Chapter 2

Review of Literature: Quality of Work Life, Employee Satisfaction and Employee Turnover
2.1 Introduction

The present chapter is concerned with a comprehensive review of related studies based on quality of work life, employee satisfaction and employee turnover. Various studies relating to the quality of work life, employee satisfaction and employee turnover have been reviewed by the researcher. The review of literature enabled the researcher to identify the most appropriate variables related to the quality of work life, employee satisfaction and employee turnover used by different researchers in various other sectors. This review of literature further facilitated the researcher to identify the research gap related to the study.

The present chapter is categorized into four sections. Section A presents the studies relating to the quality of work life. Section B details the studies relating to the employee satisfaction. Section C shows the various studies relating to the employee turnover and Section D exhibits the various studies undertaken in the IT sector.

Section A

This section explains the studies relating to the quality of work life undertaken by researchers of different sectors within India and outside India. All the studies were carefully examined by the researcher and the objectives, related methodology, findings and suggestions of the studies were consolidated and presented as under.

2.2 Studies relating to the Quality of Work Life

(Sirgy M J, 2001) studied quality of work life based on need satisfaction and spill over theory and defined it as employee satisfaction with a variety of needs through activities, resources and outcomes resulted from participation in the work place. They suggested that the quality of work life should be measured in terms of employees' needs and identified seven dimensions of needs which include health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs and aesthetic needs.

(Georgia Pomaki, 2002) investigated the factors predicting quality of work life and pointed out that work conditions, described in theoretical models (as the
Job Demand-Control-Social support model, the Effort-Reward Imbalance model and the Vitamin model) were treated as the important predictors of wellness/health outcomes. The research revealed that within Motivational Systems theory, personal goals help employees direct and organize behavior. A summary of studies investigating the relationship between personal goals and wellness/health outcomes among employees were discussed in this study. The research pointed out that although the Job Demand-Control-Social support model, the Effort-Reward Imbalance model and the Vitamin model have been successful in predicting wellness/health consequences, they mainly concentrated on the impact of work environment on the individuals and not on the way employees defined their work environment in terms of their personal goals and expectations. Hence more attention should be paid on the appraisal and attainment of goals and the choice of the appropriate goal level.

(Johnsrud, 2002) studied the impact of quality of work life on the performance or retention among the faculty members. Various studies relating to the topic were framed into three groups: those describing and exploring differences in the quality of work life, those determining the impact of work life on attitudes and those attempts to explain behavioral outcomes. The study suggests that in order to improve the performance and retention of faculty and administrative staff, the colleges and universities should identify and address the issues relating to the employees.

(Elisaveta, 2005) investigated the relationship between quality of work life and satisfaction with a definite job attributes with regard to job contents and work environment among the employees of SKOPJE. The quality of work life is explained based on the tendencies for humanization of work environment and democratization of work relations. Correlation analysis revealed significant associations among quality of work life and satisfaction with a larger number of studied job attributes. The total job satisfaction was proved as a strong determinant in the variance of quality of work life. The study points out the need for a subsequent improvement of job attributes and their permanent adjustment to individual characteristics in order to achieve a higher productivity in the organization.
(Serey, 2006) in his study observed quality of work life as an absolute and best method of meeting the contemporary work environment which includes opportunities to exercise a person’s talents and capacities, to face challenges and situations for independent initiative and self direction, activities thought to be worthwhile by the individuals involved, an activity where the overall goals are to be achieved by the role of individuals and a sense of taking pride in what an individual does and in doing it well.

(Pierre Martel J, 2006) presented a historical overview of the concept of quality of work life. A new definition of quality of work life was suggested in this study due to the lack of consensus concerning the results that have been developed which is similar to the concept of quality of life which had faced the same conceptualization and definition problems. A new definition of quality of work life was suggested and the measuring instrument was the quality of working life systematic inventory (QWLSI) that resulted there was presented in this study.

(G Nasl Saraji, 2006) studied the quality of work life among the hospital employees in Tehran University of medical sciences to provide an insight into the positive and negative attitudes of their quality of life. Stratified random sampling method was used to select the respondents from the nursing, supportive and paramedical groups. The study revealed that majority of the employees was dissatisfied with their occupational health and safety, income, and inadequate time to spend with family. The study further indicated that their work was not interesting and were dissatisfied and that the work life quality of the employees was poor. The suggestions include providing more training and education to managers on quality of work life issues and also viewed quality of work life should be a comprehensive program designed to improve the employees’ satisfaction.

(Hsu M Y, 2006) examined the quality of working life among the nurses in Taiwan, in their study about the dimensions of the hospital nurses’ quality of working life. The dimensions of quality of work life identified included socio-economic relevance, demography, organizational aspects, work aspects, human relations aspects and self actualization. Various issues like managing shift work within the demands of family life, accommodation, support resources, and nurses’ clinical ladder system and salary system were also given emphasis in this study.
The results indicated that human relationships, job value and self actualization were significant aspects of nurses’ quality of work life. The study further revealed that the quality of work life for nurses meant keeping a good balance between work and personal life and the job should offer them an adequate salary, a suitable work load and should be located near their homes.

(Susan J Harrington, 2006) examined the relationship between quality of work life, professional isolation and organization’s cultural values among the telecommuters and non telecommuters. The researcher argued that the culture may affect the implementation and success of telecommuting arrangements. Similarly, the increased isolation and independence of a virtual worker may affect the culture among the workers and create an organizational subculture. The findings indicated that lower levels of hierarchical values were found among the telecommuters compared to their non telecommuting peers while higher levels of hierarchical values were associated with quality of work life and less professional isolation within telecommuters suggesting that managers should ensure procedure and outcome based measures to aid the telecommuter and foster mutual understanding.

(Wichit, 2007) studied the quality of work life and its relationship with demographic factors, job characteristics and organizational environment among the bus drivers in Bangkok. The study pointed out that bus drivers had a moderate level of quality of work life and the organizational environment, job characteristics and age had a positive relationship while work duration had a negative relationship with the quality of work life. The study indicated that jobs should be improved to encourage bus drivers to perceive the value of job performed which will lead to the improvement of their work life quality.

(Khani A, 2008) explored the nurses’ quality of work life in Iran since they had suffered from the higher demands of the profession and of the workload and underpay. The quality of nursing work life tool used in the study included work life/ home life, work design, work context and work world. The study indicated that the salaries were inadequate and the workload was too heavy for the nurses. Further the respondents had little energy left after work and were unable to balance their work and family lives and stated that rotating schedules negatively affected
their lives. The study suggested implementing discretionary employee benefits programs to enhance the work life quality of nurses.

(Hanita Sarah Saad, 2008) studied the employees’ perception of their quality of work life in a private university in Malaysia. Ten variables were used to measure quality of work life and tested their relationship with job satisfaction. The test revealed that each of the quality of work life variable on its own is a salient predictor of job satisfaction. The study suggested that other dimensions of job satisfaction, especially on the intrinsic rewards and key performance indicators or the performance evaluation criteria should be used while doing the future research on job satisfaction in other areas.

(Boonrod, 2009) examined the level of quality of work life and its relationship with job characteristics, organizational climate, organizational commitment and job satisfaction among the professional nurses at Phramongkutklao in Bangkok. The study revealed that the nurses had a moderate level of quality of work life and the personal factors like age, status, education, position etc had no relationships with the quality of work life. The job satisfaction was positive and related at a high level to quality of work life while the other factors were positively but moderately related to quality of work life. The multiple regression analysis indicated that nurses associated negative factors with job characteristics and positive factors with the job satisfaction, organizational commitment and organizational climate among the factors affecting quality of work life. The study revealed that nurses having better quality of work life are more likely to stay in their positions and provide better nursing care.

