CHAPTER – 2
REVIEW OF LITERATURE
2.1 Introduction

A literature review is both a summary and explanation of the complete and current state of knowledge on a limited topic as found in academic books and journal articles. Thus it refers to the process of reading, analyzing, evaluating, and summarizing scholarly materials about a specific topic.

For more than two decades a sizable volume of literature has been developed on Quality of Work Life. Quality of Work Life gained importance between 1969 and 1974, when broad group of researchers, scholars, union leaders, practitioners of Human Resources Management and Industrial Relation as well as government personnel developed a interest in how to improve the quality of an individual through on-the-job experience. A literature review was conducted to become well acquainted with the theoretical background regarding Quality of Work Life. General literature regarding quality of work life, its significance and well being was consulted, as well as more specifically quality of work life, job satisfaction and specific components of quality of work life of employees of Textile industries. The latter will enable the researcher to identify a set of components to serve as constructs for the study and to be able to define each of the facets of work life.

Review of existing literature on the subject reveals that though many researchers have directed their efforts to investigate the Quality of Work Life related to various sectors, yet there has been no comprehensive study devoted to Quality of Work Life among Textile workers’ in Rajasthan. Accordingly, the present study is an attempt to analyze the different dimensions of Quality of Work Life among Textile workers’ in Rajasthan.

2.2 Evolution of Quality of Work Life

Originally Quality of Work Life (QWL) activity occurred during the period 1969 to 1947, when a broad group of researchers, scholars, union leaders, and government personnel became interested in how to influence the quality of an individual’s on-the-job experience (Nadler and Lawler, 1983: p. 21).

However, from the late sixties, there has been a resurgence and proliferation of ideas, experiments and theory building. The term ‘Quality of Work Life’ (QWL) has become well known not only to social scientists, but to laymen as well.
The term Quality of Work Life was introduced by Louis Davis. The first international QWL conference was held in Toronto in 1972.

A series of national attitude surveys conducted at the University of Michigan in 1969 and 1973 helped draw attention to what was called ‘the quality of employment’, or the sum total of the effects of job experiences on the individual. The Department of Health, Education, and Welfare sponsored an investigation of this issue that resulted in the widely publicized book Work in America (MIT Press, 1973). At the same time, the pressures of inflation prompted the government to address some of the issues. It established a federal productivity commission, which in turn sponsored a series of labour management QWL experiments that were jointly managed by the University of Michigan Quality of Work Program and the newly formed National Quality of Work Centre (Nadler, Lawler, III, 1983: P. 21).

In 1973, the first annotated QWL bibliography was developed, reviewing 15 years of empirical research on the correlates of a prior set of QWL criteria. This bibliography represents an early attempt to define QWL concept, presenting an initial framework based upon an assumed set of QWL concepts (Taylor, Landy, Levine and Kamath, 1973). Many QWL activities were started during the early 1972s had matured and begun to make positive impact in the people’s control over their workplace.

The origin of the phrase ‘Quality of Work Life’ (QWL) is uncertain. One of the earliest references to quality of life, as connected to work, occurred in 1973 at the Forty-Third American Assembly on the Changing World of Work held at Columbia University’s Arden House (Gadon, 1984: p. 42-43).

Quality of Work Life is being used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees’ quality of working life and more importantly to help them to maintain work-life balance with equal attention on performance and commitment to work.

Cummings and Worley (2005), stated that the term Quality of Work Life gained importance in the late 1960s as a way of concerns about effects of job/work on health and general wellbeing and ways to positively influence the quality of a person’s work experience. Up until the mid 1970s, employer’s concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other
aspects that affect employees’ job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs.

**Rose et. al., (2006),** is of opinion that the evolution of Quality of Work Life began in late 1960s emphasizing the human dimensions of work that was focused on the quality of the relationship between the worker and the working environment. However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in the past was to include, financial figures in defining “a good company”. Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations.

There are a significant number of books, periodicals, studies, papers presentations which enable us to understand and comprehend the concept and the Human Resource Management which have analyzed the conceptual issues of Quality of Work Life.

The multi-dimensional nature of the Quality of Work Life (QWL) has been collected together by **Bhardwaj (1983).** Some of these are listed below:

1. Westing House Corporation (USA) named its efforts of productivity improvement through participative management as “Theory Management”.
2. William Batten, Chairman of the New York Stock Exchange, in his lecture at Wharton Business School, in November, 1979 described a new productivity – impacting social technology as Quality of Work Life (QWL).
3. General Motor Corporation involved the United Automobile Workers’ Union as co-equal stakeholders in seven years ‘Quality of Work Life (QWL) Joint labour-management effort’.
4. In 1980, the big ten steel workers of USA concluded their triennial national collective bargaining agreement with United Steel Workers of America, calling for joint union-management ‘participation committees’ for problem-solving exercises, geared to operational improvement.
5. In 1980, the Ford Motor Company and United Automobile Workers’ Union formally announced a long developing ‘Employee-Involvement’ (EI) programme.
6. Since 1980-81, there has been an explosive proliferation in the U.S. enterprises, of ‘Quality Circles’ (QC or QCC) modelled on the Japanese worker-involvement structures for joint operational “problem-solving”.

2.3 Quality of Work Life Defined: The Various Facets of QWL

Past scholars have suggested definitions of Quality of Work Life from various dimensions and have concluded different constructs of QWL. For instance, QWL is a philosophy, a set of principles, which states that employees are the most meaningful resource in the organization and they should be dealt with dignity and respect. The elements important to an individual’s 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.

Fred Luthans (1981) defined Quality of Work Life as the socio-technological approach to job design. However, QWL is not based on a particular theory, nor does it advocate a particular technique for application. It is concerned with overall climate of work. It has been defined as a process of joint-decision-making, collaboration and building mutual respect between management and employees. The purpose is to change the climate at work, so that the human technological organizational interface leads to a better Quality of Work Life.

Heskett, Sasser and Schlesinger (1997), suggested Quality of Work Life as the feelings that employees have about their jobs, co-workers and organization in general that act as a catalyst resulting in the organizations’ growth and profitability. A positive feeling towards their job reflects that the employees are happy doing work and a satisfying work environment increases productivity. This definition indicates that the satisfying work environment is one of the factors responsible for better QWL.

Lau, Wong, Chan and Law (2001), defined Quality of Work Life as the favorable working conditions that support and enhance satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition reflects that an employee who is not satisfied with reward may be satisfied with the job security and may be possibly enjoying the career growth opportunity available in the organization for personal as well as professional growth.

It can be concluded from the above discussions about Quality of Work Life definition, that QWL is co-operative rather than authoritarian; evolutionary and open rather than static and rigid;
informal rather than role-bound; impersonal rather than mechanistic; mutual respect and trust rather than hatred against each other.

Michael Brower stated the following comprehensive description of Quality of Work Life:

“Quality of Working Life (QWL) is a philosophy of management, a process, and a set of outcomes. It is a philosophy of management that accepts the legitimacy of existing unions, that believes cooperative relationships with those unions are worth developing, and believes that every employee has the ability and the right to offer intelligent and useful inputs into decisions at various levels of the organization. QWL is a process to involve employees at every level of the organization in decisions about their work and work places. QWL also refers to the intended outcomes of practicing this philosophy and process, with improvements in working conditions, environment, and practices and in the general climate or culture of the workplace. This same process also brings organizational benefits of cost reduction and quality improvement and personal development benefits, which are also integral parts of the QWL concepts”. (cited in Vaidyanathan and Wason, 1991: p. 80).

2.4 Concept of Quality of Work Life

Losocco and Rochelle (1970), in their study, stated that the most common assessment of Quality of Work Life is the individual attitudes. This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society.

Louis Davis (1972), in his study entitled “Quality of Work Life” (QWL) stated that it is an attempt to establish that performance is linked to involvement and satisfaction of employees at work places. QWL 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.

Davis, Cherns (1975), stated that Quality of Work Life seeks to create those conditions in the organisation which: (1) Promote individual learning and development; (2) Provide individuals with influence and control over what they do and how they do it; (3) Make available to the individuals with influence and control over what they do and how they do it; and (4) Make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means to valued personal rewards.
De (1975), writes that Quality of Work Life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuing growth of man leading to his or her development to the fullest stature.

Katzell et.al. (1975), in their extensive literature review viewed Quality of Work Life more broadly as an individual’s evaluation of the outcome of the work relationship. They observed that an employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values.

Cohen and Rosenthal (1980), stated Quality of Work Life as an intentionally designed effort to bring out increased labour management, and cooperation to jointly solve the problem of improving organisational performance and employee satisfaction.

Mehta (1982), who had put in considerable research in the field of Quality of Work Life, discussed in his paper on ‘Rising Aspirations, Quality of life and Work Organization’ QWL from the point of view of workers and tries to match QWL to their changing attitudes.

Singhal (1983), commented that Quality of Work Life will be meaningful only if the people working in organisations live a happy and healthy life in the society. The economic, familiar and health strains, etc. to which employees remain exposed as members of the larger society will continue to threaten the peace at work. Singhal further remarked that Quality of Work Life is a time and situation related concept and will require constant revisions and modifications as socio-organisational contexts change over time.

