CHAPTER II
REVIEW OF THE LITERATURE

Literature review in a research study accomplished several purposes. It shares with the researcher the results of other studies that are closely related to the study being reported. It informs the investigator about the ongoing developments in the literature about a topic, helps in filling gaps and extending prior studies. It provides a framework for establishing the importance of the study as well as benchmarks for comparing the results of a study with other findings. In the light of earlier researchers, the problem can be viewed in different perspectives and hence the investigator is able to choose the right path to proceed with the envisaged objectives.

2.1 Quality of Work Life

Prem Singh Khetavarn (2013) has made a comparative study on quality of work life in public and private sector organizations. This study showed that unless good quality of work life is provide, the employees will not be motivated towards work. The study showed that quality of work life is playing a key and prominent role in the employees work. Hence organization should try to strengthen the organizational climate to achieve better quality of work life among employees, which leads to increased productivity of the organizations.

K. Santhanalalshmi et al (2012) examined the work life balance of female nurses in hospitals – comparative study between Government and Private Hospitals in Chennai, Tamil Nadu, India. The study showed that career
women are challenged by work and family commitment at the end of each day in Government and Private Hospitals. Majority of women are working throughout week and 53% are struggling to achieve work life balance. The study also showed that the majority of women reported that their life has become a juggling act as they have to shoulder multiple responsibilities at work and home. This article highlights the issues connected with work life balance of female nurses in Government and private hospitals. And the actors such as salary, shift timings, multitasking, security and work pressure are found to affect the QWL of nurses.

Nanjundeswarasamy and Swamy (2012) conducted study on the quality of work life and leadership styles. This comparative theoretical study confirmed that quality of work life is a process in which organizations recognize their responsibility to develop job and working conditions. This study proved that leadership styles which exist in the organization potentially affect the quality of work life of employees. On the other hand leadership is governed by organization factors. In brief, the study proved that quality of work life is largely affected by leadership style of the organization concerned.

Nipa .S et al (2012) demonstrated the quality of work life practices in a multinational company in Sidney, Australia. The study showed that employee’s satisfaction or dissatisfaction is moderated by their abilities, values and expectations. The study also proved that good work environment leads employees’ motivation. Finally leads to job satisfaction among them. And all these leads to better Quality of work life of its employees.
Murugasen .T (2012) highlighted the quality of work life and job satisfaction of employees in salem steel plant. The author mainly analyzed the levels of job satisfaction and the various factors influencing the quality of work life. The study showed that better the job satisfaction of employees better the quality of work life of employees. Among many factors which governs job satisfaction and quality of work life, the financial aspects, job securities, welfare measures, scope for career advancement of the organizational are significantly contributing. In short job satisfaction of employee decides the quality of work life.

Barkha Gupta and Anukool Manison Hyde (2012) attempted to study the quality of work life in Banks. An Empirical study has thrown better and deep insights into various aspects which decide quality of work life. Employee’s satisfaction was formed to facilitate superior performance and also greater attraction to refrain the best employees. This research further indicated that salary, job security, participative and reasonably healthy working environment significantly contribute to the quality of work life. The most important findings of this study are that there is a significant difference between quality of work life of managerial and non managerial employees of nationalized banks. This study revealed significant differences in overall quality of work life and the determinants of quality of work life.

Mohammed J Almalki et al (2012) studied the `quality of work life among primary health care nurses in the Jazan region, Saudi Arabia: a cross-sectional study. The purpose of this study was to assess the QWL among
Primary Health Care nurses in Jazan, Saudi Arabia, and to identify major influencing factors. Findings from this study suggest that Primary Health Care Primary Health Care nurses are not satisfied with their QWL. Additionally, the findings revealed many areas of the work life of nurses in Primary Health Care that require planned reform. These include the family needs of nurses, working hours, nursing staff, autonomy of practice, management and supervision, professional development opportunities, working environment, attitudes of public towards nursing and salary factors. Knowing the factors influencing the work life of Primary Health Care nurses should assist the development of effective strategies to improve their QWL. The positive aspect of this finding is that the majority of respondents are satisfied to be nurses and they felt a sense of belonging in their work places. It is contended that if other factors can be addressed, Primary Health Care will attain an outstanding nursing workforce and, in turn, will ensure the quality of services provided. The results of this study provide baseline information in understanding the work life of nurses in Primary Health Care facilities, particularly in Saudi Arabia.

