CHAPTER II
REVIEW OF LITERATURE

2.1. Introduction

The second chapter deals with Review of Literature. The study has been divided into the following three parts, i.e., Definition of Quality of Work Life, Elements of Quality of work Life, Impact on Quality of Work Life. Various criteria are evolved in the past three decades to measure Quality of Work Life. Various Researchers who carried on studies in this area came up with various criteria which are not entirely different from each other. A Literature Review scopes scholarly articles, books, and other sources (e.g., dissertation, conference proceedings) relevant to a particular issue, area if research or theory, provides a Description, summers and critical evaluation of each work. The Literature review refers to and collection of material on a topic nets necessarily the great literature texts of the world.

2.2. Definition of QWL

Glowsen (1971), defines “Quality of work life is basically permitting “every employee to develop himself through his work and to take on responsibility”.

Richard Walton (1973), describes that “Quality of Work Life is the work culture that serves as the corner stone.” He says that the work culture of an organization should be recognized and improved to improve Quality of Work Life of that organization”.

As De (1976), has pointed out, “Quality of work life is an indicator of how free the society is from exploitation. Injustice, inequality, oppression and restrictions on the continuity of the growth of a man leading to his development to the fullest. By providing good Quality of Work Life, one can eliminate the exploitation,

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injustice, inequality oppression and restrictions which tamper the continuous growth of human resource which in turn leads to its overall development.”

Rasow (1977)\(^4\), he explored in his paper on” Quality of work life and productivity”. According to him, work is the core of life, considering the deeper meaning of work to be individual and to life’s values. Work means being a good provider, it means autonomy, it pays off in success and it establishes self-respect or self-worth. Within this framework, the person who openly confesses active job-dissatisfaction is verily admitting failure as a man, a failure in fulfilling his moral role in society.

The American Society of Training and Development (1979)\(^5\), established a task force on the QWL. This task force defined QWL as “a process of work organizations which enables its members at all levels to actively participate in shaping the organizations’ environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees. Quality of work life efforts are systematic efforts made by an organization to give its employees a greater opportunity to affect the way in which they do their jobs and the contributions they make to the overall effectiveness of their organizations.

Ahmed (1981)\(^6\), he observed that the Indian workers prefer to find some positive actions from Management side so far as implementation of the ideas generated by them is concerned and that can certainly be done, if Management means business. Quality of Work Life programmes do not seem to take off unless Unions are strong. In this connection, Ahmed has observed that most of the Workers Unions in India seem to have very little positive power. He further felt that the Government should clarify its attitudes vis-à-vis Quality of Work Life Programme. In his opinion, as long as the government is not an interfering one, things will move

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smoothly but it will really require a determined workers/employees/unions management team committed to go through the entire Quality of Work Life process.

Keith (1981), narrates that the Quality of Work Life refers to “the favorableness or unfavourableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement.

Robert (1983), defines “Quality of Work Life is more than an attempt to pacify the growing demands of impatient employees. For the Corporation involved productivity is at stake. For the Management, Quality of work life offers new challenges, opportunities, growth and satisfaction.

Nadler and Lawler (1969 – 1983), describes that various definitions

First Definition 1969-1972 QWL = Variable
Second Definition 1969-1975 QWL = Approach
Third Definition 1972-1975 QWL = Methods
Fourth Definition 1975-1980 QWL = Movements
Fifth Definition 1979-1982 QWL = Everything

In 1983, Quality of work life means everything; it would lose its impact and mean nothing. But instead of losing importance, Quality of Work Life is gaining momentum day by day.

Robbins (1989), defines “Quality of Work Life” is defined 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”.

Subba Rao (1991)\(^{11}\), defined strategies for improving quality of work life, is self-managed work teams, job redesign and enrichment, effective leadership and supervisory behavior, career development, alternative work schedules, job security, administrative or organizational justice and participating management. All the above steps depict the importance of management’s efforts in this regard. By implementing such changes, the management can create sense of involvement, commitment and togetherness among the employee which paves way for better quality of work life.

Murali Krishna (1994)\(^{12}\), defined human resource development including the factors like manpower planning, training and development, performance appraisal, compensation, working conditions work environment, employee aspects of opportunity for the development of human capabilities, career planning for the improvement in Bharat Heavy Electricals Limited. This review on the definition of QWL indicators that is a multidimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure.

Yousuf (1996)\(^{13}\), narrates that “Quality of Work Life denotes all organizational inputs which aim at improving the employees ‘satisfaction and enhancing organizational effectiveness.” From these definitions, it is known that pleasant situation must exist in the organization to enhance the level of satisfaction among the employees and achieve the organizational effectiveness and goal.

Lau and Bruce (1998)\(^{14}\), opines that “Quality of work life is a dynamic multidimensional construct that currently includes such concepts as: Job security, Reward systems, Training and Carrier advancements, opportunities Participation in decision making. As such QWL has been defined as the work place strategies, operation and environment that promote and maintain employee satisfaction with an aim to improve work condition for employees and organizational effectiveness for employers”.

