CHAPTER - II

REVIEW OF LITERATURE

2.1 Introduction

This study is concerned with the Quality of Work Life and Work Life Balance of ONGC employees of Cauvery Basin. The related literature reviews regarding the quality of work life and its vital components were discussed in detail in this chapter. The various dimensions of quality of work life identified in this study with the help of literature review are work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and job security and work life balance. All these ten listed dimensions of quality of work life play an equally dominant role in measuring the quality of work life of employees in an organization.

An overview of the literature related to quality of work life concepts and components concerned with the various variables taken into account are discussed below in various heads.

2.2 Review of Literature related to Quality of Work Life

In order to understand the concept quality of work life, it is very essential to know the views about the concept at various evolutionary stages. Though the concept had its emergence in 1972, it set forth its presence in India only after 1990’s. Today we have vast literature about quality of work life studied in different perspectives by different authors in India. How the ten components of quality of work life is used by different researchers in different alternative forms are discussed from the following literature reviews;

Taylor James (1973)\(^1\) discussed the concept of quality of work life from individual point of view and concluded that past research is deficient in

intensive and systematic field information particularly measuring quality of work life in terms of behaviors. The author suggested eleven quality of work life criteria namely; alienation, health and safety, economic security, self-esteem, self-actualization, work environment, control and influence, organisational enclosure, career aspirations and extra work activities which are the major outcome variables to be studied in behavioral terms. These measures are considered to be the most essential elements of measuring quality of work life and were also followed by many researchers.

**Walton (1975)** proposed eight most important criteria for measuring the quality of work life in an organization, they are adequate and fair compensation; safe and healthy working conditions; immediate 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. Even today, many researchers consider the Walton’s criteria of quality of work life as the most suitable one for measuring the prevailing quality of work life in various organizations. Hence, the dimensions listed above must be considered in future while measuring the quality of work life in organizations by taking into account the recent trends in the business industry.

**Carlson (1983)** determined that the quality of work life is both a goal and an on-going process for achieving the goal. The author uttered that as a goal, quality of work life is the commitment of any organization to work improvement; the creation of more involving, satisfying and effective jobs and work environment for employees at all levels of the organization. As a process, quality of work life calls for efforts to realize the goal through the active involvement of employees throughout the organization. Hence, it is clear from

---


the above statement that quality of work life in the organization can be achieved only by providing a supportive work environment on the part of the employer and complete involvement on the part of employees.

Lau and May (1998)\(^4\) empirically examined how the perceived image of a company's quality of work life will affect its market and financial performances. Growth and profitability of two groups of publicly held companies were compared based on sales growth, asset growth, return on equity, and return on assets. The first group consisted of fifty-eight companies identified as the best companies to work for in the United States; the second group consisted of eighty-eight of standard and poor's top one hundred companies. Statistical evidence found in this study supported a paradigm that aligns the interests of the investor, manager, and employee stakeholders into a win-win situation. The findings of this empirical study suggested that companies with high quality of work life can also enjoy exceptional growth and profitability. Hence, it is very essential for every company to concentrate on quality of work life aspects.

Lewis et al. (2001)\(^5\) tested how best the extrinsic, intrinsic or prior traits predict satisfaction with quality of work life in health care. The extrinsic traits considered are salaries and other tangible benefits and intrinsic traits include skill levels, autonomy and challenge. Prior traits are those of the individuals involved, such as their gender or employment status. A survey of employees was conducted in seven different health-care settings located in the south central region of Ontario, Canada. The factors considered and focused more are co-worker support, supervisor support and teamwork and communication. The results concluded that, the objectively identifiable traits of an organization are pay, benefits and supervisor style which play the major role in determining quality of work life satisfaction.


Joseph Sirgy, David Efraty, Phillip Siegel and Dong-Jin Lee (2001) designed a measure to capture the extent to which the work environment, job requirements, supervisory behavior, and ancillary programs in an organization are perceived to meet the needs of an employee. They identified seven major needs, each having several dimensions. They are: health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs. Here, need satisfaction and Spillover theory were used to test the validity of the quality of work life measures. Three studies were conducted - two studies using university employees and the third using employees of accounting firms. It was explored that an employee gets overall satisfaction and better quality of work life if he/she is satisfied with these seven major needs. Quality of work life measures help the management to identify the strategic gap in the organization and take necessary steps to enhance quality of work life of employees. This need satisfaction model can also be used in other industrial units to provide better validity.

Campos and Souza (2006) determined the preponderant variables in quality of working life by means of multivariate analysis using the Walton’s criteria. They used a sample of Army personnel from South Brazil. A twenty six polar affirmations questionnaire was developed using Walton’s criteria. A multivariate analysis was led to inquire the main factors and to reduce variables. A factor analysis was carried out and five main factors were extracted with a sixty six percent cumulative percentage of explained variance. Calculating the residuals had evidenced the acceptability of the model. The research concludes that, inquiring aspects in quality of working life, reduction of dimensionalities is of great importance and points the variables to prioritize. The multivariate analysis disclosed that twenty six variables can be reduced to

---


an acceptable five factors model (social integration in work, stability, communication channels, geographic changes and autonomy) which can be used in other sectors also.

**Fortune (2006)** explored the perceptions and experiences of healthcare staff relative to quality of work life initiatives and the provision of quality care. The five major themes emerged from this study are work demands impact on care provision, manager relations, professionalism, social support networks, need for restoration, humour and balance. The study revealed that there may be a detrimental impact on quality of work life due to stress, fast paced work environment, lack of support and recognition from managers and demanding work schedules. Whereas they also suggested that there are some factors that enhance the quality of work life such as interesting work projects, supportive co-workers, opportunities to re-energize and rejuvenate, recognition from residents and family etc. Hence, implementations of quality of work life initiatives are very essential not only in healthcare units but also in all kinds of organizations.

**Dargahi and Yazdi (2007)** studied about the positive and negative attitude of Tehran University of Medical Sciences Hospitals’ Clinical Laboratories’ employees from their perceived quality of work life. The Quality of Work Life Strategic Planning Committee identified 12 key themes such as organization commitment, trust, support, monetary compensation, non monetary compensation, leadership, attendance management, communication between managers and employees, communication between managers and managers, overall communication, respect and recognition based on which a survey was developed and data was collected from 755 employees of all 15 TUMS hospitals. The outcomes of the survey showed that the perceived

---

8 Darla Fortune (2006), “An Examination of Quality of Work Life and Quality of Care within a Health Care Setting”, Thesis in Master of Arts in Recreation and Leisure Studies, University of Waterloo, Ontario, Canada.

strongest areas among 12 categories developed by QWL Strategic Planning Committee that employees agreed to improve on their quality of work life, were communication, leadership, monetary and non monetary compensation, and support. Further research to provide better quality of work life may be organized towards the factors influencing today’s work atmosphere.

Dhar (2008) revealed the quality of work life of the bus drivers and the factors that lead to an imbalance, causing high probability of road accident by conducting a qualitative study with the help of fifteen bus drivers from four different Pune Municipal Corporation bus depots, India. In-depth interviews were conducted and through naturalistic observation method, data have been collected. Analysis of the data was done through coding process. Analyses of the interviews uncover four main themes: work demands and quality of work life, coping strategies to reduce stress, organisational initiatives to reduce stress and humor, team work and work life balance. It was found that contending with stressful situations in the workplace is a common occurrence for the bus drivers leading to deterioration in their quality of work and life. Hence, future research can be extended by including compensation and rewards, training and development and career development aspects of quality of work life and may be tested in ONGC to know how for it is relevant.

Hanita et al. (2008) studied the employee’s perception of work-life quality in the university. 251 university employees participated in this study. Ten variables to measure quality work life are examined namely support from organization, work-family conflict, relationship with peers, self competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables are tested the relationship with job satisfaction. The test indicated that each of the quality


work life variables on its own is a salient predictor of job satisfaction. The intrinsic and extrinsic rewards for example, the competitiveness of employees’ pay, opportunity for career advancement or fringe benefits as well as awards and other kinds of recognition for good performance can be included for future research.