Bagtasos, (2011) defines that the development of QWL can be traced way back to the earlier management era. Management theories such as Frederick Taylor and Elton Mayo suggest that human is important in determining firms’ performance relationship between QWL and productivity (Bagtasos, 2011). These authors discovered that QWL benefits firms in the long
run as it enhances long term relationship with customer and finally the firms’
growth.

**Koonmee, Singhapakdi, Virakul & Lee et al (2011)** defines that QWL
mediates the relationship between institutionalization of ethics in firms with
job related outcome. These studies indicate the importance of managers to
understand QWL in order to increase firms, performance.

**Hayrol et al. (2010)** have conducted a study on quality of work life affect
work performance among government agriculture extension officers. This study
would like to discover whether quality of work life among the agriculture
extensive employees to have impact on their performance or not. The
instruments used for collecting data were a scale on individual and family life a
scale on safety and security of the organizations, scale on interpersonal
relationship in the organization, a scale on job satisfaction a scale on personal
health and wellbeing a scale on work environment a scale on remuneration and
scale on organizational support. Results depict that all of the nine qualities of
work life studied have significant and positive relationship with work
performance where the highest relationship occurred between individual and
family life with work performance. Also, it is concluded from the results gained
that the aspect of individual and family life is the highest contributor to work
performance among government agriculture extension office.

**Normala Daud (2010)** explained that the Quality of Work Life (QWL) of
employees is an important consideration for employers interested in improving
employee job satisfaction. They investigated the relationship between Quality of
Work Life and organizational commitment among a sample of employees in Malaysia. They examined seven QWL variables namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance and article resulted that there was a relationship between QWL and organizational commitment and provide insights on how Malaysian firms could improve upon their employees’ commitment.

Saklani (2010) in his study revealed the various QWL components and their importance to non-managerial employees in India indicated employees regarded job security, fringe benefits and welfare measures, adequate and fair compensation and opportunity for continued growth in their careers as the most important components of QWL.

Meenakshi Gupta and Parul Sharma, (2010) focused a study on Quality of Work Life of telecom sector employees and they determined whether and how the Quality of Work Life affects the satisfaction level of employees of telecom sector. Article find outs few factors such as “Adequate income & fair compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organization, eminence of work life and social relevance of work” so, authors suggested that Quality of Work Life in BSNL can be enhanced by above mentioned factors.

Cuyper & Witte (2010) suggested that the job insecurity will result in different attitudes and well being among permanent and non permanent employees. Based on the above literature, there is no conclusive evidence on
the relationship among job satisfaction, job involvement and job security towards QWL.

**Daljeet kaur, (2010)** has attempted to gain an insight into current working life policies and practices of employees in ICICI Bank Ltd, covering a sample of 6 branches in Chandigarh. The data for the study has been collected from the Employees of the bank, through questionnaires filled by the employees. The author found few notable factor that affect quality of work life such as “Fair Compensation, Safe and healthy working environment, adequate performance appraisal, career growth opportunities, Training & development”. Further he implied that family life and social life should not be affected by working hours including overtime work, inconvenient working hours, business travels, transfers, vacations etc.,

**Yavari Y., Amirtash and Tondnevis (2009)** also carried out a study to evaluate the Quality of Work Life in physical education faculties and departments. They stated that there was no significant difference in quality of work life among faculties and departments except in the developing human and personal skills and abilities aspect of QWL, and there was significant relation between QWL and some of its aspects with age and the number of teaching years of faculty members. They stated that there was significant difference in the social relevance of work life aspect of QWL among male and female faculty members.