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Frederick (2002)\textsuperscript{15}, defined QWL as “the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization.”

Neerpal Rathi, (2010)\textsuperscript{16}, QWL is defined as “the satisfaction of an individual’s various needs, such as health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs from his/her participation in the workplace”.

Discussions

Having gone through above definitions of QWL, now QWL can easily be, defined as an approach concerned with the overall climate of work and the to enhance the organizational effectiveness. However, the attempts so far made to define it mostly refer to favorableness or unfavourableness of a job environment for the people involved in it. QWL is best life at work, it means that climate at work is congenial providing happiness and relief to the employee both at work and after work. QWL has a directed bearing on the standard of living and the quality of working abilities of human beings. The present study attempts to evaluate the quality of work life in the life Insurance Corporation of India in Salem Division.

2.3. II. Various Dimensions of Quality of Work Life

A number of researchers and theories have been paying attention in the QWL concept and have tried to identify the different kinds of dimensions that determine the QWL.

Walton (1975)\textsuperscript{17}, he explored and highlighted that the eight major conditions constitute the desirable quality of work life. He also proposed same criteria measuring to Quality of work life as:

adequate and fair compensation,
- safe and healthy working conditions,
- immediately opportunity for continued growth and security,
- Opportunity to use and develop human capacities,
- Social integration in the work organization,
- Constitutionalism in the work organization,
- Work and total life space and
- Social relevance of work life.

Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs. All these components are the associated with QWL. Individuals do not, however, have completely unique standards for evaluating the quality of work in common, systematic, measurable and predictable patterns.

Seashore (1975)\textsuperscript{18}, suggested that the individuals have completely unique sets of standards for assessing the quality of the work settings. Groups of individuals share particular personal attributes which cause them to evaluate work in common, and universal characteristics of the work environment which yield high levels of satisfaction and well being on the part of employees. Experienced satisfaction is one of the factors among the many factors involved in the quality of work life.

Louis (1977)\textsuperscript{19}, in his study entitled “Quality of Work Life “(QWL) is attempting to establish that performance is linked to involvement and satisfaction of employees at work places. Quality of work Life is the Overall Quality of human experience in the work place. It measures the way participants in a system respond to the socio-technical aspect of that system.

- Perception of value of work
- Challenge/interest
- Achievement

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• Freedom and autonomy
• Workload
• Quality of work relationship

Keith Davis (1977)\textsuperscript{20}, he explained that, “it is the study and application of knowledge about human behavior in an organization, as it relates to other system elements. Key components are people, structure, technology, and the external social system. It seeks to improve people, organization relationships in such a way that people are stimulated to develop team work that effectively and efficiently fulfill their needs and achieve organizational goals. The administrative system integrates the social system with the technical system for improved human results.”

Johnson et al (1978)\textsuperscript{21}, they accentuated that the Quality of work Life (QWL) consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employer. It requires employees’ commitment to the organization and an environment in which this commission can flourish. Part of the commitment to the organization is the various attitudes or value judgements of people to their jobs and to their total work environment.

Miller et al (1988)\textsuperscript{22}, in their articles, they pointed dimensions are based on Job and environment. This study entitled qualities of work life is broadly similar to the study on Singaporean. Employees Development suggests four dimensions of Quality of work life labelled as, Favourable work environment, Personal growth and autonomy, Nature of job and Stimulating opportunities and co-workers. Good performance is recognized in addition to rewards being based upon performance while employees are respected and treated like mature people.

Saklani (1979), he explains about managerial and non-managerial categories with analysing of various factors of QWL. The various dimensions are as follows, Adequate and fair compensation, Fringe benefits and welfare measures, Work load and job stress, Opportunity to use and develop human capacity, Human relations and social aspect of work life, Participation in decision making, Reward and penalty system, Equity, justice and grievance handling Work and total life space, Image of organization. He says that apart from monetary considerations, employees in India accord a high value to the factors that satisfy self- esteem and self- actualization needs of a higher order.

Sekaran (1981), used a multi- variate cross-cultural approach to explore the meaning of two attitudinal concepts- job involvement and job satisfaction. His sample consisted of 267 white collar workers from US banks and 307 from Indian banks. He found that in both the cultures, job variety and stress were the two common predictors for job satisfaction. Income was a third significant predictor in the US while communication was the third additional predictor in India. For job involvement, age appeared to be a differential predictor. She concludes from her study, that a manager should concentrate on job design and stress reduction to enhance the job satisfaction of employees in both cultures.

Bhatia et al (1981), in their paper on “ A Review of Research Finding on Absenteeism” observed the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the quality of work life.

Lawler (1982), in his study entitled “Quality of Working Life” is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain.
Singh (1983)\(^{27}\), states that, QWL is not based on any theory. It is concerned with overall climate of workplace. Reduced supervision, increased self-regulation and self-management are pillars of Quality Work Life.

Mirvis and Lawler (1984)\(^{28}\), 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.

