work as well as his social life happy, which ultimately leads to good quality of work life. Normally, the term work life balance refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave (Estes and Michael, 2005).

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Hence, these practices include flexible work hours (e.g., flextime, which permits workers to vary their start and finish times provided a certain number of hours is worked; compressed work week, in which employees work a full week’s worth of hours in four days and take the fifth off), working from home (telework), sharing a full-time job between two employees (job sharing), family leave programs (e.g., parental leave, adoption leave, compassionate leave), on-site childcare, and financial and/or informational assistance with childcare and eldercare service.

Bird (2006)\textsuperscript{74} has stated that the work life balance of employees are based on the two leg work-life strategy namely, system approach (the left leg) and the individual approach (the right leg). The organization has to follow some system to provide work life balance to their employees as well as the individuals have to take necessary steps to balance his/her work and family life themselves. In order to facilitate this Greenhaus, Collins and Shaw (2003)\textsuperscript{75} have proposed three features of work life balance which are time balance (emphasis the time allotted to work and non-work part), involvement balance (emphasis the degree to which one involves himself in work and non-work part) and satisfaction balance (emphasis the degree to which one attaches his/her satisfaction to work or non-work part of life).

### 3.10.10.1 Important theories of work life balance

There are various theories available regarding work life balance proposed by different authors in different period of time. Some of the most influential theories of work life balance are discussed as follows:

**Segmentation Theory**

The segmentation theory exclaims that work roles and life roles exist in separate domains and have no influence on one another (Clark, 2000; Kanter,


It refers to the complete compartmentalization or fragmentation of work and family systems (Edwards & Rothbard, 2000) whereby the two domains are lived separately and have no influence on one another. This is however considered to be the weakest theory on the relationship between work and personal life (Guest, 2001).

**Spill-over or Transfer Theory**

The spill-over theory recognizes the influence of the two domains namely work life and family life, on each other. This theory also utters that increased satisfaction (or dissatisfaction) at work leads to increased satisfaction (or dissatisfaction) at home. Spill-over experiences can be either positive or negative, but the experiences of work and family are identical—either both are positive or both are negative (Edwards & Rothbard, 2000; Grzywacz, 2000).

**Compensation Theory**

The compensation theory states the compensatory effect between two forms of psychological interference: work-to-family and family-to-work. This implies that what may be lacking in one sphere, in terms of demands or satisfactions can be made up in the other (Guest, 2001). In contrast to the spill-over theory, it holds that the relationship between the two is bi-directional that is, one domain compensate for what is missing in the other.

**Resource Drain Theory**

The resource drain theory explains that a negative correlation between family and work domains exist in such a way that any personal resource

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expended on one domain reduces the amount of resources available to the other domain (Bakker, Demerouti and Burke, 2009[^83]; Frone, Yardley and Markel, 1997[^84]). It also refers to the transfer or shift of a limited amount of available resources such as time, energy, attention from one domain to another and thereby reducing the availability of the same resources for utilization in the domain originally owning the resource.

**Border theory**

The Work/Family Border Theory was proposed by Clark (2000)[^85] which defined borders as encompassing psychological categories and tangible boundaries that divide the times, place and people associated with work versus family. This theory distinguishes three types of boundaries between work and non-work, family or personal life domains namely, physical, temporal and psychological boundaries.

Each and every construct of quality of work life are interdependent. When there is a good organization culture and climate in an organization, then there will be a healthy work environment with smooth relationship and cooperation among the workers which leads them to work freely and effectively. Adequate compensation and rewards, welfare facilities, safety and security provides high job satisfaction to the employees. Appropriate training and development programs which help the employees to enhance their future career opportunities were expected by almost each and every employee. Hence it has more impact on employee’s well being. With all this, the employees must be provided with the necessary resources which are very essential for smooth flow of work from beginning to end. If an organization is able to possess the above said factors and are able to provide them continuously to their employees then its employees will


enjoy work life balance. This is of course a sequential order which in overall predicts the quality of work life of the employees of an organization.

The conceptual background of the concept quality of work life reveals its significance in every phase of the organization. The views of the previous researchers and imperative models of quality of work life and its factors proposed by them are discussed lavishly in this chapter which evidently enlighten the vital dimensions of quality of work life; work environment, organizational culture and climate, compensation and reward, welfare facilities, training and development, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and security and work life balance. The measures discussed above are vital and indispensable in measuring the quality of work life of ONGC, Cauvery Basin. The ONGC is one of the robust Oil and Gas Exploration Company in India which contributes large to our economic development. The success of such organization is very essential for our country’s development. The progress and sustainable growth of this sector of course lies in the hands of the dynamic human resources. Hence, providing quality of work life to the employees working in the organization like ONGC, where work environment and work culture is completely different is indispensable. Hence, a unit of ONGC known as Cauvery Basin (Karaikal) is selected, to detect the prevailing employees’ quality of work life. This study will also explore how for the ten identified factors of quality of work life enhances the employees’ work life balance as well as their quality of work life.