**Kandasamy and Sreekumar (2009)** examined a tool for measuring quality of work life. The study discusses a methodology for identifying the
expected dimensions of quality of work life and subsequently proposes an instrument for measuring quality of work life based on the gap analysis tool. The WRKLFQUAL model is based on the SERVQUAL model a valid and reliable tool used for measuring service quality. The SERVQUAL tool is modified to measure the work life quality in the present study. The theoretical explanatory conception outlines a framework for identifying employees’ expectations and experiences of quality of work life. Expectations of the work life attribute and perception of the work life attribute can make the quality of work life attribute. Findings from the field study based on the WRKFQUAL tool are likely to provide empirical foundation for evaluating employees’ satisfaction/dissatisfaction with various work life elements in an organization.

Zeenobiyah Hannif, John Burgess & Julia Connell (2009) highlighted the concerns that have surfaced regarding the quality of call centre work alongside the rapid expansion of this market over the past decade. Finally, a qualitative research paradigm utilizing a job characteristic approach to measuring job quality is put forth as the most appropriate means of investigating the quality of work life and addressing key gaps in the literature moving towards a research agenda.

Dalia Susniene and Algirdas Jurkauskas, (2009) the article work humanism, the concepts of quality of life and happiness – correlation and differences it shows that the quality of life is intensively under research, and superior value of life was thinking based on logics that excel human feelings.
Guna Seelan and Rethinam (2008) reviewed the meaning of quality of work life, analyses constructs of quality of work life based on models and past research from the perspective of IT professionals in many countries and in Malaysia. The constructs of quality of work life discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance. It has been concluded that quality of work life from the perspective of IT professionals is challenging both to the individuals and organizations.

Maimunah Ismail, (2008) have examined the major constructs of quality of work life among information and technology professionals in Malaysia. They reviewed the meaning of quality of work life based on models and past researchers from the perspective of IT professionals of IT professionals in many countries and in Malaysia. The constructs of quality of work life discussed are wellbeing and health, job security, job satisfaction, competency development, and balance between work and personal life. It is pertinent from the study to have better understanding of changes in the components of quality of work life of IT professionals to enable human resource practioners and adult educators to take proactive steps in integrating relevant human resources strategies, change mode policies, procedures appropriate training program, motivation and copying strategies to improve the QWL of IT professionals. By knowing the construct organizations are able to identify ways and means to improve the approach in minimizing the adverse impact of changes in work environment.
**Rajib Lochan DHAR (2008)** divulged a qualitative study on quality of work life: a study of municipal corporation bus drivers. Under his study he considered the quality of work life of the bus drivers and the factors that lead to an imbalance, causing high probability of road accident. He conducted this study with the help of fifteen bus drivers from four different Pune Municipal Corporation bus depots, India. Finally he given some suggestions to quality of work life of the drivers could be improved, thus, ultimately leading to better transport service to the citizens and a reduction in the rates of accidents.

**Hanita Sarah Saad et al (2008)** reviewed to find out about the employee’s perception of their work life quality in the university. 251 employees in the university are taken are taken as sample for the research. Ten variables to measure quality of work life are examined namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested to know the relationship with job satisfaction. The test indicated that each of the quality work life variables on its own is a salient predictor of job satisfaction.

**Rahimi et al (2007)** in their research on “The quality of work life of faculty members of Isfahan public universities” conclude that: “There was no significant difference between faculty members” quality of work life considering the variables of age, gender, academic field, and university of service location.
Kawai Chan & Thomas A. Wyatt (2007) examined quality of work life in China in terms of how their work lives satisfy eight basic needs of employees and how the satisfaction of each individual need in their work life affects employees’ job satisfaction, affective commitment, turnover intention, life satisfaction and general well-being. A total of 319 questionnaires were collected from eight organizations in Shanghai, China. The study makes a contribution to the quality of work life literature in understanding the needs satisfaction at work in the Shanghai area of China.

John Lawler, Ching-Yi Lei (2007) had conducted a research work on the effects of Quality of Work Life on Commitment and Turnover Intention. They had examined the impact of quality of work life on auditors’ career and organizational commitment in Taiwanese public accounting firms, and how those commitments, in turn, affect turnover intention. Finally, revealed that different dimensions of quality of work life result in distinctive effects on organizational and career commitments and turnover intentions.