Beinum (1984), defined a general and an organizational approach to Quality of Work Life. The general approach includes all those factors affecting the physical, social, economical, psychological and cultural well-being of workers, while the organizational approach refers to the design and operation of organizations in accordance with the values of democratic society.

Gardon (1984), in his study stated that Quality of Work Life programmes have two objectives: to enhance the productivity and the satisfaction of employees. Quality of Work Life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones.
Maccoby (1984), stated that Quality of Work Life is a commitment of management and union to support localized activities and experiments to increase employee participation in determining how to improve work.

Sekharan (1985), observed that historically the concept of Quality of Work Life had originally included only the issues of Wages, Working Hours, and working conditions. However, the concept has now been expanded to include such factors as the extent of workers involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc.,

Sangeeta Jain (1991), in her study stated that any conscious effort that is aimed at improving working conditions, work content and its attendant conditions like safety, security wages and benefits can legitimately qualify as Quality of Work Life activity. Ultimately, QWL is a concern not only to improve life at work, but also life outside work.

Gain (1993), in his study stated that the core of the Quality of Work Life concepts is the value of treating the worker as a human being and emphasizing changes in the socio technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.

Newstrom and Davis (1993), referred the term Quality of Work Life to the favourableness or unfavourableness of a total job environment for people. According to them Quality of Work Life includes –

1. Open communications,
2. Equitable reward systems,
3. A concern for employee job security and satisfying careers, and
4. Participation in decision-making.

They suggested that Quality of Work Life provides the higher-order needs of workers as well as their basic needs.

Sharma and Ghosh (1993), gave their general perception about improvement in Quality of Work Life. Improved QWL leads to improved performance. Performance means not only physical output but also the behaviour of the worker in helping his/her colleagues in solving
job-related problems, accepting orders with enthusiasm, promoting team spirit and accepting unfavourable work conditions without complaints.

Robbins (1998), stated that Quality of Work Life is a process by which an organisation responds to employee need by developing mechanisms to allow members to share fully in making decisions that design their lives at work.

Datta (1999), in his study on “Quality of Work Life: A Human Values Approach” stated 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.

CBSR Seshu (2004), in his article titled “Quality of Work Life as HR strategy” has stated that today’s work force consists of literature workers who expect more than just money for their work. The article analyzed 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 an ultimate key for development among all the work systems, not merely as a concession, which is integral to any organization towards its wholesome growth. This is attempted on par with improved strategies of customer Relation Management.

Radnan Che Rose, Loosee Bah, Jagak Ali and Khairuddin Idris (2006), in their study stated that the most important predictor of Quality of Work Life is organizational climate followed by career achievement, career satisfaction and career balance.

Rishu Roy (2006), stated that managing people by talents and improving Quality of Work Life 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. QWL has emerged as an elucidation for the performance in the job. The focus is not only on how people can do better work, but also how work may cause people to do better.

Rethinam (2008), defined Quality of Work Life as 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, productivity, health, safety and well-being, job security, competence development and balance between work and non work life.
2.5 Significance of Quality of Work Life

**Baner (1966)**, invented that the technological developments have invited attention towards Quality of Work Life but it has to an extent neglected the Quality of Work Life. Social scientists began to devise measures, which would reflect life condition in a wider sense and consequences to technological innovations.

**Grayson (1973)**, stated that both employers and employees now better appreciate the importance of the Quality of Work Life in an organization. Quality of Work Life is important to organisational performance.

**Trist (1975)**, suggested the planning development which may provide the appropriate climate and setting for socio-technological assessment, choice of technology and design of organisations and jobs. He further made an urge for the importance of Quality of Work Life (QWL) in a developing country. According to him in a developing country the QWL can become both an end and means. It is an end in itself because it is a highly significant component in the Quality of Work Life in general and it is a means by which the employees can acquire civic competencies and skills.

**Majumdar (1976)**, stated that the Quality of Work Life directly affects the output from an individual. He remarked that the worker spends about 8 hours of his/her day time at the workplace and 16 hours outside the factory somewhere in the housing colony or in a rented flat. House, he observed that the environment outside his/her workplace is also very important in his/her life. But this does not under-rate the importance of the environment within the factory.

**Runcie (1980)**, remarked that should an employee have positive perception of the Quality of Work Life in the company, he further strived to improve the working conditions, increase production and quality products.

**Grenier, Guillermo and Banks Andy (1987)**, in his study stated Quality of Work Life as a way to improve working conditions, morale and productivity by providing a more congenial workplace where everybody “works together”.

**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 workplace.” They, therefore, consider need satisfaction that result from workplace
experiences, as an important contributing factor to not only job satisfaction, but also satisfaction with other life domains.

**Sandrick (2003)**, stated that a high Quality of Work Life is essential for organisations to continue, to attract and retain employees.

**Lau and May (2007)**, examined empirically how the perceived image of a company’s Quality of Work Life will affect its market and financial performances. The study suggested that companies with high Quality of Work Life can also enjoy exceptional growth and profitability.

### 2.6 Quality of Work Life Constructs

People generally have a perception of Quality of Work Life as a systematic approach including autonomous work groups, job enrichment and active-involvement with a focus on improving the satisfaction and productivity of employees. It requires employee commitment to the organization and an environment in which this commitment can flourish. Thus, QWL is a holistic approach that includes an individual’s job related wellbeing and the extent to which he is satisfied with the rewards, fulfillment at job and enjoys the absence of stress and other negative personal consequences.

According to **Levine, Taylor and Davis (1984)**, the following table (1) shows the possible QWL concept statements:

<table>
<thead>
<tr>
<th>QWL Concept Set According to Levine, Taylor and Davis.</th>
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<tbody>
<tr>
<td>1. Salary equities</td>
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<td>2. Educational benefits</td>
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<td>3. Lack of health benefits</td>
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<td>4. Salary and benefit equities</td>
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<td>5. Discrimination</td>
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<td>6. Inept management</td>
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<td>7. Autocratic management</td>
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<td>8. Fair recognition</td>
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<td>9. Spouse</td>
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<td>10. Inefficiency</td>
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<td>11. Unnecessary questioning</td>
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<td>12. People who don’t care</td>
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<td>13. Work overload</td>
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<td>14. Disagreeable management</td>
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<td>15. Challenge of work</td>
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<td>16. Work freedom</td>
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<td>17. Personal social interaction</td>
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<td>18. Communication</td>
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Walton (1973) gives us a model of analysis of important experiments on Quality of Work Life and considers eight conceptual categories that include factors of motivation summarized as follow in the table (2):

**Conceptual Categories in Quality of Work Life – QWL**
|   | Use and development of capacities | ✓ Autonomy.  
✓ Relative self control.  
✓ Multiple qualities.  
✓ Information on the total process. |
|---|---------------------------------|-------------------------------------------------|
✓ Personal growth.  
✓ Perspective of wage advance.  
✓ Job security. |
| 5. | Social integration in the organization | ✓ Absence of prejudice.  
✓ Equality.  
✓ Mobility.  
✓ Relationship.  
✓ Communication sense. |
| 6. | Constitutionalism | ✓ Rights of protection to the worker.  
✓ Personal privacy.  
✓ Labour laws.  
✓ Freedom of expression.  
✓ Impartial treatment. |
| 7. | Work and the total space of life | ✓ Stability of schedules.  
✓ Few geographic changes.  
✓ Time for leisure of the family. |
| 8. | Social relevance of the work in the life | ✓ Image of the company.  
✓ Social responsibility of the company.  
✓ Responsibility for the products.  
✓ Job practices. |

**Source:** Walton *apud* Fernandes (1996).

### 2.7 Factors Affecting Quality of Work Life (QWL)

Various authors and researchers have proposed a wide range of factors for Quality of Work Life. As per the objectives of this study the researcher will review only two factors – Demographic and Work related factors.

#### 2.7.1 Demographic Factors

_Ghosh and Kalra (1982)_ in their study of Quality of Work Life (QWL) tried to show how different aspects of it were influenced by factors like age, income, qualifications, experience etc. of workers. Their 15-dimension QWL concept includes Advancement based on merit, Employee commitment, Opportunities to use one’s own capacities, Job security, Employee
state of mind, Safe and healthy working conditions, Union-management relations, Physical working environment, Employee welfare, Relations with supervisor, Work group relations, Adequate financial compensation, Employee involvement on the job, Absence of undue job stress and Standing of the organisation in the society.

Nordenfelt (1993), refers to a study Veenhoven presented in 1984 where 245 studies by researchers, mainly psychologists, investigated the importance of various background conditions for happiness and satisfaction. The demographic factors did not come out as strong predictors, but the correlation between happiness and such factors as education, intelligence and general activity were still evident.

Moen (2000), researched gender differences and found that some characteristics of the work environment predict Quality of Work Life differently for men and women. Autonomy on the job is positively related to coping or mastery for men and negatively related to their experience of overload. Having the option to negotiate work hours is related to lower overload for women, while being able to work at home tends to predict fewer stress symptoms for men. Working a varying job shift is associated with overload for men and tends to be linked to men's work/life conflict.

