CHAPTER - 2

REVIEW OF LITERATURE

Quality of Work Life has always been up in studying organizational behavior. It is evident from the history that direct studies on Quality of Work Life started pouring-in after the first paper presentation by Davis in 1972 at Arden House, US and thereafter, there was a greater pressure on Quality of Work Life studies as organizations increasingly adopting the philosophy of making the man happy at work for enhancing their motivation and will to work. In present scenario of high technology world, it has become a great concern for management as well as employees. Quality of working life is the most substantial work related behavioral phenomenon which has positive impact on production, work culture and effectiveness of the organization. Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below.

1. S. Khodadadi et al (2014) investigated the QWL dimensions effect on the employees’ job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of “quality of work life” and “job satisfaction” were used for data collection and Data analysis was done by using SPSS and LISREL software. The results of the study showed that the salary and benefits’ policies have a significant and positive effect on Shuhstar’s Shohola Hospital employees’ job satisfaction.

2. Mina. P et al (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.

3. Noushin Kamali Sajjadeh et al (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 analyse 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 atleast effect on Organizational Commitment. Health and security, work condition most important factor affecting OC. Development is not least not important factor affecting OC.
4. Aloys. N. K (2013) studied on working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kitale Town in Kenya. The objective was to identify working environment affect QWL. The method used was exploratory survey with coefficient of co-relation test for data analysis. Findings showed that positive co-relation between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible working time, workgroups, career growth and development, relation with supervisor. The result showed that there is no significance relation between experience, career growth and development. There was the most significant relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

5. Seema Arif et al (2013) investigated QWL Model of teachers in private universities in Pakistan and the objective of this research were 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.

6. Z. Amin (2013) studied on the Quality of Work Life in Indonesian Public Service Organizations to predict the role of Career Development and Personal Factor. Five hundred and ten questionnaires (including scales of Quality of work life and career
development) were distributed among employees. The four hundred twenty nine questionnaires of the employees returned the questionnaires. In this regard response rate was 84.11%. Age, sex, education, length of service, marital status and career development was used as a Parameter by researcher and regression analysis used for data analysis. The result showed if the perception is positive towards career development it will increase the QWL. There is significant relationship among career development and personal development with QWL. One thing also found about the perception of workers towards career development influenced by the interaction between the values, hopes and purposes of workers.

7. Jerome. S. (2013) studied on quality of work life of employees at Jeppiaar cement private Ltd. to find out the factors measurements of QWL. 50 % respondents from 200 sample size respondents were selected from the workman categories so the researcher adopts the simple random sampling technique using the lottery method. Variables used for this study: compensation, work environment, social relation, job satisfaction, safety and healthy environment, welfare and Opportunities for use and Development of Skills and Ability. For the data analysis researcher used Karl Pearson coefficient. Result showed that there is no significant relationship between educational and QWL and no significant relation between the income and QWL. There is no significant relationship between the age of the respondents and their overall quality of work life and no significant relationship between the educational qualification of the respondents and their overall quality of work life.

8. G.S. Sandhya Nair (2013) made a study on the effect of quality of work life on organisational citizenship behavior – with special reference to college teachers is thrissur district, kerala. 8 dimensions of QWL were used for study: Adequate and fair compensation, Safe and Healthy Environment, Growth and Safety, Social Integration, Social Relevance, development of human capabilities, Constitutionalism and Total Life Span and 2 dimensions of OCB: conscientiousness (job dedication) and altruism (helping co-workers) was used as variables. It is a descriptive study and used Inventory to collect required information. The sampling
method used in this study is purposive sampling which means sample were selected by the researcher subjectively. T-test was used for the data analysis. The result showed that there is a significant difference in the effect of the QWL on the OCB between Men and Women. The women reported to show higher level of conscientiousness (Job dedication) when compared to men and other one is a significant relationship between the Quality of Work Life and Organisational Citizenship Behaviour based on Altruism (helping co-workers).