(Kalayanee Koonmee, 2009) examined the association between institutionalization of ethics, quality of work life and employee job related outcomes among the human resource managers in Thailand. The quality of work life scale developed by Sirgy et al which represented a need satisfaction approach to quality of work life based on Maslow’s needs hierarchy theory was used to measure quality of work life in this study. The survey results revealed a positive relationship between implicit form of ethics’ institutionalization and both lower order and higher order aspects of quality of work life. It further indicated that the implicit form of ethics institutionalization and the two aspects of quality of work
life had positive impacts on the three employee job related outcomes: job satisfaction, organizational commitment, and team spirit. The study suggests that ethics institutionalization positively influences quality of work life which in turn may enhance job satisfaction, organizational commitment and team spirit.

(Kiam-Sam Hong, 2010) examined the relationship of quality of work life with work commitment, work stress and work satisfaction among teachers in Malaysia. The finding revealed that the respondents’ quality of work life was moderate and the work commitment, work stress and satisfaction were not significantly correlated. The study suggested that the work life quality of the teachers should be improved to ensure that students gained maximum benefits of teaching and learning practices in the classrooms.

(Ebrahim Kheradmand, 2010) investigated the relationship between quality of work life and job performance among the employees of Dadevarz Jooya Company in Iran. Walton’s eight dimensions of quality of work life was used for measuring the employees perception of quality of work life and the seven dimensions of job performance developed by Hersey and Goldsmith was used for measuring job performance. The study revealed a positive relationship between quality of work life and job performance and exhibited optimism concerning the potential of quality of work life in enhancing the performance of employees and organizations, as quality of work life is found to significantly reduce absenteeism, minor accidents, grievances and quitting. Further the study suggested developing an updated information system in the company in order to obtain accurate information which is a necessity for making proper decisions.

(Seyed Ali Akbar Ahmadi, 2011) studied about the paradigm of managerial coaching for promoting work life quality among the Government offices in Iran. The study analyzed the effect of managerial coaching, for developing human resources, by means of learning and development through open communications, team procedures, valuing people to task, the acceptance of ambiguity and development of facilities on the quality of work life. The study indicated that the managerial coaching had a significant effect on the quality of work life and valuing individual to task was the major factor in determining the
managerial coaching behaviour and further suggested that managers should listen to their staff carefully and respect them.

(Umar Nazir, 2011) examined the effect of office harassment on the quality of work life of the employees while job stress and organizational commitment were identified as mediators among the bank employees in Pakistan. Female employees were the main respondents in this study. Office harassment was identified as independent variable which comprised of gender harassment and generalized workplace harassment. The employees’ quality of work life was identified as the dependent variable affected by the office harassment. The result indicated that the organizational commitment had mediated the relationship between office harassment and quality of work life while job stress did not mediated the relationship. Besides, there existed an inverse relationship between office harassment and quality of work life. The study further suggested for conducting similar research among those sectors where women work under traditional roles settings.

(Behzad Shahbazi, 2011) investigated the relationship between quality of work life and the performance of the department chairpersons in universities. Proportional stratified sampling method was used in this study. The results indicated that quality of work life had a positive relationship with performance and revealed that developing human capabilities, constitutionalism, total life space and social integration predicted the performance of the employees. Further, it suggested that there was no significant difference between the quality of work life of department chairpersons who were having a higher level concerning quality of work life dimensions.

(Islam, 2011) undertook a study on Quality of work life to find out the causes of attrition in the Insurance sector in India taking ICICI Prudential Life Insurance Limited as a sample. The researcher identified eight factors for the attribute and developed a model based on the factors affecting the attrition in the insurance industry. All the variables had highest value to their corresponding factors and concluded that attrition in the insurance sector was due to the ignorance of the people about the facts of insurance as they think it as an expense rather than an investment and hence the sales personnel in the insurance sector faced great
difficulties to sell their products in the market and failed to achieve their targets and resulted in attrition.

(Rafidah Abdul Aziz, 2011) studied the relationship between work and non-work variables; and quality of work life among the librarians in government academic libraries in Malaysia. Job involvement, work role conflict, work time and schedule inflexibility were identified as work variables and family involvement and family conflict were assessed as non-work variables. 130 employees participated in the study. The results indicated a significant positive relationship between all the work related and non-work related variables with the quality of work life and these variables determined the quality of work life among the employees.

(Ayesha Tabassum, 2011) in their study revealed that a significant difference existed between the local private and foreign commercial bank’s employees perception over quality of work life and the factors relating to quality of work life. They further suggested that transforming the workplace proactively using a combination of well designed quality of work life initiatives will yield competitive advantage as it will increase job satisfaction of the employees which will motivate them to perform in superior way, leading the organizations and their stakeholders to a better future by yielding the expected outcome.

(Seyeed Mohammad Mirkamali, 2011) investigated the influential factors of quality of work life and examined the perception of faculty members regarding the quality of work life in Tehran and Sharif Universities. Walton’s eight dimensions of quality of work life were used in the study. The results indicated that the professors had a fairly unfavorable quality of work life and no significant difference between the levels of quality of work life among the faculties of both universities was found. Of the eight dimensions, a noticeable difference was found only between social integration and cohesiveness among the professors of both universities. The study concluded that by changing and improving quality of work life factors, job satisfaction can be improved and thereby developing the organizations.
(Masoud Porkiani, 2011) examined the relationship between quality of work life and employee aggression along with the demographic variables among the employees working in the copper industry in Iran. The components used to measure quality of work life were, job security, justice and equality, salaries and allowances, skill improvement opportunities, employee participation in decision making etc. Results showed that there was a relationship between quality of work life and aggression. The statistical results indicated that the two variables of quality of work life and aggression are independent of the demographic variables while they are related regarding the job title. The study revealed that the conditions of the working environment which result in meeting the material and spiritual needs of people represents the quality of work life and such an environment should be ensured since it is in this environment that the employees could feel possession, self direction, responsibility and self respect.

(Mohammed Hadi Asgari, 2011) in their study investigated the relationship between quality of work life and organizational commitment among the Melli Bank staff in Iran. Walton’s quality of work life and Allen- Meyer’s organizational commitment were used in this study. The findings of the study indicate that as the quality of work life increases, the organizational commitment increases too.

(Flavy Lasrado, 2011) conducted a cross cultural evaluation of the contemporary workplace and its managerial implication and studied whether the usage of the Information and communication technologies had an impact on the quality of work life among the knowledge workers in universities in UAE. The work force diversity had an impact on the job design and productivity, which had risen to a strategic issue in the organizations employing global workforce. The study was addressed to investigate the perception of quality of work life among the workforce that is global in its composition and to examine the factors affecting the quality of work life- with the help of Kano model of customer satisfaction. A list of possible actionable interventions by management was segregated by demography (nationality and gender) was generated. The study revealed that quality of work life and information and communication technologies were positively correlated even if the information and communication technologies appeared decades back.
(Alireza Ghasemizad, 2012) investigated the relationship between spiritual leadership, quality of work life, job satisfaction and productivity among the principals and teachers in Kerman high school in Iran. The data were collected from 270 respondents using simple random sampling method. The spiritual leadership is assessed using seven aspects, quality of work life using seven factors, job satisfaction using two factors and productivity using seven factors. The findings revealed that a significant positive relationship existed between spiritual leadership and quality of work life; spiritual leadership and productivity; spiritual leadership and job satisfaction; quality of work life and productivity; and quality of work life and job satisfaction. The variable quality of work life was found to have higher proportion in predicting productivity than spiritual leadership and job satisfaction.

