CHAPTER 3

REVIEW OF LITERATURE
INTRODUCTION

This chapter provides a background of QWL as well as a global review of relevant works on the study variables. The term QWL (quality of working life) has been used in academic literature for over 50 years and usually refers to aspects of the broader concept of quality of life that relates to the work setting. Typically, the conceptualization of QWL has incorporated job satisfaction and wellbeing, but agreement on what else should be included among key facets has been hard to achieve. The QWL is a multi-dimensional concept, which has been defined by scholars in diverse ways showing discrepancy on its constructs as well as components (Mirvis & Lawler, 1984). Quality of work life is the work-culture that serves as the cornerstone of an organization. Hence, work culture of an organization should be recognized and improved for providing Quality of Work Life for its employees. Quality of Work Life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person’s life. Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Tabassum, Rahman & Jahan, 2011,2012; Rose, Beh & Idris, 2006). Quality of work life is important to organizational performance and it is an important factor that affects employee motivation at work (Gupta & Sharma, 2011). Quality of work life has various aspects as salary, job satisfaction, safe and healthy working conditions, career prospects, work life balance and education. There is a significant relation between dimension of QWL and work engagement (Kanten & Sadullah, 2012). Hotel industry follow to achieve a higher quality of work life for Hospitality businesses follow to achieve a high quality of working life for influencing and retaining the qualified staff. Present world witnessed the changes and innovations in work culture around the globe. There is great demand in hospitality business and humanized the work culture which enables employee’s higher skills, satisfying needs and wants, enhancing work satisfaction. Re-structuring of job task is called as quality of work life. Organisations are seeking to create a family-friendly organisational climate that
allows employees to balance work and personal needs. To this end suitable programs have to be designed, aimed at improving the Quality of Work life (QWL). It makes the employment in an organisation a desirable, personal and social situation, without improvement in the quality of work life in the organisation it is difficult to improve the organisational performance (Rohidas, 2017). QWL provide guidelines and instruction to management to treat employees as valuable human assets which are required to strengthen rather than only simple use. A high quality of work life (QWL) is essential for organizations to continue to attract and retain employees. QWL is a comprehensive program designated to improve employee satisfaction (Saraji & Dargahi, 2006). Competent, committed and motivated employees are keys to delivery of quality services in healthcare organizations. A more attractive environment and a high quality of work life (QWL) are critical to attract and retain qualified healthcare professionals. Quality of work life refers to an employee’s satisfaction with the working life. It emphasises the quality of the relationship between the worker and the working environment (Rose. R. C., Beh, L., Uli, J., & Idris, K. (2006). Quality of work life is a multi-dimensional concept. It covers employees’ feelings about the job content, the physical work environment, pay, benefits, promotions, autonomy, teamwork, participation in decision-making, occupational health and safety, job security, communication, colleagues and managers support and work-life balance (Raj adhikari & Gautam, 2010). In modern Human Resource Management (HRM) practice, the concept of ‘Quality of Work Life’ (QWL) is relatively a new strategy for employee retention. The idea of QWL is developed upon the increasing importance of reducing employee turnover rate in a highly competitive market. The core objective of the study was to measure the impact of QWL variables on the lives of Marketing Representatives (MR) of pharmaceutical companies. First, the variables influencing QWL are elaborated with the help of extensive literature review. Then this study tried to identify the current scenario of QWL Practices in ten renowned pharmaceutical companies through a survey of 112 MR. This was supplemented with in-depth interviews of HR executives of three different companies. The study discovered job stress as a high priority indicator of QWL. The research also revealed organizational atmosphere based on fairness, experience sharing culture, employee suggestion scheme, and opportunity to use skill
and satisfactory reward system as influential determinants of QWL (Huda, 2017)

Malarkodi. K., Prasanna. S. and Renukadevi. R. (2017) observed the model environment of higher education system in Tamilnadu is comparatively very hard to faculty members and students. Both the students and the faculty have been struggling with the system for constantly wanting to be the achievers. Faculties are over burden with their work loads and most of the faculties are not able to manage to their personal life. This offers some variables to suggest the chosen title of “A critical Study on Quality of Work Life among faculty members of Higher Educational Institutions (HEI”) in Private Engineering Colleges”. The prime objective is of this research is to critically envisages the various parameters determining Quality of work life among the faculties. Descriptive research Design and convenient sampling method adopted for this study. 200 sample size from the total population chosen for this study.

Pradhan (2017) discussed about the unwavering philanthropic ideology always advocates the human values and quality of work life (QWL) at workplace. Organisational effectiveness and success is considerably stood on human values, intelligence and efforts. Humanisation of work is vary essential in this knowledge based society and workforce. But Indian industrial peace and accord is a major concern especially in small and medium enterprises (SMEs). Firms are striving to ensure harmony in workers’ and organisational interest. Unfavourable workplace and work cultures are leading to industrial unrest in Indian SMEs. Purpose of the study is to address the role of QWL in enhancing workplace harmony. This is an attempt to scrutinise antecedents and consequents of QWL on organisational commitment and job involvement. A both primary and secondary source of data has been used to construct this study. The field survey was conducted at industrial corridor of Sambalpur, Odisha. Both parametric and non parametric test has been applied in this study as per necessity.

Lalitha and Gunasundari (2017) pointed that the Quality of Work Life (QWL) has assumed increasingly interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It is also means to facilitate the gratification of human needs and goal
achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working. The basic objective is to develop jobs that are excellent for people as well as for production. The main aim of the study is to know how entrepreneurs balance the personal life and the enterprise. For this purpose the quality of work life is measure by taking into account the working environment and career prospects of business. The sample size for the study was 110 and the primary data was collected from small scale entrepreneurs in Ooty. From this study it was found that the division of task at all levels, cordial relationship employees, appropriate training programmes for employees and involving employees in decision making are the vital dimensions in the influencing the quality of work life of small scale entrepreneurs.

Sheela (2017) enumerated QWL is a comprehensive construct that includes an individual’s job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences. study attempts to find out the effectiveness of quality of work life among women’s by taking into consideration of various related factors and also to have proper work life balance, working environment provide by organisation, career development opportunity provide by the organisation. QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. The most common assessment of QWL is the individual attitudes. This is because individual work attitudes are important indicators of QWL.

Dahie et. al., (2017) indentified that rise in the quality of work life would help employees’ well-being thereby the well-being of the whole organization. This is an attempt to capitalize the human assets of the organization. These days, for an organization to be successful and achieve its organizational objectives it is imperative that its employees are satisfied with their work, since work occupies an important place in many people’s lives, such conditions are likely to affect not only their physical but also a high level of social, psychological and spiritual well-being. However, the study found that general well-being, career and job satisfaction as well as good working condition workplace have significant impact on quality of work life.
George (2017) find out the overall Quality of work life of Generation Y and Generation Z employees in Private Sector Organizations in India. The study further investigates the relationship between Job Satisfaction and Quality of work life. The study also checks whether there is any relationship between demographic variables viz. experience, gender and Quality of work life. Sixty Generation Y and Generation Z employees from various private sector organizations participated in this study. To analyze the data, One Way ANOVA, One Sample T Test, Chi Square test, Cramer’s V, Pearson Correlation Test and Spearman’s Correlation were used. Study revealed that there is a high Quality of work life for the employees of Private sector organizations in India. More importantly, the findings revealed that there is a strong positive relationship between Quality of work life and Job satisfaction. Further it was proved that there is a relationship between Quality of work life and Experience as well as gender. Managers need to understand that quality of work life can improve job satisfaction among employees so that they can take measures to improve quality of work life. It is essential to identify HR practices like Quality of work life that are crucial to success of an organization.