Lee et al. (2008)\textsuperscript{12} conceptualized the quality work life construct in terms of employee satisfaction with two sets of major needs: lower- and higher-order needs. Lower-order needs comprise health/safety needs and economic/family needs. Higher-order needs involve social needs, esteem needs, self-actualization needs, knowledge needs, and aesthetic needs. The results from a survey of marketing professionals largely supported the construct validity and predictive validity of the quality work life measure. Quality work life has a positive influence on esprit de corps, job satisfaction, and organizational commitment among marketing managers. Therefore, further research may be organized to find various elements involved in quality of work life by using other category of employees in industrial sectors.

Rethinam and Ismail (2008)\textsuperscript{13} determined the meaning of quality of work life with a group of workforces that is greatly affected in quality of work life as a result of dynamic changes in work environment of Information Technology (IT) professionals. They analyzed the constructs of quality of work life based on models and past research from the perspective of IT professionals in many countries and in Malaysia. The constructs of quality of work life discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance. They concluded that quality of work life from the perspective of IT professionals is challenging both to the

\begin{itemize}
\end{itemize}
individuals and organizations. In future, the other constructs of quality of work life such as relationship, freedom, flexibility in work and career prospects may be considered.

Royuela et al. (2008)\textsuperscript{14} analyzed the similarities between the academic and the institutional approaches in the definition of quality of work life. It was absorbed that the main focus of the European Commission definition is the objectives measurement whereas the academic definition of quality of work life relies on the individual’s perception of their feelings and environment. The ten dimensions of European Commission’s quality of work life are intrinsic job quality, skill, life-long learning and career development, gender equality, health and safety at work, flexibility and security, inclusion and access to the labour market, work organization and work-life balance, social dialogue and worker involvement, diversity and non-discrimination and overall work performance. Hence, it is very clear that the academic aspects of quality of work life must enrich the knowledge environment and include the other aspects beyond individual aspects that affect the quality of work life to get better results in future.

Soren et al. (2008)\textsuperscript{15} constructed a “self evaluation of working life quality” questionnaire (SEQWL) based on the theory of quality of working life (QWL) and the integrated quality of life theory (IQOL). The theory considers four fundamental domains of working life: quality of life (the relations to one self), mastery (relations to the job function), fellowship (relations to the other members of working team) and creation of real value (individual contribution to the surrounding world). It is concluded that the good quality of working life is much more than the job satisfaction, stress, working environment, personal functioning, performance, health and subjective well-being etc though all these are covered


under the concept of quality of work life. This SEQWL concept can be applied to measure the quality of work life in manufacturing and service sectors in future.

**Gnanayudam and Ajantha (2008, 2009)** investigated the relationship between the Quality of Work Life (QWL) and organizational commitment as well as the Human Resource Development Climate (HRDC) prevailing in apparel industry. They empirically tested this with the help of a sample of eighty seven workers from twenty five factories in Sri Lanka through convenient sampling technique. The study revealed that the prevailed quality of work life positively influenced the organizational commitment, whereas the prevailed human resource development climate moderates the relationship between the quality of work life and organizational commitment. Beyond the human resource development climate and organizational commitment, there are other social and technical factors that affect the quality of work life of employees which may be focused in future.

**Ahmad and Lieng (2009)** discussed the relationship between Quality of Work Life (QWL) and job satisfaction. The sample consisted of 80 employees from the total population of 125. The population of this study comprised 80 employees from the lower and middle management levels. The study considered the eight dimensions of Walton; fair compensation, safe and healthy working condition, opportunity for using and developing human capacity, opportunity for continued growth and security, social integration in the work organization, employees right, the effect of job demand on personal lives, social relevance of work life and four dimensions of Lewis, co-worker and supervisor support, teamwork and communication, characteristic of organization and overall impressions of the organization. The results showed a positive relationship between job satisfaction and eleven dimensions of quality of work life, except characteristic of organization. Hence the above discussed

---


17Ahmad Othman and Mok Cheak Lieng (2009), “Relationship between Quality of Work Life (QWL) and Job Satisfaction: A Case Study of Enterprise “XYZ” in Malacca”, International Conference on Human Capital Development (ICONHCD), Kuantan, Pahang, pp.25-27.
dimensions of quality of work life were very essential in exhibiting present quality of work life of the employees in today’s business scenario.

Layer et.al (2009)\(^{18}\) examined the relationship between human performance in manufacturing environments and the cognitive demands of the operator and the perceived quality of work life attributes. The results showed that human performance was indicated to be a causal result of the combined, and uncorrelated, effect of cognitive demands and quality of work attributes experienced by workers. It is also implied that human operator’s perceived quality of work life attributes may be effectively paired with the cognitive demand associated with a particular manufacturing task in order to optimize the operator’s human performance. Hence, it is evident that whenever we study about the quality of work life in an organization, the environment and the employees’ cognitive demands in the work place must be given consideration.

Markham (2010)\(^{19}\) determined whether quality of work life variables are predictors of employees’ mental health in a service organization in the Free State. One-hundred and forty two (142) employees working in a service organization in the Free State were selected and data were collected and analyzed. The quality of work life measures taken for the study are skill discretion, decision authority, task control, work and time pressure, role ambiguity, physical exertion, hazardous exposure, job insecurity, lack of meaningfulness, social support from supervisor and social support from coworkers and the outcome variable of job satisfaction. The respondents exhibited a very high level of quality of work life, except for the specific dimensions, namely, work and time pressure, physical exertion, job insecurity and lack of meaningfulness. In future, further studies may be conducted in other spheres of work environment covering both service as well as non-service organizations.


\(^{19}\)Lyle Grant Markham (2010), “Quality of work life as predictor of employees’ mental health”, Project submitted for degree Magister Artium in the Faculty of Humanities, Department of Industrial Psychology, University of the Free State, Bloemfontein.
Subrahmanian and Anjani (2010) analyzed the quality work life constructs from the perspective of Textile and Engineering employees in Coimbatore District of Tamil Nadu and compared the prevailed quality work life in both industries. The Constructs of quality work life discussed are Job satisfaction, Compensation, Human Relation, Working Condition, Grievance, competency development, Stress and wellbeing. The result showed that the quality of work life was better in case of engineering industry than in case of textile industry. Hence, there is a need for further study to provide better quality of work life not only in textile industry but also in other sectors.

Alireza Bolhari et al. (2011) measured the level of quality of work life of information technology staffs and also investigated the relationship between quality of work life and some demographic characteristics among them. The research is conducted among 292 IT staffs and the results suggest that the level of quality of work life is medium and needs managers’ attentions to enhance. No significant relation was approved between gender and quality of work life, but relationships between quality of work life and age, work experience and income were approved. More than demographic factors the organizational factors are also important in estimating the employees’ quality of work life. Hence, the combination of both may be focused in future studies.

Ayesha et al. (2011) made a comparative learning of the existing quality work life between the employees of the local private and foreign commercial banks through quantitative survey on 50 local and 50 foreign bank employees. The study revealed that a significant difference exists between the local private and foreign commercial bank’s employees perception over quality work life and in the

---


following factors of quality work life; adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment, and employee relations. Therefore, further studies may be conducted by using other quality of work life constructs such as work environment, freedom of work etc.

Berg (2011)\textsuperscript{23} constructed a development approach model exhibiting the relationship between the quality of work life dimensions and organisational trust. A Structural Equation Modeling (SEM) multivariate analysis technique was used to determine the relationship. It is concluded that the organisational trust is an essential and vital part of the effectiveness and performance of an organization. The result also indicated a positive relationship between quality of work life and managerial practices but a lower relationship with the personality constructs. In future, further research may be extended to measure the personality constructs’ significance and suggestions may be provided to enhance overall quality of work life.

