CHAPTER 2
REVIEW OF LITERATURE

Purpose of this chapter is to review the available research studies produced in the past bearing on the theme of the present part of research work, specifically with the intention to identify the void of knowledge. For this purpose research studies have been surveyed from different journals, magazines, abstracts, books and newspapers.

Since the purpose of the present research aspires is to study the Quality of work life and organizational commitment in relation to organizational effectiveness among employees of public and private sector. Therefore, the variables involved need to be reviewed with the idea in which these variables have been studied. The survey of literature, therefore is the only means to highlight the importance and relevance of the study. As the attempt of the present investigation is to explore the relation of quality of work life and organizational commitment with organizational effectiveness, it is vitally important to review first the available literature; relevant to quality of work life the total collection of work is very large so a brief resume of relevant studies is being presented.

Quality of Work Life Related Studies

Pestonjee (1973) explain that helpful organization is basically connected to job satisfaction and employees morale. Similarly in a study conducted by Schnider and Snyder (1975), it was originate that climate and satisfaction are positively correlated with industrial employees. A result shows that physical and financial factors were very important as compared to other factors. Employees were create to be above physical and safety needs and were almost between social and ego needs.

Watson (1975) identifies eight dimensions that make up Quality of Work Life framework as Adequate and Fair Compensation, Safe and Healthy Working Conditions, Immediate Opportunities to use to develop human capacities, future opportunities for continued growth and security, Social Integration in the work organization, Constitutionalism and rights for privacy in the work organization, work and the total life space refer to the balanced role of work, Social relevance of work.

De (1976) has pointed out, Quality of Work Life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuity of the growth of a man leading to his development to the fullest. By
providing better Quality of Work Life, one can remove the exploitation, injustice, inequality oppression and restrictions which cause damage the continuous growth of human resource which in turn leads to its overall development.

Hackman and Suttle (1977) suggest that the quality of work life perform happiness and satisfaction of every employee in the organization, whether in levels of labourers, supervisors, management or company or agency owners. Most importantly, the quality of working life could lead to job satisfaction and attachment to the organization. Also, it helped to reduce rates of absenteeism, turnover, morale and accidents whereas the organization proficiency in respect with, encouragement and job satisfaction as well as product quality and amount were higher. The good quality of working life not only made personnel to have job satisfaction; it also resulted in other prosperities such as social, economic, environmental conditions and products.

Rosow (1977) explains the importance of work more in detail and relates it to success and failure of a man in his society. According to him, work is the core of life, considering the deeper meaning of work to be individual and to life’s values. Work means being a good provider, autonomy, it pays off in success and it establishes self-respect or self-worth. Within this framework, the people who openly confess active job-dissatisfaction, is verily admitting failure as a man, a failure in fulfilling his moral role in society.

Taylor (1977) suggested usefulness of job satisfaction measures in assessing job characteristics in improving Quality of Work Life is problematic. Paradoxically the high and stable levels of job satisfaction cannot explain the frustration and alienation in the organization. This leads to the notion that employees’ participation in the action researches on Quality of Work Life may itself reduce their frustration and feeling of alienation.

Richard Walton (1979) who has taken up extensive research report that Quality of Work Life can be considered as the major contributor to this concept. In fact, measuring of Quality of Work Life has become easy and practicable with the eight factors/elements that Walton has proposed. According to Walton, Quality of Work Life is the work culture that serves as the corner stone. He says that the work culture of an organization should be recognized and improved to improve Quality of Work Life of that organization.
According to Blue Stone (1980) the Quality of work life means bringing to the work place maximum democratic life-style and balancing the needs of production and needs of the employees and self-fulfillments. So, the most accepted common denominator of quality of work life experience is the joint worker management participation.

Cohen and Rosenthal (1980) have focused attention on the employees satisfaction. They describe quality of work life as, an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction.

Different researchers have come up with different categories and factors to define and measure quality of life. Walton (1980) divided QWL main components into four categories. According to him, the affecting factors on QWL include: work meaningfulness, work social and organizational equilibrium, work challenge and richness.

Hackman and Oldham (1980) Suggested that the work environment that is able to fulfill employees’ personal needs such as skill variety, task identity, task significance, autonomy and feedback, is considered to provide a positive interaction effect, which will lead to an excellent QWL.

Sayeed and Sinha (1981) examined the relationship between Quality of Work Life dimensions, job satisfaction and performance measures on the two groups of sample working in high Quality of Work Life and low Quality of Work Life organizations. The result revealed that Quality of Work Life dimensions are related to job satisfaction in both the types of organizations. A comparison between high and low Quality of Work Life organization further indicated systematic variation in the correlation pattern i.e. organization with low Quality of Work Life tended to yield comparatively better relationship between Quality of Work Life dimensions and performance measures than the organization with high Quality of Work Life.

Daniel (1982) of the American Society of Training and Development of Quality of Work Life indications stated that his committee had given a definition on the quality of work life as a process for work organization which enables its members at all levels to actively participate in shopping the organizations environment, methods and outcomes. This value-based process is aimed toward meeting the twin
goals of enhanced effectiveness of the organization and improved quality of life at work for employees.

In the words of Mansell and Rankin (1983) Quality of working life is the concrete expression of a particular set of beliefs and values about people, about organizations and ultimately about society.

Graver (1983) a Senior Executive of American Telephone and Telegraphic Company (AT & T) says Quality of Work Life is more than an attempt to pacify the growing demands of impatient employees. For the Management, Quality of Work Life offers new challenges, opportunities, growth and satisfaction.

In 1983, Nadler and Lawler perceived that after the phase of 1979 – 82 when Quality of Work Life means everything, it would lose its impact and mean nothing. But, instead of losing importance, Quality of Work Life is gaining momentum day by day and as following stages: First definition during 1969-1972 considered QWL as Variable; Second definition during 1969-1975 considered QWL as Approach; Third definition during 1972-1975 considered QWL as Methods; Fourth definition during 1975-1980 considered QWL as Movement; Fifth definition during 1969-1982 considered QWL as Everything.

Ambrosini (1983) while reviewing the literature on Quality of Work Life found the decline of work centered approach and the growth of interest in the relationship between work and non-work sphere. The prime perspective adopted during 1960 and 1970 are summarized, citing the emphasis on organizational and socio-technical studies of post Taylorist labour transformation. The emergence of the concept of Subjective work experience than documented stressing the importance of the time dimensions and work flexibility a determinant of Quality of Work Life. Singh (1983) made an attempt to improve Quality of Work Life by recognizing work and eliminating split-up goals and thereby, made work satisfying and productive.

Singhal (1983) emphasized on the job quality of life where it is pointed out that quality of working life (Quality of Work Life) will be meaningful if the people working in organization live a happy life in society. Economic, family and health related aspects to which employees are exposed as member of larger significant-society are significant factors that influence their quality of working life (Quality of Work Life) experience. He also made a point that Quality of Work Life is a time and
situation bound concept that requires constant revisions and modifications as psycho-
socio and organizational contents change over time.

Delamotte and Takezawa (1984) pointed out the idea that quality of work life
originated work and the idea that the quality of life means the development of the
workers life to have a better living condition, to work in a good working condition, to
receive fair benefits and safe equal rights. According to these writers, the quality of
work life means good results from work which benefit the workers as a result of the
improvement of the organization and its work nature, the special consideration given
to the workers work life, work satisfaction and decision-making sharing.

Hartenstein and Huddleston (1984) enumerated that for Quality of Work Life
measures to be successful, management and labour must have shared values, without
such values, managers are often authoritarian and deny workers sense of involvement,
responsibility and autonomy, resulting in the workers lack of commitment and low
productivity.

Kontbluh (1984) suggested that the contribution, of increased worker's
participation in decision-making is appearing more often on labour-management
agenda as a strategy to increased employee's Quality of Work Life. The reason for
management interest include need for (i) increased probability positive quality (ii)
improving Quality of Work Life for the new workers who are educated and have good
work ethics, but are alienated and unmotivated under current management practices
and (iii) meeting foreign competition.

Mirvis and Lawler (1984) suggested that quality of working life was
associated with satisfaction with wages, hours and working conditions, describing the
“basic elements of a good quality of work life” as - Safe work environment, Equitable
wages, Equal employment opportunities and, Opportunities for advancement.