Chaturvedi and Pandey (2017) observed that every organisation need to give good environment to their workers including all financial and non financial incentives so that they can retain their employees for the longer period and for the achievement of the organisation goals. The quality of work life approach considers people as an asset to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological one. To satisfies the new generation workforce, organizations need to concentrate on job designs and organization of work.

Shanmugam and Ganapathi (2017) suggested that better Quality of Work Life (QWL) is important for any industrial organizations to continue to absorb and hold workers. QWL is an inclusive programme designed to increase job performance of workers, improving learning process in workplace and facilitates workers to have better development and transition. The compensation, working conditions, development and social integration are the important quality of work life dimensions for construction workers. The results indicate that there is significant difference
between socioeconomic status of workers and quality of work life dimensions for construction workers. Besides, compensation, working condition, social integration and development are positively and significantly influencing job performance of construction workers. To improve the job performance of construction workers, they must be provided with better salary and safe and healthy working environment. The opportunities should be provide to them for their personal development and teamwork and social relationship among them must be encouraged.

Chouhan & Saini (2017) observed that quality of work life refers to the relationship between employees and their total working environment. It considers people as an asset to the organization rather than cost. This approach believes that people can perform to their best if they are given enough autonomy in managing their work and make decision. The purpose of the study is to analyse the impact of work environment on quality of work life of workers of Engineering Industry in Jaipur. The significant literature review has been completed to find out the impact of work environment factor affecting in retaining the employees in the retail sector. Results concluded that work environment significantly affects the quality of work life of workers of Engineering Industry in Jaipur.

Aliasgar (2017) suggest the teachers to motivate full time an teacher counselor to receive his/her service who will help the teachers to solve their personal problems related to work life. If the teachers improve the quality of work life and work culture of the school and individually it should be beneficial for the effective functioning of the educational organization. Because teachers learn, school values and believes through socialization. In this regard, head master of the school should be trained motivated to develop their colleagues in well and effective manner.

Priya and Vijayadurai (2017) examined in their study that in today”s competitive world now only people are realizing every importance for work relationships and are trying to have balance between career and personal lives. As we can find that quality of work life takes main consideration about social and psychological needs of each and every employees. It have to focus on social needs of employees but have growth on self own career growth. Women constitutes an important section in all work force but due to several problems they leave their career mainly for motherhood and family
responsibilities. There should be a good balance between family commitments and career success. There must also be proper yield for every job done by job satisfaction, peaceful working environment, adequate income, job security, time flexibility for women lecturers. Today roles of women have changed a lot depending upon their profession throughout the world. Due to financial demands, economical status, education effective usage all are major role for women lecturers. This study concludes performance, satisfaction, stress relief all could be main outcomes in quality of work life for an working women lecturer in colleges.

Beloor, Nanjundeswaraswamy and Swamy (2017) observed that nowadays organizations are facing high attrition rate because of abundant job opportunities in the competitive market, to retain skilled and talented workforce is the major challenge that is faced by majority of organizations. To improve retention rate organizations need to consider human factors, while designing job. These human factors include Quality of Work Life and Employee Commitment. The present review paper addresses the factors associated with components of QWL and components of Employee Commitment. From the study is identified that employee commitment has three components they are Affective, Normative, Continuance commitment and QWL is a multidimensional construct it includes job satisfaction, adequate pay, work environment, organizational culture etc; these factors affects on the employee performance, productivity, absenteeism, retention rate etc. These QWL components may affect on the commitment of employees towards the organization, it may also enhance retention rate.

Parveen, Maimani and Kassim, (2017) measured this study as a foundation stone that gives a strong support towards our understanding of quality of work life, job satisfaction and retention of RNs and OHPs in public and private health care organizations. As projected, both personal growth and salary package have significant positive impacts on overall retention. The result shows that salary package has a stronger effect on overall retention than personal growth. However, despite numerous studies that have been conducted in the past to tackle this phenomenon, we still believe that the functions and the connections between quality of work life (QWL), satisfaction and retention are still not thoroughly explored. The results of this study show that there is significant difference between demographic and QWL dimensions.
and satisfaction. Satisfaction with personal growth and salary package were found to have significant positive impacts on overall retention.

**Momeni et. al, (2016)** Stress has adverse effects on the quality of sleep and professional life in nurses engaged in intensive care units (ICUs). This study aimed to evaluate the relationship between the qualities of work life and sleep in nurses employed in the ICUs of Mazandaran province in Iran. This cross-sectional, descriptive-correlational study was conducted on 180 nurses employed in the ICUs of teaching hospitals affiliated to Mazandaran University of Medical Sciences, Iran in 2015. Participants were selected via stratified random sampling. Data collection tools included demographic questionnaire, Walton’s Quality of Work Life (QWL), and Pittsburgh Sleep Quality Index (PSQI). Data analysis was performed in SPSS V.18 using descriptive and inferential statistics (independent T-test, one-way ANOVA, Pearson’s correlation-coefficient, and logistic regression analysis). According to the results of this study, quality of work life and sleep quality were moderate and unfavorable in the majority of ICU nurses, respectively. Moreover, sleep quality had a significant correlation with the quality of work life.

**Mathapati (2016)** The quality of work life (QWL) is one of the most significant and efficient tools of human resource management. QWL programs encourage employees, make balance between professional, personal & social life and ultimately enhances employee job satisfaction. Therefore improving Quality of work life of employees has been regarded as one of the best strategies of managing human resource by HR department. Providing good QWL to employees helps in increasing productivity and efficiency, reducing cost and thereby earning good reputation. QWL represents a concern for human dimensions of work. In India, after globalization higher education is given more importance and this sector is attracting highly qualified people as salary and other facilities provided in higher education are lucrative. Therefore, there is a need to study QWL provided to employees in higher education field. Present study is descriptive in nature based on primary data collected from lecturers working in various degree colleges in the state. It tries to analyze the existing financial and non-financial employee benefit schemes provided by Government and private educational institutions in Karnataka. The study makes an attempt to assess the positive outcomes of providing QWL to employees and offer suggestions.
Rai (2015) discussed about the dimensions like procedural, distributive, informational justice and interpersonal on QWL titled with job and career satisfaction, control at work, workplace conditions and general well being of employees. The results of this study showed that resources are fairly distributed and procedures are applied in same way that lead to improvement in quality of work life. Findings of this study are relevant for further research in future in concerned domain of staff–customer relations and quality of service.

Chooran and Azadehdel (2015) viewed that the concepts of quality of work life and job satisfaction are a very important concept in the workplace. These can be used together to improve the efficiency and effectiveness of the work environment, especially in service organizations such as Alborz insurance company. The objective of this paper is study of the relationship between the quality of work life as an independent variable and job attitudes (satisfaction) of the managers in the Alborz Insurance Company's branches in Iran as the dependent variable. In this context, the quality of work life factors were considered in the model Walton and Research hypotheses were expressed in relation to the criterion variable. This Research was accomplished based on the nature, descriptive method, and the data collection field. The population includes all managers of Alborz insurance company in 2013 and the sample size using the Morgan table and 186 people was determined statistically. The data collected was used from questionnaires Walton, bar quality of work life and job satisfaction questionnaire. In analyzing the data, inferential statistics (Pearson correlation and multiple regressions) was used. With hypothesis of the study, the results showed that there is a significant correlation between the quality of work life and job satisfaction and Components of quality of working life can be a predictor of job satisfaction among managers.