Levine et al (1984)\(^{29}\), in their study “QWL: Insurance company in Europe” found that influence of QWL factors as: Respect from supervisor and trust on employee’s capability, Change of work, Challenge of work, Future development opportunity arising from the current, Work, Self-esteem, Scope of impacted work and life beyond work itself, Contribution towards society from the work. QWL policies may vary as per the size of the organization and employees group.

Rice (1984)\(^{30}\), he emphasized on relationship between work satisfaction and quality of people’s lives. They contend that work experiences and outcomes can affect person’s general quality of life both directly or indirectly through their effects on family interaction, leisure activities and levels of health and energy. Modification in work place can have their effect by changing environment or changing worker’s own characteristics which can affect their QWL and family life.

Harrison (1985)\(^{31}\), says that in “Communication and Participative Decision Making: An exploratory study”. He identified that the participative decision making necessary precondition for successful communication between superior and subordinate.


Rao (1986)\textsuperscript{32}, conducted a study 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 of men and women employees. Men employees have significantly higher composite quality of working life score for opportunity to learn new skills, challenges 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.

Prayag Metha (1989)\textsuperscript{33}, he studied on perceived QWL, personality and other measures. The responses were obtained on a 5-point scale as follows:- Very good-5, Good-4, Average-3, Poor-2, and Very Poor-1. The areas identified were: Perceived influence in work life, Perceived nature of job, Perceived amenities at work place, Perceived supervisory behavior / practice. It was interesting to note that government officials with a greater sense of satisfaction and integration with their work as well as the political situation tended to assess gain of development more positively, as indicated by involvement in administration.

Trivedi and Chundavat (1991)\textsuperscript{34}, in their combined effort studied the quality of work life with special reference to banking industry focusing on the positive and negative attitudes of workers regarding the working environment.

Baba and Jamal (1991)\textsuperscript{35}, they described the typical elements 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. The results indicates that experienced nurses have high routinization in a job content perceived lower levels of QWL compared to those nurses who experience low routinization in job content, routine shifts perceived higher levels of quality of working life compared to non-routine shift. Baba and


\textsuperscript{33} Prayag Metha (1989), Sage Publications, Business and Economics p.p 188

\textsuperscript{34} Trivedi, I.V., and Chundavat, D.S., (1991) “Quality of work Life with Special Reference to Banking Industry”, The Indian Journal of Commerce, Vol.XLV.

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

**Jain (1991)**

in his study titled “QWL “represents a blending of motivational factors of work, socio-technical system etc. Which are of very real concerns for human values in today’s society with awareness that all individuals devote the greater part of their mature lives to the work, spending time, energy and physical and mental resources to this endeavour. Moreover, it recognizes freedom, growth and self respect as well as his or her stranded of living. Quality of work life denotes the experienced “goodness” of working in the organizational settings.

**Havlonic (1991)**, stated that QWL has been well recognized as a multi-dimensional construct and it may not be universal. The key concepts captured and discussed in the existing literature include job security, better reward systems, higher pay, opportunity for growth, and participate groups.

**Losocco and Rochelle (1991)**, in their study, stated that the most common assessment of QWL is the individual attitudes. This is because individual work attitudes are important indicators of QWL. An individual attitude is the psychological objects in the work domain. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace.

**Johnson (1993)**, stated that the, Quality of work life is more than simply a concept, means or an end. It embodies the following inter-related sets of ideas.

- Ideas dealing with a body of knowledge, concepts, experiences related to the nature, meaning, and structure of work.

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Ideas dealing with the nature and process of introducing and managing organization change; and

Ideas dealing with outcomes of results of the change process.

The concept of Quality of work life views work as a process of interaction and joint problem solving by working people-managers, supervisors, and workers.

Karrier and Khurana (1996), found that managers with higher job satisfaction and more job involvement had the higher perception of higher QWL.

Srivastava (1996), points out that organizational climate and higher order needs (self esteem, autonomy and self actualization) are found to be positively related to job involvement. In is necessary to point out that this study has not noted the variables which had been undertaken for study as the term QWL but organizational climate, higher order needs and all other bio-social needs are the determinants of QWL.

Anitha and Murali Krishna (1997), says that QWL basis for human resource development. It is important to have conductive atmosphere. QWL is one of the most important factor which leads to such conductive atmosphere. Good quality of work life leads to an atmosphere of good interpersonal relations and highly motivated employees who strive for their development.

Feroz Babu (1997), recently observes the Quality of Work Life in textile industry, Rayalaseema Region the current status of the variable like economic and employment aspects of quality of work life and examined the quality of work life in terms of the social aspects, economical aspects, opportunity for the development of human capabilities, career planning and for the improvement of work and of organization structure.

Heskett et al (1997)\textsuperscript{44}, stated that Quality of Work Life, which is measured by the feelings that employees have toward their jobs, colleagues, and companies would ignite a chain effect leading to an organization’s growth and profitability in the end. To improve the QWL of the employees, companies are now emphasizing on cordial employee relations and adopting a human resource strategy that place high value on employees as organizational stakeholders.

Danna and Griffin (1999)\textsuperscript{45}, in their study entitled “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.