Faubion, Palmer and Andrew (2001), conducted a study among vocational rehabilitation counsellors to determine perceived differences between the demographic variables and the overall job satisfaction of rural and urban employees. The results found that no differences were found related to overall job satisfaction and other demographic variables, such as gender, race, age, education and work experience.

Dr. Barkha Gupta (2015), undertook an empirical study on the impact of demographic variables on Quality of Work Life among Insurance Sector employees in Indore division. This research study attempted to find out the impact of age, income, gender and experience on QWL of Insurance sector employees. The result of the study revealed that age has a positive impact on QWL. Income and experience also has an effect on QWL of employees but gender has no impact on QWL of employees.

2.7.2 Work Related Factors

Hackman and Oldham (1974), Drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of Work Life. Several such needs were identified as- Skill variety, Task identity, Task significance, Autonomy and Feedback.
They suggested that such needs have to be addressed if employees are to experience high quality of work life.

Taylor (1979), pragmatically identified the essential components of Quality of Work 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 would 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, social relevance of the work or product, effect on extra work activities. He suggested that relevant Quality of Work Life concepts may vary according to organization and employee group.

Davis et al. (1984), made use of a step-by-step Delphi analysis to develop a definition and measure of Quality of Working Life. Their results identified the degree to which superiors treat subordinates with respect and have confidence in their abilities as significant predictor of Quality of Working Life.

Payne (1987), identified that the physical environment, such as architecture, equipment, noise, lighting, decoration and use of plants, is likely to make an impact upon an employee’s achievement, affective satisfaction, and psychological strain.

Hodson (1997), found that the effects of co-worker relations on job satisfaction and on good relations with management are substantial, often more than those of job characteristics. Conflict and infighting among fellow workers are associated with lower job satisfaction, while worker harmony is associated with greater job satisfaction. Supportive co-worker relations with good amount of interpersonal contact and communication on the job appear to be part of a favourable environment.

Venkatachalam and Velayudhan (1997), in their study identified the factors that help in measuring the Quality of Work Life. The survey also revealed that Quality of Work Life is positively related to organisational commitment and Quality of Work Life is basically concerned with improving the work satisfaction of employees as an effective corporate motivational strategy. They stated from their survey that productivity increased with the change adopted through Quality of Work Life of the employees and identified several factors which helped in measuring Quality of Work Life, such as – Security, Autonomy, Equity of Pay, Rewards, Satisfaction, Involvement, Stress, Working Environment and so on. According
to them Quality of Work Life is simple which involves giving the workers the opportunity to make decisions about their jobs, the design of their work places and what they need to make products or to deliver services more effectively.

**Danna and Griffin (1999)**, observed that Quality of Working Life is a holistic concept, which not only considers work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also includes factors that predict life satisfaction and general feelings of well-being.

**Ducharme and Martin (2000)**, found extrinsic rewards to have a statistically significant effect on overall job satisfaction, but compared to other job stressors it had the least influence.

**Bearfield, (2003):** Used 16 questions to examine Quality of Work Life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups.

**Chandranshu Sinha (2012),** identified twelve important factors of Quality of Work Life. These working factors are important for the development of organization’s most valuable assets (employees). These factors are also useful for gaining competitive advantage in the market. These factors are Communication, Career development and growth, Organizational commitment, Emotional supervisory support, Flexible work arrangements, Family response culture, Employee motivation, Organizational climate, Organizational support, Job satisfaction, Rewards and benefits and compensation.

**Madhu and R. Mohan Kumar (2015),** identified through their study that the common factors that influence Quality of Work Life are reasonable Compensation, good Working Conditions, and prospects for Career Growth etc. QWL provides associations between work life and non-work life. Most significant factors that influence and decide the Quality of Work Life are Attitude, Environment, Opportunity, Nature of Job, People, and Stress level, Career Prospects, Challenges, Recognition and Rewards.

### 2.8 Approaches for Achieving and Improving Quality of Work Life (QWL)

**Guest (1979),** in his study talked about feelings of an employee about his/her work while defining Quality of Work Life (QWL) and pointed out the effect of QWL on person’s life.
According to him – a new collaborative approach on the part of management, unions, and workers improve the Quality of Life at work in its broadest sense.

**Kumar and Tripathy (1993),** explored that there are several approaches for achieving Quality of Work Life in organization, namely job design, workers participation, welfare, and quality circles. Quality circles are one of the ways of involving employees at the bottom level of organization in decision affecting work and work related problems. The Quality Circles occupy a vital and far more specific role for aiming and achieving Quality of Work life of workers in organizations.

**Hesket J.L. Sasser, W.E. Jr. Schlesing L.A. et.al (1997),** 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 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 organization stakeholders.

### 2.9 Causes Affecting Quality of Work Life (QWL)

**Roopali Johri (2005),** stated that the causes affecting Quality of Work life are economic adversity employment difficulties, management practices (ways of treating employees and giving them opportunities to use their abilities) and job nature (work load, work hours and pay). The quality of work that Canadians want rests on four pillars. These are the opportunity to engage in tasks that are fulfilling and meaningful to workers personally; a decent standard of living; health, well-being and support for family life or life outside work generally; and rights including worker participation in decision making.

### 2.10 Studies on Quality of Work Life (QWL)

**Ganguli and Joseph (1976),** studied Quality of Work Life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours, etc. are some variables positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers also found affecting the Quality of Working Life.
Joseph (1978), in his study of Quality of Work Life (QWL) and job attitudes relationship measured QWL of 96 skilled and semi-skilled technicians in a public enterprise in terms of four dimensions – growth, mastery, involvement and self-control. Job attitudes were measured in terms of work, pay, promotion, co-workers and supervision. In brief, the findings were:

1. Attitude towards the nature of work is closely related to Quality of Work Life. The more one consider one’s work to be interesting, challenging and achieving the higher would be one’s Quality of Work Life;

2. Co-workers play a role to make the Quality of Work Life high or low; and

3. Attitudes towards supervision and pay seem to be least related to Quality of Work Life.

Westley (1979), addressed the type of problems generated by the factory system. The problems faced by people at work are classified into four types: political (insecurity), economic (inequity), psychological (alienation), and sociological (anomie). To solve these problems he recommended individual remedies such as: worker directors, profit sharing, job enrichment, and socio technical design in terms of their capacity. The study explored roots of the Quality of Work Life (QWL) as shown in the table (3) below:

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<thead>
<tr>
<th>Kinds of claims made on work organisations</th>
<th>Work problem</th>
<th>Agency for solving the problem</th>
<th>Indicators</th>
<th>Proposed remedies</th>
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<tbody>
<tr>
<td>Economic 1850 – 1950</td>
<td>Inequity</td>
<td>Unions</td>
<td>Dissatisfaction strikes and sabotage</td>
<td>Co-ops. profit sharing productivity agreements</td>
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<td>Political 1850 – 1950</td>
<td>Insecurity</td>
<td>Political parties</td>
<td>Dissatisfaction strikes and sabotage</td>
<td>Worker self-management Worker directors Worker councils</td>
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<td>Psychological 1950 – present</td>
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<tr>
<td>Sociology 1950 – present</td>
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**Source:** Westley, W.A. (1979), “Problems and Solutions in the Quality of Working Life”, *Human relations*, 32(2), 113-123.

Singh and Maggu (1980), carried out an empirical study to examine the existing state of the perceived Quality of Work Life (QWL) in Indian industries. The study aimed at finding out whether the existing QWL was congruent with the expectation of corporate members or not. Secondly, it would pinpoint the areas where QWL needed improvement.

Quality of Work Life in the study was operationalized in terms of human growth, existing workplace, creativity and innovativeness, concern for people and democratisation of work process. A ten-item questionnaire was developed using a five-point Likert Scale and data was collected from 251 respondents.

The findings of the study concluded that the perceived Quality of Work Life is uniformly poor across all the independent variables chosen for the study.

Holley, Field and Crowley (1981), focussed on the more narrowly defined area of job enrichment factors (that is, the intrinsic aspect of work such as responsibility, opportunities for advancement) as well as the more broadly defined area of Quality of Work Life, which encompasses not only job enrichment factors, but also other issues such as availability of tools and equipments and working conditions. They examined the relationships among selected latitudinal variables, demographic data and union participation indicators with the preferred degree of union involvement for various issues. This research revealed a number of conclusions that serve as a basis for considerations to be taken in implementing Quality of Work Life programmes’.

Firstly, the union members appeared to strongly support collective bargaining for traditional negotiation issues and joint union-management efforts for Quality of Work Life issues.

Secondly, the altitudinal variables were the best predictors of union members’ interests in collaborative efforts involving productivity and Quality of Work life issues.

Lastly, this research indicated that new role for the union and management in dealing with productivity and Quality of Work Life issues may be involving into more joint participation between these groups.