Rice (1984-85) found out the relationship between work satisfaction and
quality of life. Work experience and outcomes can affect person's general quality of
life both directly or indirectly through their effects on family interaction, leisure
activities and levels of health and energy. Modification in workplace can have their
effect by changing environment or changing worker's own class and they can affect
his quality and family life.
Goodman (1985) observes that, in recent years the term quality of work life has been used to refer to employee satisfaction and dissatisfaction with overall condition of work.

Huse and Cummings (1985) defined the quality of work life as the consistency between individuals fulfillment and job satisfaction with organizational proficiency. In other words, the quality of work life was the organizational proficiency as a consequence of workers well-being in working, resulting from the perception of working experience that made employees feel satisfied in that job. Huse and Cummings further explained that the quality of work life affected the organization in 3 ways: firstly, it increased organizational productivity; secondly, it increased work spirit, encouragement and motivation of workers and lastly, it helped improve the potential of workers.

Klatt, Murdick and Schuster (1985) have identified eleven dimensions of QWL in the year. They are: pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis.

QWL is a comprehensive construct meaning which work experiences are rewarding, fulfilling and devoid of stress, and other negative personal consequences (Shamir and Salomon, 1985).

Kast and Rosenzweig (1985) stated that the quality of work life referred to the perception about individuals performance that they were involved in sharing opinions, solving problems and making decision within the organization.

Chakraborty (1986) found out that there are many organizational situations which indicate hidden realities of Quality of Work Life. Researchers are required to examine Quality of Work Life in light of new paradigm based on study of Indian psycho-philosophy offered from a strict problem-solving point of view and may have relevance to educate predicting managers.

Cascio (1986) specifies the meaning of quality of work life in two characteristics: the former means working environment and other practices within the organization such as job enrichment, democratic supervision, employee involvement and safe working conditions. The latter is related to safety, good relationships
between employees and employers, growth of career path and development of the working environment.

Sinha (1986) enumerated that modern workers demand jobs that satisfy their inner needs. In the light of the content and process theories of motivation, it is postulated that the popular way of determining Quality of Work Life is to measure the attitude that constitutes job satisfaction. Moreover, it is also suggested that the prospects of better Quality of Work Life in India have to take sociological, psychological and related context into account.

Rao (1986) investigated the difference between quality of working life of men and women employees doing comparable work and examined the effect of work on women. The result revealed that there were significant higher composite qualities of working life scores for men than for women employees. Men employees had significantly higher scores for opportunity to learn their skills, challenge in job and discretionary elements in works. The findings also advocated that age and income have positive impact on perceived Quality of Work Life for women. Further, Rao did not found significant correlation between Quality of Work Life and the quality of life for the sample of women. Moreover, he also obtained no effect of education on Quality of Work Life experience.

Mehta (1987) conducted a study on the sample of senior central government officials and middle level officials serving in four states. The results indicate that greater the proximity to the development, the lower was the perceived Quality of Work Life. The findings also revealed that remotest the officials from developmental work, the more satisfied they were with their Quality of Work Life. An interesting feature of the finding of this study was that departmental posting was also associated with perception of lower Quality of Work Life than the Secretariat posting. The perceived quality of work amenities which include housing, education for children, drinking water facilities and salary etc., gradually declined as one moved closer to development work.

Keller (1987) studied relative contribution of work and non-work variables on Quality of Work Life among different ethics groups. 127 White, 30 Hispanic, 33 American Banker and 121 Mexicans were taken as the subjects. Results showed no significant relationship between ethics’ groups and Quality of Work Life. Home life
and family network variables accounted for increased variance in Quality of Work Life than did work variables like jobs, job-stress and job level.

Robinson and Richard Alston (1988) assert that the key determination of the quality of work life is whether an individual feels off and a contributor to the industrial environment in which he or she earns his/her living. They further observed that the quality of work life is related to the case with which people can undertake tasks they require to undertake and thus gives the performance necessary to the economic vitality of the business.

According to Gupta and Khandelwal (1988) positive significant relationship was found between Quality of Work Life and role efficacy. The findings also revealed that supervisory behaviour is the most important dimension of Quality of Work Life, contributing 21% of the variance in the employees’ role efficacy. Supervisory role include general satisfaction with supervisor’s day-to-day behaviour, amount of communication and listening, and appreciation of good work.

Dhillon and Dandona (1988) conducted a study on Quality of Work Life and Job Involvement: A comparative study of managers of public and private banks. The study found significant difference in Quality of Work Life variable related to job involvement in public and private sector banks.

Schermernrhorn and John (1989) opined that the following factors must exist in the organization - fair and adequate pay, health and safety of working conditions, creating opportunities to learn, growth in the professionalism path, professional integrity in the organization, support of individual rights and proud of the job.

Pelsma, Richard, Harrington and Burry (1989). Found that psychological distress and morale contributed equally to teachers QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. According to Kirkman (1989) QWL is an integrated improvement plan to improve working environment and satisfy the employee’s individual needs.

Werther and Davis (1989) have given the meaning of the quality of work life as a good command of supervising, good condition of working, many good benefits, providing good income, and job-provoking interest, challenge and rewards of that job.
Werther and Davis believed that the quality of work life and the increasing of productivity of the employee go hand-in-hand.

QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employers, based on labour-management cooperation (Cunningham and Eberle, 1990).

Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including - Job satisfaction, Job involvement, Work role ambiguity, Work role conflict, Work role overload, Job stress, Organizational commitment and Turnover intentions. They also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. Some have argued that quality of working life might vary between groups of workers.

Kerce and Kewley (1993) stated that the quality of work life referred to groups, procedures or technologies which allowed the working environment to provide more productivity or employees to have increased job satisfaction. The outcome focused on employees rather than the management. The quality of work life also covered the involvement in problem solutions, revision of working systems, making jobs interesting, using new methods in the reward system and improving the working environment. Therefore, the quality of life of employees in the organization comprised overall job satisfaction, facet job satisfaction (or task-specific satisfaction), job characteristics and attachment to work.

The research findings show that the components of these plans decrease the staff's complaints and their absence and also increase the positive attitudes of the staff and their participation in programs of suggestions system. Gordon (1993) On the other hand, satisfaction of the staff needs leads to a long term efficiency of organization.

In a study of Sharma and Pandey (1995) tested the hypotheses that the quality of work life (QWL) perception will show significant relationship with the organizational commitment of managers in India. Two hundred young managers (age between 25-27 years) were revealed from five levels of managerial hierarchy. Results revealed the perceptions of QWL were significantly and positively related to organizational commitment. Moreover, QWL, work involvement, organizational
effectiveness and pursuit of individual and organizational goals were found to be significant predictors of organizational commitment of managers.

According to Scully, Kirkpatrick, and Locke (1995) greater autonomy on job enhances the acquisition and utilization of knowledge whilst greater participation is held to promote cognitive growth via increased knowledge transfer among employees.

According to Cavry (1995) Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life.

Venkatachalam and Velayudham (1997) studied that production increased with change adapted by increased Quality of Work Life. Perception of employees, several other factors like security, autonomy, equity of pay and rewards help to increase Quality of Work Life, satisfaction, involvement, work environment and so on. Some finding showed significant positive relationship between Quality of Work Life and Organizational Commitment.

According to Spreitzer, Kizilos, and Nason (1997) study Staff’s perceived significance of work and decision-making power in psychological empowerment can improve satisfaction and eliminate tension.

Heskett, Sasser and Shlesinger (1997) proposed that QWL which is measured by the feelings that employees have towards their jobs, colleagues and companies would enhance a chain effect leading to organization’s growth and profitability (as cited Daud, 2009).

According to Casio (1998) quality of work life comprises both the mental and objective aspects of work life. The objective ones emphasize the circumstances and procedures relating to promotion policies, participatory supervision, and safe working conditions, whereas the subjective relate to supervision, communication, leadership etc. He identified 8 factors that determine quality of work life as given under. Communication, employee involvement, desire and motivation to work, job security, career progress, solving problems, salary, and pride of a job.

Nowadays, the concept of quality of work life is changed to be an important social issue in the contemporary management (Luthans, 1998) while in the past decades the focus was only on the private life.