(Hamid Zare, 2012) made an attempt to develop a model for quality of work life in their study relating to determine and prioritize criteria and scales of quality of work life. Field survey was done to collect data from experts using questionnaires. Analytic Hierarch Process model and expert choice software were used to analyze the data and the identified aspects of quality of work life in terms of its importance were job content, work life balance, social factors and economic factors.

(Zeynel, 2012) examined the effects of work motivation on the quality of work life of the employees working in the banking sector. 120 employees participated in the survey and questionnaire was the tool administered for data collection. Factor analysis, regression analysis and differences test were applied in the study. A significant relationship was found between motivation and quality of work life in the study. The study suggested that work motivation increases the employee’s job concern and by raising the quality of work life, the organizational efficiency can be increased.

(Sarina Muhamad Noor, 2012) in their research studied about the quality of work life among factory workers in Malaysia and investigated the relationship among job satisfaction, job involvement and job security towards quality of work life. Quality of work life scale was adapted from Sirgy et al (2001) while a short version of the Minnesota satisfaction scale was used for the job satisfaction.
aspects. The job involvement scale was adapted from Kanungo (1982) and job security scale was adapted from Oldham, Kulik, Stepina and Ambrose (1986). The study revealed that all these factors have significant relationship with the quality of work life and job satisfaction is found to have more priority in explaining the relationship with the quality of work life. They were of the opinion that the management should appreciate the notion that employees with higher commitment and positive work attitude contribute to the firm’s success.

(Dr Mohammed Kazem Emadzadeh, 2012) examined the quality of work life and its components among the primary school teachers in Iran. The components of quality of work life were studied based on the demographic variables and the result indicated that the work life quality of the teachers was less than the average. Besides, the female teachers were found to have a higher work life compared to the male teachers and no difference was found between single and married teachers on quality of work life. The study suggested that sufficient attention need to be given to the teachers’ quality of work and favorable conditions for work should be provided to them.

(S M Moghimi, 2013) studied the relationship between organizational justice and quality of work life among the employees working in Qom Province public organizations. Distributive justice, procedural justice and interactional justice were used as the dimensions of organizational justice while 15 dimensions were used to assess the quality of work life. Data was collected from 264 employees using the stratified sampling method. The findings indicated that organizational justice and its components had a significant positive relationship with the quality of work life of the employees.

(Mina Mahmoudi, 2014) studied the relationship between quality of work life and productivity among the Education teachers in District 12 of Tehran. The quality of work life was identified using four dimensions while seven dimensions were used to assess the labor productivity. Simple random sampling method was used to collect responses from 132 employees. The findings revealed that the quality of work life and productivity among the employees were lower than the average. Besides, a direct relationship was found between quality of work life and
productivity which implied that an increase in quality of work life will lead to an increase in productivity among the employees.

(Kanten, 2014) investigated the effects of quality of work life on proactive and prosocial organization behaviors among the private hospital employees in Istanbul. The study was comprised of proactive and prosocial behaviors as part of positive organizational behaviors and one of the organizational determinants of these behaviors is stated as quality of work life. The proactive behaviors were examined in terms of organizational oriented proactive behaviors; coworkers oriented proactive behaviors and individual proactive behaviors whereas prosocial behaviors were identified in terms of role-prescribed prosocial behaviors, extra-role prosocial behaviors and cooperation. An exploratory and confirmatory factor analysis and the structural equation modeling were done in this study. The study observed that quality of work life affects employees’ co-worker oriented and individual proactive behaviors and extra-role prosocial behaviors while it has no effect on employees’ organizational oriented proactive behavior, role prescribed and cooperation prosocial behaviors.

(Chao Chih Yang) conducted a case study to investigate the relationship between leadership behavior of the principal and quality of work life among the teachers in a high school in Taiwan. The leadership behavior was examined using the components of task oriented, relationship oriented and personal example lead, while quality of work life is measured using the four components of formal/material, formal/mental, informal/material and informal/mental. The t test, one way ANOVA, Pearson product-moment correlation, and stepwise regression were used in this study. The study revealed the relationship between leadership behavior and quality of work life was positive and the perspectives of teachers were positive in leadership behavior of the principal and the quality of work life themselves.

(Noushin Kamali Sajjad, 2014) studied about the relationship between quality of work life and organizational commitment among the customs employees of Iran/ Guilan province. Walton’s eight dimensions of quality of work life and Allen and Meyer’s three facets of organizational commitment were used in this study. A conceptual model of the quality of work life and organizational
commitment was examined using the SEM analysis. All the dimensions of quality of work life except growth and security are correlated to the organizational commitment. A regression analysis was also done to confirm the relationship between quality of work life and organizational commitment among the customs employees.

(Afsar, 2014) undertook a comparative study about the impact of quality of work life on organizational commitment among the academicians working for state and foundation universities in Turkey. The study revealed that the quality of work life has a positive impact on the affective and normative commitment while it has a negative impact on the continuance commitment among the academicians working for both the state and foundation universities.

(H Farid, 2015) studied the relationship between quality of work life and organizational commitment among the lecturers in a Malaysian public research university. Correlations of organizational commitment with the dimensions of quality of work life and quality of work life with the dimensions of organizational commitment were examined. The study revealed a high significant relationship between quality of work life and organizational commitment.

(M L Monga, 1981) conducted an exploratory study about the quality of work life’s influence on the individual and organizational health of the Public sector in India and also to prioritize the determinants of quality of work life. Perception of the members about the various organizational parameters determined their commitment towards their organization and work. The study revealed that the quality of work life in the public sector was poor and there existed a gap between the managers’ expectation and the actual and that this gap seemed significant for all the determinants of quality of work life and that the socio- personal- work related factors could not influence the perception of work life. The study further revealed that there was too much bureaucratization, rule-orientation and adherence to traditional management styles.

(Chandran, 2007) examined the Quality of work life among employees working in the major conventional industrial estates in Kerala. The industrial estate programs and their effect on SSI units were reviewed. Walton’s eight dimensions
were used in the study to measure quality of work life. Multi-stage random sampling technique was adopted for the data collection. The study classified quality of work life of industrial estate employees into two: QWL1 and QWL2. All the dimensions were found to have significant roles in the QWL1 while safe and healthy working condition was only found to have a major role in QWL2 while the other factors had minor role towards QWL2.

(Dhar, 2008) investigated the quality of work life among the bus drivers in Pune and studied the factors that had led to an imbalance causing road accidents there. In-depth interviews and naturalistic observation method were used for data collection. The study revealed that the increased road traffic and increasingly tight running schedule had added pressure to the burden felt by the bus drivers and hence it became necessary for the bus operators to improve the workplace practices to reduce job stressors and provide a better work environment for the bus drivers. Moreover the concerned authorities were required to formulate initiatives that safeguard drivers against work stress so that the quality of work life could be improved leading to better transport services and a reduction in the rate of accidents.

(Reena, 2009) studied the extent and levels of Quality of work life and Occupational stress among the Library professionals in Kerala and further examined the relationship between quality of work life and occupational stress. Proportionate stratified sampling method was used in the study. The findings indicated that the majority of the library professionals were having high quality of work life and lower level of occupational stress. Besides, a significant association was found between occupational stress and three independent variables which included size of the library with regard to the number of employees, age and involvement of IT applications. The study was concluded recommending the constitution of Work assessment committees for evaluating the performance of the employees and for appreciating such performances.

(Mu Subrahmanian, 2010) investigated the constructs of quality of work life among the Textile and Engineering employees in TamilNadu. The constructs used in the study included job satisfaction, compensation, human relation, working condition, grievance, competency development, stress, wellbeing etc. The study
revealed that the quality of work life in the engineering industry is better than the textile industry and pointed out that factors like training and development, human relations, work environment, work schedule and counselling needed more attention. The study concluded that the administrators must address the problems by enacting the recommendations with sufficient modifications that seemed fit for their organizations.