9. Sorabsadri & Conrad goveas (2013) studied on sustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi-square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees’ perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

10. Anand Pawar (2013) studied on QWL and job satisfaction of employees in VTPS to find out the level of satisfaction among the employees with regard to various job related aspects. The study is descriptive in nature and based on both primary and secondary data. The data were collected from the workers and employees of the organization with the help of questionnaire relating to the demographic profile of employees and 20 statements relating to various factors of QWL and job satisfaction. The sample was selected based on stratified random sample technique and sample size was 246 employees out of 2464 employees. To measure the QWL and job satisfaction of employees, major factors were included in this study and they include: (i) good wages and salaries; (ii) rewards the talented and hardworking; (iii) a safe and healthy environment; (iv) good working conditions; (v) good interpersonal relations and (vi) superiors are considerate and helpful. Non-probability sampling technique used to test the hypotheses and chi-square test has been used to
find out the relationship between two variables. The result showed that there is dissatisfaction in the interpersonal relations between the cadre wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.

11. K. R. Nia & Maryam Maleki (2013) studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis. The T- statistic and Fisher statistic are applied to measure the demographic variables. Result showed that there is positive relation between the QWL and organisational commitment it means organisation commitment is the result high QWL.

12. H. Mohammadia & M. A. 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.

13. D. Chitra et al (2012) focused on Employees’ Perception on 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.

14. Chandranshu Sinha (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.

15. R. Indumathy et al (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 organisation 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 %age 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.

16. Ayesha T. (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 QWL. Dimensions of QWL 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. Spearmen’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.

17. S. mortazabi (2012) studied the Role of the Psychological Capital on Quality of Work Life and organization performance. Data was collected from nurses of four hospitals in which two hospitals were private and two hospitals were public. Sample size was 207 nurses which were selected random sampling method and Self efficacy, Optimism, Hope, Resiliency, Survival Needs, Belonging Needs and Knowledge Needs are treated as exogenous variables and Psychological Capital and QWL are treated as endogenous variable. For data analysis researcher used scale means, reliability, and inter-scale correlations. One of the most important factors that plays positive role is Psychological Capital of human resource of that organization. Research shows that Psychological Capital is a more state-like factor than personality traits and QWL has positive and significant relation with organization performance.

18. Indumathy.R, Kamalraj.S (2012), found that the 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.

19. T. Ayesha et al (2011) have done worked on QWL among male and female employees of private commercial banks in Bangladesh to find out there is any significant difference among male and female bank employee’s perception over QWL issues. Researcher adopted convenient sampling to data gathering over a sample 192 employees and factor analysis and consistency Wilcoxon analysis,
Mann–Whitney- U test and Bartlett test for analyzed data. The dimensions of QWL used job design, employee relation, working environment, socialization efforts, adequate and fair compensation, opportunities to develop human, growth and development, flexible work schedule, job assignment, work and total life span and in demographic factor age, gender and experience was used. Finding of the research showed male employee’s perception differs from the female employees its means management of banks are more concerned about the job design of the male employees. The second finding about perception said that male’s perception more positive compared female’s employees except in the terms of socialization.

20. B. Alireza et al (2011) researched on the Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs Relationship b/w QWL and demographic characteristics of IT staff with objective Measure the relation b/w QWL and demographics. The dimensions of QWL used as fair compensation, safe and healthy environment, growth and security, social relevance, life span, social integration, development of human capacities and age, gender, work experience income has taken as demographic factors. Data gathered from the 5 IT companies over 292 employees and ANNOVA one way used for the data analysis. Result showed there is no significant relation found between gender and QWL but positive significant relationship between IT staff and QWL, work experience and QWL and income and QWL.

21. 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 useable 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). Questionnaire divided into three respects are organizational commitment, quality of work life and demographic factors. Data was analyzed from factor analysis with varimax rotation, mean, Standard deviation, regression analysis used as statistical tools. Result of the research paper showed that participation of employees has positive relationship with affective, continuance (alternative) and continuance (cost) commitment. Supervision, pay and benefits have also significant positive relationship with affective, normative and continuance (alternative) commitment. Strong relationship and cohesiveness’ among employees in the workplace will improve the sense of commitment.

22. W.N. thalang et al (2010) studied on quality of work life indicators as a corporate social responsibility of electrical and electronics private Organizations in Thailand. Objective of the research was find out the quality of Work Life Indicators as a Corporate Social Responsibility. It is a documentary research and data was collected from the in-depth interview with experts and specialist and multiple research method. Health environment, total life span, work life balance, adequate and fair compensation, social integration support used as dimensions of QWL and four major dimensions of CSR, namely: economic, environmental, social and ethics used as a parameters. The result showed that QWL indicates perception about for a more effective CSR, developing a good Quality of Work Life (QWL) is crucial.