The plan of the quality of work life includes any improvement in organizational culture that causes progress among staff in the organization (Filippo,
So the system of quality of work life has emphasized on the individual as the most important variable in management (Shareef, 1990).

The elements that are relevant to an individual’s quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job Cunningham and Eberle (1990).

Donalson (2000) in their research, as relationship between quality of work life and organizational commitment concluded that there is a significant relationship between the quality of working life of organizational commitment, absenteeism from work and the delay and two components of the partner's satisfaction and job security have the strongest impact on organizational commitment.

According to Winter, Taylor, and Sarros (2000) QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians experiences, attitudes and behavior.

Nowadays, the experimental studies carried out in the domain of quality of work life have accepted a new viewpoint of job satisfaction, the concepts related to vocation and job. Although, both the concepts quality of work life and job satisfaction are considered to be synonyms in many texts, several experts in management and industrial psychology believe that they are different concepts. The difference between these two is the notion that job satisfaction is considered as one of the effects on quality of work life (Sirgy, Efraty, Siegel and Lee 2001).

Lau, Wong, Chan and Law (2001) explained QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including - Poor working environments, Resident aggression, Workload, inability to deliver quality of care preferred, Balance of work and family, shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor/peers, Role conflict and Lack of opportunity to learn new skills.
Waitayangkook (2003) in a study as Quality of work life of International prospects of the Thai Consider quality of working life as one of the applied techniques used in management training which is beneficial in todays complex environment of social, economic and political.

Barling (2003) in their research, as relationship between quality of working life and jobs arousal capacity' concluded that lacking quality of working life blow damage into the job and there is there is significant positive relationship between the quality of working life and increasing the skills, information and motivation.

Bearfield (2003) used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories.

According to Hanefah, Zain, and Ismail (2003) QWL is a multi-dimensional construct comprised of seven dimensions, namely growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration (Daud 2009).

According to Ranganayakulu (2004) the term quality of work life means, “the favorableness or unfavourableness of a job environment for an organizations employee, and the term quality of working life also means, programmes representing a systems approach to job design and job enrichment which will make job more interesting and challenging. Programmes are closely associated with the socio-technical systems approach.

Certo (2004) study shows 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.

Chen Huang (2005) found that personal characteristics like gender, age, and marital status lead to significant differences in quality of work life and organizational commitment.

The proponents of quality of work life theory are seeking some new systems for aiding the staff to have balance between their work life and private life (Akdere, 2006). Che Rose, Beh, Uli and Idris (2006) explained people also conceive of QWL
as a set of methods, such as autonomous work groups, job enrichment and high involvement aimed at boosting the satisfaction and productivity of workers.

Mirsepasi (2006) having examined the different views and observed that QWL is explained by the following factors: (i) Fair and proper payment for good performance (ii) Safe and secure work situation, (iii) The possibility of learning and using new skills, (iv) Establishing social integration in the organization, (v) Keeping individual rights, (vi) Equilibrium in job divisions and unemployment and (vii) Creating work and organizational commitment.

Ashoob (2006) examined the relationship between quality of work life and organizational commitment of The High Schools of Gonbad-e-Kavus City using Walton's eight components of Quality of Work Life. He concluded that there is a positive and significant relationship between quality of work life and organizational commitment.

Saraji and Dargahi (2006) explained the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses’ quality of work life.

Rethinam (2008) study highlights, if the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employee’s needs that contribute to the organizational performance.

Bhanugopan and Fish (2008) suggested indicators like lack of job stress, lack of job burnout, lack of turnover intentions and job satisfaction. They included measures like job satisfaction, earning money, membership in successful teams, job security & job growth.

Rethinam (2008) and Serey (2006) explained QWL is quite conclusive and best meet the contemporary work environment. The definition was 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 favorable to quality of work life.

Quality of Work Life has been defined by researchers in different ways, which has brought about certain equivalents such as work quality, function of job content, employee’s well-being, the quality of the relationship between employees, working environment, and the balance between job demands and decision autonomy or the balance between control need and control capacity (Korunka, Hoonakker, & Carayon, 2008; Lewis, Brazil, Krueger, Lohfeld, and Tjam, 2001; Schouteten, 2004; Van Laar, Edwards, and Easton, 2007) QWL is thus recognized as a multi-dimensional construct and the categorization is neither universal or eternal.

Gnanayudam and Ajantha Dharmasiri (2008) studied Influence of quality of work life on organizational commitment by investigated on unsatisfactory level of commitment among workers in medium and large organizations in the apparel industry in Sri Lanka. A convenient sampling technique was adopted for the research. The sample size was limited to 87 workers and Pearson correlation used for data analysis. The result showed that QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.

Connell and Hannif (2009) reported three factors - (i) Job content; (ii) Working hours and work-life balance; and (iii) Managerial/supervisory style and strategies. They believe key concepts tend to include job security, reward systems, pay and opportunity for growth among other factors. Measures of Quality of Work Life according to Adhikari and Gautam (2010) are: adequate pay and benefits, job security, safe and healthy working conditions, meaningful job and autonomy on the job. Measures of Quality of Work Life include - (i) increased worker involvement, participation and power, (ii) Increased emphasis on employee skill development, (iii) Increased autonomy for action and decision making at worker level and (iv) Reduced status distinctions among levels of hierarchy.

Normal and Daud (2010) investigated the relation between QWL and Organizational Commitment amongst employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. A random sample of 500 employees was taken at the supervisory and executives’ levels in various firms in Malaysia.
received the questionnaire. Of these, 360 usable responses were returned and analyzed, which represented a 72% response rate. Research based on the Quantitative approach and random sampling method used for data collection. Variables adopted for the research were Dimensions of QWL: growth and development, participation, physical environment, supervision, pay and benefits social relevance and workplace integration, dimensions of OC: affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs).

Bolhari, Rezaean, Bolhari, and Baeramadeh (2011) conducted a study in which they firstly measured the level of quality of work life of information technology staffs and secondly, they studied to inspect the connection between quality of work life and some demographic characteristics among them. The study was conducted on N = 292 IT staffs and the results suggested that the level of quality of work life is medium and needs managers' attention to enhance. No significant relation was found between gender and quality of work life, but relationships of quality of work life with age, work experience and 3 incomes were obtained.

Pugalendhi, Umaselvi and Nakkeeran (2011) in a study of Quality of Work Life: Perception of college teachers revealed a significant relationship between Quality of Work Life total and Quality of Life in teaching environment total. They also found that quality of college teachers is low in its working level and stated that Quality of Work Life is an essential concept of favorable situation in a working environment.

Chandranshu (2012) factors affecting quality of work life: Empirical Evidence from Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation used as a dimensions of QWL. Data analysed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and Bartlett test of sphericity was calculate the meaningfulness of the correlation matrix and factor analysis. According to this research paper comes on conclusion that profit of successful organization is not achieved at the expense incurred to the employee by organization.

Indumathy and Kamalraj (2012) studied on quality of work life among workers with special reference to textile industry in Tripura district – a textile hub to
find out the measurement adopted by the organization to improve the QWL. The research design was chosen as descriptive in nature. The sample size taken to conduct the research was 60 workers out of the 600 workers. For this study, the sampling technique was convenient sampling. Structured interview schedule was used for primary data collection and chi-square analysis, weighted average score and simple percentage used for the data analysis. The result showed that there is no significant relationship between Total work experience and Salary, Gender and Overall job satisfaction. There is significant relationship between Total work experience and Overall job satisfaction and between Educational qualification and Salary.

Tabassum (2012) evaluated the quality of work life of the faculty members of private universities in Bangladesh with the objective is to investigate the factors affecting the overall perception of Quality of Work Life. Dimensions of Quality of Work Life was taken fair competition, growth security, work and life system, development human capacities, social integrate, social relevance. The method used for data collection was cluster sampling. Spearman’s rank correlation technique was applied which is suitable for ranking data and also the test is non-parametric. Results after test showed dimensions are significantly co-related with QWL. There is highly satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about their QWL and its related dimensions compared to experienced teachers.