(Lokanadha Reddy M, 2010) discussed that quality of work life consisted of opportunities for active involvement in groups working arrangements or problem solving that were of mutual benefit to employees or employers, based on labor management cooperation. The dimensions of quality of work life identified in this study included health and wellbeing, job security, job satisfaction, competence development and the balance between work and non-work life. The study suggested adopting techniques like job redesign, flexible work schedule, participative management, etc to improve the work life quality of an average worker in India.

(Pranee, 2010) studied about the quality of work life for sustainable development and discussed that the strategies and measures adopted in the organizations were mainly focused on satisfying the lower needs of employees like security, safety and welfare measures improving job contents, participation and responsibilities in the decision making process. Besides, the quality of work life issues addressed the factors like high motivation, morale, cooperation and healthy industrial relations in the study.

(SabariRajan A, 2011) examined the extent to which quality of work life influences the organizational performance among the employees of public and private sector banks in Dindigul. Quality of work life was identified using 21 components and was correlated with the perceived quality of work life of both the banks which indicated a significant relationship. A perfect positive correlation was found between the perceived quality of work life and the perceived performance among the employees in both the sector. The study concludes that the performance of an organization can be improved only when the human resources are satisfied with their higher quality of working life.
(Meghana, 2011) explored the direct linkage between performance in growth and profitability and quality of work life, which is a substitute for internal service quality in the service profit chain model. An adhoc approach was employed to test if quality of work life was indeed an important factor for a company’s growth and profitability and facilitated an indirect evaluation of the service profit chain model with its internal service quality and growth and profitability elements. The study indicated that the service organizations that accentuated quality of work life were found to have better sales, asset growth and return on asset growth compared to other similar firms. The study concluded that strategies introduced for strengthening human resources could have a positive chain effect on the service organizations’ financial performance.

(Dr M Jeyarathanam, 2011) analysed the quality of work life and studied the relationship between productivity and quality of work life among sugar mill employees. Twenty three factors were used to measure the employees mind set affecting the quality of work life. A multiple regression analysis was done to evaluate the influence of factors that determined the quality of work life on productivity. The findings indicated that there existed a fair relationship between quality of work life and productivity and an increase in quality of work life automatically increased productivity. The study was concluded by suggesting that the basic strategy for improving the quality of work life was to identify the employees’ important needs and to satisfy those needs.

(Ambily, 2011) undertook a comparative study to identify the factors contributing to the quality of work life of the employees working in the Public and Private sector manufacturing industries in Kerala. A sample of 500 employees was collected for the study. The research findings revealed that Adequacy and fairness in compensation and Safe and healthy working conditions were identified as the major contributors towards quality of work life while the socio-economic parameters like age, education, income and experience had a role in maintaining quality of work life among the employees. Besides, the employees working in the public sector were having better quality of work life compared to the employees working in the private sector. The study concluded that the quality of work environment played a crucial role in the work life quality of the employees.
(S J Manjunath, 2011) investigated the impact of quality of work life on customer satisfaction among the star hotel employees in Bangalore. The study stated that the job satisfaction of the people involved in the process of extending services to the customers was important for achieving customer satisfaction. The findings indicated that the employees were highly dissatisfied with the salaries and other benefits provided to them followed by the work culture and decision making process. The study suggested that a broad human resource policy and professional manpower system should be developed to minimize the challenges faced by this sector.

(Madhesh, 2011) examined the employees’ perception on the quality of work life practices followed by the Steel plants in TamilNadu. A multiple discriminant analysis was used in the study, which revealed a positive impact of demographic variables on the quality of work life among the employees. Occupational stress was found negatively correlated with the quality of work life while compensation, opportunity for growth and development and working conditions were identified as the important determinants of the quality of work life in the study.

(P Subburethina Bharathi, 2011) studied the quality of work life among the college teachers within Tiruchirappalli city limit TamilNadu. Sixteen dimensions used in the study were grouped under quality of work life and quality of work life in teaching environment. Disproportionate stratified random sampling method was used to collect responses from 239 teachers. The study revealed that the quality of work life total and quality of work life in teaching environment total was significantly associated and the quality of work life among the college teachers was in low level. The study suggested that quality of work life among the college teachers should be enhanced by integrating the task role and social role thereby the synergies were obtained effectively.

(Shalini Sheel, 2012) discussed in their study on quality of work life, employee performance and career growth that quality of work life policies were increasingly becoming part of the business strategies then and should focus on the potentials of these policies to influence employees’ quality of working life in order to help them maintain work life balance along with the performance and
commitment to their work. Career growth opportunity was identified as one of the major determinants of quality of work life while employee performance was correlated with quality of work life. Due to the continued restructuring, downsizing and reorganization in the post recession period, high quality of work life became essential for organizations to attract and retain their employees.

(A Stephen, 2012) investigated the existence of quality of work life as per the view of the employers and employees in the small scale industrial units in TamilNadu since this sector is of national priority. The quality of work life was measured using 45 variables identified by Saklani which were then subjected to construct validity and discriminant validity. The study revealed that the employer perceives more about the existence of quality of work life than the employees and identified that 10 variables contributed to the quality of work life in SSI units. The suggestions put forward include that the employers should take consistent and steadfast measures to improve the quality of work life of employees at the industrial units.

(Tripti Singh, 2012) studied about quality of work life and organizational efficiency and were of the opinion that the efficiency of an organization depends on their work environment, working methodology and employee satisfaction. The model proposed in this study helps in determining the level of satisfaction with quality of work life in an organization whether it was adequate or superior. A superior level of quality of work life in an organization meant a gap between the employer and employee/ organization’s perception of various factors of quality of work life was less or negligible while the adequacy level of quality of work life meant that the gap was prominent and needs amending for organizational efficiency.

(Somvir, 2012) investigated the level of quality of work life among the Library professionals working in the Private engineering colleges of Haryana. The work related quality of life scale which measured six core factors like job and career satisfaction, working conditions, general wellbeing, home- work interface, stress at work and control at work was used in this study to explain the variation in an individual’s working life quality. The findings revealed that the quality of work life experienced by the librarians were not very high and no significant differences
in the quality of work life mean scores were noticed. The study concluded that the librarians should be given due participation while framing policies in the organization they were serving which in turn help them contributing towards the achievement of the organization’s goals and also improving their work life quality.

(P Aranganathan, 2012) attempted to measure the level of perceived quality of work life among the employees working in the Private manufacturing companies in TamilNadu and also to find out the relationship of quality of work life with job related variables and demographic variables. Nine work related factors were identified in the study. The findings indicated that quality of work life was found to have a significant relationship with work related factors. The study suggested necessary measures like employee welfare programs, pay scale according to their performance etc, should be taken for reducing the confusions in the minds of the employees regarding quality of work life.

(R Indumathy, 2012) in their research investigated the quality of work life among the workers of Textile industry in Tirupur District – A Textile hub. The researcher pointed out that attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development, rewards and risk involved were the major factors that influenced and decided the quality of work life. The study revealed that the workers were more satisfied with the work environment and safety measures while they were least satisfied with their salary. The study proved that the total work experience had a significant relationship with overall job satisfaction and no such relationship was found between gender and job satisfaction. The research suggested that the work life balance of the employees must be maintained effectively to make the employees free from stress and strain.

(Namrata Sandhu, 2012) examined quality of work life among the employees working in the Indian banking industry. Data was collected from 235 employees using convenient sampling method. Factor analysis was done which revealed five factors- remuneration, opportunities for personal growth, supportive leadership, work environment and work life balance, which influenced the quality of work life among the banking employees.
(Gupta, 2014) examined the relationship between quality of work life and organizational commitment among the employees working in the manufacturing sector. The study covered 171 employees. The results indicated that quality of work life was positively correlated to the organizational commitment and quality of work life had shown a significant impact on the organizational commitment in the study. The study pointed out that the employees with favorable quality of work life were more committed and maintained a long term relationship with their organizations than those employees with unfavorable work life quality.