23. Lokanadha Reddy. M Mohan Reddy.P (2010) said many factors determine the meaning of Quality of Work Life (QWL), one of which is work environment. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees or employers, based on labor management cooperation.

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

25. Several studies in the field of research has been done, here are some of this research. Mardani and Heidari (2008), in a study entitled "Relationship between organizational justice and organizational citizenship behavior” concluded that organizational justice and its components are positive and significant relation with organizational citizenship behavior of and its components. Ahmadi (2009), in their research, as” identify the factors affecting the development of organizational citizenship behavior pattern for the National Iranian Oil Company “states that structural factors, leadership, personality, values and culture are among the factors that influence the development of organizational citizenship behavior.

26. J. Gnanayudam & 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.

27. Raduan Che Rose (2006) says QWL programs will benefit both faculty and management, By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs . The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in QWL.
28. Taghi Shahr Ashoob (2006) concluded that there is a positive and significant relationship between quality of work life and organizational commitment.

29. Ali Najafi (2006) concluded that there's a positive and significant correlation between quality of work life and managers' profiting. This means that as the quality of work life increases, the profits of the organization will also improve.

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


32. Md. Zohurul Islam et al (2006) investigated of QWL and organization performance in Dhaka processing zone. The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. The variables of the research used OP, JS, WP and UP. Simple random sampling method used for data collection and the test applied to data analysis was chi-square test and regression. Finding of the research showed QWL is not significant relation with OP, union, wage, job
satisfaction and company policy is highly significant with OP with the level of significant 5%. When dependent variable is job satisfaction then company policy, QWL has positive significant relationship with Job satisfaction. Variable Union policy has positive relation but no significant with JS QWL is related to Job Satisfaction. Organizational performance taken as a dependent variable then it showed that QWL has no significant relationship with Organizational Performance.

33. Linda K. Johnsrud (2006) studied on Quality of faculty work life: the University of Hawaii to describe the changes in QWL from 1998 to now. The objective of the study was to find out the current level of satisfaction. Variables were used Relations with the department chair, campus service, community service, faculty relation, salary and demographic factor. The study included all 3,490 members of the UH faculty and marks the first time that this survey was conducted entirely online and yielded 1,340 responses for a 38% return rate and to analyse the data T-test was used by the researcher. The result showed that salary was the main variable for satisfaction from year 1998 to 2006. Faculty relations and community services is the most positive elements in faculty work life and other finding was campuses faculty are generally more satisfied than others.

34. Worrall and Cooper (2006) found in their recent survey that a low level of well-being at work may cost dear to an organization resulting in a loss of about 5-10% of Gross National Product per annum.

35. According to Kotze (2005) work-family balance enhances an individual’s QWL, as involvement in multiple roles protects or buffers individuals from the effects of negative experiences in any one role. Beyond this buffering effect, work-family balance is thought to promote well-being in a more direct manner. Balanced individuals experience low levels of stress when enacting roles, presumably as they are participating in role activities that are salient to them.

36. According to Walton, (2005). He proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy
working conditions, (3) immediately opportunity for continued growth and security, (4) Opportunity to use and develop human capacities, (5) Social integration in the work organization, (6), Constitutionalism in the work organization, (7), Work and total life space and (8), Social relevance of work life. Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs.

37. The time and energy consumed at work must be commensurate to the time and energy devoted to life, thus maintaining family and career balance. As Cascio (2003) analyzed, the efforts must be aimed at enhancing the overall quality of life and shifting the focus from work to life and from balance to quality. As far as the career balance is concerned, Herriot (1992) suggests that many a times people find themselves in conflict between family life and work, and what actually they perceive as success in life as compared to what success they get. Family and work are two most important domains of life and a balance is crucial. Nevertheless, one can hardly find any compatibility between the role demands of these two domains, thereby resulting in conflicts between work and non work life (Netemeyer, Boles, & Mc. Murrian, 1996). It is observed that because of the conflicting role demands between job and family, and commitment, QWL is inversely proportional to the work conflict meaning thereby that the higher the work role conflict, the lower will be the quality of family life, and vice versa.

38. 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.