Meenakshi and Parul (2011)\textsuperscript{24} determined whether and how the quality of work life affects the satisfaction level of employees of telecom employees. Their findings suggest that quality of work life in BSNL can be enhanced by following Walton’s criteria adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organization, eminence of work life, social relevance of work. All these factors are positively correlated with the quality of work life in BSNL. The study found that there is a high level of satisfaction among the employees regarding the quality of work life. In the current scenario of fast and changing environment, it is most essential to include work life balance also.


Hence, further research may be directed towards combining both quality of work life and work life balance.

Mohanasundaram (2011) studied the current working life policies and practices of employees in Tamil Nadu News Print and Paper Limited at Karur. The factors considered for the study are safe and healthy working conditions, adequate and fair compensation, opportunities to use and develop human capacities, opportunities for career growth, social relevance of work, social integration in the work force, work and quality of life, constitutionalism in the work place organization and welfare measures. The study revealed that most of the employees are satisfied with the pay and future career prospects provided by their company than other aspects. This kind of studies is very essential in all sectors to make the organizations aware of their position and make them follow the necessary quality of work life measures to attain better performance.

Parameswari and Kathiravan (2011) compared the quality of working life of private and government school teachers from five schools of Thrissur, Kerala. 60 samples were taken for the study and quality work life was measured using “Work-Related Quality of Life Scale” with six factors - job and career satisfaction, working conditions, general well-being, home-work interface, stress at work and control at work. It was found that there was high quality work life for both private and government school teachers. Along with the above said factors, other factors like training and development, career prospects etc can be studied in future to enhance the quality work life.

Sahanur Islam (2011) developed a model on various factors affecting the quality of work life of sales personnel of ICICI Prudential Life Insurance

---


Limited in order to locate the reasons for attrition. Various variables considered for the study to measure the quality of work life of the employees were evaluated through factor analysis which revealed eight important factors namely degree of equitable rewards, degree of employment conditions, degree of enhance the self esteem of people, degree of career growth, degree of participative climate and team spirit, degree of constitutional aspect, degree of eminence in work place and degree of social relevance of work. The result shows that attrition among the sales personnel in insurance sector can be reduced if the factors like degree of employment condition, degree of equitable reward and trust between the colleagues are focused more. This model may be tested in future in other service as well as manufacturing sectors.

Asgari et al. (2012) investigated the relationship between the quality of working life with organizational citizenship behavior of Office of Education staff in Rasht city. Relevant data and information were collected through standardized questionnaires of 'Walton' (Quality of Work Life) and "Organ" (Organizational Citizenship) and tested using the Pearson correlation coefficient and stepwise regression testing of analysis. The results suggested that there is a significance relationship between quality of working life (Components of fair pay, safety and health workplace, law-oriented and socially dependent) with organizational citizenship behavior. Among the components of quality of working life, fair pay has a greater relationship with organizational citizenship behavior. In future, a comparative research may be conducted by comparing the quality of work life and organisational citizenship with that of the organisational outcomes such as job satisfaction, job performance etc.

Garg et al. (2012) attempted to throw light on the reasons for growing concern for quality of work life in today’s era. The Authors clearly discussed


the significance of various determinants of quality of work life like attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved and reward. They also stated the challenges and barriers of quality of work life and how to measure and implement the suitable quality of work life measure in an organization. A conceptual model of quality of work life was proposed which can be empirically tested in any manufacturing or industrial units to enhance its validity.

Hamid et al. (2012)\textsuperscript{30} prioritized the aspects and scales of quality of work life. The authors identified various quality of work life aspects which include: job content, work-life balance, social factors and economic factors. The data were collected from thirty experts who are able to determine and prioritize the criteria and scales of quality of work life. The result identified that the priority must be given to job content and work life balance than the social and economic factors. Hence, the above said contents are very essential along with which career aspects can be included in the future to get better results.

Indumathy and Kamalraj (2012)\textsuperscript{31} assessed the quality of work life of the workers of textile industry in Tirupur by collecting data through structured interview schedule from 60 workers. The study exposed that major factors that influence and decide the quality of work life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards. It is also suggested to improve their quality of work life so that attrition, absenteeism and decline in workers’ productivity can be reduced. In future, research can be undertaken by including the other major quality of work life issue such as work life balance.


Josiah et al. (2012)\textsuperscript{32} studied the effect of quality of work life and motivation on job performance. The authors investigated the conceptual evidence for the relationship between the quality of work life and job performance and concluded that pay satisfaction, skill utilization, job flexibility and job meaningfulness play a major role determining the quality of work life and job performance of the employees in an organization. At the same time the authors also highlight the importance of motivation in boosting the employees’ quality of working life which leads to high organisational performance. Hence, this can be empirically tested in other industrial units.

Krishnakumar and Sugavaneswari (2012)\textsuperscript{33} stated that the better quality of work life is essential for any organization for its success. The authors proposed ten major dimensions of quality of work life which are work environment, organization culture and climate, compensation and rewards, welfare facilities, training and development, relation and co-operation, adequacy of resources, freedom of work, job satisfaction and security and work life balance. It is also implied that if the above said measures are provided by the organization in a better way and proper quality of work life programs are implemented in the organization then the employees will enjoy better quality of work life which leads to organisational progress. This conceptual model may be tested in industrial units.

Mortazavi et al. (2012)\textsuperscript{34} exhibited the role of the psychological capital on the quality of work life and organization performance with the help of a sample of 207 nurses from two private and two public hospitals in Mashhad city.


In this study, the self efficacy, optimism, hope, resiliency, survival needs, belonging needs and knowledge needs are treated as exogenous variables and psychological capital and quality of work life are treated as endogenous variables. The result depicted that psychological capital is positively related to quality of work life and the presence of these both leads to organisational performance, job satisfaction and happiness among the employees. It is also concluded that hospitals must recruit the employees who are very strong in psychological capital (personal vision, flexible, creativeness, adjustable, healthy personal habits, hopeful and resilient). Hence, psychological capital is not only important for the hospital employees, but also may play a significant role in other sectors where the employees are having complex work schedule.

Mohammad et al. (2012) assessed the quality of work life and its components in the primary school teachers of the Isfahan city with 120 samples. In this study, eight factors of quality of work life are considered. They are: the amount of communication, employee participation, desire and motivation to work, the job security, career progress, solving problems, salary and job pride. The result revealed that the primary school teachers were not possessing good quality of work life. Since, their concentration and positive approach are very essential for the benefit of the students and the nation as a whole, better quality of work life aspects must be considered. In future, this type of study may be conducted in non educational institutions.

Mehta (2012) quantified the effects of quality of work life on employees through the conceptual insight after analyzing the current working policies and practices as well as the work life balance issues of employees. The areas of quality of work life given more importance in this study are fair and reasonable pay, favorable and safer environment, employment benefit, job

---


security, job design, job satisfaction, better career opportunity, social integration, protection of individual rights and respect for non-work activities. The results also depict that all demographic factors and work related factors have significant relationship with the perception of quality of work life. These ten major areas of quality of work life can be empirically tested in other organizations to add further credit to the study.

Sairam and Saravanan (2012)\textsuperscript{37} attempted to test the factors influencing on quality of work life of bank employees. This study is conducted with the sample size of 100 and data has been collected from 23 branch networks of public and private sector commercial banks in the Coimbatore city of Tamil Nadu. The factors considered in this study are quality on personal anticipatory, quality on motivational insights, quality on job freedom, quality on work place, quality on branch operations and quality on working conditions. The result showed that the employees’ expectations on work place revealed the employees expectation on personalized benefits like salary, allowances, perquisites, gratuity, pension, bonus, provident fund, leave encashment, compensation, increment, advance salary and medical & welfare services which will satisfy them to meet their obligations and commitments. These expectations will vary from employees to employees based on their organization in which they are working. Hence, this theory can be tested in other industrial sectors.