Rajaram and Ganpathi (2014) observed that because of certain changes in work culture i.e. techno oriented, increased competition, evolution of employees union, employers are not only compensating with pay but are taking into practice other benefits or perks including internal and external to develop quality of working environment which will attract best brain into industry. Focusing on recruitment,
training and development and compensation, this study seeks to clarify the scope of quality of work life in the organizations.

**Chinomona and Dhurup (2014)** discuss the reason behind advocating quality of work life: enhanced employee satisfaction, thus improvement in organization productivity, low turnover rate and increase organizational profitability. However, in the perspective of small to medium enterprises (SMEs), low attention has been given to the empirical investigation that influences the quality of work life with employee tenure intention in Southern Africa. The objective of this study was to identify SMEs employee’s perception of quality of work life and tenure intention. The results of this study showed that there is significant relationship between SMEs quality of work life that influences job satisfaction, commitment and therefore tenure intention. They have provided research implications and future research directions are indicated.

**Soni and Rawal (2014)** conducted study on quality of work life of hotel employees and its impact on employee satisfaction level. They have found this industry with very uncertain duty chart, strict disciplined environment, and heavy and unexpected duty roster including lots of physical and mental tasks. These all factors affects on hotel employees in terms of personal life adjustment and psychological variations resulting permanent transition in personality. These kinds of practices also affect working culture of the organization. This study infers the comparative analysis of employees’ satisfaction between chain and non chain hotel property in Udaipur city of Rajasthan. Study provided suitable recommendations for hotel employees.

**Harish and Subashini (2014)** The concept of quality of life is gaining increasing attention by all organization all over the world. Quality of life encompasses the sum total of healthy experiences that individuals experience in various facets of life. A sizable component of the quality of life is the quality of life experienced by organisation members at the work place. The quality of work life, therefore important and worthy of deep study since individuals do not compartmentalize their lives but carry even their satisfaction of otherwise experienced at work where they spend the major part of their time. Thus the quality of life at work spills over to the quality of life experience in the family.
Viljoen, Kruger and Saayman (2014) found that how QWL (quality of work life) plays significant role in perceived service delivery and output of food and beverage employees in Potchefstroom, South Africa. A structured questionnaire was distributed to food and beverage employees around 224 in numbers for statistical analysis. The study infers that job, creativity and aesthetics, actualization, organizational support and employees commitment attributes influenced the perceived service delivery and productivity of employees in the organization. This research study showed that food and beverage managers should work hard in order to improve working conditions of employees as well as recognize the hard working employees to an appropriate level. Management should consider the suggestions made by various researchers in order to improve the work culture of employees that have an impact on organizational success and performance.

Pourbagher et al., (2014) study the relationship amid quality of work life with its eight components with employee’s satisfaction in the directorate of youth and sport in region of Golestan, Iran. This study used questionnaire with twenty five questions in order to measure the performance. Results are pointed out with the help of Spearman correlation test which revealed the eight component of Walton’s model that are safety and healthy working conditions, fair and adequate compensation, development of human capacity, growth and security, social integration, constitutional related total life space and social reliance.

Hunker (2014) investigated that quality of service delivery primarily depends upon employees behavior thus it is important to create a developed working environment characterized by high level of employees satisfaction and quality of work life. The objective of this study was to know how the quality of work life in hospitality industry and also gain an insight into the mindset of contingent worker of this industry. This study also additionally aims to indentify the QWL factors that contribute to improved quality of work life of hospitality industry. Quantitative research design was applied and data collected through online questionnaires. The results of this study indentified eight QWL indicators which facilitate improved quality of work life for contingent workers of hospitality industry. The most important dimension is credibility of leaders and managers and appreciation of employees also an important variable to increase quality of work life.
Ashwini et al., (2014) found that QWL (quality of work life) is an important criterion which focused by the establishments in order to gain higher productivity, organizational goals and retain the employees. Human capital is the main asset of service sector therefore, attrition rate not only affect the headcount, but also the outcome in the loss of knowledge, and skills they are carrying while they leaving the organization. Further they found significant impact of quality of work-life dimensions on employee’s satisfaction in the organisation. Finally, the research study recommended organizations to modify and upgrade their policies to improve quality of work life of employees that have favorable impact on organizational objectives and goals.

Golkar (2013) shows that there is positive relationship between the implicit institutionalization of ethics and quality of work life and both of them have positive effect on job satisfaction too. Quality of work life and job satisfaction of employees of the University that there is positive relation between two concepts of job satisfaction and the quality of work life

Chauhan and Patel (2014) explored the impact of the human resource practices on job satisfaction of employees in hotel industry. Job satisfaction infers inner fulfillment of pride while performing the assigned task or job. The population of study comprises 88 employees of selected hotel organisation using simple random sampling techniques. The data was collected through questionnaire from five star hotels of Udaipur division. The result analysis of this study revealed that there is a strong association between job satisfaction and human resource practices. Further it is observed that career and growth, quality of work life, promotion, recruitment and selection have positive impact on job satisfaction of employees. The hypothesis was applied and measured significant results on job satisfaction. This study has focused on importance, recommendations and limitations related to human resources practices and job satisfaction.

Gorji and Vakili (2014) evaluate the relation between 5S with QWL and quality of service in private hospitals in the city of Gorgan. This research study is descriptive in nature and real life situation. Further it may be considered as field study. The results of this study found that there is positive relationship between 5S and QWL on all the
assumptions which have been confirmed. It has been found that there is significant relationship between quality of work life and quality of service aspects.

**Rubel and Hung Kee (2014)** evaluate the relationship between quality of work life and job satisfaction outcome of operators working in readymade garments industry in Bangladesh. QWL factors are examined in terms of supervisor behavior, work life balance and job character and job compensation. Structured questionnaire was prepared to collect data. The data was analysed using partial least square methods and second generation structured modeling software. Result analysis of this study found that all QWL factors have significant influence on job satisfaction of employees where compensation and benefits has the highest impact. On the other side, job character is found having insignificant effect on job satisfaction. Finally it has been observed that there is significant and positive relation between job satisfaction and role performance of employees.

**Srivastava and Kanpur (2014)** observed in their study that in present era stress management has become one of the most important concepts in this professional environment. To some large extent, professional are not able to cope with personal life and professional life. Professional environment has become degraded gradually. These differences have forced organizations to formulate such policies which results into employees’ job satisfaction and improved job performance. This term has been referred as quality of work life. QWL is an process that motivate employees to participate at all levels in the organization and change organizational culture and improve performance. This study incorporate the subjective matters of quality of work life such as job security, employees participation, job performance etc.

**Yadav and Khanna (2014)** observed that QWL is becoming important factor to achieve the goals of any organization from every sector such as service, manufacturing, education and banking etc. They have analysed literature review and QWL dimensions; work life balance, growth and career prospects, working conditions, attrition, employees commitment, reward and recognition, welfare facility etc. Study emphasis that higher quality of work life in employees improves organizational performance, productivity and innovativeness. QWL also affects the organizational corporate social responsibility. Quality of work life establishes linkage
between employees and organization that facilitate in improvement of employees’ family life as well as work life.