Datta (1999)\textsuperscript{46}, in his study- Quality of work life: A Human values Approach say that in a deeper sense, quality of work life refers to the quality of life of individuals in their working organizations- commercial, educational, cultural, religious, philanthropic or whatever they are. Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable.

Venkatachalam (1999)\textsuperscript{47}, says that study was to see whether advanced technology has an impact on the quality of work life of employees. The sample for the study constituted 227 executives and 173 non-executives of a public sector steel plant, using advanced technology. The ‘result of the step-wise multiple regression analysis reveals no significant influence of technology on the employees’ QWL values, but a clear significant impact on other QWL dimensions, work complexity, autonomy, personal growth opportunities, top management support, workers’ control, concern for organization’s performance, QWL feelings and the quality of their social life.


Joseph Zakhariya (1999)\textsuperscript{48}, 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.

Winter (2000)\textsuperscript{49}, in his study entitled “QWL” for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory structural and sectoral characteristics to directly and indirectly shape academicians’ experiences, attitudes and behavior.

Batra and Dangwal (2000)\textsuperscript{50}, there are two ways of viewing quality of work life. One way equates QWL with a set of objective -organizational condition and practices (e.g., job enrichment, democratic supervision, employee involvement and safe working condition). The second way equates QWL with employee’ perception that they are safe, relatively well-satisfied, and are able to grow and develop as human beings. This way relates QWL the degree to which the full range of human needs is met.

Tambe (2000)\textsuperscript{51}, In his article titled “Quality of Work Life of India Women”. This article profiles the India working women and assesses the quality of work life enjoyed by herm and the problems she faces. In a conservative traditional society working women will generally be considered as role models by many aspiring young women. The working women are the ‘change agents’ in the society.


Many of these women may be first generation employees, hence may not be sure as to what to expect from a job and their organization. Many of them may not be aware of the quality of work life they should expect from their employees.

Wanous et al (2000)\textsuperscript{52}, in their study entitled “QWL” is measured using organizational climate facets that have been used in previous researchers. It consists of 3 facets namely affective, cognitive and instrumental. Affective facet is measured using two dimensions namely quality of relationships and pessimism about organizational changes. Quality of relationships is a climate studies. Pessimism about organizational change, as developed by Wanous, Richer & Austin is another important indicator with regards to the affective climate as cynicism is usually backed by perceptions of ineffective leadership practices.

Pessimism about changemay is negatively related to job satisfaction because hope in future improvement would below.

Sirgy et al (2001)\textsuperscript{53}, 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 behavior,
- need satisfaction based on ancillary programmers,
- Organizational commitment.

They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow’s needs were seen as relevant in underpinning this model, covering Health and Safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics, although the relevance of non-work aspects play down, as attention is focused on quality of work life rather than the broader concept of quality of work life.


Thomas and Chan Yue Wah (2001)\textsuperscript{54}, Singaporean constructs that the quality of work life factors are Favorable work environment, Personal growth and autonomy, Nature of job, Stimulating opportunities and coworkers. These all components are associated with the quality of work life of employees and it is applicable for all Industries.

Balu (2001)\textsuperscript{55}, stated that the Quality of Work Life encompasses various aspects relating to (i) Working Environment, (ii) Employee Motivation. Employee motivation consists of (a) proper communication at shop level, (b) Employee facilities, (c) Employee performance Recognition, (d) Employee participation with team spirit, (e) Development and job redesign and job enrichment, (f) Dynamic HRD factors, and (g) status of family.

David Guest (2001)\textsuperscript{56}, argues that perspectives on the study of work Life balance, to explain why it is of contemporary interest, to identify some of the key conceptual and empirical issues and needs to give some attention to ways of defining and operational balance. It might be useful to consider whether in practice it is easier to define balance by its absence. In other words, people are more likely to be subjectively aware of their state when there is imbalance.

Ellis and Pompli (2002)\textsuperscript{57}, they revealed that the QWL of Nurses in Hospital, The various components are 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 of conflict, Lack of opportunity to learn new skills. All these factors associated with job dissatisfaction and QWL.


Wilson (2003)\textsuperscript{58}, His study was mainly based on factors such pressures arising from in compatibilities in industrial societies between technician and social change and as a basic assumption, the fright of people to be people.

- Level of QWL does not depend on the ownership.

Top management commitment of QWL and HRD is a very important factor conducive to growth of high quality of working life.

Bearfiels (2003)\textsuperscript{59}, in the researches of quality of work life among Australian employees, reports about the level of satisfaction with different job aspects- salary, work load, work pressure, control over the way of doing work, health and safe standards at work place, the type of job, relations among coworkers, trust in the management, recognition of work efforts and employees’ treatment by the immediate manager, opportunity for development of a career and job skills, information about work and balance between working and private life. The data of the attitudes toward work environment, obtained in these successive researches suggest an existence of a stable high-quality work life of Australian employees so that the job satisfaction is higher among a lower than between a higher level of education.

Sarang Shankar and Bhola (2003)\textsuperscript{60}, made a study of 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


\textsuperscript{59} Bearfield,S.,(2003),”Quality of Working Life”, Acirrt working paper 86, University of Sydney.www.acirrt.com

depend upon the nature of ownership. Public limited, Private limited and proprietary units have good or poor quality of work life.