Sinha (2012)\textsuperscript{38} examined the reasons behind the employees’ perception about high quality of working life with a sample consisted of 100 middle level managers employed by various organizations in India. In this study, twelve measures of quality of work life like communication, career development &


growth, organizational commitment, emotional supervisory support, flexible work arrangements, family-responsive culture, employee motivation, organizational climate, organizational support, job satisfaction, rewards & benefits and compensation were taken into account. After factor analysis, three new factors were emerged from the above said measures they are: Relationship-Sustenance Orientation, Futuristic and Professional Orientation and Self-deterministic and Systemic Orientation. It is also suggested that quality of work life experiences need to be created by the organization within their socio-technical systems for success. The above said factors can be applied in all categories and levels of the employees in other organizations.

The above discussed reviews clearly show that different authors have different views about quality of work life. The vital dimensions that are very essential in measuring the quality of work life in an organization in today’s business world are summarized; work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and job security and work life balance. The significance of each component is explained through proper literature reviews as follows.

2.3 Review of Literature related to Quality of Work Life and Work Environment

Work environment is considered to be the most dominating factor of quality of work life since the physical appearance of the work place always creates a positive image in the minds of the employees. The availability of basic needs and accessories with pleasant infrastructure makes the employees comfortable and committed towards their work. Many authors studied the significance of work environment in determining the employee’s quality of work life and their job performance. Some of which are discussed below:
Becker (1985) focused on the importance of the quality physical environment in work and various components of working conditions and its relationship with job satisfaction and performance. The study considered that the quality work environment being one of the main facets of quality of work life must be given more significance because it has direct effect on the health conditions of the employees. Physical working conditions and adverse work environment not only have health hazards but it also affects sense of competence in employees, their job satisfaction and ultimately affects the job performance which leads to reduced organizational progress. Hence, work environment aspects become very essential for quality of work life of employees which leads to any organisational success.

Shain and Suurvali (2001) acknowledged that the workplace is a major determinant of health. They have identified four elements of the workplace that can influence the health of employees namely, the physical environment, the psychological environment, personal resources, personal health practices. These elements are described as the opportunities to make healthy lifestyle choices that contribute to overall health and well-being. For quality of work life to be effective, they argue that it should be comprehensive and aim at improving each of these elements in ways that maximize employee wellness.

Wyatt and Wah (2001) examined perceptions of the quality of work life among a sample of Singaporean employees. Data are obtained from managerial executives (N=332) through structured questionnaires and are used to illustrate their perceptions concerning quality of work life. Results from the factor analysis suggested four dimensions of quality of work life labelled, favourable work environment, personal growth and autonomy, nature of job, and stimulating

---


opportunities and co-workers. Overall, the findings supported conceptualizations of factors involved in perceived quality of work life derived from different parts of the world. Further, work needs to be carried out to examine the extent to which perceptions of quality of work life may have changed as well.

Shamsuddin and Nitai (2005) investigated the effects of environmental pollution on the quality of working life of the workers employed in different tobacco industries located in Rangpur region, Bangladesh. A total of 540 workers; 340 from polluted and 200 from non-polluted tobacco industries, were selected at random as the sample. All the workers included in the sample were interviewed separately to collect the data with the help of two sets of questionnaires: a) Inventory for measuring quality of working life and b) The Interview Schedule – Personal and Health Related Questionnaire. The result showed significant difference between the workers of polluted and non-polluted industries in terms of quality of working life. Older age group workers were found to have perceived significantly better quality of working life than those of the younger age group. Female workers’ quality of working life was found significantly lower than that of their male counterparts. Hence, in future, further study can be done by considering other work environmental factors related to work that affects quality of work life.

Taiwo (2010) investigated the impact of work environment on future worker’s productivity. Responses were collected through well structured questionnaire from four selected oil and gas industry in Lagos metropolis. The Investigation revealed that factors in both the external and internal work environment as well as employment policies are unfavorable to the enhancement of labour productivity. Hence, it is suggested for governments at the federal and state levels to explore ways of improving and updating

---


infrastructural facilities in order to make work environment more conducive for enhancement of labour productivity. Conducive work environment no doubt contributes to the employees’ quality of work life to a large extent which can be tested by applying this in Indian oil and gas industries.

**Krishnakumar and Sugavaneswari (2012)** exclaimed the significance of work environment in enhancing the quality of work life of the employees in an organization. Fifty responses were collected from the employees of ONGC, Cauvery Basin with the help of a well structured questionnaire. The authors suggested seven most important variables of work environment that helps the organization in determining the quality of work life. The variables used for measuring are satisfied physical appearance of work place, clean environment, adequate basic requirement, infrastructure (sanitary facilities, drinking, water, ventilation and lighting and rest room), adequate safety requirements pollution/contaminants control (noise, dust/odor, water, heat), novel and promising work environment and comfortable work environment. The study revealed that there is a strong association between quality of work life and work environment. Hence, work environment plays a significant role in enhancing the quality of work life.

Based on these reviews the variables such as physical appearance of work place, clean and comfortable environment, adequate basic and safety requirements, pollution/contaminants control, novel and promising work atmosphere etc are considered to be included in work environment while measuring the quality of work life.

**2.4 Review of Literature related to Quality of Work Life and Organizational Culture and Climate**

Organizational culture and climate were an indispensable factor of quality of work life. Organization culture and climate decide the success of any

---

organization, as it is the invisible power governing the organization. This has major impact on human performance through its impact on individual motivation and job satisfaction. Diverse views of various authors about organization culture and climate and how it influences the employees’ quality of work life are conferred as follows:

Christin et al.(2004)\(^{45}\) depicted a model for organizational health assessment in emerging enterprises and revealed how to improve performance and quality of work life of employees. The authors used a systemic approach that addresses work factors at the individual, job, process, and organizational levels and proposed a new paradigm for optimizing work in which the individual’s health, safety, and satisfaction are viewed as the precursor of process and organizational effectiveness. This systematic approach may be used in the manufacturing or exploration unit in order to attain effective results in those fields.

Harrington and Santiago (2006)\(^{46}\) examined the relationship between quality of work life, professional isolation, and an organization’s cultural values surrounding telecommuters and non-telecommuters with a sample consisting of management and non-management employees from a federal government agency. The result identified that there was no significant difference in the rational culture between telecommuters and non-telecommuters. It is imperative to identify various sub-cultures of quality of work life for better understanding of the concept. The same may be tested in other industrial units.

Hong et al.(2010)\(^{47}\) evaluated the relationships between quality of work life and work commitment, work stress and work satisfaction. Questionnaire


\(^{47}\) Kian-Sam Hong, Kok-Wah Tan and Suraini Bujang(2010), ”Relationships Between Work Life Quality Of Teachers With Work Commitment, Stress And Satisfaction: A Study In Kuching, Sarawak, Malaysia, Jurnal Teknologi, pp.1–15
data was collected from a cross-sectional survey administered to 110 permanent teachers at a government secondary school in Kuching, Sarawak, Malaysia. It was found that the respondents only had moderate work life quality and the work commitment, work stress and satisfaction were not significantly correlated. Work life quality of teachers could still be improved to ensure that students gain maximum benefits from teaching and learning practices in the classrooms. To enhance the appropriateness of quality of work life the research may include constructs like work environment and career prospects.

Dasgupta (2011)\(^{48}\) uttered that there is a close relationship between the organisational culture and climate and quality of work life of the employees in an organization. Employees’ well being, happiness, belongingness and proper alignment with the organization are the indicators of good organizational climate and culture. The author concluded that the long time prevalence of good organisational climate gives birth to strong organizational culture which enhances the quality of work life of the employees in an organization. Hence, the organisational culture and climate factor becomes indispensable whenever the quality of work life of employees is measured.