Reddy (2014), discuss about work life incompatibility that refers to a procedure in which one’s role through experience and participation in crease quality and performance in other role. Incompatibility can occur bi-directionally such as work life Incompatibility or work life conflicts occurs where experience at work interfere with family. Although these two forms for Incompatibility are strongly correlated with each other, more concentration has been directed at work-life Incompatibility. Therefore an attempt has been made to analyses the work life Incompatibility among educationists in present era. Data was collected using simple random sampling of 120 college employees/faculties in and around Bangalore. The level of work family Incompatibility can be measured by using Likert’s five point scaling technique through twelve statements relating to work life Incompatibility. Results found the relationship between employees ‘socio –economic profile’ and their level of work life Incompatibility by using normal analysis test to understand the employee/faculties.

Narehan et al. (2014) examine the association between quality of work life and quality of life among employees in multinational companies based in Bintulu, Sarawak, Malaysia. Furthermore, the study evaluated that the factors of quality of work life also contribute to the quality of life that influences productivity of employees. 179 employees of multinational companies based in Bintulu, Sarawak, Malaysia participated in this survey and data was collected through structured questionnaire. The result analysis found that women participation was more as compare to male employees. The research report inferred that there is positive and significant association between QWL and quality of life. They have added to this project by saying that QWL factors also influence the QOL of employees. They have further recommended for future research in some other field such as hotel industry with different quality of work life indicators and QOL dimensions on different population and quantitative research.

Easton and Van Laar( 2013) explored in their study that QWL has been used in academic literature since many years that is related to work stetting. Typically, this term includes job stress, job satisfaction and what else to be added still hard to
achieve. They have provided brief overview about the development of this concept before considering evidence related to its relevance in the work place.

**Shamsadini and Babaeinejad (2013)**, explains that the most important goal of organization are improving QWL of staff. They have indentified quality of working life as a process which provides the necessities of achieving goals by interfering active cooperation of the whole staff. The most successful effort in order to enhance QWL is vast cooperation from staff. Therefore, the goal of present paper is studying the correlation between staff’s cooperation and the quality of their working lives in departments of Melli bank of Kerman province. Survey was conducted on 1404 people of employers, managers, and selected supervisors of Melli bank of Kerman province who are employed in 132 departments and in 11 circles. In order to collect needed data, this paper uses 2 questionnaires, the first one including 31 questions related to quality of working life and the second one including 25 questions related to assessing the cooperation. The data gained by questionnaires was analyzed by spss software of descriptive statistics. The study showed that there is relationship between employee’s cooperation and the quality of their working lives in departments of Melli bank of Kerman.

**Rozaini, Norailis and Aida (2013)** mentioned in their study that many organizations facing problems because of global trends. More focus has been given on employee’s quality of work life followed by market competitiveness and increasing productivity. This study was conducted on employees working in insurance sector with an objective to highlight that how talent and job satisfaction can boost up QWL (quality of work life) of employees. Findings of this study revealed that satisfaction with the job are rated high (M=3.68, SD=1.226) by the respondents and hence strongly contribute to their employability and future career.

**Poorgharib, Abzari and Azarbayejani (2013)** discover the relationship between self esteem organizational attachment and perception of quality of work life. The survey was conducted on 195 employees and data collected through simple random sampling methods. Analysis of data was carried out through Pearson correlation coefficient and multiple regression techniques. Qualities of work life dimension are: career development, job security, problem solving, employee participation, job pride, fair
pay, employee communication, industrial safety and protection and organizational identity. Further they have mentioned about dimensions of organizational attachment that are organizational commitment, job, satisfaction, intend to leave organization, organizational identity, group coherence and organizational interest. Result so this study proved that there is positive relationship between organizational attachment and quality of work life.

**Nalwade and Nikam (2013)** describes that human resource in any organization has significant role as its growth, stability relies on this department. In this competitive era each and every organization is struggling to attract and retain its competent workforce. Several studies have been undertaken to understand this menace but still this problem prevailing in industry. Quality of work life is gaining popularity as it is considered one of the remedy of all organizational ailment. Efforts have been initiated in this direction for fostering employee QWL which would fetch physical and mental well being of employees and consequently extract the benefit of loyalty, honesty, dedication and the like. This study concentrates on existing literature available in academia. In this study rigorous literature review discovered that, most of the research scholars used Walton QWL dimensions which includes “Adequate and fair compensation”, Opportunity for continued growth and security”, Healthy and safe working condition”, “Constitutionalism in the work organization”, “Total life space”, “Social integration in the work organization and Developing human capabilities”, “Social relevance of work life” and develop its association demographic profile of employees, stress, satisfaction, performance, commitment, job satisfaction which disclose that former are the indicators of quality of work life.

**Fapohunda (2013)** observed in the study that there is a significant role of QWL practices in satisfying the need of employees. They have investigate how employees can do better in job tasks and how the job tasks can motivate employees to do in better way. This study analysis the perceptions and experiences on QWL factors in Nigeria considering fifteen quality of work life factors of four organizations in Lagos Nigeria. The study infers that maximum workers do not give positive ratings in higher order while some QWL indicators had positive assessment. They have recommended
that there is a need to be more commitment to explore human resources who can contribute significantly in organizational performance. Organisations must give focus on their human resources who are the most valuable assets for them.

**Nanjundeswaraswamy and Swamy (2013)** explains that good quality of work life is necessary for any organization in order to retain its skilled and talented employees. To survive in competitive market in the present era of privatization, liberalization and globalization and to minimize the attrition rate of employees this concept of quality of work life is a good imitative. They have take on variety of quality of work life dimensions that influenced the performance of employees. The results of this study indicated that there is constructive relation between the nine proposed dimensions and employees’ satisfaction and employees’ opinion on QWL. In the view of the review of QWL has limited research on this aspect especially in the SMEs. Future research may be carried out with these nine dimensions in SMEs.

**Gupta (2013)** explain in her study that human resource practices are not uniform, lack of professional view, vision, right career path, secured and long term employment, growth and career opportunities, learning and development and quality of work life has consequential effect on employee dissatisfaction and thus leads to high attrition rate in Tourism Industry. The author made an attempt to draw the attention of industry stakeholders about attrition rate in Tourism Industry in India and offers some suggestions for employee retention in order to overcome this problem. The study confines its analysis to the problem and prospects of human resource supply in Indian Tourism Industry with special attention to efficient and talented employee retention.

**Mosadeghrad (2013)** tried to measure the level of quality of work life (QWL) among hospital employees in Iran. Additionally, it aimed to identify the factors that are critical to employees’ QWL. It also aimed to test a theoretical model of the relationship between employees’ QWL and their intention to leave the organization. This study empirically examined the relationships between employees’ QWL and their turnover intention. Managers can take appropriate actions to improve employees’ QWL and subsequently reduce employees’ turnover.
Wan and Chan (2013) explains in their study that improved QWL increase organizational effectiveness and commitment with reduction in employee’s absenteeism, attrition rate, job fatigue in casino industry in Macau. Further this study focuses on what are the various factors that contribute the good quality of work life. Data was collected from 40 casino employees including suppliers, managers and supervisors after direct personal interview. Findings of this study revealed four major construct of quality of work life such as: job characteristics, human resource policy, work group relationships, and the physical work environment. These four dimensions of quality of work life can help human resource practitioners and policy makers to develop policies to enhance QWL of casino employees with reduction in high turnover rate of industry.

