CHAPTER-2

REVIEW

OF

LITERATURE
Various authors and researchers have proposed models of quality of working life which include a wide range of factors. Selected models are reviewed below.

Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including:

- Individual power,
- Employee participation in the management,
- Fairness and equity,
- Social support,
- Use of one’s present skills,
- Self development,
- A meaningful future at work,
- Effect on extra work activities.

Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group.

Lawler, (1982) It has generally been agreed however that Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which represents the workplace domain.

Mirvis and Lawler (1984) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as:

- Safe work environment,
- Equitable wages,
- Equal employment opportunities and
- Opportunities for advancement.

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including:
- Job satisfaction,
- Job involvement,
- Work role ambiguity,
- Work role conflict,
- Work role overload,
- Job stress,
- Organizational commitment and
- Turn-over intentions.

Baba and Jamal also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

**Loscocco & Roschelle, 1991** have also been identified as factors that should conceptually be included in Quality of Working Life.

The factors that influence and decide quality of work life are:-

Attitude
Environment
Opportunities
Nature of job
People
Stress level
Challenges
Career and Prospects
Growth and Development
Risk involved and rewards.

**ATTITUDE:-** The person who is entrusted with a particular needs to have a sufficient knowledge, required skills and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement of job, inter personnel relations, adaptability to changes in the changes, openness of innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.
initiative, less interesting. Challenge is a fire that makes the person thrill and alive. A well accomplished jobs yields greater satisfaction than a monetary perk, it boosts the self-confidence also.

CAREER PROSPECTS:- Every job offers career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from management, appreciations are the important factors for anyone to take keen interest in his job. The work atmosphere should be conducive in order to achieve organizational goals and as well as individual development. It is win-win situation for both the parties, an employee should be appreciated for his work, extra efforts, sincerity and at the same time lethargic and careless employee should be penalized suitably. This will motivate the former to work with more zeal and strive for better performance.

GROWTH AND DEVELOPMENT:- If the organization does not give a chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skills.

- RISK INVOLVED AND REWARD:- Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of commitment, deadlines and targets, industry, country, demand and supply of skilled man power, political stability, economic policies of nation. Although risk is involved in every job its nature and degree varies in them. All said and done, reward is a key criteria to lure a prospective worker to accept the offer.

Danna & Griffin, (1999). Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being.

Sirgy et al. (2001) suggested that the key factors in quality of working life are:

- 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.

They defined quality of work life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham Maslow, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualisation, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focussed on quality of work life rather than the broader concept of quality of life.

These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, col relational analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting.

Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including:

- Poor working environments,
- Resident aggression,
- Workload
- Balance of work and family,
- Lack of involvement in decision making,
- Poor relationships with supervisor/peers,
- Lack of opportunity to learn new skills.

An Article On Making sense of quality of work life programs By Herman Gadon in 2004

Quality circles, flextime, and wellness in the workplace are but a few of the plethora of new, and often confusing, ideas about improving America's business. What they seek to do and why they have arisen now are the subjects of this article
It is clear that the management of organisation is undergoing a paradigm shift. Globally, over the past five decades, there has been a growing trend towards more participative working relationships and practices. The system of hierarchy and the distance power culture, which is very strong in Indian culture, finds itself being challenged by the notion of collaborative and team-based organisations. Also, the new generation of employees who are increasingly becoming more demanding, expecting to be respected and valued as individuals in the workplace, refuse to follow the conventional employer-employee hierarchy.

An Article Quality of Work Life and Human Resource Outcomes by STEPHEN J. HAVLOVIC in 2008

He tries to develops and tests hypotheses regarding the influence of Quality of Work Life (QWL) initiatives on absenteeism, accidents, grievances, and quits, using monthly longitudinal human resource archival data collected at a unionized Midwestern heavy manufacturing firm for the period from 1976 to 1986. The sample size is 129 months (48 months of pre-QWL measures and 81 months of post-QWL measures). Autoregression procedures are utilized to examine the direct impact of QWL on human resource outcomes. QWL is found to significantly reduce absenteeism, minor accidents, grievances, and quits.

Anbarasan, Vanmathy; Mehta, Nikhil gives An exploratory study on perceived quality of working life among sales professionals employed in pharmaceutical, banking, finance and insurance companies in Mumbai in April, 2009

He says that the highly demanding and insecure job profile of the sales executives demonstrates the dynamic constructs of their quality of working life. He tried to measure the major dimensions of Quality of working life of sales executives with minimum number of items, which is applicable to Indian sample. The factor analysis resulted in five factors indicating Employee satisfaction and continuance, perceived job motivators, Job awareness and commitment, Unconducive work environment and Perceived organizational culture.