(D R Swamy, 2015) conducted a survey about quality of work life among the employees working in the Mechanical manufacturing small and medium sized enterprises (SMEs) in Karnataka. The main objective was to develop a valid and reliable scale using the significant dimensions of quality of work life. 1092 employees participated in the survey. The data was analyzed using the principal component factor analysis with varimax rotation. The results indicated that nine most important components of quality of work life, which together explained 82.24% of the total variance, were identified out of the 27 components studied.

(Dr K Srinivasa Krishna, 2015) examined the relationship of the work related factors and demographic factors with the perception of quality of work life and further studied the relationship between quality of life and quality of work among the textile manufacturing workers in the east Godavari district. The work related factors are assessed using the six factors. The study included 422 employees from five textile manufacturing units using the stratified random sampling method. The results revealed that the demographic factors like age, education and income were significantly related to the perception on quality of work life while factors like experience, family size and wealth were not related to the quality of work life. Besides, the quality of work life was found significantly related to the work related factors and the quality of life was assumed as not equal to the quality of work.

**Section B**

This section exhibits the studies concerning employee satisfaction undertaken by various researchers in different sectors within India and outside
India. The studies were carefully scrutinized by the researcher and presented as follows.

2.3 Studies relating to Employee Satisfaction

(Dail L Fields, 1997) investigated the relationship between the gender composition of an employees’ work group and the employees job satisfaction among the employed persons located across the United States. Data was collected from 1634 employees consisting of 820 men and 814 women. Employee satisfaction was identified as a dependent variable while work group gender composition and sex of the employee were identified as independent employees. The findings revealed that the level of employee’s job satisfaction was related to the gender composition of the employee’s work group and that the relationship of these variables was not affected by the gender of the employees. Besides, higher levels of job satisfaction were found among the men and women working in gender-balanced groups than those working in the homogeneous groups. Mostly male employees working in groups had lowest level of job satisfaction while the groups having mostly women employees had medium levels of satisfaction which revealed that the satisfaction would be highest for employees working in more heterogeneous groups.

(Tat-Wing Leung, 2000) undertook a study to identify the sources of stress and to investigate the predictors of job satisfaction and psychological distress and overall to examine the moderating effect of locus of control on stressor- strain relationships. A multi stage cluster random sampling method was used in this study to collect the sample. A series of stepwise multiple regressions demonstrated that recognition, perceived organizational practices and financial inadequacy were the best predictors of job satisfaction, whereas perceived organizational practices and home/ work interface were the predictors of psychological distress. A series of hierarchical moderated regressions indicated a moderating effect of locus of control on some of the stressor- strain relationships. The study suggested that the university administrations should concern the professors’ job stress, as increasing demands were adversely affecting their well being and the students too.
(Rosser, 2005) investigated the potential changes in faculty members’ perceptions of their work life and satisfaction over time across the United States. The researcher identified that the potential changes in faculty members’ perceptions over time might have an impact on their attitudes and subsequent behaviours and the work life quality of the members’ were influenced by both internal and external pressures. The structural equation model was used in the study with three dimensions of quality of work life and four dimensions of satisfaction to examine the conceptual and measurement differences among two samples of research faculty members. The construct validity of the model was supportive and the work life and satisfaction were also constant among the groups. The findings indicated that the faculty members’ perceptions had significantly changed over time and the individual characteristics were affecting the perceptions of their work life and satisfaction.

(Rachel W Y Yee, 2008) investigated the impact of employee satisfaction on operational performance in high contact service industries in Hong Kong. The study further examined the relationships among employee satisfaction, service quality, customer satisfaction and firm profitability. Data was collected from 618 respondents from 206 service shops. Structural equation modeling was used in the study to examine the model proposed using AMOS and found that employee satisfaction was significantly related to service quality and customer satisfaction which in turn influences firm’s profitability. Besides, the firm profitability had a moderate non-recursive effect on employee satisfaction leading to a satisfaction-quality-profit cycle. The study suggested that operations mangers should give due consideration to employee satisfaction to boost service quality and customer satisfaction which in turn would enhance the operational performance of organizations.

(Bulent Aydin, 2009) investigated the effect of organizational culture and spiritual leadership on employee satisfaction in the metalworking manufacturing sector. The employee satisfaction was considered as a dependent variable while organizational culture and spiritual leadership were identified as independent variables. Data was collected from 578 employees for the study. A model developed for the study was identified as significant. The findings revealed that
employee satisfaction had positive significant correlations with organizational culture and spiritual leadership. The regression analysis revealed that organizational culture had more role in employee satisfaction than spiritual leadership.

(Md Zohurul Islam, 2009) conducted an exploratory study about the influence of workers’ quality of work life on job satisfaction and organizational performance in Dhaka. A questionnaire survey was done among the non-managerial employees, mainly engaged in the production process. The findings indicated that quality of work life was positively related to organizational performance, but was not as significant as hypothesized. A positive and significant relationship was established between quality of work life and employees’ job satisfaction. Besides, quality of work life towards workers development like training, workers union and participation in decision making variables were to be met by the management to have a positive impact on the firm’s performance.

(Afshan Naseem, 2011) examined the relationship between employee satisfaction and customer satisfaction and the impact of both on the success of organization among hotels in Pakistan. It was viewed that the satisfied employees would culminate customer satisfaction. Data collected was subjected to the principal component analysis which revealed that great deal of employees’ satisfaction among the surveyed cohorts where customers also had expressed satisfaction with the existing services. The customers were satisfied mainly with the environmental cleanliness, quality food and room services while the employees were satisfied with the conductive working environment with salary and frequent trainings which enabled the employees to work with dedication to uplift their organization which was clearly reflected by the satisfaction level of customers. The study thus establishes an indirect relationship between employee satisfaction and organizational success which was mediated by the customers.

(Hend Al Muftah, 2011) investigated the relationship between quality of work life and employees’ satisfaction and examined the factors influencing the quality of work life in the oil and gas company in Qatar. In their study the physical, psychological and social factors were having a significant relationship with the quality of work life which indirectly influences the employee satisfaction. These
three factors were identified as the predictors of the quality of work life and among this, physical factor is the most important determinant of the quality of work life followed by psychological factors and then social factors. The study suggested that a successful family life affects the employees’ career and make them more satisfied with their personal achievements.

(A Sageer, 2012) in their study identified the variables affecting employee satisfaction and their impact on the organization. They categorized the variables into two broad categories of organizational variables and personal variables. Ten variables were identified under organizational variables category and five variables were identified under the personal variables category. They further suggested thirteen ways for improving the employee satisfaction which included communication, creating a team, training, empowering employees, work, fair compensation and benefits, monitor performance and reward for contribution etc thereby increasing the business’ revenue and profit.

(Tabassum, 2012) examined the interrelations between quality of work life dimensions and job satisfaction among the faculty members in the private universities of Bangladesh. Walton’s eight dimensions were used to measure the quality of work life among the employees. The results indicated that all the dimensions of quality of work life were positively correlated with job satisfaction of the faculty members. Variables like adequate and fair compensation and constitutionalism in the work organization were found highly correlated with job satisfaction while opportunity to use and develop human capacities was least correlated with job satisfaction. The study suggested that by improving the dimensions of quality of work life the organization could improve the job satisfaction among the faculty members.