Van and Martins (2013) discuss about managerial practices, quality of work life and trust relationship existing in the organization and experienced by employees. The study explores the association between quality of work life and organizational trust. Present changes in organization brought out revaluation of quality of work life and organizational trust as they have experienced. Data was collected through online questionnaires from 282 sales representatives and response rate was 72% in total. Study revealed positive relationship between organizational trust and quality of work life. The study has given importance of building good trust relationship within an organization and also experience of quality of work life. The study highlighted the importance for management to be aware of employees’ trust and their experience to QWL factors which have consequences if not properly management.

Kannagi and Mahalingam (2013) explored in their study that changing composition of workforce in the organizations compelled management at every place to be more concerned about quality of work life at working place. This study perceives quality of work life components on employees working in NLC Company. Changes in global market, monetary policies and increasing competitions poses a serious challenge to all concerned i.e. employers, employees and government. Evolution of ever emerging technology, increasing competitions and access to information has forced organizations to study with their productivity, efficiency and quality of service rendered. They come up with very little information at grass root level with respect to QWL and what are their implications for research in Indian context.
Kaur and Singh (2013) explored the importance of human resource management in an organization’s workforce or human resources. Human resource management is responsible for from attracting, selection, training, appraisal and rewarding of employees. It also ensures legal compliance and statutory requirement related with employees. The organizations also ensure safe, secure and healthy work environment. Objectives of this study are to develop healthy job environment one and enhance productivity. Quality of work life deals with the design of work systems that develop work life experience of staff and also improve their commitment for achieving organizational goals. According to them quality of work life can be enhanced with factors like adequate and fair compensation, healthy working conditions, opportunity for work growth, social integrations. Various factors that affect the quality of work life are job attitude, environment, job opportunities, nature of job, career prospects, growth and development, challenges, risk involved in the work and reward etc.

Triveni and Aminabhavi (2013) examine that QWL is one of the key areas of interest for both industrialists and academicians alike, as it encompasses all dimensions of work i.e. content and product, Psychological as well as physical. The present study is undertaken to explore the nature of QWL among professionals and non-professionals and also to understand the difference in various dimensions of QWL among professionals and Non-professionals. A sample of 100 professionals i.e. Doctors, Engineers, Lawyers and Teachers (25 in each) and 100 non-professionals working in Govt. organizations in Northern Karnataka are selected for this study. Data was analyzed through SPSS software. Implications are discussed and suggestions extended in this paper for future study.

Moghimi, Kazemi and Samiie (2013) find out the association of quality of work life and organizational justice. This study also attempts to analyze the correlation between organizational justice and quality of work life. Statistical population includes all employees of Qom Province in Iran. Data was collected through structured questionnaire and analyse with SPSS software. The results of this study indicated positive relationship between quality of work life and organizational justice. All three components of organizational justice showed that organizational justice had positive relationship with QWL.
Tabassum, Rahman and Jahan (2012) observed in their study about the perceptions and experiences of QWL (quality of work life) on teaching fraternity in a university. The quality of work life indicators was taken fair competition, growth, security, work life system, social relevance, human capacities development, social integration. The study indicated that the dimensions are significantly co-related with quality of work life. Further they have concluded that female is highly satisfied regarding quality of work life dimensions as compared to male. Staff members having teaching experience of below than one year found to be more positive as compared to experienced teachers with its related dimensions.

Mortazavi, Yazdi and Amini (2012) examined the role of psychological capital on QWL (quality of work life) and OP (organization performance). Data for this research report was collected from two hospitals public and private where 207 nurses participated through simple random sample method. Research findings revealed that psychological capital is more important than personality traits. Further, there is positive relationship between quality of work life and organizational performance.

Indumathy (2012) describes in their study that quality of work life implies to the level of satisfaction and dissatisfaction with individual’s career. They have made an attempt to look into the quality of work life of employees working in textile industry. Descriptive research design was chosen for this study as per the nature of research. Data was collected through primary data i.e. structured interviews and secondary sources including published reports, articles, and online websites. Sixty employees were considered for sample survey in this study. Various statistical tools were used to analyse the data. Result analysis of this study revealed that the major factors that influence and affects the quality of work life are; opportunities, healthy environment, job nature, growth and prospects, stress level, job challenges, career prospects and risk involved in the work and reward system.

Sinha (2012) conducted a study on 100 employees at middle managerial positions in many organisations. The study revealed about three growing factors i.e. “relationship-sustenance-orientation”, “futuristic and professional orientation and “self-deterministic and systemic orientation”. The results of this study concluded that all these factors had significant role to play in satisfying the need of employees at middle managerial positions in order to achieve organizational goals and success.
Khanifar, Alimadadi and Fard (2012) studies the situations and effects of research variables on quality of work life in selected universities based in Qom province of Iran. Attributes considered for this study are job security, development of competence, health and well being, balance between work and non work. Two questionnaires were used as a tool for this study. The first questionnaire contained 23 questions to assess the current situation and the effect of research variables on the recognized level of QWL among IT users. The second questionnaire based on AHP method and using implemented software in an MS Excel environment aimed at apprehending the priority of research variables among the sample members. The population of this study included IT user employee of selected universities. 143 forms were collected out of which 23 were irrelevant and finally 120 forms were considered. Study showed that there is a significant straight correlation between job satisfaction and health well-being, which is intervened by job satisfaction variable.

Heidarie et al. (2012) observed an important association among quality of work life, job satisfaction, organizational health and commitment. They have proved in their research study that there is positive and thoughtful association between organization culture and job satisfaction. Lastly, the research study concludes a meaningful association between QWL, organizational health and organization commitment with employee’s job satisfaction.

Kara (2012) showed in his research study about the gender difference and quality of working life dimensions in five star hotels. The study revealed that male employees have significantly different mean score in safety and health need, actualization needs and knowledge needs in quality of working life indicators. On the other hand; social needs, esteem needs, economic and family needs and aesthetic needs were not found significant statistically. Results of the study also found constant from statistical analysis of MANOVA technique where gender was found independent variable and quality of working life was dependant variable. Conducted study showed that men and women employees have dissimilarity about quality of working life.

Jayakumar & Kalaiselvi (2012) proposed that QWL practices include training, motivation, acquiring, developing, and evaluating the performance of employees as per the objectives of organization. This provides balanced association among work,
non-work and personal aspects. The explored that QWL movement firstly was a unorganized network of few dozen academics in the early 1970’s and had nurtured by the year 1980’s into an international trade union officials, personal managers and social scientist generally. The study showed that quality of work life directly or indirectly affects the social and economic well being of large portion of population. Study finally infers that improved quality of work life naturally helps to improve family life as well as work life of employees. There is positive and considerable linkage between quality of work life and employees satisfaction.

Luxmi (2012) observed in her study that in the era of cut-throat competition, organisations are constantly working to improve their performance and effectiveness of their processes and systems. This practice has led to increase in job demands, stress level and eventually high turnover rates. Now organizations have modified their work culture for the improvement of quality of work life and develop conducive environment for employees.

Ogunsanya and Olorunfemi (2012) revealed in their study about motivation in work in this present era with implementation of quality of work life program, which aimed to release the stress of employees at work. QWL is relatively new concept in human resource management. It is a philosophy of increasing employees’ productivity in the organisations by providing adequate opportunities and without jeopardizes their personal improvement and responsibility at home and work. This study conducted about organizational presser on teaching and non teaching women staff in Lagos State, Nigeria. The survey was conducted on 3640 senior cadre women employees and data were analysed using statistical techniques. Study examined a significant variance between academic and non-academic female staff in the source of presser (t=2.43, P<0.05). The QWL factors including salary, day care services, health care benefits on workplace premise and workload. It is recommended that Government and these institutions should ensure the reduction in organizational stress and encourage quality of work life.