**David and Joseph Sirgy (2004)** on Quality of Work life was conceptualized in terms of need satisfaction stemming from an interaction of workers’ needs of survival, (social, ego, and self-actualization needs) and those organizational resources relevant for meeting them. It was hypothesized that need satisfaction is positively related to organizational identification, job satisfaction, job involvement, job effort, job performance, and negatively related to personal alienation. A survey study was conducted based on a sample of 219 service providers to the elderly in a large Midwestern city. It was found that the result were consistent with the hypotheses. Managerial implications were also discussed.

**CBSR Seshu (Feb 2004)** in his article titled “Quality of work Life” as HR strategy. Today’s work force consists of literature workers who expect more than just money from their work. The article analyzes the concept of QWL and presents the concept as an effective strategy for increasing employee’s productivity.

In modern scenario, QWL as a strategy of HRM is being recognized as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organization towards its wholesome growth. This is attempted on par with improved strategies of Customer Relation Management.

**Nasl Saraji and Dargahi (2006)** in their study suggested that the component of QWL in Tehran University of Medical Sciences (TUMS) Hospitals’ employees. Such as, Fair pay and Autonomy, Job security, Reward system, Training and career advancement, Opportunities, Participation in decision making, Interesting and satisfying work, Trust in senior management, Recognition of efforts, Health and safety standards at work, Balance between the time spent at work and the time spent with family and friends, Amount of work to be done, Level of stress experienced at

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work, Occupational health and safety at work. They explained about the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family.

**Eurofound (2006)**\(^{64}\), stated that the Quality of work is refers to that better jobs and more balanced ways of combining working life with personal life. As the concept of Quality of Work Life is multi-dimensional it may not, of course, be universal. It includes job security, reward systems, pay and opportunity for growth among other factors.

**Rishu Roy (2006)**\(^{65}\), stated that the Impact of Quality of work life on Job performance - A study of print media employees. Managing people by talents and improving QWL seems to be the new mantra on the Indian Corporate landscape. Every organization has an invisible quality - a certain style, a certain mode or way of performing things. Achieving heights in today’s cut-throat completion, when business are trying to occupy the prime condition in the market place, QWL have emerged as an elucidation for the performance in the job. The focus in not only on how people can do better work, but also how work may cause people to do better.

**Radnan et al (2006)**\(^{66}\), in their Empirical study were done to predict QWL in relation to career related dimensions. It was found that the results indicates that three exogenous variables are significant career satisfaction, career achievements and career balance, with percentage of the variance in QWL.

**Cascio, 1998; Singhapakdi Vitell, (2007)**\(^{67}\), in their study entitled “QWL” is perceptions to which the organizational environment meets the full range of employees’ needs on their well-being at work. Many business organizations

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nowadays have established ethics programs to strengthen their organization’s performances in the ethical domain.

Rama (2007) stated that, QWL is refers to find out the issue of repetition of legitimate interest or women workers in its entirely and make suggestion to help the policy makers to improve the QWL of women workers, specifically in Banking, Insurance, PSV’s and Hospitals. It was found that the level of satisfaction of women employees with QWL in their respective organization was quite high.

Rahim Bakar and Shamsiah Mohamed (2008), in his study entitled “Quality of work life” is the different level of needs because in reality what is important to some employees may not be important to others although they are being treated equally in the organization. This definition, focusing on personal needs has neglected the fact that the construct of QWL is subjective and continuously evolves due to an ever growing need of each and every employee. Many factors determine the meaning of quality of work life (QWL), one of which is work environment. A group of workforces that is greatly affected in QWL as a result of dynamic changes in work environment is information technology (IT) professionals. This article reviews the meaning of QWL, analyses constructs of QWL based on models and past research from the perspective of IT professionals in many countries and in Malaysia. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

Maimunah Ismail (2008), in his study examined that many factors determine the meaning of quality of work life (QWL), one of which is work environment. A group of workforces that is greatly affected in QWL as a result of dynamic changes in work environment is information technology (IT) Professionals. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

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Kameswara Rao and Venugopal (2009)\textsuperscript{71}, illustrated their perceptions concerning Quality of Work Life of employees in India. They suggested on four dimensions of Quality of Work Life and labeled as “favorable work environment”, “Personal growth and autonomy”, “nature of job”, “stimulating opportunities and co-workers”. Employees viewed a high Quality of Work Life as one in which there was no negative impacts on personal life and such a high Quality of Work Life would also exhibit an absence of inappropriate work demands. One might view a low Quality of Work Life as one in which there is predominantly negative features in the working environment.

Shanajrgouda and Chavan (March 2010)\textsuperscript{72}, in their study titled “QWL “ in small Scale Industries of Dharwar District. Most of the industries consider their employees as high leverage variables. A business can compete and will be successful only when employees are helped by the company to achieve a constructive balance between their strong foundations for future business growth only when a proper constructive balance is achieved. Global completion requires that promoters of Small Scale Industries in India undertake the primary role in improving productivity and only way to achieve this is by enhancing the QWL within the organization.