(S Shujaat, 2013) studied the relationship between career development opportunities available to the employees and their job satisfaction among the private bank employees in Karachi. The study was conducted among 500 respondents from five private banks in Karachi. Chi-Square test was used for testing the hypotheses. The results indicated that career development was positively related to employee job satisfaction which implied that the employees were satisfied with the career development activities provided by the organizations.
(Halil Zaim) examined the employee satisfaction in relation to employee turnover among the small and medium sized enterprises in the Textile industry in Turkey. Factors like pay and benefits, peers, management, working environment and superiors were identified in the study to measure employee satisfaction. The database of Turkish Small Business Administration (KOSGEB) was used in the study to select the sample randomly. A survey instrument was developed to measure the employee satisfaction and loyalty. The research findings indicated that all the factors of employee satisfaction were positively related to the employee loyalty. Pay and benefits were identified as the most important factor contributing to the employee satisfaction followed by the other factors like management and work environment.

(Zohreh Anbari, 2015) studied the quality of working life and its relationship with the employees’ job satisfaction among the automotive parts manufacturing factory. Variables like job and career satisfaction, general well being, work conditions, home- work interface, stress at work and control at work were used to assess the quality of work life. The data were collected from 150 employees using the cluster random sampling method. The results indicated that quality of work life was positively related to the job satisfaction and majority of the employees were unsatisfied with their work life quality. Besides, job career satisfaction and general well being were found to have highest impact on the job satisfaction of the employees.

(Ganguly, 2010) examined the relationship between quality of work life and job satisfaction among a group of university employees in Kolkata. Eight variables were used to measure the quality of work life while five variables were used to measure job satisfaction. This study revealed that there exists a positive correlation between quality of work life and job satisfaction since the satisfaction or dissatisfaction experienced by the employees are highly dependent on the positivity or negativity of the relevant dimensions of quality of work life.

(A Sabarirajan, 2010) studied about the various welfare measures and their impact on quality of work life among the textile industries in TamilNadu. Being a highly labour intensive industry, it had to concentrate more in the area of employee welfare. The study revealed that the employees were highly dissatisfied with their
welfare measures. Moreover, the welfare measures like recreational facilities, grievance handling, medical facilities, etc play an important role in the employee satisfaction which resulted in improved quality of work life.

(D’Souza) studied about the employee satisfaction among the employees of Sangareddy depot in Andra Pradesh. Data was collected from 100 permanent employees and the findings suggested that majority of the employees felt that they had a high level of job security and wanted to continue their services. The employees were satisfied with their training, working environment, and salary. The study suggested that the organization should consider the suggestions and recommendations given by the employees and should take corrective actions. Besides, the organization was to open up a feedback system for assessing the employee satisfaction and thereby take decisions that will result in increased productivity and loyalty.

(Daljeet Singh Wadhwa, 2011) investigated the employee satisfaction in terms of behavioral, organizational and environmental factors among the employees working in the cement industry of Chhattisgarh. The study attempted to find the relationship between these factors and employee satisfaction. Samples of 150 employees were collected for the study. The findings indicated that all the three factors had a positive impact on the job satisfaction and among these factors; organizational factors were identified as the most important aspect. The study suggested that employees were to be treated equally and fairly and to be supervised properly in order to increase their satisfaction level towards their job.

(Dr Meenakshi Gupta, 2011) examined the factor credentials that enhanced the quality of work life and studied whether and how the quality of work life affected the satisfaction level of BSNL employees in Jammu region. Walton’s eight dimensions were identified as the factors that determined the satisfaction with the quality of work life in the organization. The findings indicated that there was a higher level of satisfaction among the employees regarding quality of work life and all the dimensions were found positively correlated with the quality of work life. The study concluded that the quality of work life among the employees could be enhanced by improving these dimensions of quality of work life.
(Sakthivel Rani, 2011) studied the relationship between employee satisfaction and work/life balance among the IT employees in India. The relationship between different constructs like career opportunities, recognition, work task, pay, work/life balance, superior subordinate relationship and employee satisfaction were examined at first and further examined whether these constructs leads to employee satisfaction by keeping the work/life balance as a mediating construct. Data was collected from 210 middle level employees from twenty IT companies. The findings indicated that work task and employee satisfaction was highly correlated with a mediator variable of work/life balance.

(C Swarnalatha, 2012) analyzed the relationship of management practices like employee empowerment, team work, employee compensation and management leadership with the employee job satisfaction among the employees working in the first line of management in the automotive industries in India. 234 employees were included in the study. The findings indicated that the management practices were significantly positive predictors of the employee job satisfaction and suggested that the level of employee satisfaction can be improved through the implementation of management practices.

(D Chitra, 2012) have studied whether employees’ perception towards quality of work life has any impact on job satisfaction. Ten variables under three facets namely affective, cognitive and instrumental facets were used to measure the quality of work life and tested their relationship with job satisfaction. The findings suggested that only three out of ten variables of quality of work life are significant predictors of job satisfaction.

(M L Meena, 2012) studied about the employee satisfaction among the employees working in the private sector and public sector banks in Rajasthan. Three banks were selected from the public sector, which included State Bank of India, Bank of Baroda and Punjab National Bank while two banks were selected from the private sector which included ICICI Bank and HDFC Bank. 315 employees (63 employees from each bank) were taken as samples for the study. The findings revealed that satisfied employees positively contributed towards the organizational effectiveness and performance.
(Sinha, 2013) examined the satisfaction level of employees in KRIBHCO, Surat. Systematic sampling was used in the study. Using the factor analysis, the 23 major variables identified in the study was reduced to 5 factors which included empowerment and work environment, working relationship, salary and future prospects, training and work involvement and job rotation. Kruskal-Wallis and Mann Whitney Rank test was used to test the data. The research indicated that the employees were satisfied with their organization. Besides, the satisfaction level of the employees did not differ with respect to job rotation among the gender and training opportunities between different age groups while the satisfaction did differ with regard to salary and experience.

(D Manjula Sureshkumar, 2014) examined the influence of quality of work life on the job satisfaction of the employees working in the private sector commercial banks operating in Virudhunagar District. The data was collected from 413 employees working in 54 branches of 11 private sector commercial banks. Wilk’s Lamda Test, Discriminant Analysis and Kruskal Wallis Test were applied in the study. The Discriminant Analysis technique was applied in the study to determine the most important factor predicting the job satisfaction of employees. The findings implied that organizational culture and climate strongly predicted the job satisfaction and significant difference was found between the levels of satisfaction among the private sector bank employees.

(Bidyut Bijoya Neog, 2014) studied the factors influencing the employee’s job satisfaction and further examined the relationship of factors like salary, supervisor support, working environment and job security with the employee’s job satisfaction among the employees working in the automobile service workshops in Assam. The study covered 100 respondents from authorized service workshops of ten automobile manufacturers. The study revealed that the job satisfaction level among the employees was average and salary was identified as the most important factor affecting the job satisfaction of the employees although all the factors were found positively related to job satisfaction.
Section C

Section C presents the studies pertaining to the employee turnover undertaken by various authors in different sectors inside India as well as outside India. The researcher had carefully examined the studies with regard to their objective, methodology, findings and suggestions. The studies were consolidated and detailed as under.

2.4 Studies relating to Employee Turnover

(Hammerberg, 2002) investigated the reasons for employee turnover in a full priced department store. The study was conducted among 1190 employee exit interviews among a chain of 53 department stores. From the analysis of data, 41 different reasons were identified and categorized into six groups based on the similarities found. The results indicated that full time and part time employees mostly left due to job related reasons while hourly employees left due to non-job related reasons. Besides, no significant differences were found between male and female employees regarding the reasons given for termination. The study suggested that appropriate programs are to be developed to reduce the employee turnover level within the retail organizations.