Limyothin and Charlee (2012) conducted study on hotel employees in Thailand to gent an insight of quitting the organization. This study has collected data from 908 hotel employees. The reliability test was conducted the check the reliability of
questionnaire distributed was between .614-.918. The collected data were analyses using SPSS technique. The result of this study revealed that supervisors had higher level of work life quality as compare to non-supervisors in terms of perceived organizational culture, organizational commitment and job satisfaction.

Islam (2012) describes that QWL is an important concept with lot of significance in employee’s life. Quality of work life ensures proper balance between employees and personal and professional life ensuring organization and employee satisfaction. This study was conducted to measure quality of work life and indentifies the QWL factors in private companies of Bangladesh. The study proposed seven QWL factors through proper literature review and quantititative research was done. Data was collected from hundred employees of these companies through structured questionnaires. Six factors out of seven in QWL have significant influence on quality of work life of employees. Results of this study proposed that proper culture of organization, compensation policy, career growth and relevant facilities can lead to satisfaction of employees and improvement in organizational productivity.

Varatharaj. Vasantha and Varadharajan (2012) observed in their study that quality of work life is level to which an organization gives to matters and employees psychological well-being. The purpose of this study is to find out the various factors that affect quality of work life and its impact on job satisfaction and job attitude of staff working in the service oriented industry. Study revealed that QWL definitely nurture the more loyal, motivated and flexible workforce that increase the standards of job satisfaction of employees. It is measure by job attitude of staff toward job and satisfaction related with job. In this present time, the concept of quality of work life gaining more popularity and employees are seeking better working conditions and on the other fold organizations also want to enhance the staff satisfaction from work in order to retain, maintain good workforce in the organization. This study comprised of both descriptive and exploratory research design. Data was collected through questionnaire in primary mode and various statistical tools are used to analyse the quality of work life, work related attitude and impact on job satisfaction.

George and Jayan (2012) investigated about the organization culture and quality of work life as forecaster of job attitude of college teachers in an engineering college.
Data was collected from 457 engineering college teachers on quality of work life, organizational culture and job attitude scale. The step wise regression analysis was carried out to know the contribution of each independent variable on dependant variables. Regression analysis pointed out different predictor variables such as work life balance, well being, and relationship with co-worker and authority were positive sign of job attitude scale.

Siron et al., (2012) conducted study to understand the term quality of work life of employees working in two electronic factories in Johar. Data was collected from 985 employees through validate questionnaire. Seven scale techniques were used in this survey. The results of this study showed that employees have average job challenge, moderate cooperation from supervisors and management. They expect that accountabilities given by employers match with salary, benefits and incentives offered with morale support and motivation.

Baleghizadeh and Gordani (2012) observed the relationship between quality of work life and motivation in teachers in Tehran city of Iran. Additionally, thirty of the respondents were selected randomly for follow up interviews to know why they felt the way they reported. Result analysis of this study indicated medium level quality of work life and experienced medium to low level motivation. A strong association was found between teacher motivation and quality of work life. The findings of the study have suggestions for teacher educators and educational policy makers in bringing about the higher quality of work life and improve motivation in English teachers.

Khanna (2012) explored that QWL (quality of work life) emerging as key area in research of developing and developed countries of this world especially in the hotel industry where employees are recognized as a valuable assets. The purpose fo this study was to get an insight of QWL indicators that contribute in the satisfaction of women employees working in hotel industry thus various suggestions are provided to enhance the quality of work life of women employees working in reputed hotel chains ; Taj, Obroi, Ashok, Welcome and Radison. The findings of this study showed that overall QWL index, women staff members are satisfied with quality of work life in hotel industry. Further a comparison of QWL factors was made on the basis of location and chain of hotels using ANOVA test which concluded that satisfaction of women employees remain to be same.
Geetha, Shenbagasuriyan and Senthilrajan (2012) suggested that quality of work life enhance between family life and professional life of employees. The results of this study revealed various QWL indicators that influence quality of work life are adequate and fair pay, welfare measures, social integration and stress at work. The purpose of this study is to find out the employees work life policies and practice. Data collected through questionnaires filled by employees. Researchers in this study also interacted with personnel concerned in industry. The sample size of 110 was taken from employees of Dharani Sugars & Chemicals Ltd. Convenient sampling techniques applied for this research. The SPSS software (Statistical Package for Social Science) used to analyze the research. The statistical tools like exploratory factory analysis, Multiple Correspondence Analyses, ANOVA used for research. Quality of work is useful aspects of organizations which helps in reduction of organizational cost and ensure good performance. It has been observed that stress and job satisfaction effects quality of work. Few studies have been conducted on quality of work. The purpose of this study was to undertake relationship of the job satisfaction and stress with quality of work. The study was carried out in two cities where data was collected using structured questionnaire from employees. Firstly pilot study was conducted before distribution and rate of responses was 93%. The result was analysed using SPSS technique. The result of this study inferred that there is insignificant relation between job satisfaction and stress on quality of work life. The results of this study indicate that both organization need to understand the job satisfaction and stress on work in order to improve the efficiency of their employees in future.

Agarwal and Bhargav (2011) have explored about the relationship between QWL and trust cognitive based trust and affect based trust) and examining how the QWL affects the core dimensions of trusts that cognitive and affect based. Data was collected with a questionnaire on 213 managers which revealed that there is a strong association between QWL and stated variables. Statistical techniques such as correlation and step wise regression were applied to analyse the results. This research study has revealed a strong relationship between above stated concepts, limitations is noted and suggestions are given for future research.
Aziz et al. (2011) found in their study that success of any organization depends upon how it attract and retain employees. Present time requires that organizations need to be more flexible and understanding in order to develop their employees and improve commitment. There are many examples where employees expressed that they feel burdensome or forced upon to carry out daily tasks. This research study was conducted to identify the relationship between work and non-work variables with quality of work life. Thus, it is anticipated that this study will be useful for top management for framing correct planning, appropriate policy that will enhance satisfaction of employees. This study applied the quantitative research design as well as descriptive and correlation approach. Survey was conducted on all the librarians working the government academic libraries in the Klang Valley. Data was collected through online questionnaire from all the selected libraries which were divided into two parts. Part A contained socio-demographic information and part B contained seven questions related to this study. Finding of this study revealed that both work and non-work variables do matter in determining the QWL (quality of work life). Results also provide an avenue for further research in same domain.

Chaturvedi and Yadav (2011) describe that satisfaction with job and quality of work life which moves side by side and one is the outcome of another. The purpose of this study is to find out the impact of job satisfaction and QWL characteristics of employees working in star rated hotels. Further this study explores the gender difference and impact of quality of work life between male workers and female workers. Data was collected using structured questionnaire and analysed using t-test, chi-square test, ANOVA and regression analysis. Results of this study showed that there is strong relationship between job satisfaction and quality of work life. The findings of this study explored that quality of work life increase job satisfaction from job also get enhanced. The study indicated that hotel industry demands very hospitable and pleasing role on the part of employees working in various departments of any hotels requires high quality of work life in order to be satisfied and give their best. Study focuses on QWL indicators like work autonomy, stress role, unclear goals and attrition rate need to be dealt with proper manner.