Joanna E.M. Sale (2007) conducted a qualitative study on Perceptions of a Quality of Work-Life Survey from the Perspective of Employees in a Canadian Cancer Centre. She explored the perceptions of a quality of work-life survey from the perspective of 10 employees from a variety of departments in a Canadian cancer centre. Also she has revealed the following themes are emerged from the
Mark H. Conklin and Shane P. Desselle (2007) conducted a research on Snapshot of Pharmacy Faculty quality of Work Life and Productivity. Due to less literature on this area they have revealed this study with the help of pharmacy faculties. They have identified that the pharmacy faculties has less confidence on research and indicated areas of teaching. They identified that the faculty reported only modest levels of commitment, satisfaction, and support, with relatively high consensus among department colleagues on a number of teaching and research issues. Finally they have concluded that much of the research productivity done by minority of faculty and there must be a need for formalized mentoring programs, particularly for females and pharmacy practice faculty pertaining to quality of work life. It could certainly enhance knowledge on the contextual environmental of IT professionals that leads to quality of work life.

Panchanathan & Pragadeeswaran (2006) have conducted a study to explore the yoga practices and quality of work life. The survey has been conducted among co operative mills employees in a public sector unit. Results
indicate that the quality of work life has been improved by yoga practices. Further the study also showed that the quality of work life decreased when the age increased for the non–yoga practitioners where as the quality of work life could be mentioned by the yoga practitioners.

Noorjehan (2006) stated that, quality of working-life of nurses requires a changed culture, and a change of attitude and working methods. She further noted that the staff in institutions needs to understand and live the message. It should be characterized that people produce quality. According to him, two things are required for staff to produce quality. First, workers need a suitable environment in which to work. They need basic knowledge of the profession and they need to work with systems and procedures, which are simple, but yield positive outcomes in doing their jobs.

Elise Dallimore and Amy Mickel (2006) examined the obstacles working professionals’ face in their efforts to enhance quality of life including a discussion of the advice and employer assistance they desire. A category of general life issues (which bridge work and non–work domains) also emerged from the data.

Hsu and Kernohan (2006) carried out a descriptive study with a convenience sample. They selected 16 focus groups, each containing 3-5 registered nurses with at least 2 years of experience in one medical centre and five regional hospitals. They identified 56 QWL categories and fitted into 6 dimensions namely, socio-economic relevance, demography, organizational aspects, work aspects, human relation aspects and self-actualization. Major
issues emphasized by focus groups are managing shift work within the demands of family life; accommodation; support resources; and nurses’ clinical ladder system and salary system.

**Raduan Che Rose et al (2006)** conducted a study to predict the quality of work life in relation to career-related dimensions. The sample consists of 475 managers from the free trade zones in Malaysia for both the multinational corporations and the small-medium industries. The result indicates that three exogenous variables are significant career satisfaction, career achievement and career balance, with 63% of the variance in quality of work life.

**Martel, Gilles Dupuis (2006)** has presented a historical overview of the concept of quality of work life. They consensus pertaining to the solutions that have been developed to date, a new definition of quality of work life is suggested, inspired by the research on a related concept, general Quality of Life (QOL) which, as the literature shows, has faced the same conceptualization and definition problems as quality of work life. Based on the suggested definition of QOL, a definition of quality of work life is provided and the measuring instrument that results there from (the Quality of Working Life Systemic Inventory – QWLSI) is presented. Finally, they given measuring instrument provided for the above-mentioned.

**Luthans (2005)** consider quality of work life as an attempt to develop more satisfying work conditions through the collaborative efforts of management and employees. Many popular qualities of work life projects
opportunities for growth in the workers personal and professional lives. Some popular quality of work life activities includes problems solving meetings with representatives of management, labor and members of product development teams.

Donald, et al, (2005) investigated QWL indicators in six Canadian Public Health Care Organizations (HCO’s) by reviewing documentation relevant to QWL and conducting focus group or team interviews. Group interviews were taped and analyzed with qualitative data techniques. They found employee well being and working conditions are important indicators of QWL. They found vagueness in defining QWL indicators and they suggested increased HCO resources, integration of HCO management systems will help to access the relevant information.