Normala and Daud (2010)\textsuperscript{73}, in their study are investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms. The results revealed that QWL and Organizational Commitment are a multidimensional construct and is a product of the evaluation of one’s work place. This study provided information how employees in organizations view their work environment, also mentioned that the Quality of work


\textsuperscript{73} Normala and Daud (2010), “ Investigating the Relationship Between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms”. International Journal Of Business and Management, Vol: 5, No. 10.pp.75-82.
life of employees is an important consideration for employers interested in improving employees’ job satisfaction and commitment.

Hosseini and Jorjatki (2010), concluded that the career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment. This has its roots in staff and managers’ attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff’s performance which in turn increases QWL of social insurance employees in Tehran.

Madhesh (2011), in his study on “Quality of Work Life of select steel plant Employees in Tamilnadu” states that QWL is complex subject resulting from number of factors and depends upon their numerous dimensions. The most common 11 factors that influence the quality of work life of employees are nature of job, compensation, working condition, opportunity for growth and development, social integration of work, constitutionalism in the work organization, work and total life space, occupational stress, workers’ participation in management, grievance handling, and social relevance of work. One might view a low Quality of work life as one in which there is predominantly negative features in the working environment.

Mohammad Baitul Islam (2012), He indicates that work load, family life, transportation, compensation policy and benefits, working environment and working condition and career growth are the six factors are highly significant influence on quality of work life. He revealed that the private companies provide the better career growth opportunities which may lead to a better performance.


Stephen (2012)\textsuperscript{77}, He concluded that the findings of the study regarding perception of employers and employees on QWL variables revealed ten important QWL factors in small scale industries in Chennai Coimbatore and Madurai cities in Tamilnadu in India. These are social support interpersonal relationship, recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits. The various components of various factors such as, Adequate and fair compensation, Fringe benefits and welfare measures, Job security, Physical work environment, Work load and job stress, Opportunity to use and develop human capacity, Human relations and social aspect of work life, Participation in decision making, Reward and penalty system, Equity, Justice and grievance handling, Work and total life space, Image of organization.

Nanjundeswaraswamy (2013)\textsuperscript{78}, he used 9 components to measure quality of work life of employees in Technical institution they are, Work environment, Organization culture and climate relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work, Adequacy of resources. In summary Male employees are more satisfied than female employees the chi square test confirms that all the demographic factors like gender, designation, salary, department, experience are independent of quality of work life of employees in private technical institution. This Study also reveals that there is a significant association between QWL of Teaching and Non- teaching staffs. From the correlation analysis it is find that Adequacy of Resources are more correlated and Training & Development are less correlated with teaching staffs perception towards quality of work life and in case of non teaching staffs Compensation & Rewards are more correlated and Work Environment are less correlated with QWL.


\textsuperscript{78} T S Nanjundeswaraswamy, Swamy D R (2013) "QUALITY OF WORKLIFE OF EMPLOYEES IN PRIVATE TECHNICAL INSTITUTIONS", International Journal for Quality Research 7(3) 3–14 ISSN 1800-6450
Muthukumar et al (2014), in this paper presented “A critical Analysis of Quality of Work Life practices at Salem steel plant and JSW steel Limited, Tamilnadu”. Quality of Work Life and Occupation stress of employees are found significantly and negatively correlated. So reducing the levels of stress is one of the best ways to enhance QWL. The managements are advised to open special cells to help the workers in their career planning and career development. The Quality of Work Life in both Salem steel plant and JSW steel Limited can be further improved by exposing the workers to the changing and improved techniques of production.

Discussion

However from the literature we can summarize that QWL may be is viewed as a wide ranging concept. It shown that QWL is a multidimensional constructs, these constructs have to be consider during job satisfaction of employees and which through the enhancement of human dignity and growth, promotes greater organizational effectiveness. It includes the process in which the three important factors in organization management work out. i.e. Job satisfaction, Work environment, Adequate and fair compensation. Here, In QWL covers eight factors of QWL, namely, Organizational Climate & Culture, Work-Life Balance, Working Environment, Welfare Measures, Compensation of Employees, Participation in Decision-Making, Opportunity for Growth Development, and Social Relevance of Work. What is important is to stimulate quality of work life consciousness among the employee and the management of Life Insurance Corporation of India.

2.4. III. Impact on QWL

The following Review of Literature has given more importance to the some of the variables, i.e. A number of researchers and theories have been paying attention in the QWL concept and they have tried to identify the different kinds of dimensions that determinants the QWL.

Dr. E. Muthukumar, Dr. G. Alex Rajesh, Mrs. S. Vidhya. ” A critical analysis of Quality of work life practices at salem steel plant and JSW steel ltd”, ISSN-2347-856X. March 2014. V. 2, issue.3, pp.92-99.
Payne and Phesey (1971)\textsuperscript{80}, pointed out that organizational climate is related to job satisfaction leading to highlight the quality of employees of work life. It is important to mention here that job satisfaction is an indication of positive QWL.