Chitraa and Mahalakshmi (2012) focused on Employees’ Perception of Quality of Work Life and Job Satisfaction in manufacturing organization – an Empirical study. The objective was to find the perception of employee’s impact on Job satisfaction. Convenience sampling method used for the data collection and questionnaire received 251 employees out of 460 employees. Three variables of QWL were used such as meaningfulness, pessimism about organizational change and self-determination and job satisfaction. Test used for data analysis were factor analysis, Bartlett test and Kaiser-Meyer-olkin. The Findings showed that three QWL variables are significantly related to job-satisfaction and perception of employees towards QWL also directly related to Job satisfaction. There is no satisfaction towards other job related aspects such as health care benefits, working environment, flexible work, relationship with peers and superiors.
Noor and Abdullah (2012) and Koonmee, Singhapakdi, Virakul, and Lee (2010) study indicates that there is a significant relationship between job satisfaction and quality of work life. Job satisfaction is found to carry more weightage in explaining the relationship among job satisfaction, job involvement and job security with quality of work life.

Reena and Jayan (2012) investigated the influence of QWL in relation to the job attitude and personal effectiveness of engineering college teachers in Kerala state. The numerous results came out by applying appropriate statistics regarding the objectives of the research. The major findings of the study were: (i) the higher levels of perceived quality of work life teachers obtained significantly more scores on the different dimensions of personal effectiveness such as personal focus, personal growth, team effectiveness, relationships, and personal adaptability than those teachers who have moderate and lower level of perceived QWL; (ii) there was significant difference in the personal growth of teachers towards their perceived levels of total QWL; (iii) relations with colleagues and HODs directs to high competent, motivated and dynamic staff in institutional effectiveness; (iv) the higher levels of perceived QWL college teachers indicated significantly more scores on the job attitude dimensions such as job commitment and job satisfaction as compared to the moderate and lower level of perceived QWL of teachers; and (v) significant difference was not reported on job involvement dimension of job attitude. It was concluded that high QWL in educational environment play very important role in accomplishment on teachers’ needs for humor, and balance.

Noushin Kamali Sajjad (2013) studied on relationship QWL and Organizational Commitment due to this research, researcher wanted to recognize relationship between QWL and OC and its components. The methods used were random stratified sampling for data gathered. To analyze the data, Pearson correlation coefficient used to calculate the rate of significant relationship between components Kolmogorov-Smirnov test to identify the statistical population normality. Variable used The findings pertained that there is direct and significant co-relation between fair and enough payment (salary and allowances) and Organizational Commitment and also significant correlation between health security and work conditions and Organizational Commitment and balance in work and other life aspects with organizational commitment. Researches gave the ranking of dependent and
independent variable due to which social integration, cohesion and general space of life had most related with job-performance. Fair and enough payment and growth opportunity and continuous security had least related with job-performance. Salary and allowance have at least effect on Organizational Commitment. Health and security, work condition most important factor affecting OC. Development is not least not an important factor affecting Organizational Commitment.

Seema and Ilyas (2013) Investigated QWL Model of teachers in private universities in Pakistan and the objective of this research was to find out the dimensions of QWL which affects the life and attitude of teachers at private universities and perception of QWL. Data collected from the simple random sampling survey with the test applied as factor analysis and binary logistic regression. In this research 500 questionnaires were circulate and 370 returned, in which 10 was incomplete and 72% respondents achieved. Variables used such as QWL, value of work, work climate, work life balance and satisfaction, attitude, perception Dimensions of work life such as: work life climate, work life balance, satisfaction with relationship in life were the major factor which give the shape of work attitude and employee perception of overall QWL used as a Variables. The result showed that low satisfaction with relationship in life (RLT), QWL and work life balance and value of work enhancing the one’s self esteem. After read this paper conclusion, it is clear that relationship in life and work life balance is most influential variable for satisfaction.

Mina (2013) studied on relationship between self-esteem, organizational attachment and perceptions of QWL in Jahad-e-Keshavarzi Organization of Isfahan. The objective of the research was to find out the relationship between self-esteem organizational attachment and perception of QWL. Sample size has taken 195 employees and simple random sampling for data collection. Pearson correlation coefficient and multiple regressions were used to analysis the data. Variables studied that were dimensions of QWL: Employee participation, career development, problem solving, job security, employee communication, job pride, fair pay, industrial safety and protection, and organizational identity, Dimensions of self-esteem: self-acceptance, living consciously, self-responsibility, living purposely, personal integrity and self-assertiveness, dimensions of Organizational attachment: Organizational Commitment, Job Satisfaction intend to leave the organization, group coherence,
organizational identity and organizational interest findings showed that positive relationship between dimensions of Organizational Attachment and QWL. There is a Positive relationship between pillars of self-esteem and dimensions of QWL. Self-responsibility, integrity, fair pay with living purposefully, living consciously, self-acceptance, job security with purposefully are not co-related with each other. Self-esteem is co-related with organizational Attachment.

Nia and Maleki (2013) conducted a study to explore the relationship between QWL and organizational commitment of faculty members. Results revealed the positive relationship between the QWL and organizational commitment of faculty members. It means organizational commitment of faculty members will be enhanced along the good QWL at work setting in the universities.

Mohammadia and Shahrabib (2013) conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

XhakoIIari (2013) conducted a research and examined that the numerous studies conducted on the quality of working life have shown that a high quality of work life leads to a higher productivity of the organization, and higher performance. motivation, commitment, pride, satisfaction of employees at work. The subjects of this study were mental health workers in Albania. This research reviews the meaning of quality of work life and analyses constructs of quality of work life based on Walton model. The constructs of quality of work life discussed are, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space, the social relevance of work life. This was mainly a quantitative study with some elements of qualitative nature. There was a conclusion of the study that overall mental health workers in general are satisfied with their quality of work life. Quality of work life is also found positively related to all its constructs.

Varnons (2013) reported in his research study the association between Quality of Work Life (QWL) and organizational commitment as it was a descriptive and
surveying research with an applied goal. The random stratified sampling method was used to collect the data. Data was collected by using questionnaires that were distributed between staff managers and deputies. The findings of the study revealed relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables viz., health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

Rehan and Arora (2014) analyzed the QWL of Punjabi university teachers. The main objectives of the study were: (i) to determine the perceived level of satisfaction with work and perceived significance of the teachers in relation to the dimensions of QWL; (ii) to examine the difference between the perceived satisfaction and perceived significance of the teachers in relation to the dimensions of QWL and (iii) to analyze the total satisfaction of Punjabi University teachers. The job related policies (mean score= 3.91) showed higher satisfaction among the teachers, while salary (mean score=3.82) emerged as the second greatest determinant which indicated second high satisfaction to the teachers followed by personal growth, participation in decision making, contribution of university to society, work environment, interpersonal relationship, other economic benefits, fringe benefits, management practices, administrative efficiency, sitting arrangements and work related aspects. While, teachers reported lower satisfaction on teaching and research arrangements (mean score=2.99) and general facilities (mean score=2.97) factors of QWL. The t-value indicated that there was a significant difference between the perceived satisfaction and perceived importance in relation to the dimensions of QWL which was perceived by the university teachers (t=5.204, p<0.05). Punjabi University teachers have moderate level of perceived QWL in teaching profession.

Khan (2015) made an attempt to find out the relationship between QWL and organizational commitment among clerical-staff. The findings of the study revealed the positive and significant relationship between QWL and organizational commitment of clerical-staff. Further, QWL was emerged as significant predictor for
organizational commitment of clerical-staff. This study may have its own practical significance at the organizational set up to optimizing QWL of clerical-staff at large to enhance their commitment and reduced their deviation from work.

Singh and Singh (2015) observed on quality of work life if teachers working in higher educational institution: A strategic approach towards teacher’s excellence. He founded that quality of work life is an important issue from the teacher’s perspective as it effect the job satisfaction level, commitment, performance and performance level. He also suggest that higher educational authority should take progressive step to organize a conductive and congenial work cultural and environmental at higher educational level in which every teacher works in a well-defined manner for their own excellence and for institutional effective also.

Haque, Rana and Abedin (2015) stated on assessing the quality of work life of garment works in Bangladesh, a study on garment industries in Dhaka city. They founded out that quality of work life has dominant role in garment industry. He also suggests that give importance to ensure good health and safety efforts from employers.