Razaq et al. (2011)\(^{49}\) developed a sound relationship by joining CSR, quality of work life and organization structure to investigate the effect on employee’s performance. Conceptual work was conducted to investigate the research problem. The finding showed that all variables are positively correlated to the employee’s performance and confirm that there was a strong relationship between CSR, quality of work life, organization structure and employee’s performance. The above said concept may be tested in other kinds of manufacturing or service sectors.

---


Krishnakumar and Sugavaneswari (2012)\textsuperscript{50} exposed the significance of organizational culture and climate in determining the quality of work life. The authors measured the important factors that influence the organizational culture and climate that enhances the organization’s quality of work life. Fifty responses were collected from the employees of ONGC, Cauvery Basin with the help of a well structured questionnaire. They suggested sound organizational goals and policy, amiable rules and regulation, adoptable work schedule, high organizational commitment, high discrimination at work, good occupational health, personal job privacy, more chance for abusement, proper grievance handling and function of labour union as the vital variables of organization culture and climate. It is very clear from the analysis that the employees are only moderately satisfied with their organization culture and climate. Hence, it is imperative to all organizations to concentrate more on affable approach which helps the organization to reduce the gap between management and employee.

It is evident from the above reviews that the organizational culture and climate can be measured through the following variables like sound organizational goals and policies, amiable rules and regulation, adoptable work schedule, high organizational commitment, less discrimination at work, good occupational health, personal job security, chance for abusement, proper grievance handling and function of labour union.

2.5 Review of Literature related to Quality of Work Life and Compensation and Rewards

Compensation and rewards play a major role in attracting and retaining skilled personnel in today’s competitive business environment. Compensation and rewards schemes must be planned in such a way that it should attract the worker’s attention and stimulate them to work better. Several authors have

considered compensation and rewards to be the crucial factor in deciding the organization’s quality of work life which are presented as follows:

**Thurman (1977)**\(^{51}\) stated that promotion prospects or future career prospects are very closely associated with that of the job satisfaction. He also clearly specified that past surveys revealed that more than pay people expect more power, status, sense of achievement and new challenges to face as a greater concern towards their expectations regarding promotion. Hence, it is apparent that promotion prospects play a significant role in determining the employees’ compensation and rewards policies of an organization. Therefore, its inclusion is very essential in measuring the quality of work life of employees in an organization.

**Encyclopedia of Business and Finance (2001)**\(^{52}\) explained how adequate rewards and compensations potentially attract a quality work force, maintain the satisfaction of existing employees, keep quality employees from leaving, and motivate them in the workplace. It clearly states that the company’s compensation and reward system must include the policies, procedures and rules in unambiguous manner which may avoid unwanted confusion and enhances employees’ satisfaction. Innovations in compensation and rewards system must be introduced to cover the benefits of the most valuable employees such as incentives, performance related pay, skill based pay, team related pay and knowledge related pay. Therefore, it is very clear that compensation and rewards play a significant role in determining the employees’ quality of work life.

**Abayomi and Michael (2003)**\(^{53}\) assessed various motivating factors and level of job satisfaction of 90 employees in large-scale private agricultural

---


farms in Ogun State, Nigeria, with the help of structured questionnaire. The findings of the study show that high remuneration, promotion, good pension scheme, job security and recognition of staff were rated as very important motivating factors. Even though enhancing organizational effectiveness by improving reward system and involving employees in decision-making process is cherished. Today emphasis goes beyond that as people expect better career prospects and work life balance in order to get better quality of work life. Hence, these can be considered in measuring the employees’ quality of work life.

**Normala and Daud (2010)** investigated the relationship between quality of work life and organizational commitment among a sample of employees in Malaysia. Seven quality of work life variables were examined namely, growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment. The results showed that there is a greater relationship between aspects of quality of work life like pay and benefits and organizational commitment. In this study, only managerial employees were considered, in future the non-managerial category of employees also can be considered for enhancing quality of work life.

**Ghazanfar et al. (2011)** studied the relationship between satisfaction with compensation and work motivation. The dimensions of compensation used here are fixed pay, flexible pay, and benefits and the dimensions used to measure motivation are effort and performance dimensions. A self-administered questionnaire was used to collect data from 60 managerial cadre employees in the sales department of the cellular service providers in Lahore, Pakistan. The relationships between satisfaction with compensation and work motivation

---


were analyzed by using Chi Square and correlations. The results show that the work motivation in the organizations is influenced by the satisfaction of the employees with their compensation, which is offered by the organization. In future, the other dimensions like welfare facilities and training and development can be focused.

Khan and Mufti (2012) focused on the effect of different components of compensation in motivating employees. The authors divided the compensation into three basic components namely, fixed pay, flexible pay and benefits. A total of 95 Questionnaires were collected; 45 from United Bank Limited and 51 from Bank of Khyber. Regression established that there is a strong relationship between compensation and motivation. The result showed that employees are motivated neither because of their belief in their skills nor when they are told that they would be rewarded on the other hand. But the employees get motivated if they are rewarded by something they value. Hence, compensation or rewards will motivate the employees to perform better only when they are provided with the thing that the employees value the most.

Considering the above presented reviews, the following variables such as fair and adequate compensation, chance for career prospects, achievement rewards and awards, good incentives and increments, good recognition, fair allowances, over time benefits, bonus/exgratia, after retirement benefits may be concerned under compensation and rewards while determining the quality of work life in an organization.

2.6 Review of Literature related to Quality of Work Life and Welfare Facilities

The law and work place regulation states that welfare facilities are very essential for the employees’ well-being. Adequate welfare facilities will motivate the employees and enhance their quality of work life which ultimately

---

increases their performance. This has been acknowledged by many authors whose views are expressed below-

Taljaard (2003)\textsuperscript{57} assessed the motivators that motivate the employees when non-monetary reward system is established in an organization. Information from 60 employees of three auto industry was collected through structured questionnaire. The results show that the major non-monetary benefits that motivate employees are physical natured rewards like feedback, recognition, certificates, gifts etc. If these non-monetary rewards are linked to higher hierarchical needs, will they motivate employees? Though the non-monetary benefits are considered to be one of the most important motivator for employee’s performance, employees give more emphasis on monetary benefits. Hence, both monetary as well as non-monetary benefits are vital for enhancing quality of work life which can be proved empirically by testing it in some industrial sectors.

Singh and Singhania (2009)\textsuperscript{58} stated that the welfare aspects of the quality of work life play a very significant role in increasing the productivity of manpower in the organization. The welfare facilities aim at integrating the socio-psychological needs of employees which ensures the high productivity and greater job satisfaction to the employees. He also states that the welfare facilities will make the employees feel that the management is very much interested in their well-being, result of which will enhance the commitment and loyalty of the employees which ultimately increases their performance. Hence, it is concluded that there is a strong correlation between the welfare facilities and the manpower productivity which is very essential in determining the employees’ quality of work life.

\textsuperscript{57} Jacob Johannes Taljaard (2003), “Improving job performance by using non-monetary reward systems to motivate low-skilled workers in the automotive component industry”, MBA project at the Port Elizabeth Technikon.

Sabarirajan et al. (2010) assessed the impact of welfare measures on quality of work life among the employees of textile mills in Salem district by collecting responses from 250 employees from 10 textile units (25 from each unit). The result implied that maximum employees are satisfied with the welfare facilities provided by their employer and also stated that they enjoy better quality of work life. It is also suggested that certain improvements are essential in case of leave fair, safety equipments, overtime payments, compensatory arrangements on medical grounds, promotion etc. Hence, it is evident that welfare facilities have positive impact on enhancing quality of work life.