Sinha (1977)\textsuperscript{81}, suggested that the most important indicator of Quality of Work Life in India is the extent of fulfillment of the basic needs of man followed by the reduction of the enormous economic disparity between the haves and have-nots. This ultimately leads to More commitment to job and Resultant increase in productivity which we desperately need in order to meet the basic requirement of our society.

Raghvan (1978)\textsuperscript{82}, the ex-chairman of BHEL, (a public sector organization) stresses the need for worker’s participation in management. According to him, “Participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by the constitution of India”.

Kavoussi et al (1978)\textsuperscript{83}, investigated on “The Effects of unsatisfactory working condition on the epidemiology of unauthorized absenteeism in an old textile factory”, and recommended for proper care for improving quality of work life. And they also compared the unauthorized absenteeism rates in the two large textile factories in Isfahan, Iran. The working condition in the study factory was unsatisfactory, unlike the control factory. Findings show significantly higher absenteeism rates on the study factory. The author recommended for closer attention for improving the quality of working life.


Sayeed and Prakash (1980)\textsuperscript{84}, in their study on “The Quality of Work Life in relation to job satisfaction and Performance in two Organizations” found the attitude and performance to be high or poor of the employees working in the organization, depending on the perception of provision of quality of work life.

Hackman and Oldham (1980)\textsuperscript{85}, highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized the personal needs are satisfied when rewarded from the organization, Such as compensation, promotion, recognition and development meet their expectations.

Manga and Maggu (1981)\textsuperscript{86}, in their study “QWL: A study of Public Sector in India” found that influence of QWL on the health of the public sector organization as such on the members of such organizations. They have 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 the nature of obstructions of QWL efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Bharadwaj (1982)\textsuperscript{87}, argues that quality of work life movements offers India a value-frame and the social technology of organizational change which can lead to task-effectiveness in micro-industries through the full utilization of the human potential. Bharadwaj further emphasizes that the values, concepts and methodologies of quality are important in QWL. In the same study, he eloquent in urging the adoption of quality of work life principles to the Indian situation, “The quality of work life movement offers India a value-frame and a social technology of organizational change, leading to task effectiveness of micro-entities through utilization and unfolding of the potential.”

Singh (1983)\(^{88}\), in his paper *QWL Experiments in India* presented in the National Symposium on QWL, Hyderabad on “Towards a Human Philosophy of Job Design” and in his book on QWL experiments. “Trials and Triumphs in Chemical and Textile Factories in India” suggested that job designing for improving QWL is to be done by reorganizing the work and introducing participatory management.

**Michael Maccoby (1984)\(^{89}\)**, his aim of the study is to identify the job satisfaction of employees and supervisory of Bell System employees over a 5-year period. He found that the employees and supervisory staffs were satisfied with pay and benefits and motivated to work productively, but they were dissatisfied with technology and perceived too much supervisory control. They believed that they were mismanaged, pushed around, not listened to, and that the spirit of service was being eroded by the drive to increase profit.

**Schlesinger Oshry (1984)\(^{90}\)**, discussed need to recognize the problems that QWL activities create for the professionals roles of middle managers. QWL activities may indicate the problems that middle managers already face, such as adequate recognition, lack of influence, and hectic work place. It is argued that organizational changes adopted as part of QWL effect must be linked to existing structure and system over time. Means must be provided for middle managers to discuss concern, share problems and develop skills in the organization. The implementation of QWL measures must be monitored with attention paid to the consequence of QWL activities for all people in the organization.

**Gupta and khandelwal (1988)\(^{91}\)**, conducted a study and found 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.


Cunningham and Eberle (1990)\textsuperscript{92}, emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. The elements that are relevant to an individual’s quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job.

Kumar and Tripati (1993)\textsuperscript{93}, revealed that the Quality of Work Life is a philosophy of management that believes co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organizations. Quality of Work Life is a process to involve employee at every level of the organizations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working environment, working climate or work culture. The process brings ultimate benefit to individual employee as well as to the organizations through individual development and increasing quality and productivity respectively.

Hoque and Rahman (1999)\textsuperscript{94}, found that QWL is important for job performance, job satisfaction, labor turnover, labor management relations which play a crucial role in determining the overall well being of any industrial organization. They found in their study that workers of the private sector textile mills perceived significantly higher QWL than the workers of the public sector textile mills.

Rethinam (2008)\textsuperscript{95}, who enlightened QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job Satisfaction, job involvement, motivation, motivation,


productivity, health, safety and well-being, job security, competence development and balance between work and non work life and also he concluded as QWL from the perspective of IT. Professionals is challenging both to the individuals and organization.

Lokanadha Reddy and Mohan Reddy (2010)\(^96\), in their article titled, “Quality of Work Life employees: emerging dimensions “Many factors determine the meaning of QWL, one of which is work environment. The dimensions of Quality of Work Life include health and well-being, job security, job satisfaction, competence development and the balance between work and non-work life. These techniques to improve QWL include job redesign, career development, flexible work schedules, job security and the like. If any organization properly adopts these techniques, the Quality of work life will certainly be improved to the desired levels.