39. 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 benefit in today 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 significant positive relationship between the quality of working life and increasing the skills, information and motivation.

40. European Foundation for the Improvement of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

41. Ellis and Pompli (2002) in their study on nurses identified a numerous factors resulting in job dissatisfaction and quality of working life, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care expected, Balance of work and family, Shift work, no involvement in decision making, Professional isolation, non recognition of work, unhealthy relationships with supervisor/peers, Role conflict, absence opportunity to learn new skills.

42. Proceeding to previous definitions, Lau, Wong, Chan and Law (2001) operationalised QWL as the favourable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward may be satisfied with the job security and to some extent would enjoy the career opportunity provided by the organization for their personal as well as professionals’ growth.

43. David lewis et al (2001) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support,
supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than male.

44. Sirgy et al.; (2001) listed various factors affecting quality of working life as: Need satisfaction based on job requirements, Work environment, Supervisory behavior, Ancillary programmes, Organizational commitment. They observed quality of working life as fulfillment of these key needs through resources, activities, and outcomes resulting from participation in the workplace. This model is based at Maslow's needs theory, covering Health & safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics. 8. Bearfield, (2003) adopted an all together different approach while examining quality of working life with the help of 16 questions, and the findings were surprising when he observed that causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, vary for different groups and suggested that different concerns might have to be addressed based on different parameters.

45. Sirgy (2001) suggested that the key factors in quality of working life are - Need satisfaction based on job requirements, Need satisfaction based on work environment Need satisfaction based on supervisory behavior, Need satisfaction based on ancillary programmes. Organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life.
46. Lau (2000) studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. This research evaluated the performances, in terms of growth and profitability, based on a sample of QWL and S&P 500 companies. QWL companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed QWL companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, QWL Service companies have an average sales growth rate while the control group companies have below average.

47. Donalson (2000) in their research, as" Relationship between quality of work life and organizational commitment" concluded that there is significant relationship between the quality of working life to 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. Kim (2006), in a survey on 1584 of state employees in 6 countries conclude that there are significant and direct relationship between organizational commitment and organizational citizenship behavior, but there are not found a direct relation between job satisfaction and organizational citizenship behavior.

48. Quality of Working Life is a holistic concept, which not only considers work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also includes factors that predict life satisfaction and general feelings of well-being (Danna & Griffin, 1999).

49. Davoodi (1998) in a research entitled "Study of The Impact of Quality of Work Life on Job Satisfaction among Operational Staff of Mobarakeh Steel Complex" concluded that involvement in decision making related to work and work conditions has a significant relationship with job satisfaction, and this relationship is direct moderate.
In the same vein Heskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations’ growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

LooSee Beh, (Department of Administrative Studies and Politics, Faculty of Economics and Administration, University of Malaya, Kuala Lumpur, 1996), in his study on “Linking QWL and job performance: Implications for organizations” found a positive link between QWL and employee performance.

Michael (1992) studied the impact of quality of work life on organizational commitment, and concluded that after providing quality of work life, changes also take place in commitment.

Baba and Jamal (1991) suggested a list of the determinants of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also suggested that monotony in job due to routine work activities can affect quality of working life negatively.

However recent researchers have also observed that, work-related stress and balancing work and non-work life domains (Loscocco & Roschelle, 1991) affect QWL significantly and should conceptually is considered as determinant of Quality of Working Life.

The feeling of career achievement is reflected in the willingness to spend extra time at job. It was observed that positive QWL acts as a motivation behind willingly working for long hours that was enjoyed by the executives. It was concluded from the study of managers that the ambition or the desire to excel acts as a catalyst for advancement in career. Researchers in their study on managers and executives have
concluded a definite relationship between ambition and career achievement (Cannings & Montmarquette, 1991; Cox & Cooper, 1989).

56. Cunningham, J.B. and T. Eberle, (1990) described that, 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. Chan, C.H. and W.O. Einstein, (1990) pointed out QWL reflects a concern for people’s experience at work, their relationship with other people, their work setting and their effectiveness on the job.