Anand et al. (2011) identified the relationship between the effective welfare measures and quality of work life and organisational productivity. It refers to the facilities provided to employee inside and outside the organization premises such as canteens, rest rooms and recreation facilities, housing and all other services that contribute to the well being of employee and efficiency of workers. 100 responses from ten IT company employees were taken as a sample. The study revealed that the welfare measures increases the productivity of the organization as well as it enhances the morale and motivation of the employees which gives a positive impact on the efficiency level of the organization. The employees of IT field are satisfied with the welfare facilities provided by their companies. Hence, it is very essential to measure the welfare facilities to know the perception of employees’ quality of work life.

Mohan and Ashok (2011) analyzed the drastic role of quality of work life on employee’s work performance with reference to the employees of

weaving mills. This study covers three major factors of quality of work life, such as welfare facilities, growth opportunities and interpersonal relationship to assess the most appropriate aspect that helps for extracting best performance from the workers. The results of the study implied that the welfare measures have important implications for the employees’ job performance as well as the interpersonal relations and growth opportunities may inspire the employee’s work performance. These factors may be taken into account in case of future study while determining the quality of work life in an organization.

Javed et al. (2012) explored the impact of facilities and benefits on employee turnover and satisfaction level from the data collected from 50 employees in Fauji Fertiliser Company in Sadiqabad (Pakistan) through the structured questionnaires. The findings revealed that the preferred benefits were pension plans, interest free loans, bonuses and increments, child education and scholarship programmes. Medical facilities, housing, house maintenance, employee insurance and safety, and transport facilities are also important, but their unavailability is not likely to neither lead to high staff turnover nor affect their satisfaction level. These factors are very important to measure the quality of work life and can be tested in the oil exploration units.

It is apparent from the above assessed reviews that welfare facilities of an employee may be measured by the variables like medical facilities, health insurance, transport facilities, canteen facilities, housing facilities, children education facilities, creche and child care facilities, entertainment and recreation and leave facilities etc. This computation helps us to determine whether the employees are satisfied with their work life or not.

2.7 Review of Literature related to Quality of Work Life and Training and Development

Training and development is considered by many researchers as the most imperative dimension of quality of work life as today’s workforce are well educated and demanding. It also helps in increasing the job knowledge and skills of employees at each level in an organization which helps in complete progress. The views of other researchers are elucidated below:

Raduan et al. (2006)\textsuperscript{63} determined the level and relationship between qualities of work life with career-related variables. They took a sample consisting of 475 executives from the electrical and electronics industry in the free trade zones in Malaysia for both the multinational corporations (MNCs) and the small-medium industries (SMIs). Stratified random sampling technique has been used here. Three exogenous variables - career satisfaction, career achievement and career balance were studied. The result indicated that the three exogenous variables are significant with 63 percent of the variance in quality of work life. The respondents appeared to be satisfied in respect to the level of quality of work life, career achievement, career satisfaction, but less for career balance. These findings contribute to an understanding of ways by top management in attempts to attain a career fit between the needs of the employees and the needs of the organization. The other factors of quality of work life other than career aspects can be studied in the future.

Al-Harthy (2008)\textsuperscript{64} selected a premium Oman based Oil Company as a case study and investigated to find what motivates employees in the oil and gas industry. Results showed the main factors that motivate the employees in this company are good performance appraisal, recognition, empowerment.


and good supervision style. This study concluded that although money is important in a competitive market environment, however non-monetary factors also play a major role in motivating oil and gas employees than monetary factors. It is clear that in-depth study of impact of non-monetary factors becomes essential to enhance quality of work life in oil and gas companies.

Tan (2008)\textsuperscript{65} investigated how individual perceptions of career related practices could enhance an employee’s belief in individual career support as well as increases the attachment towards an organization. For this purpose a survey from 329 Malaysian knowledge workers from different industries was undergone. This study suggested that career development is one of the important organizational support elements that enhance the employee’s affection towards the organization which ultimately increases their performance. The above said variables are considered to be very important for measuring the employee’s quality of work life.

Pamela (2011)\textsuperscript{66} portrayed the essentials of quality training and development which may improve the quality of work-life in the organization contributing to a healthy work-environment, a good employer-employee relationship. Hence, ample time on training and development programmes will make the organization to attain high profitability and aids in organizational development. It also helps in developing leadership skills, creates loyalty among the members, contributes positive attitude and reveals a commitment to keep the employees on the higher level of knowledge and practice. This clearly depicts the importance of training and development in an organization in elucidating the quality of work life of employees.

\textsuperscript{65} Foong Ming Tan (2008), “Organizational support as the mediator of career related HRM practices and Affective Commitment; Evidence from knowledge workers in Malaysia”, Research and Practice in Human Resource Management, Vol. 16(2), pp.8-24.

Shalini et al. (2012) established the relationship between the quality of work life, career growth opportunities and employee performance by reviewing the past literature. The authors have posted many literature evidence that focuses how career growth opportunities stimulates the employees to do their best and prove efficiency in their job performance and enjoy enhanced quality of work life within the organization. Hence, series of work role considered to be the step by step sequence in an individual workers’ job experience is positively related to career attainment which enhances the job involvement and commitment among the employees in an organization which ultimately leads to overall growth.

The above stated reviews obviously express that the proper induction of employees, technological training programmes, empowerment and involvement, performance appraisal, development programmes (safety, health, personality and career), counseling, motivational programs are some of the important variables of training and development that helps in improving the quality of work and work-life.

2.8 Review of Literature relating to Quality of Work Life and Adequacy of Resources

Without adequate resources it is very tough for the employees of an organization to accomplish their day-to-day work or target. Inadequate resources create stress among the employees which mentally and physically disturbs them. There are sufficient literature supports available regarding the significance of adequacy of resources which are explicated as follows:

Pettman and Tavernier (1976) stated that the primary objective of the management is to provide the necessary resources to the employees to facilitate the process, guide the employees to assess the performance and ensure the smooth functioning of the organization without any hindrances at any stage of production.


Inadequacy of resources will definitely affect the work requirement which ultimately affects the job performance of the employees. The authors also uttered that not only the management but also the supervisors must be alert in providing the adequate basic necessities to the employees for effective job performance. This clearly shows that the adequacy of resources was one of the major concerns that affect the employees’ job performances.

**Ducharme and Martin (2000)** determined that social support arises from affective support and instrumental support provided by the management. Affective support means feeling of being accepted and cared by the co-workers whereas a instrumental support involves the functional and material assistance in response to specific needs in the execution of work. It is very difficult for the employees to perform their job without adequate sources which are most essential in achieving the organisational excellence. Hence, instrumental support becomes most essential for employees’ job performance.

**Rupa (2010)** elucidates the presence of adequate resources was considered to be a very important factor of quality of work life. Each and every organization must be very particular about the availability of sufficient resources to achieve their objectives. Without adequate resources it becomes very tough to accomplish their target which creates stress in work place and make the employees despondent which ultimately decrease their quality of work life. It is immaterial to force the work force to complete a target without providing them the necessary resources. Hence, the adequacy of resources was considered to be the indispensable factor that determines the employees’ quality of work life.

**Abey Francis (2011)** exclaimed that adequacy of resources are very essential for any organization to achieve the basic objectives of the quality of

---


work life. Each and every enterprise must observe whether sufficient resources were allocated to the employees towards achieving the objectives of quality of work life. If necessary resources were allotted then the employees will be free from anxiety and stress where they can contribute to work and can achieve satisfied growth in return. Hence, adequacy of resources plays a dominant role in enhancing the employees’ quality of work life.

MBA Knowledge Base (2011)\textsuperscript{72} stated that organizations must provide a more humanized work environment which serves both the higher-order needs of workers as well as their more basic needs. The higher skills of workers must be utilized in a proper way by providing an environment that encourages them to use and improve their skills. Further, the work should not have excessively negative conditions that put the workers under undue stress. Finally, it should contribute to the effective performance of the employees by providing adequate equipments, technology and infrastructure to accomplish their objectives. Hence, provision of adequate basic, safety, repair and maintenance equipments, technology and infrastructure becomes the most essential for the employees to extract better performance from them.