Ultimately, the results showed strong support to collective bargaining in joint-management efforts when Quality of Work Life issues were involved.
National Seminar on improving the Quality of work life (1982), was convened to enquire into the direction of Quality of Work Life activities in India and prepare an action plan for implementing the Quality of Work Life concepts. The recommendation from the National Seminar published in the Journal of Productivity (1982), states that at the enterprise level, improvement of Quality of Work Life should be through the co-operative endeavour between management and unions. The conference pointed out that the government could help in improving Quality of Work Life through legislation, executive policy and action through its entrepreneurial role in the public sector. It recommended the need for engaging and involving shop-floor level staff in the management and policy decisions for improvement in Quality of Work Life.

Nadler and Lawler III (1983), suggested a working definition of Quality of Work Life (QWL) as “Quality of Work Life is a way of thinking about people, work and organisations. Its distinctive elements are – 1) a concern about the impact of work on people as well as on organisational effectiveness, and 2) the idea of participation in organisational problem solving and decision-making”. From their definition two important aspects of QWL seem to be emerging out. First, QWL efforts should not focus on how QWL make people do their work better, but on how work help to make people feel better. Here the focus is not concerned with productivity or organisational enhancement efforts but on the outcomes of the individual. Second, the major important aspect of QWL should be employee’s participation in decision-making process of the organisation.

According to Nadler and Lawler Quality of Work Life activities are as follows:

1. Participative problem solving.
2. Work restructuring.
3. Innovative reward systems.
4. Improving the work environment.

Levine, Taylor and Davis (1984), presented the results of a step-by-step Delphi Analysis to develop a definition and measure of Quality of Work Life (QWL) in a case specific setting. Sixty-four people were chosen to participate in the Delphi Panel constituting a purposefully stratified sample of the parent population that engaged in defining QWL utilizing a six phase Delphi Methodology. The composition of the set of seven significant QWL predictors pointed out an important lesson. More than half of a significant predictors of QWL extended beyond specific job content. The results of a 34-item QWL questionnaire developed from the
Delphi Panel that definition were tested with a sizable (n=450) sample of the company’s employees identified the following seven significant predictors of Quality of Work Life:

1. The degree to which my supervisors treat me with respect and have confidence in my abilities,
2. Variety in my daily work routine,
3. Challenge of my work,
4. Work at present leads to good future work opportunities,
5. Self-esteem,
6. Extent to which my life outside of work affects my life at work, and
7. The extent to which the work I do contributes to society.

**Sengupta and Sekaran (1985)**, conducted a study on Indian bank employees and found that Quality of Work Life is not high in banks. Finding of the study suggests the Government to formulate broad policies designing the jobs with greater decentralization more autonomy, power and control, reward employees differently on the basis of performance and enhance Quality of Work Life.

**Rao (1986)**, conducted a study to evaluate the difference between Quality of Work Life of men and women employees doing comparable work and again to examine the effect of work on women. The results show a significantly higher composite Quality of Work Life score for men than for women employees. Men employees had significantly higher scores for opportunity to learn new skills, challenge in job and discretionary elements in work. Rao found no significant correlation between Quality of Work Life and Quality of Life for women sample. She reported further that age and income had a positive impact on perceived Quality of Work Life for women. But there was no effect of education on Quality of Work Life.

**Gupta and Khandelwal (1988)**, conducted a study and found a significant positive relationship between Quality of Work Life and role efficacy (r=.46, p>.01). They also found that supervisory behaviour is the most important dimension of the Quality of Work Life contributing 21 per cent of the variance in the employee’s role efficacy. Supervisory behaviour includes general satisfaction with supervisor’s day-to-day behaviour, amount of communication and listening, and appreciation of good work. It seems that positive or helping behaviour from the supervisors makes the role occupants feel that they can get help
from some source in the organisation, whenever they have such a need. A warm and friendly supervisor may also provide greater opportunities for personal growth.

**Thapisa (1989)**, conducted an investigation into Library Assistants’ perceptions about the characteristics of their employment. As per the report of the results of the investigation, some of the job characteristics which effect the perception of work were found to include pay, satisfaction, promotional opportunities, satisfaction with the work itself, skill variety, task identity, supervision, task significance and autonomy. This report shows that pay, performance and work experience appear to be very important considerations for library Assistants’.

**Elizur (1990)**, suggested Quality Circles as a technique for enhancing employees’ Quality of Work Life and satisfaction with their work. This study attempts to analyze the relationships between employees’ perception in quality circles, their sense of Quality of Work Life, perceived job enforcement capacity and job satisfaction. 143 employees of a large Industrial Corporation in Israel, half of them regularly participating in quality circles and half not participating were surveyed. A positive relationship was found between participation in Quality Circles and various aspects of Quality of Work Life.

**Suri (1991)**, undertook a survey to study about the Quality of Work Life practices in the Indian industry. The organizations covered were manufacturing and service sectors. The result of the study indicated that there are several trends, which have implications for Quality of Work Life practices and their outcomes. Both public and private sector organizations least preferred the job and workplace redesign programmes. Organizations prefer system wide practices to isolated experiments, which are limited to certain section or departments.

**Chander (1993)**, conducted a survey to examine the teacher’s perception to the actual and the expected Quality of Work Life (QWL) in a university as well as to determine the priorities given to the various determinant of QWL. In the study, eight determinants of QWL were selected and a five point Likert Scale was used to analyse the perceptions and expectations of the teachers about QWL in the university. A structured questionnaire was distributed to all the three designations of teachers (Lecturers, Readers and Professors) across a sample size of 75. They were asked to give ratings based on their perceptions of what the QWL actually was and what they expected it to be.
The actual and expected Quality of Work Life was analysed with the help of t-test and prioritization of the determinants of QWL was identified through factor analysis. The study concluded that the QWL in the selected university was not very satisfactory. There existed a significant gap between what the teachers expected and what they had. Further, the designation, age and experience did not influence much their perceptions of Quality of Work Life.

Kershaw (1994), conducted a study to assess teacher’s perceived levels of satisfaction with the Quality of their school life according to school level, gender and years of teaching experience. Data were collected from 701 teachers in 21 Tennessee public schools. Findings indicated that perception vary according to school site. School level factors were found to be significantly different in terms of importance. Communication, support, workload, working conditions and resources were consistently ranked important to teachers, while work enrichment, leadership and recognition were ranked least important.

Gani and Ahmad (1995), examined the empirical level of various components of Quality of Work Life from their theoretical expositions. The study was carried out by personal interviews of the workers there. The results of the study are:

i. The existing Quality of Work Life in the organization under study is of an average standard.

ii. Compared to working environment, rational and job factors, the financial factors present a dismal picture.

iii. The absence of participative management culture, has given rise to harder beaurocratic controls, which has eroded creativity initiative and innovative capabilities of excellent performers.

Kumar and Shanubhogue (1996), have attempted in their study to analyze and compare Quality of Work Life in University systems. The study was aimed to investigate the reactions of the teachers about the existing and expected Quality of Work Life in the Universities under study; to see the impact of designation and the perception about the Quality of Work Life; and to make a comparative learning of existing and expected Quality of Work Life of a rural and an urban University. Two structured questionnaires framed for the purpose of the study were administered to more than 200 teachers to observe the existing and expected Quality of Work Life of teachers. The hypothesis has been proved correct, as there is a significant gap
between the existing and expected Quality of work life of SP University teachers. But in the case of MS Universities, lecturers were expecting improvement in Quality of Work Life.

**Anitha and Rao (1998),** in their study dealt with the concept of Quality of Work Life, its indicators, measurement and assessment in commercial banks. The study was carried out in two major commercial banks in India. This study showed the level of Quality of Work Life in a most familiar service industry, i.e., banking. Two banks were selected for the study – one from public sector i.e., Andhra Bank and another from private sector i.e., the Vysya Bank Ltd. Major initiative in the study was on the measurement of existing level of Quality of Work Life. **Walton’s (1974)** eight point criteria was adopted as a basis for measurement of Quality of Work Life, though few more indicators like family, trade-unions, organisational structures and hierarchy were also used. Assessment was divided into four parts. They were – Economic Aspects, Physical Working Conditions, Social Aspect and finally Human Resource Development Aspect.

**Hossain and Islam (1999),** conducted a study to investigate the overall Quality of Work Life, job satisfaction and performance of the Government hospital nurses in Bangladesh. Significant correlation was found between Quality of Work Life and job satisfaction. Quality of Work Life had the highest contribution to performance. Morning shift nurses perceived higher Quality of Work Life and job satisfaction than the night shift nurses.

**Mankidy (2000)**, observed that the more positive the Industrial relations processes, the greater the possibility of improved Quality of Work Life. Positive Industrial Relations should ensure better wages, flexible hours of work, conducive work environment, employment benefits, career prospects, job satisfaction, meaningful employee involvement in decision making etc. leading to better Quality of Work Life. The study concluded that the improved Quality of Work Life will naturally help to improve the family life of the employees and would also improve the performance of the organization.

**Yousaf and Anwar (2001),** developed a scale for measuring Quality of Work Life of doctors and through questionnaire, interviews etc, they collected the data required for the construction of the scale. With the help of the scale they arrived at the conclusion that those who were found using their skills and abilities most at work were found enjoying the best possible work life. The extent of feeling of successful work life was found related with quality of work performance and work activities. To have a sense of accomplishment there shall be good supervision too.
Ellis and Pompli (2002), identified a number of factors contributing to job dissatisfaction and Quality of Work Life in nurses, including poor working environments, resident aggression, workload, unable 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.