Jain and Thomas (2016) he studied on quality of work life among the employees of a leading pharmaceutical limited company of Vadodara district. He founded that there exist a relationship between organizational commitment and other four components of quality of work life. He suggests that the company must devise the policy on career advancement and career positioning for better inflow of knowledge. He also suggest that company must do away the traditional method of advancing an employee purely on the basis of seniority even if better talent on the basis of performance is available, else company will start facing the elevation of labour turnover problem at the earliest.

Kaur and Sharma (2016) made the comparison in QWL of public and private sector university teachers based on factor analysis. Using a factor analysis, twelve factors were emerged to assess the QWL of university teachers. Analysis reported that, in case of public sector university teachers, all twelve factors explained 62.35% variance, while in case of private sector university teachers it explained 71.13% variance. In addition, the comparison was also made on all twelve factors. It was found that factor 1st, 2nd, and 6th viz., ‘job satisfaction and self-esteem’, ‘effort recognition and career progression’ and ‘lower self-esteem’ expressed similarity by
public and private sector university teachers. However, the importance of other factors differed considerably. ‘Work load other than teaching’ was appeared as the 8th factor and explained 4.48% variance in case of public sector university teachers, while in case of private sector university teachers it was appeared as 5th factor and explained 6.32% variance. ‘Rationality’ was appeared as 9th factor with 4.64% of variance in case of public sector while it was appeared as 10th factor with 4.78% of variance in private sector teachers. ‘Employee loyalty and growth’ was observed as the 3rd factor by public sector university teachers with 6.37% of variance while it was found to be at 4th level in case of private sector with 6.03% of variance. ‘Critical factors’ was appeared as 12th factor with 4.21% variance in case of public sector teachers while it was appeared as 9th factor with 4.79% variance for private sector teachers. ‘Organizational satisfaction’ was appeared as 10th factor with 4.31% of variance in public sector whereas 12th factor with 4.16% variance in private sector teachers. It is clear from above mentioned outcomes that QWL was greater preferred by private sector university teachers than public sector.

Khan (2016) made an attempt to study the effect of multiple dimensions of perceived work environment on need satisfaction in Asia’s largest transport public sector organization the Indian Railways. The results revealed the significant zero-order correlation of perceived work environment with need satisfaction. Further, Robustness check to use ordinary least square (OLS) Multiple Regression Analysis was carried out and satisfied. Multiple regression analysis showed that six dimensions of perceived work environment such as; effectiveness of supervision/management, working conditions, confidence in management, monetary gain, opportunity for growth and development, and citizenship behaviour and recognition at work emerged as critical predictors of need satisfaction and explained significant amount of variance. Magnitude of effect size for each predictor was calculated and found to be real and very large.

Mudiraj (2017) made an attempt to examine the quality of work life in relation to mental health among teachers working in corporate schools. The hypotheses of the study were: (1) there will be a positive relationship between mental health and quality of work life, and (2) certain factors of quality of work life will have an influence on mental health of teachers working in corporate schools. Results revealed the positive and very low relationship between quality of work life and mental health of teachers.
Furthermore, out of ten factors of quality of work life only three factors namely; stability of tenure, competent employees and challenging activities had an effect on the mental health of corporate school teachers.

After given available literature on the quality of work life, now we highlighted another important variable viz., organizational commitment. Hence, the on-going description of survey of literature will pertain to the phenomenon of organizational commitment.

**Organizational Commitment Related Studies**

The following studies are reviewed by the researcher in order to understand the relationship between organizational commitment and various job related factors.

In quest of achieving efficiency through commitments, Katz and Kahn (1978) suggested that developing high organizational commitment maximizing innovative and spontaneous behavior which implied that a organization need to go beyond attracting and holding people in the system to achieve better efficiency commitment is based on internalized motivational patterns where competence is implicit being an inevitable aspect of commitment at work or the organization.

Jermier and Berkes (1979) collected data on Organizational Commitment from over 800 police officers. The researchers were investigating the relationship between job satisfaction and Organizational Commitment. Findings revealed that employees who were more satisfied with their job had higher levels of Organizational Commitment.

Bruning and Snyder (1983) investigated respondents’ sex and their employment position as predictors of organizational commitment. The data were collected from 583 employees of social service organization. Finding of the study failed to predict organizational commitment as a function of employees' hierarchical position and sex difference.

Researches in recent past have mainly focused on controllable external factors influencing Organizational Commitment such as modification of HRM policies and practices (Paul and Anantharaman, 2004), increasing socialization (Mathieu and Zajac, 1990), improving compensation (Mowday, Porter and Steers, 1982). O’Reilly and Chatman, (1986), leadership and interpersonal dynamics (Tu, Raghunathan, and Raghunathan, 2001), and hygiene factors (Balaji, 1985; Khokle, 1998). Very few
dispositional characteristics have been tested for their influence on an individual’s Organizational Commitment.

Williams and Hazer (1986) reviewed the models of commitment to identify the casual relationship between job satisfaction and organizational commitment and to identify the antecedents of these variables. Results support the relationship between personal/organizational characteristics and job satisfaction, and between satisfaction and commitment. Moreover, commitment was also found an important aspect of turnover.

Bhattachaiya and Verma (1986) studied 160 executives of Bharat Cooking Coal Ltd., Dhanbad. Obtained findings revealed that organizational commitment, need satisfaction, and managerial respect were significantly and positively related with job satisfaction both either independently or in conjunction thereof.

In one of the significant study Allen and Meyer (1990) tested the aspect of three component (affective, continuance and normative) model of Organizational Commitment that integrates various conceptualizations (affective attachment, perceived cost and obligation). The results revealed that the affective and continuance components of Organizational Commitment are empirically distinguishable constructs with different correlates. The affective and normative components, although distinguishable, appear to be somewhat related. Thus the quality of the workplace is a vital factor in promoting Organizational Commitment. In contrast, good leadership and management may not guarantee committed employees.

Denison (1990) in their book "Corporate Culture and Organizational Effectiveness" have focused on four concepts that describe the impact that organizational culture can have an effective performance including: a) the involvement of the organization's members; b) adaptability to respond to new circumstances while still retaining its basic character; c) a consistency or strong, clearly defined culture; d) a clear mission providing direction and meaning. These four ideas are later integrated to comprise the Culture and Effectiveness Model.

Koslowsky (1990) investigated the relationship between higher level clerical staff (n=63) and line police personals (n=144) on job and organizational commitment. The findings revealed that line police employees showed more job commitment than staff personal.
Mee Lin and Bain (1990) have studied relationship between QWL programmes and organizational performance measures through a review of 27 studies on unionized firms. Impact of QWL on organizational effectiveness (performance of labour management relations and economic and noneconomic performance of the firms) was measured in these studies at 3 levels: (i) Industrial (ii) group division/ store (iii) plant/ store of industry. All studies found favorable attitude of workers towards QWL programmes and 7 of 10 studies at division level and at job 10 macro level studies found positive effect of QWL programmes on productivity. At 3 levels employee participation measures and job redesign were the approaches of QWL programmes were most commonly implemented by both union and management. Mixed impact of QWL programmes on absenteeism, grievances, turnover, discipline, and labour relations.

Oliver (1990) investigated 120 workers in an employee-owned firm to examine the influence of employees' work values, demographic characteristics, and organizational rewards on their levels of organizational commitment, involvement, identification, and loyalty. It was found from the study that both organizational rewards and work values have a significant relationship of commitment, however, demographic characteristics made little impact on levels of commitment. Moreover, who showed strong participatory values exhibited relatively high commitment, whereas, those with strong instrumental values exhibited relatively lower commitment.

In a study Meyer and Allen (1991) have used affective, continuance and Normative Commitment to capture the multidimensional nature of Organizational Commitment, and among them comparatively Affective Commitment was considered to be a more effective measurement of Organizational Commitment. Meyer and Allen (1997) buttressed their support for the importance of Affective Commitment by explaining that employees with strong Affective Commitment would be motivated to higher levels of performance and make more meaningful contributions than employees who expressed continuance or Normative Commitment.