From the literature support, it can be concluded that adequacy of resources includes the adequate equipments and tools, new technological implements, first aid equipments, infrastructure facilities, repairing and maintenance equipments and safe guard equipments. The adequate availability of these variables will lead to better quality of work life.

2.9 Review of Literature related to Quality of Work Life and Relation and Co-operation

Healthy relationship and co-operation among the employees make the employees feel a sense of association and belongingness towards their organization which ultimately enhances the organization performance. Many

researchers have assessed the work place relationships and work life quality of employees perceived in different types of organizations and insisted the importance of relation and co-operation in determining the quality of work life, which are articulated below:

**John et al. (2005)** explored the quality of work life and its relationship to employment by health care organizations. A cross-sectional survey has been conducted with 1,482 active members of the Wisconsin Academy of Family Physicians in 2000. A 47% overall response rate was obtained, and 584 respondents could be identified as independent or employed by a health care organization. Independent physicians reported better working relationships, more satisfaction with family time, more influence over management decisions, better satisfaction with being a physician, greater ability to achieve professional goals, and lesser intention to leave the practice. Independent physicians have significantly more positive ratings of several aspects of the quality of their work life compared with physicians employed by health care organizations. In future, the quality of work life constructs discussed in this paper may be tested with other category of employees who are non-physicians.

**Simon et al. (2008)** tested a theoretically driven model of the relationship between job demands, employees’ motivation and resources, and supervisory support on employees’ quality of work lives and their general health. This study uses large survey data that were collected in the years 1995, 2002, and 2003 respectively, drawn from the public health care employees sector in Catalonia (Spain). The 33 items questionnaire yielded three underlying factors say, intrinsic and extrinsic work demands, motivation, capabilities and

---


resources and supervisory support and encouragement was taken for the survey. The results suggested that regardless of individual’s motivation, capabilities and resources, a supportive work culture and careful considerations to the design, quality and quantity of work demands may have significant impact on the feelings towards one’s quality of working life as well as on health consequences in this health sector. Thus, further research may be extended towards finding the consequences of the above said factors in detail.

**Ganguly (2010)** examined the quality of work life and job satisfaction of a group of university clerical employees. The dimensions focused are work complexity, autonomy, personal growth opportunity, top management support workers control, concerned about organizational performance, personal relation to job and general happiness. The results show that the employees’ quality of work life was not up to expectation. The nature of correlation between the job satisfaction and quality of work life dimensions reveal that the quality of work life significantly contribute towards increasing satisfaction or dissatisfaction as experienced by the employees in their concerned job depending largely on the perceived positivity or negativity of the relevant dimensions respectively. Keeping all those things, future study may be conducted by including all cadres of employees to reveal more appropriate result to enhance quality of work life aspects.

**Zeenobiyah and Anne (2011)** explored the relationship between the workplace relationships and the quality of working life by means of the empirical case study research conducted in two call centre settings (public and private). The influence of relationship among the co-workers on their quality of work life in call centers is significantly focused in this study. The study revealed that the work teams’ relationships are found better in private call centers.

---


center than the public call center. It is suggested that social relationship between the co-workers in the work place is very essential for better quality of work life which leads to high productivity. Hence, it is evident that co-worker relationship plays a significant role in deciding the employees’ quality of work life.

Hence, from the above literature, it is apparent that the relation and co-operation, as a vital feature of quality of work life of an organization can be measured through the following variables such as job sharing, co-worker relationship, better superior subordinate relationship, management support, team spirit, enough guidance and instruction, fair action and decisions, clear communication and inter-departmental co-operation etc.

2.10 Review of Literature related to Quality of Work Life and Freedom of Work

Job related autonomy and freedom in decision making plays a decisive role in enhancing the quality of work life of the employees. Each and every employee today is very particular about freedom in their work, role clarity and autonomy etc. The description of various researchers about the positive relationship between the freedom of work and quality of work life is exposed as follows:

Taylor (1979)\textsuperscript{77} considered quality of work life as a holistic approach which includes the basic extrinsic factors such as wages, hours and working conditions and the intrinsic job notions such as nature of the work itself. Apart from these he gave equal importance to the aspects like authority experienced by the employees, participation in decision making, fair and equal approach, social support, proper utilization of one’s skill, self growth, future at work, social relevance of work, effect of extra activities etc. The author concluded that quality of work life policies may vary as per the size of the organization and employee group. Hence, it is apparent that the presence of above said

factors may motivate the employees to perform better in their position which leads to organizational success.

**Kornbluh (1984)** revealed the significance of worker’s participation in management decision making in changing work environment. The author produced many lively examples to explain the importance of workplace democracy and its consequences. He also stated that workplace freedom is very important for every employee to perform his job with complete involvement which in turn enhances the quality of work life and productivity. Hence, it is very much essential to include autonomy of responsibility, freedom in decision making, participation in decision making etc to measure the quality of work life of employees in an organization.

**Reis et al. (2000)** in their self-determination theory, explained the direct relationship between the personal well-being and the satisfaction of basic psychological needs. The fulfillment of the three needs - autonomy, competence and relatedness are functionally essential for ongoing personal growth, integrity and well-being. The need of competence is fulfilled by the experience that one can effectively contribute to the desired outcomes and it also leads to the feeling they are close and connected to their organization. Hence, the factors autonomy, competence and relatedness are very essential for any employee to enjoy quality of work life.

**Sundaray et al. (2010)** studied employee relations initiatives and quality of work life in power sector units by collecting active response from 340 respondents of Talcher Thermal Power Station (TTPS), a Unit of NTPC (National Thermal Power Corporation), and Orissa Power Transmission Corporation Ltd., (OPTCL), a Government of Orissa undertaking. The factors

---


focused in this study are representation of employees in decision making process, employee suggestion scheme, collective bargaining system, conflict management and grievance redressal measures and dynamic union-management relations. The result shows that the employees are more satisfied with their jobs and committed towards the organization which clearly indicates that the employees of both organizations are enjoying a better quality of work life.

Stephen and Dhanapal (2012)\textsuperscript{81} determined the existence of quality of work life in small scale industrial units as per the view of employers and employees. The sample consists of 317 employers and employees of various small scale industrial units in Chennai, Coimbatore and Madurai cities in Tamil Nadu, India. The study revealed that there is a significant difference regarding perception on the existence of QWL among employer and employee in case of following variables - participation in decision making at department level, equitable treatment, nominal working hours, reasonable task, grievance handling, job related autonomy and freedom, participation in decision making at organization level, work group relations, role clarity, feedback system, relation with boss etc. They also stated the importance of provision of fringe benefit, achievements / recognition, provision of training and development, job stress, career planning, time for family and social obligations, skill variety etc for achieving better quality of work life. It is clear from the study that consistent and steadfast measures to improve the quality of work life of employees at the industrial units becomes must and will benefit employee, employer and the nation as a whole.

The above statements clearly expose that in case of freedom of work the employees seek autonomy of responsibility, reduced work pressure, authority and responsibility enjoyed, freedom and participation in decision making, rest-leisure time, emergency requirement adjustments and enough opportunity to work etc which must be included while measuring the employees quality of work life.

2.11 Review of Literature related to Quality of Work Life and Job Satisfaction and Job Security

Job satisfaction and quality of work life are interrelated; when the employees are satisfied with their job then there is better quality of work life and vice versa. If the employees are satisfied with the other physical, psychological and social aspects of the job then the employees will possess job security and will be satisfied with their job. Many researchers have tested and reported the relationship between the job satisfaction and quality of work life which enclosed below:

**Phasina and Phetcharee (2008)**[^82] examined the quality of working life in an electronic factory owned by American businessmen. They identified the job satisfaction and dissatisfaction of staff employees, line production and office workers, and from there proposing strategies to lower labor turnover. The employees of the electronic company possess poor quality of work life. The factory should improve the process of morale support, establishing loyalty to the factory by setting clear wage payment, career path for all positions, especially for staff who expressed better work performance. This type of study can be done in oil and gas exploration units.