Manjunath and Kurian (2011) examined that satisfaction of employees is directly associated with customer satisfaction and it is imperative that organisations gives
maximum focus to retain their staff and improve their working conditions to optimize the productivity and satisfaction. This study focuses on major areas where the hotel employees express their unwillingness towards job. Further it has been concluded that it is right time to refurbish the policies and strategies related to human resources in order to give significance to employee satisfaction and retaining the customers with highest satisfaction index.

Koruca et al, (2011) conducted study in cutting and sewing branches of large textile industry. Study has analysed about quality of work life of employees. Survey was conducted on eighty seven worker of this industry. The results of this study showed that education of staff, ergonomics conditions and work safety had good degree of quality of work life on the other side psychological environment, physical, occupational health, organizational motivation and organizational performance appeared to be as satisfactory degree of quality of work life. Some opportunities can be occurred to improve the degree of these aspects in quality of work life.

Cheung and Leung (2010) indentified in their study that social change impact on quality of life which tended to be more unfavorable to the person with lower quality of life. Further, it has been observed that social change practices tended to grind down society related quality life and QWL (quality of work life) experienced and come into view to be the forecasters for personal quality of life.

Normala (2010) examined the relationship involving quality of work life (QWL) and Organizational Commitment (OC) of employees in Malaysian firms. The objective of this study was to find out the association of QWL and OC and also the extent of quality of work life in these firms. Data was collected using questionnaire from around 500 employees at supervisory and executive levels. The response rate of these distributed questionnaires was 72%. Various statistical techniques were used to infer the result from this study and explored the QWL factors affecting organization commitment.

Ganguly (2010) suggested in her study that increased productivity through human resource practices started since 1990s and come into existence from F.W. Taylor’s principles given pace to human resource practices which earlier only know as instruments to increase production under what conditions being motivated by lure of
money. Since then many researches and experiments were undertaken to know more about human resource and the ways to improve their job satisfaction at work place. The term QWL originated through continuous research process and introduced first in the year 1972 at first International Quality of Work Life Conference in Toronto and then it took appear in India during mid seventies.

Drobnic , Beham and Prag (2010) examined that life satisfaction of individuals across-nations have large differences. They have conducted study on selected European countries; Finland, Sweden, the UK, the Netherlands, Germany, Portugal, Spain, Hungary, and Bulgaria. The results of this study showed that there is significant difference between life satisfactions with improve quality of work life in more wealthy societies. Further it has been observed that the impact of working conditions on life satisfaction has stronger relation in southern and European countries. Results of this study revealed that the issues; job security, job pay scale directly affects quality of work life of people. Additionally, better job prospects, improved working conditions, autonomous at work, motivating jobs seems to translate into high job satisfaction and increase quality of life.

Thalang et al. (2010) discusses about quality of work life dimensions and corporate social responsibility in Thailand. This documentary research was conducted through proper in-depth interview with specialists and experts of industry. The QWL parameters indentified are work life balance, total life span, adequate and fair compensation, social integration and four major indicators of QWL; environmental, social, economic and ethics. Findings of this research focused on effective corporate social responsibility to make good quality of work life of employees. On the other side, working environment and organizations want to improve the satisfaction level of employees in order retain, attract, develop and maintain good work force in the organization. Descriptive and exploratory research designs were used in this research project. Data was collected the validate questionnaire and various statistical tools used such as, percentage analysis, weighted average analysis. Result analysis of this showed significant relationship.

Janes and Wisnom (2010) explain that tourism and hospitality industry has higher employment practices. They took survey on employees working in tourism sector to
know quality of work life from their current place. Data was collected then compared to data of previous study conducted in 2003. Average working hours, training facility and performance of evaluation variables that motivated employees. The result of this study concluded that it has not pointed out the issues mentioned in previous research conducted in 2003 including wages/benefits, working condition, appreciation at work, employees participation at work and loyalty. Further, this study indicated that tourism professional need to emphasis on these challenges and endeavors to recruit and retain skilled workforce.

**Anabarasan and Mehta (2010)** discussed about quality of work life in sales personnel and high turnover intentions among the employees. They pointed out that in spite of its importance maximum business strategy features less importance to the sales staff which results into high turnover intention in staff. Sales professional’s insecure job profile demonstrates quality of working life as per organizational characteristics. The study made an attempt to find out the quality of work life of sales persons working in pharmaceuticals, banking, and finance sectors. Data was collection from 100 sales personnel from Mumbai with the help of structured questionnaire. Results finding showed that sales representatives are aware about their job requirements and commitment toward job, their working environment is not conducive to lower their perceptions on quality of work life.

**Schulte and Vainio (2010)** discuss about well-being concept at work. According to them well being is a concept which depict individual’s work satisfaction and health factor at workplace. They have concluded well being as a comprehensive term which composed of quality of work life and occupational safety and health phase which is major determinant of improvement in productivity at various level including employee, organization and society.

**Gallie and Russell (2009)** observed in their study the influence of working conditions on work family conflict among married and cohabiting employees. Study found that work conditions play a superior role than work characteristics in the context of work family conflicts. It is significant that family characteristics have less effect in mediating work pressures. Results of the study revealed that a policy highlighting better work conditions are likely to have major influence in reducing work-family conflict.
Cheung and Tang (2009) studied that QWL dimensions partially interceded the relationship between work to family interference and surface acting. This study explored useful information on how to use various labour or work strategies related to work interference. Findings proved that usage of deep acting must be promoted at workplace because it positively related to QWL (quality of work life) and do not interfere work family interference. Although past studies often investigated the role of emotional labor as the pioneer of work family interference, our study is the first attempt to examine these dimensions.

Pot and Koningsveld (2009) discussed about quality of work life and organizational performance where theoretical and practical aspects claims about instantaneous enhancement in the quality of work life and organizational performance can be achieved by development of workplace. All the analysis has revealed that the instantaneous improvement in the quality of work life and organizational performance achieved in multiple of, but not all assignments or projects. The most significant drawback of the workplace development was taking a top down as opposite to participatory approach involving employees and their supervisors in projects.

Cicognani et al., (2009) examined the QWL indicators as compassion fatigue, burnout and compassion satisfaction, and their associations with coping strategies and few psychosocial variables i.e. sense of community, collective efficacy and self efficacy. The results of this study shows appropriate difference between positive and negative dimensions of quality of work life of employees.

Royuela. Lopez and Surinach (2009) explained in their study about the Lisbon Strategy which is launched by EU countries in 2000 with an objective to showcase world’s most powerful economy. Therefore the importance of job quality returned back to the top of agenda in EU society. Targets were set and efforts are made in this direction. This study computed the composite index of quality of work life we find that better results are found in the more developed regions, in service sectors, in bigger firms and in jobs with more responsibility. Lastly, we compare the results of the index with subjective perceptions job satisfaction measured by QWL survey. Results of this study revealed strong relationship between two measurements.
Kandasamy and Ancheri (2009) find out in their study that hospitality industry should provide good quality of work life to hospitality Quality of work life being comprehensive and perspective-based study where researchers tried to indicate QWL dimensions in hotels. This survey composed of 84 students from three hotel management institutes and 64 hotel employees from three hotel establishments. They have collected data through open ended questionnaires, focused group interview and personal interview for this study. Results of this study revealed eight QWL indicators which affects quality of work life. Recommendations and limitations are explained for future research in the same domain.