Brooks and Anderson (2004) in an assessment of quality of nursing work life in acute care in a Midwestern state, conclude that nursing workload was too heavy, and that there was not enough time to do the job well. Respondents had little energy left after work, were unable to balance their work and family lives and stated that rotating schedules negatively affected their lives. Preliminary evidence suggests that improvement of QNWL is a prerequisite to increasing productivity in hospitals. Thus, QNWl is in need of scholarly investigation identifying the nurse’s quality of work life can provide critical information for nursing managers in their efforts to design managerial programs that will enhance retention and work productivity.
Greenhaus et al. (2003) define work-life balance as “the extent to which an individual is equally engaged in, and equally satisfied with his work role and family role. Three elements of work-life balance have been identified to promote wellbeing namely, time balance (time devoted equally between family and work), involvement balance (equal involvement in work).

John W. Beasley et al. (2004) conducted a survey in the quality of work life of family physician in Wisconsin’s health care organization. The survey was designed based on a literature review and augmented by focus group data. The sample size was 1482 physicians. It was concluded that some of Wisconsin’s health care organizations are doing better than others at working with their family physicians to maximize their satisfaction with their organization, reduce turnover and enable them to reach their professional goals.

Cetro (2004) believes that quality of work life is the degree of opportunity of workers to make decisions that influence their work situation. The greater the opportunity of workers to make such decisions, the higher the quality of work life is said to be. Workers would like to make decisions, that tend to create the following: 1) jobs that are interesting, challenging and responsible; 2) worker rewards through fair wages and recognition for worker contributions; 3) work places that are clean, safe, quiet and bright; 4) minimal but available supervision; 5) secure jobs that promote the development of friendly relations with other system members, and 6) organizations that provide for personal welfare and medical attention.
Nand Dhameja and Sastry K.S (2002) public sector restructuring and privatization examined public sector in its diverse forms, involved in all activities in all sector of economy includes industry, public utility services and issues related to public enterprise efficiency, effects of privatization. The author suggested appropriate structure and growth of public sector, however book did not discussed issues related to Quality of Work Life.

Cynthia A. Thompson (2002) designed to focus on the concerns that employees and organizations have about employees’ ability to balance work-life demands. The participants are asked to describe current or anticipated work-family or work-life balancing concerns. It is concluded that, however, is that employee needs and interests are not necessarily in opposition to the organization’s interests and that working together to resolve work life conflict can benefit both the employee and the organization.

Mohan N and Ashok J (2001) analysed the drastic role of QWL on employee’s work performance with reference to textile mills, weaving mills. Many advantages are derived from Quality of Work Life. They examined variables related to Quality of Work Life such as adequate & fair pay, health and well-being, job security, job satisfaction, growth opportunities, interpersonal relations and work and non-work life balance. The article concludes that QWL is challenging both to the individuals and organizations, that welfare measures have important implications for their performance.

Masoud Porkiani et al (2001) reviewed sampling choices in 384 empirical relationships between the Quality of Work Life and employees’
aggression study. Results showed that sampling choice in previous literature is constrained, should be transparent in providing rationales for their choices of organizations or group lists used to target respondents.

Paul (2000) the article decision – making success in public, private and third sector organizations and sector dependent best practice, examined to isolate and compare the practices used to uncover alternatives. These decision outcomes were identified from a systematic examination of 376 strategic decisions.

Noordegraaf and Stewart (2000) conducted a managerial behaviour research in private and public sectors: distinctiveness, disputes and directions analyzed the day-to-day behaviour of individual managers, what do managers do? Distinctiveness is valuable and has not received adequate attention. Recent research directions are identified and suggestions are made for building on the distinctiveness. It is concluded that the institutional embeddedness of managerial work should attract further scholarly attention and the contribution of researchers in the public sector, who come from a different disciplinary background, needs to be integrated with that of researchers from organizational behaviour as they can contribute new conceptual approaches, which could help to revivify this field of research.

Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification,
native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Casio (1992) conducted a literature survey and defines that QWL is a multi-dimensional construct. It is difficult to best conceptualize the quality of work life elements. For example, he determined that components of the quality of work life consist of employees’ participation, job development, conflict resolution, communication, health, job security, equal compensation, safe environment, and sense of honor.

Rice (1985) emphasized the relationship between work satisfaction and Quality of people’s lives. He contended that work experiences and outcomes can affect person’s general Quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management.