**Zohurul and Sununta (2009)**[^83] undertook an exploratory study of the influence of workers’ quality of work life on job satisfaction and organizational performance in case of Dhaka Export Processing Zone manufacturing enterprises. Quality of work life is hypothesized to directly or indirectly influence organizational performance. A questionnaire survey was undertaken within the EPZ enterprises with non-managerial employees who are mainly involved in the production process. A simple random sampling method was


used and about 216 sample responses were returned and usable. The findings suggested that quality of work life although positively related to organizational performance but it is not significant as hypothesized. However, there was a positive and significant relationship between quality of work life and employees’ job satisfaction. Further research can be done by considering managerial employees of the enterprises. Hence, it is essential to study the role of job satisfaction in sustaining quality of work life.

**Ebrahim et al. (2010)** tested the relationship between the quality of work life and job performance from the data collected through questionnaire from 35 employees in Dadavarz Jooya Company in Iran. It was found that there is a positive relationship between the quality of work life and job performance. A two-factor model of the relation between quality of work life and job performance based on the Walton model of Quality of Work Life and Achieve model of Job Performance was created. This model can be used to measure the quality of work life and job performance of the employees in oil exploration units.

**Muftah and Lafi (2011)** investigated the relationship between quality of work life and satisfaction among employees working in the Oil and Gas companies in the State of Qatar. The author identified three important predictors of quality of work life namely physical (salary and rewards, work conditions and environment), psychological (growth and job development, supervision and co-workers relationship, stress, communication) and social (work life balance) factors. Apart from 15 personal interview responses, 150 responses were collected through on-line survey. The study revealed that the most important determinant of quality of work life is physical factors, followed by psychological factors and then social factors. The study also stated that the individual’s family

---


life correlates significantly with his/her level of quality of work life and a successful family life carries over into one’s career and makes one more satisfied with personal achievements too. This can be tested in the Indian Oil and Gas industries to know how it works in Indian context.

Murugan (2012) studied the prevailing quality of work life in Salem Steel Plant with the help of the responses collected from 150 respondents through structured questionnaire. The factors considered for the study are salary and bonus, job security, employee benefits, health and safety, opportunities to growth, casual and medical leave, empowerment, grievance handling, cordial relationship, training programme, flexible work schedules and performance appraisal system. The result revealed that maximum employees are satisfied with the safety measures, working condition job security, salary, canteen facility etc., but some employees are dissatisfied with the promotion policies followed by the company. Hence, an adequate and timely check should be maintained by the management of the concern to ensure that the employees’ quality of work life is in high spirits.

After reviewing the above literature, it is decided that the following variables such as sufficient pay, allowances, welfare facilities, better overtime benefits, adequate training and career prospects, new opportunities, proper motivation, job involvement, job stress, performance related pay, challenging and enthusiastic job may be included in job satisfaction and job security factor of quality of work life.

2.12 Review of Literature related to Quality of Work Life and Work Life Balance

Work life balance plays a predominant role in evaluating the employees’ quality of work life. Individuals’ life consists of many domains such as work, health, entertainment, family, finance, society, country etc. Each consists of lot

---

of aspects and responsibilities to overcome. Hence, it becomes necessary for an employee to play a remarkable role in all domains and this is possible only when the individuals’ job provides him/her better work life balance. Today’s employees are very meticulous about the work life balance issues before selecting their job. The role of work life balance in enhancing the quality of work life is revealed as below with help of literature review:

Valenduc and Vendramin (2001) explored the significance and role of flexible working pattern in ICT and quality of work life. They determined to what extent the new generation of ICT could be used in order to support new flexible work practices, achieving both objectives of economic efficiency and social welfare in a sustainable way. Current times are favourable to such prospects. Imposed flexibility is nowadays reaching the limits of its social acceptability. Although it has been considered at a time as a necessary sacrifice, the persistence of sacrificial working and living conditions is not anymore compatible with the promises of growth and welfare in the information society. Therefore, further research can be done in exploring what other constructs of quality of work life motivates the ICT employees.

Hughes and Bozionelos (2007) conducted a qualitative research through a semi-structured interviews with 20 bus drivers employed by a single company in order to identify their perceptions on the following: whether issues related to work-life balance were sources of concern and dissatisfaction; how concern over issues related to work-life balance was compared to other sources of concern and dissatisfaction; and whether issues related to work-life balance were linked with withdrawal attitudes and behaviours. It emerged that work-life imbalance was not only a source of concern, but also that it was the major

---


source of dissatisfaction for participants. Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence. Hence, it is essential to study and identify the influencing factors of better quality of work life and work life balance.

Julia and Zeenobiyah (2009) conducted a comparative study of the quality of work life for the staff based in two Australian based call centers. One is an ‘in-house’ public sector call centre and the other is an outsourced private sector call centre. They have analyzed how the quality of work life varies between the two types of call centers. Three quality of work life factors are reported: job content, working hours and work-life balance, and managerial/supervisory style and strategies. The in-house, public sector call centre ‘Govtcall’ emerges as being inferior in terms of all three quality of work life measures. Conversely, the outsourced, private sector call centre, ‘Salesplus’ features a management model that is more akin to what would be expected in a call centre operating under a professional service model. Hence, it is essential to identify various quality of work life constructs to provide better service in in-house public sector call centers and these can be tested in other manufacturing sectors also.

Shamini et al. (2009) explored the phenomena of work-family facilitation specifically in the Indian context through qualitative exploration by dividing the study into two areas; a) In what ways work life positively influences family life and b) In what ways family life positively influences work life. Responses were collected from 50 IT and banking sector employees with a help of short interview schedule. Behavior and skills, work-place benefits, work-place support, autonomy were identified as important

components of work-to-family facilitation. Similarly, behavior and skills, positive mood and family support were identified as important components of family-to-work facilitation. Hence, the above said work to family facilitation constructs may be tested in other industrial sectors also.

**Alina (2010)**⁹¹ studied the effects of work-life balance on the mental health (psychological distress and psychological well-being) and subsequently on the quality of work life in case of Engineering Consulting Firm located in the province of Quebec. The result revealed that the main concerns of work life balance of the consultants are lack of flexibility and the work schedules which have positive correlation with the psychological distress. Hence, the flexibility in work schedule plays a dominant role in achieving the work life balance which ultimately leads to quality of work life.

**Niharika and Supriya (2010)**⁹² observed the work life balance across genders. Responses from 110 IT sector employees in India were collected to measure how they balance their work and family life. The work based factors like flex time, option to work part time and freedom to work from home and the family related factors like availability of child care facility and flexibility to take care of emergencies at home etc are taken into account. The research revealed that both men and women to the large extend are suffering from work life imbalance and suggested to provide a supportive environment which may help them to balance their work life and social life. This kind of study is very important in case of ONGC employees.

**Rantanen et al. (2011)**⁹³ explained the various types of approaches in work life balance such as spillover, compensation, resources drain, segmentation theory etc. and depicted a clear view of the concept of work life

---


balance. The authors presented a typology to capture the individuals’ work-non work interaction experience in a holistic manner from the response collected from the 42 year old employees with spouse or children. The result proposed that the combination of low work-non work conflict and high enhancement leads to favorable outcomes of well-being, and that the opposite leads to detrimental outcomes. The need for policies and supportive management are very essential for a beneficial work life balance. Hence, this typology can be applied in other industrial units with all age categories of employees.

The above literature discussion intents to prefer the following variables such as flexible work schedule and timings, flexible relocation facilities, supportive programs, support from family, management and colleagues, freedom of work at home, reduced stress and no overload after office hours etc. in case of measuring the work life balance of employees to determine the employees’ quality of work life.