(W Stanley Siebert, 2006) examined the impact of labor turnover on labor productivity among the employees working in different shops under a large clothing retailer in UK. The study was conducted using a panel dataset of 347 shops over 1995 – 1999. An inverted U shape effect of labor turnover on productivity was observed for the within shop link which implied productivity had increased up to a level and then started decreasing. On contrary to this, a positive link was found between average rates of turnover and average productivity which may be due to the better managers using high turnover matching the job and to compact labor inputs more closely to seasonal fluctuations in trade.

(Zeynep Ton, 2008) studied the impact of employee turnover on performance of the employees among the US stores of a major retail chain. The study was emphasized on process conformance which indicated the extent to which the managers aimed to reduce variation in stores operation with regard to the set of prescribed standards for task performance. The study covered 268 stores and from
each store, turnover and performance data was collected over the period 1999 – 2002. The results revealed that increasing turnover had a positive effect on the stores performance at high process conformance stores while the turnover had a negative effect on the stores performance at low process conformance stores. The study suggested that the managers can reduce the effects of turnover by imposing process discipline through the standard operating procedures.

(AHM Shansuzzooha) investigated the actual reasons behind employee turnover and its negative effects on the productivity of different industries (both from government and non government sectors) in Bangladesh. The researchers pointed out that the factors that causes turnover of employees were the economy, job characteristics, demographics, the person, bad match between employee’s skills and the job, substandard equipment, lack of opportunity for growth, inadequate appreciation, inadequate supervision and training and unequal wage structure. The study revealed that turnover rate was higher in the private sector compared to the government sector. They further indicated that overall productivity of an organization was hampered by the employee turnover and hence adequate care must be taken to minimize the turnover rate as minimum as possible.

(Abdali, 2011) analyzed the impact of employee turnover on sustainable growth of organization in computer graphics sector in Pakistan. The study discussed about the major causes of employee turnover and various methods to control it. The data was collected from 60 employees working in the computer graphics companies using the cluster sampling design. The study revealed that age, education, tenure, income etc did not have impact on the turnover of the employees while professional qualification did have an impact on the turnover. Besides, a significant difference was found between the strategies of younger and older employees working in the computer graphics companies.

(M M Ghayas, 2012) studied the impact of job satisfaction on the turnover intention among the employees working in the Pharmaceutical industry in Karachi. Data was collected from 282 employees working in the industry using the 29 item questionnaire. Job satisfaction was measured using 24 items in the questionnaire while 5 items were used to measure the turnover. Factor analysis and multiple regression analysis were used to test the hypothesis. The results revealed that the
compensation, co-workers’ attitude, work satisfaction, supervisor’s support, promotional opportunities and the communications have a negative impact on the turnover intentions among the employees in the Pharmaceutical industry.

(S E Mbah, 2012) examined the job satisfaction and employees’ turnover intentions in total Nigeria PLC in Lagos State. Pay, nature of work and job satisfaction was identified as the facets of job satisfaction that affected the employee turnover intention. A survey was conducted among 300 employees using questionnaire and personal interview. The findings indicated that job satisfaction was inversely related to the employee turnover which meant an increase in the job satisfaction resulted in a decrease in the employee turnover. They suggested that indices like pay structure, conductive nature of work and suitable supervision tactics for accomplishing the satisfaction of the employees which in turn will have a tendency to reduce the employee turnover.

(Arokiasamy, 2013) investigated the reasons behind employee turnover and its damaging effects on the productivity of manufacturing industries in Malaysia. The researcher discussed that the reasons behind turnover were job dissatisfaction, pay, career promotion, fringe benefits, management, job fit, personality, perceived alternate employment opportunity, unionization and influence of co-workers. The researcher further suggested strategies to minimize employee turnover which included recruiting suitable employees, retaining valuable employees, practices of the organization, economic factors, effective leadership, training and development, clear job expectations and balancing between work and family life.

(Lucie VNOUCKOVA, 2013) analyzed the impact of motivation principles on the employee turnover. The content analysis was done to identify the motivation principles based on professional and scientific publications on motivation. 13 motivation principles were identified based on the content analysis. The factor analysis was then carried out to assess the data collected and analyzed based on two quantitative surveys centered on the causes of employee turnover. The results suggested that lack of motivation principles may lead to employee dissatisfaction and disaffection and may in turn result in employee turnover.
(R S Siddiqui, 2013) examined the impact of emotional intelligence on the turnover rate of first line managers of FMCG organizations in Karachi. Data was collected from 40 employees working at first level management level belonging to the age group of 20 – 40 years and having qualified between intermediate and master’s degree. Karl Pearson’s Coefficient of Correlation and linear regression analysis was used to analyze the relationship. The results indicated that low emotional intelligence is having a strong impact with the increased employee turnover rate. Thus it substantiates the general belief that low emotional intelligence is a determinant of high turnover rate among the FMCG first line managers.

(Fursso, 2015) assessed the impact of employee turnover among the employees working in Oromia Water works design and supervision enterprise, Ethiopia. The data was collected from 217 employees working in that organization using the systematic and purposive sampling methods. The findings of the study implied that external factors like terms of employment, favorable government policy, working environment and conditions, etc were external factors causing employee turnover while factors like lack of good treatment of workers, lack of recognition and encouragement, etc were internal factors effecting the turnover of the employees.

(Sarosh Kuruvilla, 2010) discussed the reasons for employee turnover among the BPO sector in India. They study was focused in the BPO sector where highly educated employees were performing low cost, low skilled jobs. They identified that the employee turnover may be caused due to job related factors, demographic profile of the workers and psycho-social factors. After conducting interviews and collecting evidences from the industry personnel, the researcher pointed out the reasons behind such turnover was that although the firms were experimenting variety of retention strategies, they were unable to develop an integrated organizational culture that should focus on longer organizational performance and on retention strategies. The researcher further suggested some newer approaches like developing a fun culture and developing family friendly practices for reducing the turnover among the BPO employees.
Janani, 2014 examined the factors affecting employee turnover in the IT industry in India. The researcher has adopted Mobley’s model discussing the process of making turnover decisions. The attrition rate of the top IT companies during the year 2013 was examined in the study. The study suggested certain ways to reduce the employee turnover among the IT industry of which compensation was the most important one. The researcher further suggested that the IT companies should create strategies to reduce the employee turnover thereby reducing the expenditure incurred for recruitment, training and development of the new employees.

Thomas, 2015 investigated the reasons behind employee turnover and its effect on the development industries in Kerala. Eight factors were identified as the causes for employee turnover while twelve factors were stated as the effects of employee turnover. The study was conducted among the project managers/engineers working in the construction firms. Other employment opportunities was identified as the major cause for employee turnover while increased work load and training and development cost were identified as the main effects of employee turnover.

Purohit, 2016 studied the employee turnover in the IT sector in India. The researcher stated that the biggest challenge faced by the Indian IT industry is about retaining the talent instead of not attracting the prospective employees. The researcher had classified the factors affecting employee turnover in Indian IT industry in to push factors or controlled factors, pull factors or uncontrolled factors and personal factors. The study further examined the causes of employee turnover in the top IT companies in India - Wipro Tech Ltd and Infosys.

Section D

This section presents the studies conducted in the IT sector by various researchers in India and outside India. The studies were presented in a consolidated manner and detailed as below.
2.5 Studies relating to the IT Sector

(Pascale Carayon, 2003) studied about job characteristics and quality of work life in the IT workforce and examined the factors relating to the work environment that resulted in the high turnover among the women employees in the IT workforce. This study measured the impact of gender and job type (IT jobs and non IT jobs) on the various quality of work life indicator and further the relationship between job and organizational factors and quality of work life. The results indicated that IT workers had higher job satisfaction and lower job strain than non IT workers while gender had no impact on quality of work life. Irrespective of the type of job and gender, feedback and autonomy were consistently related to job satisfaction and work pressure was related to job strain. Women IT workers' job satisfaction was affected by work pressure and their job strain was affected by task significance, whereas job strain experienced by non IT workers was affected by autonomy.