Saklani (2004), has developed various components of Quality of Work Life on the basis of survey of 192 managers and 102 non managers in both private and pubic sector industries. These components are further summarized as most important, very important, important and moderate important on the basis of their significance as perceived by the employees surveyed. These components are tested and verified successfully in the Indian context and given rank orders. The list of various components of QWL as identified by Salkani is reproduced in the following table (4):

<table>
<thead>
<tr>
<th>QWL Components</th>
<th>Rank</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>Opportunity for continued growth</td>
<td>1</td>
<td>Most important</td>
</tr>
<tr>
<td>Opportunity to use and develop human capacity</td>
<td>2</td>
<td>Most important</td>
</tr>
<tr>
<td>Adequate and fair compensation</td>
<td>3</td>
<td>Most important</td>
</tr>
<tr>
<td>Reward and penalty system</td>
<td>4</td>
<td>Most important</td>
</tr>
<tr>
<td>Fringe benefits and welfare measures</td>
<td>5</td>
<td>Most important</td>
</tr>
<tr>
<td>Participation in decision making</td>
<td>6</td>
<td>Very important</td>
</tr>
<tr>
<td>Job security</td>
<td>7</td>
<td>Very important</td>
</tr>
<tr>
<td>Image of organization</td>
<td>8</td>
<td>Important</td>
</tr>
<tr>
<td>Work and total life space</td>
<td>9</td>
<td>Important</td>
</tr>
<tr>
<td>Work load and job stress</td>
<td>10</td>
<td>Important</td>
</tr>
<tr>
<td>Equity, justice and grievance handling</td>
<td>11</td>
<td>Important</td>
</tr>
<tr>
<td>Human relations and social aspect of work life</td>
<td>12</td>
<td>Important</td>
</tr>
<tr>
<td>Physical work environment</td>
<td>13</td>
<td>Moderate important</td>
</tr>
</tbody>
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Source: D.R.Saklani, 2004

Hanitha Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi (2008), in their research titled “Employees Perception on Quality Work Life and Job Satisfaction in a Private higher Learning Institution” examined ten variables to measure Quality Work Life (QWL)
namely support from organization, work family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables were tested the relationship to job satisfaction. The test indicated that each of the QWL variables on its own is salient predictor of job satisfaction.

**Geetika, Tripti Singh and Vibhava Srivastava (2010),** undertook a research study of “HR Practices, Quality of Work Life and Organizational efficiency; with special reference to IT – Enabled Service Sector in India” to justify the role of Quality of Work Life (QWL) as an intervention to resolve human resource (HR) related issues and to establish a linkage between QWL components and HR practices. They also made an attempt to highlight the correlation between QWL and organizational efficiency. They concluded that efficiency and QWL are positively correlated and each appears to be reinforcing the other.

**Subbu Rethina Bharathi (2010),** studied the relationship between the QWL variables and also the relationship between the socio economic characteristics and QWL variables of college teachers in his article “Quality of Work Life as Perceived by College Teachers”. He concluded that there is a significant association between quality of work life total and quality of work life in teaching environment total. He gave a suggestion that improved flexible working environment can be an answer to the multifarious roles of the Indian employees.

**Natarajan and Annamalai (2011),** found in their article titled “A Study on Quality of Work Life in Pondicherry University, Puducherry as perceived by the teaching and non teaching staff” that present job, working conditions and work culture are highly influencing Quality of Work Life in the university and present pay, promotional policy and supervisory system are moderately influencing the quality of work life.

**Nayeri, Nahid, Salehi, Tahmineh and Noghabi Ahmad Ali Asadi (2011),** carried out a descriptive study to investigate the relationship between the Quality of Work Life and productivity among 360 clinical nurses working in the hospitals of Tehran University of Medical Sciences. Findings showed that the Quality of Work Life is at a moderate level among 61.4% of the participants and only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman-rho test showed a significant relationship between productivity and one’s Quality of Work Life (P<0.001). Considering the results, the
researchers opined that managers should adopt appropriate policies to promote the Quality of Work Life to enhance productivity.

**Prachi Bhatt (2011),** concluded in her study titled “Quality of Work Life in changing Business Dynamism – A study on Perceptual Difference in Public and Private Sector”, that the public sector employees are relatively more satisfied with their working conditions, their job, relations with the peers etc. and thus find it easy to balance their work life than the private sector employees and the same in the case of Job satisfaction level which is more in public sector employees than private sector.

**Shalini Sheel, Bhawna Knosla Sindhwani, Shashank Goel and Sunil Pathak (2012),** made an attempt to review the literature and the studies done in past to establish a relationship between Quality of Work Life, employee performance and career growth opportunities and their review supports the relationship between QWL, employee performance and career growth prospects.

A recent statistical analysis of a new measure, the Work-Related Quality of Life Scale (WRQoL) by Quality of Work Life organization, provides support for the psychometric structure of this instrument. In the study undertaken by **Simon, Darren (2012),** the Work-Related Quality of Life Scale (WRQoL) measure uses six core factors to explain most of the variation in an individual’s quality of working life:

i. Job and Career Satisfaction.

ii. Working Conditions.

iii. General Well-Being.


v. Stress at Work and,

vi. Control at Work.

**Zare, Hamid, Haghgooyan, Zolfa, Asl and Zahra Karimi (2012),** undertook a study on Quality of Work Life to identify its dimensions Library method was used to gather information on theoretical basics, literature and to identify aspects and scales. Field study method was used to gather information through questionnaires distributed among 30 experts. The data so collected was analyzed using Analytical Hierarchy Process (AHP); it is found that Quality of Work Life can be explained by four factors as given as follows:
i. Work-Life Balance - Fair working hours, Work-life atmosphere, Opportunity for doing religious ceremonies, Ergonomics, No physical and mental damages and Distance between workplace and home.

ii. Social Factors - The importance of work in the society, Social integration in organization, Social networks in work, Respecting employees, Self-esteem feeling in the organization and good colleagues.

iii. Economic Factors - Salary, Health service, Insurance, Retirement and Job security.


Barkha Gupta and Anukool Manish Hyde (2013), conducted a “Demographical Study on Quality of Work Life in Nationalized Banks”, the present research was an attempt to study QWL in nationalized banks of Indore district. Data was collected from 150 employees of nationalized banks. T-test and One-way ANOVA were used for data analysis. The study reveals that a significant difference exists between income, experience, age and employees QWL and no significant difference exists between gender and QWL.

M. Swapna and S. Gomathi (2013), in their study proposed six dimensions measuring Quality of Work Life in Bangalore City with special references to IT Professionals which included job related factors and also employees’ growth related factors like- Career prospects and Training and Development. Thus the dimensions used to measure Quality of Work Life in this study are:

i. Job and Career Satisfaction.

ii. Working Condition.

iii. General Well-Being.


v. Career Prospects and Compensation.

vi. Training and Development.

The study found that the majority of IT staffs (about 75%) are having medium Quality of Work Life level.

Noushin Kamali Sajjad and Badri Abbasi (2014), studied the relationship between Quality of Work Life and organizational commitment. The purpose of the study was to investigate the
relationship between the qualities of work life with organizational commitment amongst the customs employees of Iran/Guilan province. The results proved that there is a positive and meaningful relationship between the quality of work life and its dimensions including safe and healthy environment, development of human capabilities, constitutionalism, social integration and the total life space with the organizational commitment.

**Srinivas K. R., Nagesh M. R. and Pallavi G. S., (2014),** undertook a study on “Quality of Work Life at Dunlop Polymers Pvt. Ltd., Mysore” and found that Dunlop Polymers Pvt Ltd has implemented various strategies to make the work place interesting and motivate the employees to stay on. It proves that the company is providing a high quality of work life to the employees. Social security scheme as well as measures that are undertaken by the company is appreciable. Welfare measures of the employees should be taken seriously by the top management to improve the satisfaction level by providing various benefits and facilities to them.

**Debasis Pani, (2015),** conducted a study on “Quality of Work Life with special reference to Private Engineering College Teachers in the District of Rayagada”. The present research was conducted to study relationship between all identified variables of Quality of Work Life and to study the relationship between Quality of Work Life of teachers working in various private engineering colleges with demographics factors (age, gender) more specifically in Rayagada district of Odisha. The study revealed that Opportunity for Growth and Security factor have larger impact on overall QWL experience, where as Nature of job, Job security and life space has moderate impact and the rest factors has less impact on overall QWL experience. Finding of the study further indicates that overall QWL experiences do not vary significantly due to age and gender. At last the present study concludes that, private engineering colleges should understand these factors which enrich the QWL of the faculty members.