Luthans, Wahl, and Steinhaus (1992) examined the relationship between the social supports climate and Organizational Commitment among bank employees. Findings reveal that supportive climate has a clear and positive relationship with Organizational Commitment. This finding is quite relevant in the present scenario.
where organizational goals cannot be attained without affective coordinative activities, hence supportive climate certainly seems to be an important aspect that significantly influence work related behaviour especially employee’s commitment towards their job. Wallace (1993) study of teachers found that teachers who are more committed to the profession and its goals are less likely to be highly committed to the organization.

Angle and Lawsan (1994) investigated the relationship between employees commitment and performance. Results shows that link between organizational commitment and performance may depend on the extent to which motivation rather than ability underlies performance. Findings also support the distinction between affective and continuance commitment.

Zeffana (1994) surveyed 474 public and 944 private sector employees in Australia to examine the organizational commitment and perceived management style. Attachment to organization, flexibility and adoption, work discontinuity change, tenure and number of employees were also assessed. Findings revealed that private sector employees had higher organizational commitment and scored high on flexibility, adaptation, and on workgroup discontinuity change than public sector employees. Tenure and supervision also had some effect on organizational commitment, but more so in terms of feelings of attachment to the organization (for tenure) and in terms of feelings of attachment to the loyalty/citizenship (for supervision). Variation in perceived management style was found to have a significant effect on employee commitment, but more so in terms of the degree of emphasis on flexibility and adoption that employees perceived. Organizational size shows moderate negative effect on organizational commitment, especially in the private sector.

Brett, Cron, and Slocum, (1995) examined the role of employees' financial requirements as a moderator of the relationship between their organizational commitment and performance. The results indicate stronger relationships between organizational commitment and performance of those with low financial requirements than for those with high requirements.

Moorhead and Griffin (1995) have considered organizational commitment as a sense of identity and individual’s dependence to organization. Based on their opinion, commitment will influence on some crucial behaviors like transfer and absence, and
may have numerous positive consequences. Employees who enjoy commitment, are more orderly, stay at organization for a longer period of time, and work more.

Sharma and Pandey (1995) tested that will QWL will show significance with organizational commitment of managers in India. 200 young managers (25-27) were selected from five level of managerial hierarchy. Results revealed that perception of QWL were significant and positively related to organizational commitment. Moreover QWL, work involvement, organizational effectiveness, and pursuit of organizational and industrial goals were found to be significant predictors of organizational commitment of members.

Martin and Hafer (1995) reported that Organizational Commitment and job involvement jointly interact to affect turnover. The effect of Continuance Commitment on turnover could be expected to have a positive and significant effect. However, Jaros (1995) showed that Affective Commitment had the greatest effect on turnover intentions. Financial pressure would probably have a major effect on Continuance Commitment (Brett, Cron, and Slocum 1995). The relationship between commitment and job performance is still intangible, though; some researchers indicate that commitment to supervisors is positively related to performance more as compared to commitment to organization itself (Becker, Billings, Eveleth, and Gilbert, 1996).

Balfour and Wechsler (1996) pointed out that overall organizational commitment is an appropriate and significant aspect to focus for organizational productivity and performance.

Absenteeism is withdrawal behaviour that is highly correlated with organizational commitment (Steers, 1977). (Blau and Boal 1987) found that employees with high levels of commitment had lower levels of absenteeism and turnover. Moreover, dissatisfied people are more absent from work than satisfied people (Spector, 1997).

Fresko, Kfir and Nasser (1997) conducted a study to find the effect of job satisfaction on organizational commitment. Results revealed that only job satisfaction could directly predict organizational commitment. On the other hand, Mathew (2003) conducted the study to evaluate the teachers work values. The findings showed that those teachers who have high work values were more committed to the organization.
Venkatachalam and Velayudham (1997) studied that production increased with change adapted by increased QWL. Perception of employees, several other factors like security, autonomy, equity of pay and rewards help to increase QWL, satisfaction, involvement, work environment and so on. Some findings showed significant positive relationship between QWL and organizational commitment.

Harrison and Habbard (1998) conducted a study to examine commitment levels among Mexican employees in US firms along with potential antecedents to their commitment, job characteristics, organizational characteristics, and work experience. Results showed job satisfaction, participative decision making, and age was predictive of organizational commitment. Leader behaviour and tenure was found to be significantly correlated to commitment, whereas perceived organizational effectiveness tends to be correlated with commitment.

Lan and May (1998), examined how perceived image of a company's QWL will affect its market and financial performance growth. Profitability of two groups of company was compared, based on sales growth, assets growth, return on equity, and return to assets. Results indicated companies with increased QWL can also enjoy exceptional growth and profitability.

One of the very important study conducted by Tyosvold, Dean; Sabaki Shigeru and Moy, Jane (1998) on Chinese and Japanese employees of a Japanese multinational organization operating in Hong Kong found that cooperative goals contributed to open discussion between employees, which resulted in Productive work and stronger work relationships, which in turn led employees to feel committed.

Patel (1999) reported low job involvement and low organizational commitment in the younger group of employees in both public and private banking sector. Public bank employees experience higher commitment than their counterparts.

According to Sirgy, Efraty, Siegel, and Lee (2001), poor organizational commitment is the weak and inadequate integration of quality and meaning into the work-life and jobs of the employees whereon most find their roles monotonous, uninteresting, stressful and boorish; hence a the tendency for employees to be disenchanted, discontented and to be emotionally withdrawn from the organization and its activities; based on these assertions, the study examines quality of work-life on organizational commitment with a moderating variable of organizational culture in public service sector of Rivers State, Nigeria.
In a study, Jane, Shannon, and Osborn (2002) reviewed dimensions of empowerment, i.e., being meaningful, choice, competence and effectiveness. They also examined how these dimensions are separately related to organizational outcomes. These outcomes include: organizational commitment, job satisfaction, and having tendency to quit job. The results showed that psychological empowerment has a meaningful and positive relation with organizational commitment (Shannon and Jane 2002).

Khan and Mishra (2002) made an attempt to estimate the canonical correlation between needs satisfaction and organizational commitment. Rail engine drivers of Indian Railways were subjected to an organizational development intervention to investigate how the five needs of need satisfaction are related with multi-dimensional organizational commitment in work settings. Results showed that needs of social attachment and esteem were significantly related with affective and normative commitment. Further, the canonical correlation between five need (Set-I) of need satisfaction and three sub-components (Set-II) of organizational commitment was also found to be significant. The Bartlett’s Chi-Square test was used to test the null hypothesis that k smallest population correlations are zero. The hypothesis was rejected and it was concluded that first canonical correlation was significantly different from zero. In comparison to the first canonical variate V₁ of organizational commitment, canonical variate U₁ of need satisfaction was found to be a ‘better’ representative of its set.

Khan and Mishra (2004) measured the intensity of affective commitment to identify its best-fit need satisfaction antecedents among rail engine drivers. They found that rail engine drivers were experienced average level intensity of affective commitment. Multiple linear regression analysis (model with best-fit predictor) showed that satisfaction of social need passed on the criteria to predict the affective commitment. The importance of every need (R² change) was also determined when each one was entered alone to predict affective commitment and it was compensation, social, autonomy, self-accomplishment, esteem and overall need satisfaction respectively.

Fedor, Caldwell, and Herold (2006) investigated how organizational changes in 32 different organizations (public and private) affected individual’s commitment to specific changes and their broader commitment to the organization. The results
indicate that both types of commitment may be best understood in terms of a 3-way interaction between the overall favorableness (positive/negative) of the change for the work unit members, the extent of the change in the work unit, and the impact of the change process was found to interact with the effects of work unit change on organizational commitment.

Smith (2008) studied the impact of structural change (structural empowerment) on project managers organizational commitment. The sample consists of 79 project managers. Findings of the study indicated that empowered project managers exhibit a strong commitment to organization.

Misra, Ansari and Khan (2009) conducted the study to measure the organizational commitment among Government and private school teachers. They reported that the private school teachers showed higher organizational commitment as compared to the government school teachers.

Bi and Ansari (2011) investigated self-concept and organizational identification as determinants of organizational commitment and job satisfaction of university teachers. Their findings based on overall sample revealed the following: self-concept and organizational prestige dimension of organizational identification emerged as significant predictors of affective commitment. Self-concept, organizational prestige, organizational belongingness and overall organizational identification emerged as significant predictors of continuance commitment. Self-concept, organizational belongingness, transparency, and overall organizational identification emerged as significant predictors of normative commitment. Self-concept, organizational belongingness, and overall organizational identification emerged as significant predictors of overall organizational commitment. Supervisory behaviour and overall organizational identification emerged as significant predictors of job satisfaction.