Bhatia and Valecha (1981) studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life.

Kavoussi (1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention to be paid for improving the Quality of Work Life. Raghvan the Ex Chairman of BHEL, a public sector organization, stressed the need for worker’s participation in
management. According to him, “participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by Constitution of India”. Besides improved working conditions in the organization, there are ample evidence to highlight the implication of autonomy and participation at work to foster the meaning to work.

Walton (1975) proposed eight major conceptual categories relating to QWL: 1) Adequate and fair compensation; 2) Safe and healthy working conditions; 3) Immediate opportunity to use and develop human capacities; (4) Opportunity for continued growth and security; (5) Social integration in the work organization; (6) Constitutionalism in the work organization; (7) Work and total life space; and (8) Social relevance of work life. In this paper, Walton’s theoretical framework is used for measuring faculty perception of QWL.

2.2 Work Environment

Dhamija Pavitra et al., (2012) have examined “Relationship between quality of work life and job satisfaction: An empirical analysis” that the Quality of work life (QWL) has emerged as a multidimensional concept for enhanced organizational efficiency and productivity. It refers to the quality of relationship between employees and total working environment. Job satisfaction is a pleasurable emotional state resulting from the appraisal of an individual’s job. It significantly influences the absenteeism, turnover, job performance and psychological distress. If the employees of an organization are satisfied from their job, they will be induced to produce good results. The bank employees
form a delicate link between customers' satisfaction and success of the bank. The banking industry has undergone a tremendous change over the years, which has put new pressures and realities in front of the bank employees. Modern business paradigm is characterized by high concern for quality of work life parameters. This study is an attempt to examine the relationship between Quality of Work Life and Job Satisfaction with special reference to selected banks in Chandigarh. Data has been collected through standardized questionnaires from 138 bank employees (public and private banks) located at Chandigarh. The analysis has been carried out by using different statistical measures viz; mean standard deviation, correlation and multiple regressions. The findings and suggestions have been made for the improvement of quality of work life and job satisfaction in these banks.

Mariappan (2011) of Tata Institute of Social Sciences has studied the Quality of Work Environment of Quality of Work Life of nursing staff in public sector hospitals. The specific objectives of the study were to identify the job characterizes of nurses, the significant work environment of public sector hospitals which impute on nursing tasks, to study the effect of nursing staff in public sector hospitals and to explore the potential improvement in work environment of nursing staff in public sector hospitals that would be lead to improvement in the quality work life of nursing staff. The study proved that lack of job security, poor salary, job description, duty shift timings and work stress largely affects the QWL of nurses.
Kaushik and Tonk (2008) add to the above by stating QWL can be defined by the “quality of the relationship between employees and their total working environment” and is determined by the “interaction of personal and situational factors” involving both personal and external aspects of “work related rewards, work experiences and work environment”.

Raduan Che Rose (2006) says quality of work life programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs. The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in quality of work life.

Fountoulakis and Kaprins (2003) that higher job demand leads to higher strain work environment hence, it affects their health and well being. An unstrained work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Thus, it leads to an un-stressful work environment providing comfortable work life.

Beaudoin & Edgar (2003) reported that nurses consistently recount that the quality of their work lives and work environment have deteriorated as a result of work content and work environment variables. Thirty to forty percent of the nurses surveyed reported a perceived decrease in quality of care over the past year as a result of the increasing workload environment demands (Aiken, Clarke, Sloane, & Sochalski, 2001). These perceptions were validated by
comparing nurses’ assessments of quality of care with independent data sources and actual patient outcomes. The findings indicated that nurses “do accurately perceive the quality of care, and appear to be able to separate their own complaints from those that impact negatively on patients” (Aiken, et al., 2001, p. 260).

Disch (2002) defines a healthy work environment as “a work setting in which policies, procedures, and systems are designed so that employees are able to meet organizational objectives and achieve personal satisfaction in their work”. This definition emphasizes the external factors that impact satisfaction; it focuses on those things that are under the influence of the organization. While an individual's inner predisposition to satisfaction is not under the influence of the organization, a component of promoting a healthy work environment does involve hiring individuals who are positive and have the potential to thrive once the proper environment is provided.