Gnanayudam and Dharmasiri (2008) described the influence of quality of work life on organizational commitment. They have investigated on unsatisfactory level of commitment among staff of medium and large establishment in apparel industry. Convenient sampling technique was used for this research study. They have considered 87 sample sizes and for analysis Pearson correlation was applied. The result study showed that there is significant positively association between quality of work life and commitment.

Golden and Tuers (2008) examined in their research that when workers dedicate extra time given for paid work that raise income but at the cost of individual and family. Current study revealed that working beyond the regular working hours increase employees income and interfere family life. There are extra detrimental effects are more fatigue from work, employees well-being, when extra work demanded from employer’s side then it is not provided. Hence, model of economic well being must be added to focusing on reducing the frequency of these incidences and increase worker’s ability to avoid it.

Tomlinson (2008) discuss about quality of work life and institutional framework based upon Gallie’s edited work. To scrutinize the production and employment related system, this collection draw upon data from different countries of Europe with its main focus on Denmark, Finland, Germany France, Sweden, Spain and the UK. Quality of job is analyzed as a middle indicator in individual in one’s chapter on wage and skills, job training, task discretion, work life balance and job security dimensions.
Rethinam and Ismail (2008) evaluate QWL as wide dimensional concept which is composed of many interrelated and interconnected factors that require sincere concern to intemalise and evaluate. This is linked with satisfaction at job, involvement in job, work motivation, productivity at work, health and safety, well being, competence development and balance between work and non-work.

Joshi (2007) examines the issue of women worker’s representation in the organization and provide recommendation to the policy makers to improve the quality of work life. The study was conducted in the service and manufacturing sector including banking, insurance and public sector undertaking. The results of this study indicated that satisfaction level of women employees in the concerned organization was quit high in spite of overall work life conditions provided by the organization being average. Suggestions of the findings for employers, trade unions, the Government and the women themselves are also discussed.

Martel and Dupuis (2006) discusses about the concept of QWL (quality of work life) through a range of definitions and theoretical constructs with a motive of justifying the various problems facing the concept. Depending upon the suggested definition of quality of life and quality of work life definition provided and the measuring tools that results from quality of working life system inventory shown. Finally, the proposed definition and measuring tools used was discussed.

Saraji and Dargahi (2006) evaluate quality of work life in their survey is a department wide nominated program to develop employee satisfaction improve work place learning and coordinating employees in better change management observed in their survey QWL is a complete, domain wide program nominated to enhance employees satisfaction, firming up learning at workplace and assisting employees had better manage amendment and evolution through descriptive and analytical study which proved maximum of employees are not satisfied with safety, occupational health, intermediate, senior managers, income aspect, work life and personal life balance aspects and also indicated that work was neither satisfying nor motivating at all.

Rose et al. (2006) find out the level and relationship between quality of work life and career related variables. The study was conducted on 475 executives working in
electronic and electrical industry in the free trade zones including MNCs (multi-national companies) and (small and medium industry) SMIs of Malaysia. Result finding suggest that three variable which are significant; career satisfaction, career achievement and career balance. The satisfaction level of respondents appeared to be towards QWL (49.5%), career achievement (70.3%), career satisfaction (63.8%), but less so for career balance (36.6%). This study make an attempt to balance career between the need of employees and organizational. This study will be helpful to conduct future research in same domain.

Reynolds (2005) describe in his study about the integration of work life and working hours by examining pre-diction about the relationship between work life conflict and want for paid work. The finding of this study showed that work life conflicts makes the women reduce the number of hours they work whether at work or at home while men only want to reduce or decrease the working hours when work life conflicts originates at work, some men want to increase the working hours who faces frequent work life conflicts originates at work.

Requena (2003) conducted empirical analysis for the analysis to understand the association of social capital and satisfaction and quality of life in the workplace. This phenomenon has been evaluated on the dimensions of social relation, trust, commitment, communication and influence. The study revealed that models applied are significant and measured the examined proposition. Improve level of social capital contains greater level of employees satisfaction. Further, it is observed that social capital is better determinant of quality of work life and job satisfaction compared to characteristics of the workers, the organization and, the work environment.

Saklani (2003) states that QWL has become a common concern in work organization. It is used in the viewpoint of some environmental and humanistic values which got ignored in the process of economic development and materialism in 20th century. QWL can be traced to the renewal of interest in the area of quality of work life in most of the countries of the world. The research study showed QWL indicators which include change composition of work force, change attitude towards work, increasing expectations by employees, a prevailing incentive system and under assessment quality of life motivations, under utilization of workforce, decreasing job satisfaction,
attrition rate of workers, low performance, high absenteeism, turnover and declined productivity.

Gallie (2003) compared employees’ perception about the quality of working task, degree of involvement in decision making process, job security, careers prospects and opportunities in order to measure whether Scandinavian countries have different pattern from other European Union countries. Study infers that a wide range of factors affects quality of working conditions employees in Denmark and Sweden where to a lesser extent Finland do appear to have better quality of work tasks and improve chances of participation.

Green and Hatch (2002) evaluated the Business Process Re-engineering. Misunderstandings and wrong applications are discussed using higher education as an example with concepts of BPR. It has been observed that empowerment and autonomy at work are the fundamental store of effectiveness for genuine re-engineering efforts. There are many examples of BPR with correct application and then illustrated. Study revealed that if BPR implemented in correct manner it does not spoil the quality of work life. They have added that if employment trust and empowerment are essential to improve BPR concepts. Fortune magazine’s emphasis also highlighted on the 100 best organizations to work for and suggest that dedicated, committed workforce contribute significantly to organizational stability. Organisations which understand the value of human assets contribute to quality of work life and economy in one way or other.

Johnsrud (2002) observed that quality of work life in colleges and university campuses on teaching and administrative staff has declined. Recent empirical study on this topics provide a framework that conceptualize this study into three groups; one which describe and explores the differences in QWL, second emphasis impact of QWL on attitude, and third explains about behavioral outcomes. The author observed that campus director who wants to improve the QWL of their teaching fraternity and administrative staff must focus on practices and policy that enhance the working culture and retention of staff members.

Sirgy et al., (2001), analyses a new determinant of quality of work life was developed based on need satisfaction and spill out theories. This determinant was created to
cover the extent to which job requirement; work environment, behavior of supervisors and other ancillary programmes in an organization are perceived to meet the need of an employee. They have indentified seven major needs that health and safety, social, esteem, economic and family, knowledge need , aesthetic and actualization. Further they have conducted three studies out which two in academics and one in firms.

Konrad and Mangel (2000) found in their study that acceptance of work-life programs and the impact of work-life programs has a strong relationship in firm’s productivity especially when women comprised a large percentage of workforces. Study indicates that firm’s work life related programs had a strong positive impact on productivity.

Lau and May (1998) find out the association of QWL and performance, in terms of growth and profitability. Survey of this study considered 500 companies. The results of this study revealed that companies with higher quality of work life have higher growth rate examined through sales growth and assets growth on five years trends. Results of this study also showed that QWL companies enjoyed higher development rate as compare to other 500 companies with significant differences. QWL service companies have satisfactory growth rate while other companies have below average growth rate.

Lambert (2000) explains that employee’s benefits are not linked with worker performance and organizational support. Study revealed positive relationship between three measures of organization citizenship and employees benefits. The results analysis of this study found that much to be gained from investigating employee’s benefits and organizational citizenship behaviors. Investigating the ‘added benefits’ of work life package are important today as employers are struggling to implement such system that can ensure active and willing participation of work force at all levels and workers endeavors to balance personal life and work life.
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