Klassen and Chiu (2011) designed a comparative study on occupational commitment and quitting intention among practicing and pre-service teachers. Findings indicated that pre-service teachers experienced higher level of commitment as compared to the practicing teachers. Furthermore, pre-service teachers tend to have lower level of overall stress than practicing teachers. The teachers’ performance determinants such as; self-efficacy, job stress, and teaching context affected their
occupational commitment and quitting intention among both practicing as well as pre-service teachers.

Meyer and Allen as cited in Dirani and Kuchinke (2011.p,1183) concluded that employees with high levels of organizational commitment additionally had overall high job satisfaction, low levels of work-home conflicts, and low levels of work stress. Even though the two variables are considered highly interrelated, they can be both positively and negatively correlated. An employee can have positive feelings towards the organization, its values and objectives, but at the same time he or she can be unsatisfied with the job. (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002)

Suki and Suki (2011) conducted a study to find out the influence of gender on employee’s perception of job satisfaction and organizational commitment. Findings revealed that employee’s gender has no significant effect on his/her perception of job satisfaction. Further they found that men and women employees have the same level of organizational commitment.

Kumari and Jafri (2011) conducted a study to measure the level of overall organizational commitment of male and female secondary school teachers at Aligarh Muslim University, Aligarh. Data was analyzed by applying Mean, SD and t-test. Results showed that overall percentage of female school teachers experienced higher levels of organizational commitment as compared to the male teachers.

Bali and Vaidya (2012) conducted the study on organizational commitment of faculty members based on three component model given by Meyer and Allen (1991) such as affective, continuance and normative commitment. This research investigation done in the Dr. Y.S. Parmar University of Horticulture & Forestry at Nauni, Solan in state of Himachal Pradesh. Faculty staff was reported higher degree of organizational commitment in the university setting. On the other hand 68% faculty members were emotionally committed in their work setting while 46% respondents showed high satisfaction regarding their current job. About 74% faculty members hold on high level of norms and values in the university.

Zilli and Zahoor (2012) made an attempt to examine the level of organizational commitment of male and female higher education faculty members. The findings indicated that female faculty members tend to have significantly higher level of organizational commitment as compared to their male counterparts. Similar
result was found by Islam, Ahmad, Ahmed, Ahmad, Saeed, and Muhammad (2012) that female faculty staff scored higher mean scores on organizational commitment than male faculty members.

Khan, Shah, Hassan, Khan, and Khan (2013) set out an investigation to explore the demographic characteristics in relation to the commitment of faculty members in Higher Education Institutions (HEIs) in Pakistan. The hypotheses of the study were: (i) there is same organizational commitment level among male and female teachers of HEIs in Pakistan, (ii) the marital status does not affect the level of organizational commitment, (iii) there is no statistically significant difference on the commitment level of faculty of HEIs on the basis of their age and (iv) domicile does not cause change in the mean of commitment level of faculty of HEIs of Pakistan. The findings indicated that demographic factors viz. gender, marital status, domicile with respect to province, etc. positively affected the organizational commitment of faculty members in Higher Education Institutions (HEIs) in Pakistan.

Matata, Elegwa, and Maurice (2014) conducted a study on job-related factors and its effect on organizational commitment of part-time academic staff in higher education institutions (HEIs) in Kenya. The regression analysis indicated that job-related factors (co-worker support, access to resources, supervisor support) emerged as significant predictor for affective commitment. These factors showed 33.6% variance in affective commitment. On the other hand, job-related factor such as co-worker support reported 3% variance to significantly predict the continuance commitment of part-time academic staff in HEIs. At last job related factors characteristics (role clarity and access to resources) significantly predicted to the normative commitment of the respondents. It accounted 10.5% variance in the criterion variable.

Nifadkar and Dongre (2014) carried out a cross-sectional survey on teaching staff of Girls’ College, Pune, India. The purpose of this study was to determine the impact of job satisfaction and demographic characteristics on organizational commitment of teaching staff. Data were analyzed by means of correlation and regression analysis. The findings of the study revealed that (i) there was significant positive correlation between job satisfaction and organizational commitment of teachers, (ii) the significant positive correlation was found between age and
organizational commitment of teachers and (iii) the negative correlation was found between educational qualification of teachers and their organizational commitment.

Farid, Izadi, Ismail, and Alipour (2015) made an attempt to explore the relationship between QWL and organizational commitment among lecturers in a Malaysian public research university. The target population of the research was considered to be all the lecturers. The results indicated the high significant positive relationship of QWL and its all dimensions viz., fair and appropriate compensation, work condition, use and development of capacities, chance of growth and security, social integration, constitutionalism, work and total space of life and social relevance with organizational commitment. In addition, all dimensions emerged as predictors of organizational commitment except work and total space of life.

Khan (2015a) made an effort to explore the moderating effect of personal background variables on the relationship of multi-dimensional organizational commitment and perceived work environment of loco pilots of Indian Railways. He used the sub-group analysis to determine the referent effect of personal background variables (age, total dependent family members, income, length of service, and service in present grade) on the relationship of multi-dimensional organizational commitment and perceived work environment. Results indicated that age, length of service and service in present grade have moderating effect on the relationship of multi-dimensional organizational commitment and perceived work environment whereas, dependent family members and income do not found to have any moderating effect between the two.

Khan (2015b) investigated causal paradigm and antecedents of organizational commitment for loco pilots of Indian Railways. Results revealed the direct effect of satisfaction of social needs, citizenship behavior and recognition at work and work relations on organizational commitment None of the direct effect was found to be particularly large. In addition, the cumulative indirect effect of these variables on organizational commitment of loco pilots was reported significant. Satisfaction of social needs, citizenship behavior and recognition at work and work relations individually and in conjunction with influences the organizational commitment of loco pilots. The results suggest that Indian Railways may need to focus more on these variables in spawning greater commitment among loco pilots.
Rana and Agrawal (2016) conducted a study to find out the impact of demographical variables (gender, age, educational qualification, experience and gross income) on the level of affective commitment of academic staff of management institutions. Findings indicated that demographic variables showed a moderate association with the affective commitment while; gender, experience and income came out as significant predictors for affective commitment of academic staff. Further, results based on t-test revealed that male staff having high affective commitment as compared to female staff.

Devi and Vijayakumar (2016) conducted a study to observe the influence of morale on organizational commitment with special reference to college teachers who were divided into three categories namely; government, aided and self-financing colleges. Analysis indicated that teachers having high level of morale and organizational commitment. Government college teachers reported highest level of overall morale while self-financing teachers reported lowest morale. The significant difference was observed in the level of morale among the government, aided and self-financing teachers. Further, self-financing college teachers reported highest level of organizational commitment while government college teachers reported lowest commitment. But the significant difference was not found in organizational commitment among the three groups. The structural equation modeling shows that morale explained 30% variance in organizational commitment of teachers.

Ali and Patanaik (2017) made an attempt to examine organizational climate and organizational culture as predictors of organizational commitment among managerial personnel. The study was carried out in different private and public sector organizations located in Delhi and NCR (National Capital Region). Data was collected from 300 managers through convenient sampling method. Results revealed that the dimensions of organizational climate and organizational culture emerged as significant predictors of organizational commitment of managers working in public and private sector organizations. Further, results based on t-test showed the significant difference between means of all measured variables.

Khan, Parveen, and Khan (2017) carried out a study to examine the correlation between need satisfaction and organizational commitment of teachers working in higher academic institution. The findings indicated that the need satisfaction and organizational commitment was positively and significantly correlated with
organizational commitment. While studying the level of need satisfaction in reference to gender, it was observed that male teachers were more satisfied than female counterpart, though statistically significant difference was not reported. However, there was no significant gender difference was found in organizational commitment.

In reference to marital status, married teachers’ needs were satisfied than unmarried. Similar pattern was observed in case of organizational commitment for married followed by unmarried teachers.

Organizational effectiveness related studies.