2.3 Personal Effectiveness

Evangelia Demerouti (2010) studied the personal effectiveness training on psychological capital, assertiveness, and self-awareness using self-other agreement. This study proved that imparting adequate training to employees leads to understand their short comings of employees in organization and paves way to correct it adequately. In a nutshell, good training on personal effectiveness given employees create better employer-employee relations and improves the morale of the employee thus leads to the increased level of job
satisfaction and it has a very strong effect on the quality of work life of employees. This confirms the earlier study done by Watson et al (2000).

2.4 Emotional Competence

Beger and knoot et al (2008) examined the diagnostic criteria of autism spectrum disorders (ASD) include emotional impairments. However, scientific evidence for these impairments is varied and subtle. In this contribution, recent empirical studies that examined the emotional competence in children and adolescents with ASD are reviewed. Four aspects of emotional competence these are important to children’s daily social functioning, differentiating between mentally retarded and normally intelligent children and adolescents with and without ASD in natural and structured contexts. On various accounts, the emotional impairments of children with ASD that are found in scientific studies provide a more differentiated view on the impairments suggested by the diagnostic literature. Consistent empirical findings and gaps in the field are discussed. Theoretical and clinical recommendations for assessment procedures are suggested.

Riggs and Jahromi et al (2006) investigated the Executive function is understood as an umbrella term encompassing a number of interested sub-skills necessary for purposeful, goal-directed activity. Research, suggests a vital role for executive function in children’s social-emotional development. However, executive function is rarely considered in models of intervention programs that attempt to promote social-emotional competence. This article reviews the
literature linking executive function to children’s social-emotional development, and proposes three testable models by which executive function may affect interventions: As a mediator, moderator, and outcome of intervention effects. Finally, this paper discusses important implications and future directions for this research.

Lee and Paula et al (2006) used three psychological scales, this study examined the level of emotional intelligence, moral judgment, and leadership of more than 200 gifted high school students who participated in an accelerative academic program or an enrichment leadership program through a university-based gifted institute. Major findings include that on emotional intelligence, gifted males were comparable to students in the age normative sample, which gifted females lagged behind the norm group. Regardless of gender, gifted students had higher scores on adaptability but lower scores on stress management and impulse control ability compared to the normative sample. On moral judgment, gifted students were comparable to the levels of individuals with masters or professional degrees, and they showed an above-average level of leadership compared to the normative sample. No differences were found in students’ scores on the 3 scales by the type of program (academic versus leadership).

Mayor et al (2001) have proposed that emotions are fundamentally social in nature, blurring the conceptual distinction between emotional and social intelligence.
Goleman (2000) has suggested the following four fundamental capabilities for developing EQ. They are self-awareness, self-management, social awareness and social skills.

Calgiuri (1998) says that the emotional imbalance arises, when an individual carries his positive or negative emotions and attitudes from work life into his home life and vice versa. In leadership area, the change in the emotion of a leader affects the participant’s behavior rather than the neutral emotional display of the leader (Lewis Kristi.2000). Those who have developed high emotional quotient know how to regulate one’s emotions such as anger or anxiety in a way that enhances success in job and life. Therefore, it is argued that emotional quotient is a significant dimension for effective leadership. As per quantitative evidence, 70 percent to 80 percent of the people suffer from major depression and it could greatly reduce the productivity on shop floor. Therefore, the current need in work place is to manage emotional imbalance due to stress and depression (O'Brien, 1996: Steven E.Hyman, 2002).

2.5 Career Satisfaction

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

Kimberly and Eddleston (2008) studied the effect of social comparisons on managerial career satisfaction and turnover intentions. The study results showed that social comparisons influence manager’s turnover intentions and career satisfaction. Upward comparisons were found to be positively related to turnover intentions and career satisfaction. Downward comparisons were found to be negatively related to turnover intentions and positively related to career satisfaction. This findings emphasis the importance of relative standards is predicting managerial career attitudes. This is the first known study to empirically examine how upward and downward comparisons affect managers – turnover intentions and career satisfaction.

Raduan Che Rose (2006) says QWL programs will benefit both faculty and management, By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and pay offs. The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in QWL.