(Dean Elmuti) examined the financial as well as the human aspects of outsourcing activities since the activities handled by the internal staff was performed by outside resources. The data was collected using field surveys. The first survey was conducted in Plant A just before the implementation of outsourcing program to assess the employee attitudes and quality of work life facets and the second survey was conducted in Plant B after 18 months when the program had initiated, in order to assess the changes on employee perceptions. The study was conducted among 548 employees in Plant A and 540 employees from Plant B in the first survey, while 362 employees from Plant A and 610 employees from Plant B were included in the second survey. The results of this research indicated that the outsourcing strategies had a negative impact on the perceived quality of work life dimensions. The performance results in this study indicated that the outsourcing technique improved the employees’ performance and productivity.

(Jen Schoepke, 2004) examined the quality of work life among men and women in the IT workforce and evaluated and compared the predictors of quality of work life and further studied the relationship between job characteristics/demographics and whether the quality of work life varied for women and men.
Factors of quality of work life like job satisfaction, fatigue, tension, organizational involvement and burnout while predictors of quality of work life like IT demands, role ambiguity, decision control, challenge and demographics were also assessed. The study indicated that the women in the IT jobs had not reported poorer quality of work life and had greater organizational involvement compared to men in the IT jobs and concluded that the role ambiguity and decision control were statistically significant predictors of organizational involvement.

(Guna Seelan Rethinam, 2008) studied about the constructs of quality of work life among the IT professionals in Malaysia. They stated that the work force greatly affected by the dynamic changes in work environment is the IT professionals. The findings suggested that the main elements of quality of work life like health and well being, job security, job satisfaction, competency development etc are expected to help the human resource practitioners as adult educators to co-design the IT work with humanistic factors and this will ensure the smooth modulation of the modern work force towards a knowledge based work force.

(Alireza Bolhari, 2011) studied the level of quality of work life among the information technology staffs in Iran and examined the relationship between quality of work life and demographic characteristics among them. The results suggested that the level of quality of work life among the IT employees were medium and need managers’ attention to enhance it. No significant relationship was approved between gender and quality of work life, but relationships between quality of work life and age, work experience and income were approved.

(Dasgupta, 2010) explored the emotional intelligence and its relationship with psychosocial variable like quality of work life, work family conflict and perceived happiness in order to understand the importance of the component among the female IT professionals. The emotional intelligence scale developed by Schutte et al (1997), quality of life scale developed by Dasgupta and Pal, work family conflict scale and family work conflict scale developed by Netemeyer et al (1996) and subjective happiness scale developed by Lyubomirsky and Leeper (1997) were used in the study. The research revealed that the emotional intelligence was positively correlated with quality of work life and happiness,
indicating that it contributed towards achieving higher quality of work life and greater perceived happiness while it was negatively correlated with both the domains of work family role conflict, indicating that emotional intelligence tunes down the perception of role conflict and thereby reduces the outcome, stress.

(J Arthi, 2011) studied the impact of quality of work life on organizational commitment among the ITES employees in Coimbatore. A regression model was developed in the study for showing the effect of quality of work life on organizational commitment. The study suggested that the quality of work life programs to be enhanced to advance the commitment level among the employees working in the ITES sector.

(Neena Malhotra) examined the extent of human resource development climate prevailing in the IT organizations in India. The human resource development survey covered ten dimensions that included rigorous selection process, value-based induction, comprehensive training, team based job design, working conditions, employee friendly work environment, development oriented performance appraisal, compensation, career development and value added incentives. Data was collected from 500 employees working in the selected IT companies. The findings revealed that the human resource development climate is very favorable, positive and satisfactory in the IT industry in India.

(B R Celia, 2012) carried out a study on quality of work life among the IT professionals in Chennai to identify the level of quality of work life in the organizations. Nine variables were used in this study to measure the quality of work life. Stratified random sampling method was used for collecting the samples. The study revealed that the employees were least satisfied with the hours of work followed by job security and worker participation. The IT professionals had a lower level of satisfaction on the salary and rewards given and the welfare measures while satisfaction was higher with superior subordinate relationship and working conditions. The study recommended that the hours of work, job security and worker participation should be duly considered to improve the satisfaction level of the IT professionals.
(M Kavitha) investigated the quality of work life among the employees working in the IT sector. The main objective of the study was to know the employees balance their life and to identify the health determinants in working life of the employees. The results indicated that the work environment, job analysis, satisfaction and motivation were the major determinants of quality of work life that helps in the better performance of employees in the organization. The researchers further suggested various strategies like job enrichment and job redesign, autonomous work redesign, opportunity for growth, job security etc to improve the work life quality of the employees.

(Vijayasri, 2013) studied the role of Information Technology (IT) industry in India. She examined the role of IT in the global level and in India; its growth in India and studied the impact of IT on Indian economy. She pointed out in this study that the size of IT sector had increased at a tremendous growth rate of 35 percent during the last 10 years. She further explained various promotional schemes introduced by the government to promote the growth of this sector. The study was concluded by expecting that Indian IT sector was likely to enjoy a steady and sustained growth for another decade.

(Megha Jain) examined the impact of employee retention strategies within the Indian IT sector. The study focuses on the dysfunctional employee turnover (productive employees leaving the organization). Variables associated with employee turnover like welfare benefits, personal satisfaction and organizational culture were also studied. The results indicated that employee retention strategies had an impact on the employee turnover in the IT sector.

(V Kubendran, 2013) studied the overall quality of work life and the impact of quality of work life on employees working in the IT companies in Coimbatore region. The sample included 132 employees working in the IT companies. The quality of work life was estimated using working conditions, pay particulars, social integration, career planning and employee opinion on management. The results revealed that quality of work life was found largely associated with the age of the employees while no association was found in the quality of work life based on work experience.
(Taranjit Singh Vij, 2014) in their study explained in detail about the origin of IT industry in India. They further pointed out the strength, weaknesses, opportunities and threats faced by the IT industry in our country. The growth and development of the industry, the major IT companies and the major IT hubs in India were also discussed. Tata Consultancy Services (TCS), Cognizant Technology Solutions, Infosys etc were pointed out in this study as the top IT companies operating in India.

(Bura Naresh, 2015) studied about the job hopping (an advanced term for employee attrition) scenario in the software industry in India. Seven dimensions were used to study the problem of job hopping. The data was collected from 390 employees working in the three major IT companies – Tata Consultancy Services, Infosys Technologies and Wipro Technologies. Among the seven dimensions, job satisfaction, employee turnover, psychological factors, role conflict and welfare measures were found as the significant factors affecting the job hopping. The study pointed out that the average attrition rate is higher among the Wipro while TCS has the lowest attrition rate of employees.

(Daimy, 2016) examined the motive or reasons behind the pool of IT professionals focusing Indian IT industry. The study was conducted among 382 IT professionals randomly selected from each of the top level, middle level and bottom level employees in Kerala. Ten variables were identified as the reasons for joining the IT companies and were ranked on the basis of Garrett’s Ranking Analysis. Attractive salary was the variable ranked first which was followed by reputation of the company and better working environment.

2.6 Research Gap

The present study entitled “Quality of Work life in the IT sector in Kerala” is a novel topic attempted by the researcher to fill the research gap identified after reviewing the various studies relating to quality of work life, employee satisfaction and employee turnover. Although various studies have been done on Quality of work life in the IT sector in other states, no such study was conducted in the context of Kerala. Besides, the quality of work life in relation to employee
satisfaction and employee turnover was not yet studied in the IT sector. Thus the present study is initiated to fill this research gap.

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