**Rashmi Rai and Dr. Shruti Tripathi, (2015),** undertook a study on “Quality of Work Life and its effects on Job Performance”. Research showed that in a developed county the employees expected to work for 12 to 15 hours a day as compared to 8 to 9 hours and such kind of trend is quite distressing. There has been a metamorphic change occurring around the world with the advent of Information Technology which has contributed to the economy of the country and has given lot of employment opportunities hence the concept of Quality Work life has even more has become evident in this particular industry. In this research the researcher have tried to access that does QWL have any effect on job Performance and
collected a sample of IT Professionals and did a survey to find out the relationship between QWL and job performance.

2.11 Negative Influence on Quality of Work Life

Umar Nazir, Tahir Masood Qureshi, Tooba Shafaat and Amina Ilyas (2011), in their paper titled “Office harassment: A negative influence on Quality of Work Life” addressed the effect of office harassment on the Quality of Work Life of employees while job stress and organizational commitment were tested as mediators. Results suggested that organizational commitment mediated the relation between office harassment and Quality of Work Life while job stress did not mediate the relationship. Furthermore, analysis confirmed that there existed an inverse relationship between office harassment and Quality of Work Life.

2.12 Studies on Quality of Work Life in Textile Industry

Textile industry is the second largest industry in terms of the contribution that is made to Indian economy. Textile industry contributes to the economy through poverty alleviation, employment generation and earning foreign exchange. But this industry struggles due to the fluctuations that happen in foreign exchange, limited orders, and difficulty to complete order in time, increase in transportation cost and the like. In addition to this problem textile industry struggles with many problems relating to labour like absenteeism, poor welfare facilities, etc.

In order to retain the employees the textile industry should provide the necessary facilities to the workers including transportation facilities, education allowances for the workers children’s, drinking water, facilities for sitting, first aid appliances, latrines and urinals, canteen facilities, spittoons, lighting facilities, rest room facilities, medical facilities and the like. So, the concept of “Quality of Work Life” is gaining high prominence and acceptance in textile industries. Because of being a highly labor intensive industry it needs to concentrate more in the area of Quality of Work Life. The following studies throw light on the impact of job related and demographic factors on QWL among the employees of textile Industries.

Malavia (1977), study was undertaken with the triple objective of examining: (a) the relation between perception of participation and job satisfaction and job effectiveness in Indian culture; (b) the bio-data and personality correlates of participation; and (c) whether perception of participation is merely subjective or is governed by the situation. It was
conducted in two textile units of a group of textile mills in Gujarat. The sample comprised 189 supervisory personnel of spinning, weaving, wet-processing, engineering, and cloth departments. It was observed that there was a relationship between participation and job satisfaction and job effectiveness. None of the bio data and personality variables correlated with participation, nor was there any difference in job satisfaction or job effectiveness of individuals differing on the Contact Personality Factor but having similar degree of perception of influence. Perception of participation is not merely subjective; it is, to some extent, governed by the actual situation, i.e., participation in reality.

Kavoussi, N. et. al., (1978), 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 conditions in the study factory were 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.

Pennathur (1979), highlights of the results of several industries conducted by many organisations including textile research association, which clearly show that the comfort zone for people working in India is about 20\(^0\)C in summer and 24\(^0\)C in winter at relative humidities between 30-70 percent and with an air circulation rate of 7.5mts/min. For heavy work the comfort Zone is much less when people work under adverse conditions, the productivity may drop as low as 40 percent. Article 13 of Factories act, 1948 recommends that adequate ventilation by the circulation of fresh air and temperature should be followed by all industries.

Bhatia, S.K. and Valecha, G.K. (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.

Singh (1983), reports on Quality of Work Life experiments in India. Two studies were conducted in chemical and textile factories that were designed to improve the QWL by reorganizing the work and introducing participatory management. The studies used participatory workshops, goal setting exercises, interviews and questionnaires. Significant changes were introduced in the chemical company, including redefinition of the plant manager’s role, modification in the organisational structure and introduction of
interdisciplinary projects during the training of engineers. Plant production also increased. No changes could be made, however, in the textile company where everyone viewed the researchers as ‘experts’ who had come to improve efficiency. He concludes that unless the consultant is willing to tap the internal knowledge research, he/she will find it difficult to implement change.

Goyal (1995), undertook a study titled “Labour Welfare and Job Satisfaction on 350 textile workers in Punjab” determined that a very small number of workers felt that their supervisors and co-workers did not help them in the hour of need. Thus the number of workers dissatisfied in this regard was very low. The study also revealed that in the private sector none of the workers are dissatisfied in this respect. Moreover many of the workers reported that their supervisors and co-workers helped them in the hour of need, while some of them just agreed to it and other workers slightly agreed to it. Further the 178 study revealed that higher the status of employment, lower is the level of job satisfaction among the workers, that is unskilled workers tend to have higher job satisfaction as compared to those who were highly skilled.

Feroz Babu, P. (1997), observed 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 were observed 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.

Hoque and Rahman (1999), attempted to assess and compare the Quality of Work Life (QWL) of industrial workers according to the nature of the organizations (public and private) and to measure whether there is any significant relationship among QWL, job behavior (i.e. performance, absence and accident) and demographic variables (i.e. age, education, experience and income) of the workers. The sample of the study consisted of 100 workers of whom 50 were taken from a private sector textile mill and the rest from a public sector textile mill situated at Tongi near Dhaka, Bangladesh. The results revealed that: (a) workers of private sector textile mills perceived significantly higher QWL than their counterparts in the public sector, (b) QWL has significant positive correlation with performance, (c) QWL has significant negative correlation with absenteeism and accident, and (d) QWL does not differ significantly according to demographic variables of the workers.
Prasad (2002), in his study observed that majority of the employees in the Textile units of Kerala were under-educated and technically under-qualified. On account of technical incompetence of the employees the textile units in Kerala could not take up the challenges of globalisation and liberalisation. He also observed that work-variety is an important factor capable of boosting the morale of employees, giving job satisfaction and avoiding monotony. Though the shift system was necessary to enhance production and to make maximum utilisation of available resources, night-shift caused problems related to individual health and to domestic as well as social life of the employees.

Katuwal and Randhawa (2007), undertook a study titled “Job Satisfaction of Public and Private Sector Nepalese Textile Workers”, an investigation was made in comparing the job satisfaction of 372 workers in the public and private textile sectors in Nepal. The sample was selected on the basis of stratified random sampling. The results of the study determined that the workers in the public and private textile sectors experienced high dissatisfaction towards job facets, especially the facets of monetary expenditure of the organization, behavioural aspects of management, and employment policy of the organization. While comparing the workers in the public and private textile sectors, it was found that public sector textile workers were statistically more satisfied than their private sector counterparts with personnel policies, style of management, and welfare facilities. The private sector textile workers were statistically more satisfied with the duration of work, wages, job security, and training and development than those in the public sector. Both groups of workers had similar attitudes on the job facets such as autonomy in work, 141 job interest, promotion, ability utilization, recognition, supervision style, colleagues, and physical facilities available in the work place. The study observed that job facets play an important role in influencing job satisfaction. Moreover the studies also reveal that different job facets determine the job satisfaction of employees.

K. Nithyavathi and N. Shani (2010), undertook a study on Quality of Work Life of employees in textile industry and found that Quality of Work Life has six factors that give meaning to work: the purpose of work, its moral correctness, autonomy, pleasure at work, recognition and positive relationships. When employees perceive these characteristics in their job, they tend to experience psychological wellbeing and effective commitment to the organization.
Ranjit (2010), made a study on influence of demographic factors on job satisfaction of textile mill workers. The objective of the study is to find the demographic factors and its influence on level of job satisfaction of respondents using stratified random sampling. Tools like mean, S.D, t-test, co-efficient of correlation, Anova were used. From percentage analysis, it is found that 67.1% of the respondents say welfare facilities and working conditions are normal. The study concluded that demographic variables have the impact on job satisfaction.

Sabarirajan et. al., (2010), conducted a study on the various welfare measures and their impact on Quality of Work Life provided by the textile mills with reference to Salem district. The study shows that 15% of the employees are highly satisfied with their welfare measures. 22% of the employees are satisfied with their welfare measures. 39% of the employees are moderately satisfied with their welfare measures. 16% of them are in highly dissatisfied level. This study showed that welfare measures adopted by the mills for the well being of their employees plays an important role in employee satisfaction and it results in improved Quality of Work Life.

Halil Ibrahim, Sascha, Gultekin, Hikmet and Erdal (2011), undertook a study on the evaluation of Quality of Work Life for a textile company in Turkey. The main objective of this study was to analyze the Quality of Working Life (QWL) and current working conditions in cutting and sewing branches of a large Turkish textile factory. A survey was conducted on 87 workers to determine the degrees of QWL in the cutting and sewing workshops. The results showed that the factors of levels of education of workers, ergonomics conditions and work safety of the workshops have good degrees of QWL while the levels of physical and psychological environment and psychology, occupational health and organizational motivation, and performance have acceptable degrees of QWL that the some opportunities can be occurred for the improvement of the QWL degrees for these factors.