Lounsbury, Loveland, et al. (2003) discovered that 13 different personality traits were correlated significantly with career satisfaction in their sample of 5932 individuals undergoing career transitions. They determined that a core set of three traits – emotional resilience, optimism and work drive –
accounted for most of the explainable variance in their measure of career satisfaction.

**Mills and Blaesing (2000)** reported on results from a survey conducted during the last nursing shortage in 1989. The survey of 3298 Missouri nurses showed a serious problem then between how much support they Meaningful Recognition received from managers versus their career satisfaction. Apparently 20 years ago support and recognition was as important to nurses as it is today, yet researchers today must still inculcate this message to get it heard.

**Judge et al. (1994)** career success is defined as the positive psychological outcomes or achievements one has accumulated as a result of experiences over the span of working life which consists of objective career success (job title, salary or promotion) and subjective career success (one’s own appraisal of career attainment). Research also suggests that job tenure and total time in one’s occupation are positively related to career success/achievement besides the number of hours worked per week and salary and ascendancy.

**Herriot (1992)** recognizes that sometimes there is a conflict between personal life and work and differences in perceptions of “success” in life. The perception of career includes beliefs and values, expectations and aspirations.

**Cannings, K. and C. Monmarquette, (1991)** a positive relationship between ambition and career success has been found in several studies of managers and executives.
Greenhaus, Parasuraman and Wormely (1990) career satisfaction is subjective measure that capture employees perceptions of their satisfaction with their overall career goals, goals for income, goals for advancement and goals for the development of new skills.

Gattiker and Larwood (1990) career satisfaction refers to the overall affective orientation of the individual toward his or her career. It is only one facet of a person’s job satisfaction, since a person satisfied with his or her career may not be satisfied with another facet, e.g. working conditions of one’s job.

Shaffer, G.S (1987) studied that career satisfaction is largely a matter of an individual comparing his/her career and life expectations with those being offered. In shaping such career expectations, there are economic considerations (e.g. compensation and retirement benefits) and occupational and family considerations (professional satisfaction, job satisfaction, advancement opportunities, relocation, etc.). Some research indicates that a happy family life correlates with high levels of job satisfaction and objective career success.

Rapoport and Rapoport (1983) supported this by showing that the family’s morale support and the diversion that it entails make it an important factor affecting Quality of work life.

2.6 Life Satisfaction

Serey (2006) on quality of work life is quite conclusive and best meet the contemporary work environment. The definition is related to meaningful and satisfying work. It includes (i) an opportunity to exercise one’s talents and
capacities, to face challenges and situations that require independent initiative and self-direction; (ii) an activity thought to be worthwhile by the individuals involved; (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals; and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favourable to quality of work life.

Baker et al (2006) using a large sample of individuals affiliated with a regional purchasing manager association determined that corporate ethical values were related to justice and fairness perceptions, and that these perceptions were associated with increased commitment.

Jaramillo et al (2006) also found that an ethical climate was positively related to salesperson’s job satisfaction and negatively related to perceived role ambiguity/role conflict. These variables also influenced commitment and turnover intentions, with commitment being related to subsequent to job performance.

Valentine et al (2006) determined that corporate ethical values were related to various work outcomes such as perceived organizational support, job satisfaction, and intentions to leave.

Sirgy et al (2001) in his study found that quality of work life is positively related with life satisfaction of employees. Moreover, they argued that satisfaction of employees needs mainly help and safety needs, economic and family needs, social needs esteem needs actualization needs, knowledge needs,
aesthetic needs which they call quality of work life, resulting from work place experiences, contribute to job satisfaction and satisfaction in other life domains. Furthermore, they resulted that satisfaction in major life domain (example work life, family life, home life and major life), contributes directly to overall life satisfaction.

The chapter discussed about the various studies on Quality of work life which is the dependant variable. It has also discussed about the favorable or unfavorable conditions on the independent variable like work environment, personal effectiveness, emotional competence, career satisfaction and life satisfaction. Review of relevant literature clearly shows that there is a lack of research on comparative study on quality of work life among nurses for the study and the third chapter discusses about the methodology of the research.