Angle and Perry (1981) examined the relationship between organizational commitment and organizational effectiveness. They found that a strong relationship exists between organizational commitment and organizational effectiveness. The study conducted by Angle and Perry pointed out clearly that employees with a strong organizational commitment to enhance their organizational effectiveness.

Allen, Hitt, and Greer (1982) determined relationship between stress and effectiveness of formal organizational groups and found a negative relationship between stress and perceived organizational effectiveness. The results suggested that the type of stress moderates the stress and effectiveness relationship. Dysfunctional stress was found dominant type of stress in all four firms under investigation. Further, the level of dysfunctional stress provided a better explanation of variations in effectiveness levels than total stress levels.

Katz, Kochan, and Weber (1985) assess the relationships between characteristics of industrial relations systems, efforts to improve the quality of working life and selected measures of organizational effectiveness in 25 manufacturing plants belonging to one company. On the basis of both research from organizational behavior and industrial relations, this study offers the proposition that industrial relations systems affect organizational effectiveness through two channels. The empirical results show (1) strong evidence of an association between measures of the performance of industrial relations systems and organizational effectiveness and (2) evidence that efforts to improve quality of working life have little impact on organizational effectiveness.

Hollenbeck and Williams (1986) conducted a study by using a sample of 112 retail sales-persons. The results of the study indicate that (a) the traditional measure of
turnover frequency overstates the detrimental effects of turnover on organizational effectiveness, in that 53% of the turnover was, in fact, functional and (b) turnover functionality, which emphasizes the performance levels of stayers and leaven, is unrelated to work attitudes.

Chacko and Anantharaman (1994) in their study tested the relationship between organizational effectiveness and organizational climate. This study was conducted in two public and two private sectors. They found significant correlations between organizational climate and organizational effectiveness. Multiple regressions of the nine dimensions of organizational climate on organizational effectiveness found 43 percent of the variation explained by organizational climate. Long range planning was considered as the most important criteria of organizational effectiveness by respondents in the public sector and in the private sector. The dimension of societal value was considered of greater importance in the public sector than in the private sector.

Covin (1996) in their study tried to examine employees’ satisfaction with an acquisition (company) and its impact on job satisfaction, communication, satisfaction with pay, team work and organizational effectiveness. Result of the study indicated that the target company employees experienced significantly higher level of dissatisfaction due to merger as compared to acquiring company.

Ko, Seo and Park (1996) investigate the effect of job stress and social support on the organizational effectiveness of hospital employees. In this study, three work-related variables (job satisfaction, organizational commitment and intent to stay) which had close relationships with organizational effectiveness were examined as output variables. The results of this study indicate that (1) job stress has negative main effects on job satisfaction, organizational commitment and intent to stay, (2) social support has positive main effects on the same three output variables. These results reveal that job stress has negative effect on organizational effectiveness and side by side social support has positive impact on organizational effectiveness.

Koys (2001) explored whether employee satisfaction, employee citizenship and employee turnover relate to organizational effectiveness in terms of customer satisfaction and organization’s profitability. The study also determined whether employee attitudes and behaviour determine organizational performance, or, conversely, whether organizational performance drives employee attitudes and
behaviour. The study combined data from employee surveys, customer surveys and company records on profitability. The results showed that employee satisfaction, organizational citizenship and turnover were significant predictors of the next year’s profitability. However, the profitability in one year was not a significant determinant of employee attitudes in the following year. This is an important study because it documents that employee attitudes and behaviours can be directly linked to the profitability of an organization.

In their study Sirgy, Efraty, Siegel, and Lee (2001), Virakul and Huang (2007), Sirgy, Reilly and Efraty (2008), there exist a positive significant relationship between organizational commitment and quality of work-life in the sense that employees’ feel comfortable and happy when their needs are met by the organization. It is one of the most crucial part of firms commitment when employers respond to the needs of its employees (Rhoades and Eisenberger, 2002). Humanizing the workplace and improving productivity and efficiency of the organization can be seen as two major aims of QWL by Kotze (2005), balancing the need of employees with that of the organization and also fostering measures to make them work. According to Efraty, Sirgy and Siegel (2000), Motivation to work, ability to show good performance at work are characteristics of employees who have good quality of work-life and generally committed to their work.

Zhang, McCullough, and Wei (2004) investigated the effect of organizational structure and information technology capability on organizational effectiveness. Data on organizational structure, information technology capability and organizational effectiveness were collected from 110 firms in two emerging markets. Findings indicated that the three components of information technology capability were all positively related to organizational effectiveness and organic structure was also positively related to each of the components of information technology capability. The study confirmed that information technology capability leads to increased organizational effectiveness.

Riordan, Vandenberg, and Richardson (2005) empirically examines the relationship between the perceived employee involvement (EI) climate and organizational effectiveness. Using a sample of insurance companies, results indicate that organizations with high levels of perceived EI climate lead to organizational
effectiveness as measured through financial performance, turnover rate and workforce morale.

Koll, Woodside, and Muhlbacher (2005) test how responsiveness to core constituencies (organizational stakeholders like owners, customers, employees) is related to organizational effectiveness (OE) by comparing balanced versus focused strategies of responsiveness to core constituencies. Findings provide evidence that balanced responsiveness to multiple constituencies is more likely to lead to high OE than focused responsiveness on a single one. Trade-offs in responsiveness to key stakeholders is found supporting the idea that serving multiple interests is challenging. Most results are not industry-specific – the usefulness of a balanced strategy of responsiveness may be generalized.

Chau (2008) examined the relationship of strategic performance management, team strategy, company performance and organizational effectiveness. The findings revealed that strategic performance management can take place at top management, middle management, or strategic operations levels and their impact on team strategy, company performance and organizational effectiveness can be regarded as a special phenomenon, termed strategic team performance management.

Soumendu (2008) in a study of manufacturing as well as service sector organizations of all over India, found the influence of psychological climate and transformational leadership on job satisfaction which in turn leads to better levels of employee performance. Furthermore, it is postulated that in such a general climate of enhanced employee performance, there shall be an increase in organizational effectiveness.

Park and Yoon (2009) verify the mediating role of organizational citizenship behaviour between organizational justice and organizational effectiveness in nursing organizations. The study indicates that organizational citizenship behaviour mediates the relationship between organizational justice and organizational effectiveness, so the nursing managers should enhance organizational citizenship behaviour of the nurses in order to improve organizational effectiveness.

Rukmani, Ramesh, and Jayakrishnan (2010) examined the effect of transformational and transactional leadership style on organizational effectiveness. The sample was consisting of 300 managers from public sector. This research also addresses, how important is transformational leadership compared to transactional
leadership in public sector organization. The findings reveal that the managers have perceived both transformational and transactional leadership style as important in the public sector organizations, although transformational leadership has been considered slightly more important in the case of organizational effectiveness.

Galanou (2010) explores the relationship between leadership styles and their subsequent effects on middle managers organizational commitment, their job satisfaction, their communication and their managerial effectiveness, regarding a variety of measures of variables such as the organizational structure (i.e. the type of branch) and the managers individual traits (i.e. the age, the education level). The results reveal that, the spectrum of four leadership styles containing basic characteristics, such as the type of branches, the age and educational level is inter-related with communication, commitment, satisfaction and effectiveness.

Karim (2010) examined the relationship between corporate culture and organizational effectiveness. The sample was comprised of 50 employees from Zain Telecommunication Limited. It had been concluded from the study that there was a positive and consistent relationship between the corporate culture and organizational effectiveness of Jordans leading telecommunication company - Zain Telecommunication Limited.

**Rationale of the Study**


Regarding organizational commitment Misra, Ansari, and Khan (2009) reported that teachers of private sector organization have higher organizational commitment as compared to the teachers of public sector organization. Kumari and Jafri (2011) and Zilli and Zahoor (2012) elucidated higher level of organizational
commitment among female teachers of higher secondary as compared to male teachers.


So far as quality of worklife and organizational commitment of the teachers of public and private sector organizations of educational field and its relation with organizational effectiveness is concerned, there is a paucity of researches. According to the best knowledge of the investigator, no study has examined such relationship nor any study has elucidated predictors of organizational effectiveness in the public and private sector organization of educational field. Hence the present study is a step in this direction. Findings of the study will help to improve organizational effectiveness of the educational institutes.