N. Mohan and J. Ashok (2011), conducted a study on “Measuring of Quality of Work Life in Textile Industries - An Integration of Conceptual Relationship with Productivity”. This study reviews the meaning of Quality of Work Life (QWL), analyses the drastic role of QWL on employee’s work performance with reference to textile mills, especially the employees of weaving mills. Many advantages derived from Quality of Work Life (QWL), one of which is employee’s work performance. The work performance of a group of workforces is greatly affected by QWL as a result of dynamic changes in work environment and conditions. QWL includes Adequate & Fair pay, Health and well-being, Job security, Job satisfaction, Growth
opportunities, Interpersonal relations and Work and non-work life balance. In this study, three major factors of Quality of Work Life, such as Welfare facilities, Growth opportunities and Interpersonal relationship had been used to assess the most appropriate one helps for extracting best performance of the workers. The study concludes that QWL to textile employees is challenging both to the individuals and organizations. A high QWL is radical (essential) to organization to get things done from the employees as expected. Our findings suggest that welfare measures have important implications for their performance. Interpersonal relations and Growth opportunities may be ‘a help’ to employee’s work performance.

Sekar et al., (2012), studied the health and welfare measures in Tamilnadu spinning mills India. The objective of the study is to find the satisfaction level of employees and labours towards welfare facilities offered by spinning mills in Tamilnadu. The study used stratified random sampling procedure to select samples. From the Anova test it is understood that there is no significant difference between the respondents of different income and level of satisfaction towards the provisions of the company. The study suggested that medical facilities may be improved by the companies for the satisfaction of the workers.

A. Valarmathi and Hema Bhalakarishnan (2013), undertook a study on “Quality of Work Life in textile sector in and around Coimbatore district”. This study reckons the effects of Quality of Work Life on employees. It aims to put on imminent into current working policies and practices and issues of employees in textile sector in Coimbatore region. Several remarkable factors that influence Quality of Work Life are noted. They are: Fair Compensation; Healthy Working Conditions; Safety; Opportunity to develop Human Capabilities; Opportunity for Career Growth, implementing alternative programs, etc. QWL provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc.

Meeta Mandaviya (2013), in her International Journal on “Perception of Quality of Work Life among Textile Industry Workers in Gujarat” examined whether the work related factors and demographic factors have any relationship with the perception of Quality of Work Life and to explore the relationship between quality of work and quality of life in textile industries located at Rajkot, Surat and Ahmedabad cities of Gujarat. The work related factors are combined in six categories: working environment, welfare measures, safety measures,
supervision, participation in decision making and intercommunication. The results hold that demographic factors and work related factors have significant relationship with perception of Quality of Work Life.

P. Rathamani and Rameshwari Ramchandra (2013), conducted a study on “Quality of Work Life of Employees in Textile Industry – Sipcot, Perundurai”. The study focused on the factor influencing QWL of employees, level of satisfaction of employees on present level of QWL and the influence of QWL. 50 employees of textile units of equal capacity have taken as samples. Motivational insights are the important factor that influences the QWL of employees and their life. Higher compensation has been prime expectation of the employees to improve their life. QWL of employees had an influence on the employees’ productivity.

T. Madhumitha and V. Pavithra (2015), conducted a study on “Quality of Work Life among employees with reference to Manufacturing Sectors”. During this research, 14 key factors were chosen, which are influencing QWL in current scenarios. This research is basically about analyzing work culture and personal life in the manufacturing sectors and the research was limited to Chennai area. It was found during the research that the quality of work life is highly efficient and effective in manufacturing sectors and the employees are satisfied with their organization and it was concluded that having a work environment where employee activities become more important and implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belongingness, development and external rewards. Through QWL, people involved get a sense of satisfaction in their work. Work then becomes not a burden but a means by which the abilities of a person can find expression. QWL is just humanizing the work.

2.13 Conclusion from Literature Review and Gaps in Literature

In today’s context it becomes important to recognize the factors that constitute and influence the Quality of Work Life in an organization and employees’ perception about it. World economies have recently recovered from recession blues and the continued downsizing and reorganization in the post recession scenario have created havoc for HR managers as they have to struggle with preserving employee morale and their job satisfaction. In this scenario high Quality of Work Life is essential for organizations to continue, to attract and to retain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies.
In India a National seminar was convened in the year 1982 to enquire into the direction of QWL activities in India and prepared an action plan for implementing the QWL concepts. Various researchers undertook survey to study the QWL practices in the Indian industries. They covered both manufacturing and service sectors.

Literature review discussed above supports the relationship between QWL, employee performance and career growth aspects. As learned from the literature above a set of dimensions of QWL were identified. Researchers have developed various components of QWL on the basis of their survey. Some of the key observations are that the various facets of QWL were defined and the concept of QWL was developed by several authors and researchers that define the quality of life of individuals working in the organization. It was being observed that the significance of QWL is tremendous in the organization as the employees’ morale, well-being and productivity depends upon Quality of their Work Life. Quality of Work Life constructs were also defined and identified by different researchers and authors. The most important constructs are wages and salary, recognition and working environment.

Various authors and researchers have also identified the different factors affecting Quality of Work Life in an organization such as the demographic factors and the work related factors. Different authors and researchers have also discussed the approaches for achieving and improving Quality of Work Life within an organization. The causes affecting Quality of Work Life has also been identified and defined. Enormous number of studies has been undertaken on Quality of Work Life related to QWL and job satisfaction, perceived QWL of employees, difference between QWL of men and women employees, perception to the actual and the expected QWL, relationship between the QWL and productivity and other studies. Some researchers and authors also defined the negative influences on Quality of Work Life.

Many researches were also being conducted on Quality of Work Life in textile industry such as the effect of the QWL on the absenteeism of the employees’ working in the textile industries, the relationship among the QWL demographic variables and job behavior and it was also being observed through the study that majority of the employees in the textile industries were uneducated and technically under-qualified. Job satisfaction of different private and public sector workers was also identified and defined. The important QWL determinants were also identified by many researchers and authors.
The influence of demographic factors on job satisfaction of the textile industry workers was also identified and defined. The welfare measures and their impact on QWL were also discussed. The health and welfare measures in textile industries were also being studied. The effect of QWL on employees was also studied by the researchers and the authors. The work related factors and demographic factors have relationship with the perception of quality of work life was also examined. The factors influencing QWL of employees in textile industry was also studied and examined by the researchers. More research has been done in the field of Quality of Work Life by many authors and researchers such as:

**Dev Raj Adhikari and Dhruba Kumar Gutam (2010),** conducted a study on “Labour legislations for improving Quality of Work life in Nepal”. This study aims to review how far Nepalese firms are complying provisions of the Labour laws and to assess expectations of union leaders on different dimensions of Quality of Work Life. To answer the research, three different labour laws were reviewed. In order to understand expectation of union leaders, a questionnaire survey was administered. The study revealed that in Nepalese workplaces, the QWL situation is deteriorating and thus commitment of the part of the government, employers, and union leaders is required to work on QWL initiatives and to create a sound and harmonious industrial relations environment.

**W.N. thalang et.al. (2010),** conducted a study on “Quality of Work Life indicators as a corporate social responsibility of electrical and electronics private organizations in Thailand”. The objective of the research was to find out the Quality of Work Life indicators as a corporate social responsibility (CSR). It was a documentary research and data was collected from the in-depth interview with experts and specialist and multiple research method. Health environment, total life span, work life balance, adequate and fair compensation, social integration support were used as dimensions of QWL and four major dimensions of CSR, namely: economic, environmental, social and ethics were used as a parameters. The result showed that QWL indicates perception about for a more effective CSR, developing a good Quality of Work Life is crucial.

**Jeyaratham and Malarvizhi (2011),** in their study have discussed about the “Quality of Work Life among sugar mill employees in Erode district”. The results of the study showed that the basic strategy for improving the Quality of Work Life is first to identify employee’s important needs and to satisfy those needs. Hence the study indicated that increase in QWL results in increase in productivity and dissatisfaction might happen due to lack of recognition,
tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc. The study recommended that promotion policies can be improved by giving grade for designation according to the experience of the employees. Arranging meditation classes and entertainment programmes for the employees can minimize occupational stress.

Mohammad Baitul Islam (2012), undertook a study on “Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh”. This research study attempted to find out the factors that have an impact and significant influence on Quality of Work Life of employees in private limited companies of Bangladesh. To begin with the factors are identified through literature review and current context of Bangladesh. Seven factors were found and a quantitative research was done. The outcome of the research is that six out of seven factors (work load, family life, transportation, compensation policy and benefits, working environment, working condition and career growth) have significant influence on quality of work life. The study concluded that an appropriate organization culture, compensation policy, career growth and relative facilities can leads to a satisfied employee mindset which ensure the overall organization productivity.

S. Mortazabi (2012), studied “the role of the psychological capital on Quality of Work Life and organization performance”. Data was collected from nurses of four hospitals in which two hospitals were private and two hospitals were public. In this study self-efficacy, optimism, hope, resiliency, survival needs, belonging needs and knowledge needs were treated as exogenous variables and psychological capital and QWL are treated as endogenous variable. The study revealed that one of the most important factors that plays positive role is psychological capital of human resource of that organization. Research showed that psychological capital is a more state-like factor than personality traits and QWL has positive and significant relation with organization performance.