Azril et al (2010)\(^97\), in their study discovered whether quality of work life among the agriculture extension employee do have impact on their work performance or not. The study necessarily estimated quality of work life function in enhancing work performance, analyzed the most important factor and variables on this work performance. Results depict that all of the nine qualities of work life studied have significant and positive relationship with work performance where the highest relationship occurred between individual and family life with work performance. Multiple regression analysis demonstrated that five factors which are individual and family life, job satisfaction, organization policy and management style, work environment and remuneration are the main contributors to work performance among government agricultural extension employees.

Meenakshi Gupta and Parul Sharma (2011)\(^98\), This study reveals that the quality of work life in the organization can be improved by enhancing Adequate Income & Fair Compensation, Safe & healthy working conditions, Eminence of


\(^98\) Dr. Meenakshi Gupta and Ms. Parul Sharma Factor credentials boosting quality of work life of BSNL employees in jammu region, Sri Krishna International Research & Educational Consortium, APJRB BM Volume 2, Issue 1, Jan 2011, ISSN 2229-4104.
Work Life and social integration in the work force, constitutionalism in work organization, Eminence of work life and social relevance of work. All these factors are highly positively correlated with work life.

Shiney chib (2012)\textsuperscript{99}, the study revealed that the organization performance depends on Quality of Work Life, Job Satisfaction, Wage policy, company policy and union participation stands true. It also revealed that QWL has a positive and significant relationship with employees’ job satisfaction. Employee satisfaction items were included job safety & security, worker not afraid of losing job, worker satisfied with provident benefit, supportive supervisor, organizational induction, workers voice to top management, and satisfies with work related technology. It has been noticed that most of the variables have positive correlation with employees’ satisfaction. As employees’ job satisfaction is positively related to organizational performance, it is important; that managers should try to develop a strong correction between QWL and employee job satisfaction and eventually organizational performance.

Pavithra et al (2012)\textsuperscript{100}, found what QWL means to lawyers and how it affects the profession as a whole. Thus, it was concluded that once the lawyers attain a good work life balance it will improve the quality of work life. It was also founded that if the quality of work life is good it will help in reducing the attrition and absenteeism rate of lawyers.

Sandhya Nair (2013)\textsuperscript{101}, He explored that the relationship between the Quality of Work Life and its effect on Organizational Citizenship Behavior. This study primarily aimed at understanding the gap between the perceived QWL and among college teachers and its effect on OCB. It can be concluded that the respondents have an average Quality of Work Life and Female teachers have a better Quality of Work Life compared to Men. The major issues are identified as inter

generational communications and interpersonal trust among teachers, which affects their QWL.

Yuthamarani Permarupan et al (2013), in this paper entitled “Quality of Work Life on Employees Job Involvement and Affective Commitment between the Public and private sector in Malaysia” - it reveals that the quality of work life does have a significant relationship to affective commitment. They concluded that the job involvement which relates to affective commitment. Organization should strive to provide good Quality of Work Life to obtain the best results from their employees. The Paper has also conclusively demonstrated that by way of comparison, the public sector employees’ have higher job involvement towards their task and job.

Lediana Xhakollari (2013), this article indicates that the most problematic areas for the employees in quality of work life are the issues of compensation, safety of working environment, opportunity for continued growth and security. 30% of employees are satisfied with their opportunity of professional growth, with the trainings they participate, and with the incentives that their institution give to them to study and there is a strong positives relationship between satisfaction with quality of work life and safe and health working environment and at the same time the employees are not very satisfied with their working environment.

Kasraie et al (2014), they revealed that the QWL is viewed as an essential dimension of the Quality of Life. Furthermore, a high Quality of Work Life is crucial for organizations attract and retain worker. They concluded behaviors are more influenced by their interactions and organization procedures. In addition, this

study indicates that Occupational Stress, Quality of Work Life and Job satisfaction have a relationship on OCB.

Discussion

From the different researchers study it is identified that QWL is directly effect on the organizational performance. The literature reveals the factors that contribute to QWL, dimensions of QWL and employees’ perception of QWL within the organization. Security, equity, individualism, democracy are main principles of QWL. Eventually, Compensation, Working conditions, opportunity for growth and development, work life balance, Social Relevance are the main dimensions of QWL. Main techniques of QWL are Participation of Decision-Making, Welfare Measures, and Healthy Working environment. Therefore, these dimensions are measured by Employees of LIC of India, Salem Division.

2.5. Research Gap

Authors covered only few factors in their studies and dearth of studies had been conducted to understand factor affecting quality of work life that is working towards the development of Life Insurance Corporation of India. Moreover, it is difficult to best conceptualize the QWL dimensions. From the literature survey, following 8 important components of Quality of Work Life were considered for the following literature review:

1. Participation in Decision-making
2. Opportunity for Growth & Development
3. Compensation
4. Working Environment
5. Organizational Climate & Culture
6. Social Relevance of Work
7. Welfare Measures
8. Work-Life Balance

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