Anand Pawar (2013), conducted a study on “Quality of Work Life and job satisfaction of employees in VTPS” to find out the level of satisfaction among the employees with regard to various job related aspects. To measure the QWL and job satisfaction of employees, major factors were included in this study and they include: (i) good wages and salaries; (ii) rewards the talented and hardworking; (iii) a safe and healthy environment; (iv) good working conditions; (v) good interpersonal relations and (vi) superiors are considerate and helpful. The result showed that there is dissatisfaction in the interpersonal relations between the cadre
wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.

**R. Balaji (2013)**, conducted a study on “A study on Quality of Work Life among employees in private commercial banks”. This study provides valuable implications for the banks that have growing interest in maintaining gender equity for attracting and retaining quality human resources. The study revealed significant differences in overall QWL and the determinants of QWL, that is, compensation, flexibility in work schedule and job assignment, attention to job design, and employee relations. So the private commercial banks should try to eliminate these differences to improve the overall QWL among all the employees regardless of sex differences.

**Narehan Hassan et.al. (2014)**, found in their study “The effect of Quality of Work Life (QWL) programs on Quality of Life (QOL) among employees at multinational companies in Malaysia” that Quality of Work Life (QWL) programs influence Quality of Life (QOL) of employees in organization. The most influencing factors on Quality of Life (QWL) were work environment followed by job facets. Others were emotional wellbeing, personal development, social inclusion and interpersonal relations.

**S. Khodadadi et. al. (2014)**, investigated the” Quality of Work Life dimensions effect on the employees’ job satisfaction”. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. The results of the study showed that the salary and benefits’ policies have a significant and positive effect on Shuhstar’s Shohola Hospital employees’ job satisfaction.

**Dr. O.P. Singh and Sandeep Kumar Singh (2015)**, conducted a study on “Quality of Work Life of teachers working in higher educational institutions: a strategic approach towards teachers’ excellence”. This study provides an overview about the Quality of Work Life of institutional teachers under various dimensions. This study helped to know the QWL of teachers working in higher educational institutions and also role of QWL on job satisfaction, job commitment, personal as well as institutional effectiveness and job performance. The results of the study revealed that QWL have a significant impact on job satisfaction of teachers’ working in higher educational institutions.
The researcher has found many topics closely linked to this study. Few of them are:

**Chander (1993),** conducted a survey to examine the teacher’s perception to the actual and the expected Quality of Work Life (QWL) in a university as well as to determine the priorities given to the various determinant of QWL. In the study, eight determinants of QWL were selected and a five point Likert Scale was used to analyse the perceptions and expectations of the teachers about QWL in the university. A structured questionnaire was distributed to all the three designations of teachers (Lecturers, Readers and Professors) across a sample size of 75. They were asked to give ratings based on their perceptions of what the QWL actually was and what they expected it to be.

The actual and expected Quality of Work Life was analysed with the help of t-test and prioritization of the determinants of QWL was identified through factor analysis. The study concluded that the QWL in the selected university was not very satisfactory. There existed a significant gap between what the teachers expected and what they had. Further, the designation, age and experience did not influence much their perceptions of Quality of Work Life.

**Hoque and Rahman (1999),** attempted to assess and compare the Quality of Work Life (QWL) of industrial workers according to the nature of the organizations (public and private) and to measure whether there is any significant relationship among QWL, job behavior (i.e. performance, absence and accident) and demographic variables (i.e. age, education, experience and income) of the workers. The results revealed that: (a) workers of private sector textile mills perceived significantly higher QWL than their counterparts in the public sector, (b) QWL has significant positive correlation with performance, (c) QWL has significant negative correlation with absenteeism and accident, and (d) QWL does not differ significantly according to demographic variables of the workers.

**Zafor Sadique (2007),** undertook a study on “the impact of designation, experience and age on existing and expected Quality of work Life: A case study of four sugar mills in Bangladesh”. This present study was designed with a view to investigate the impact of designation, experience and age of sugar mill employees on existing and expected Quality of Work Life (QWL). The results revealed that the designation, experience and age of sugar mill employees in Bangladesh do not alter their rating of the existing and expected Quality of Work Life (QWL).
K. Nithyavathi and N. Shani (2010), undertook a study on Quality of Work Life of employees in textile industry and found that Quality of Work Life has six factors that give meaning to work: the purpose of work, its moral correctness, autonomy, pleasure at work, recognition and positive relationships. When employees perceive these characteristics in their job, they tend to experience psychological wellbeing and effective commitment to the organization.

N. Mohan and J. Ashok (2011), conducted a study on “Measuring of Quality of Work Life in Textile Industries - An Integration of Conceptual Relationship with Productivity”. This study reviews the meaning of Quality of Work Life (QWL), analyses the drastic role of QWL on employee’s work performance with reference to textile mills, especially the employees of weaving mills. In this study, three major factors of Quality of Work Life, such as Welfare facilities, Growth opportunities and Interpersonal relationship had been used to assess the most appropriate one helps for extracting best performance of the workers. The study concludes that QWL to textile employees is challenging both to the individuals and organizations. A high QWL is radical (essential) to organization to get things done from the employees as expected. This study finding suggested that welfare measures have important implications for their performance. Interpersonal relations and growth opportunities may be ‘a help’ to employee’s work performance.

R. indumathy et.al. (2012), studied on “Quality of Work Life among workers with special reference to textile industry in Tripura district – a textile hub”. The result showed that there is no significant relationship between total work experience and salary, gender and overall job satisfaction and there is a significant relationship between total work experience and overall job satisfaction and between educational qualification and salary.

P. Rathamani and Dr. Rameshwari Ramchandra (2013), undertook a study on “Quality of Work Life of employees in textile industry – Sipcot, Perundurai”. The study focused on the factor influencing QWL of employees, level of satisfaction of employees on present level of QWL and the influence of QWL. The motive of this research was to highlight the quality of work life of employees in textile industry. The research findings revealed the fact that motivational insight, that is, promotion, insurance protection, training, awards, recognition has been influencing factor of Quality of Work Life. Quality of Work Life includes job security, good working conditions, adequate and fair compensation and monetary rewards. In the study respondents have given favourable response on the job satisfaction, safety and
healthy working conditions, opportunities to develop human capacities and opportunities for continued growth and security of their organization. Employee respondents have expected higher compensation from their employers. The results of the study found that Quality of Work Life had an influence on employees’ productivity.

**Prof. Dr. N. Vijay Anand (2013),** conducted a study on “Quality of Work Life among employees in Indian textile industry – a pragmatic approach”. This study assesses the Quality of Work Life by Walton’s model. The components are compensation, health and safety, opportunity for growth and security, social relevance, total life space, social integration, constitutionalism in work organization and employee progress. Statistical population of this study was all textile mill employees in Tamil Nadu in India. The research related to the Quality of Work Life has investigated its relationship with the variables such as effectiveness, performance, and decision-making methods. The results with regard to fair and adequate payment shows that among employees opinion this component is lower than the average and their salary is not satisfactory and is not associated with their job. This causes job dissatisfaction among employees. The study revealed that the investment to raise employees’ health and safety in order to promote the health level of organization would lead to higher efficiency of the organization. Improving capabilities to provide individual development opportunities, increasing chances of utilizing acquired skills, job security and income, creating employment promotion system, creating opportunities for employees for higher education and training can help them to empower themselves professionally. Results from other components, that is, the amount of development of human resources, shows that the possibility of using skills, self-control and self-management and access to information related to field of work for planning are at an acceptable rate for employees and more attention is required to this issue.

**Dr.B.Narayanan and V.Ambika (2015),** undertook a study on “Quality of Work Life among workers with special reference to textile industry”. In this study there was an attempt to look into the Quality of Work Life among workers with special reference to textile industry in – A textile hub. The investigation has remarkably pointed out that the major factors that influence and decide the Quality of Work Life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards. The research concluded that a happy and healthy employee will give better turnover, make good decisions and positively contribute to organizational goal. An assured good Quality of Work Life will not only attract
young and new talents but also retain the existing experienced talents. So it is up to the organization to focus on their workers and improve their quality of work life so that attrition, absenteeism and decline in workers’ productivity can be checked.

Dr. K. Srinivasa Krishna and Y. Suryanarayana Murthy (2015), undertook a study on “perception of Quality of Work Life among textile manufacturing workers in east Godavari district”. The present study was conducted to examine whether the work related factors and demographic factors have any relationship with the perception of Quality of Work Life and to explore the relationship between quality of work and quality of life in textile industries located at East Godavari district. The work related factors are combined in six categories: working environment, welfare measures, safety measures, supervision, participation in decision making and intercommunication. The results hold that demographic factors and work related factors have significant relationship with perception of Quality of Work Life.

Thus the research gap has been addressed in the literature available on the topic and reveals that though many researchers have directed their efforts to investigate the Quality of Work Life related to various sectors, yet there has been no comprehensive study devoted to Quality of Work Life among Textile workers’ in Rajasthan.

In the light of these observations the research problem is more preciously defined in terms of specific objectives. Thus the research gap is identified and against this background to assess the quality of work life of workers, the present study has been carried out in Rajasthan.
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