57. Career satisfaction is an outcome of the fulfillment of career growth needs of individuals that depends upon intrinsic and extrinsic aspects of their career, including pay, advancement, and developmental opportunities (Greenhaus, Parasuraman, & Worley, 1990; Rice, Phillips, & McFarlin, 1990; Berry, 1998). This is contrary to the job satisfaction which is termed as a positive emotional well being and a feeling of happiness derived from appraisal of one’s job or work experiences. Career satisfaction is actually subject to the comparison made by a person, of his/her career and life expectations with those being offered. There are several factors that affect these expectations to get fulfilled, like economic considerations (e.g. compensation and retirement benefits) and occupational and family considerations (e.g. professional satisfaction, job satisfaction, advancement opportunities, relocation, etc) (Hill, Wilson, & Sanders, 1998).

58. Robbins (1989) defined QWL as “a process by which an organization responds to employees needs by developing mechanisms to allow them to share fully in making the decisions their design their lives at work”. QWL has been well recognized as a multi-dimensional construct and it may not be universal or eternal. The key concepts captured and discussed in the existing literature include job security, better reward system, higher pay and opportunity for growth, participate groups, and increased organizational productivity among others.
59. According to Organ (1988), the definition of organizational citizenship behaviors (OCB) is "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". Organ also noted that defining OCB as behaviors that are not formally rewarded is equally too broad, as few "inrole" behaviors actually guarantee a formal reward. Dyne (1995) proposed the broader construct of "extra-role behavior" (ERB), defined as "behavior which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations". Thus organizational citizenship is functional, extra-role, pro-social organizational behaviors directed at individual, groups and/or an organization. These are helping behaviors not formally prescribed by the organization and for which there are no direct rewards or punishments.

60. Later definition by Beukema (1987) describes QWL as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organization gives to its employees to design their work. This means that the individual employee has the full freedom to design his job functions to meet his personal needs and interests. This definition emphasizes the individual’s choice of interest in carrying out the task. However, this definition differs from the former which stresses on the organization that designs the job to meet employees’ interest. It is difficult for the organization to fulfill the personal needs and values of each employee. However 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 employees’ needs that contribute to the organizational performance.

61. Mirvis and Lawler (1984) found in their study that Quality of working life was related with satisfaction with wages, hours and working conditions, describing the “essentials of a good quality of work life” as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.
62. 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. 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. For example, 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.

63. According to Stein (1983) and Reid (1992) have also recognized the importance of compensation in determining QWL. Stein (1983) identified pay as being one of five important components of QWL. Stein includes pay under the category of external rewards, which in addition to pay includes promotion or position, and rank or status.

64. Skrovan (1983) stated that the involvement and participation of employees in the creation of their workplace were a central focus of every QWL process. Through this process, all members of the organization, through appropriate channels of communication set up for this purpose, have some say about the design of their jobs in particular and the work environment in general.
65. However a general conception is that Quality of Working Life fundamentally relates to well-being of employees but it is differentiated from job satisfaction which solely represents the workplace domain (Lawler, 1982).

66. Cohen and Rosenthal (1980) describes QWL as an intentionally designed effort to bring out increased labour management, and co-operation to jointly solve the problem of improving organizational performance and employees satisfaction.

67. Hackman and Oldhams (1980) highlight the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

68. Hackman and Oldhams (1980) further highlight the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized the personal needs are satisfied when rewards from the organisation, such as compensation, promotion, recognition and development meet their expectations. Parallel to this definition, Lawler (1982) defines QWL in terms of job characteristics and work conditions. He highlights that the core dimension of the entire QWL in the organization is to improve employees’ well-being and productivity. The most common interaction that relates to improvement of employees’ well-being and productivity is the design of the job. Job design that is able to provide higher employee satisfaction is expected to be more productive. However, he accepted the fact that QWL is complex, because it comprises physical and mental well being of employees.

69. As per the definitions given by (Morrison & Holzbach, 1980) Careers can be understood as a „series of work roles or a step by step sequence of a person’s job
experiences over a definite tenure (Arthur, Hall, & Lawrence, 1989). Researchers have proved that career tenure and total work tenure in one’s professional life are positively related to career attainment (Judge & Bretz, 1994). which significantly predicts the feeling of accomplishment in their work life. Findings are also favorable to the assumption that there exists a relationship between the number of hours worked per week and salary and ascendancy (Cox & Cooper, 1989; Judge & Bretz, 1994).

70. Taylor (1979) suggested Quality of working life as an holistic approach that includes; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He also viewed other aspects to be equally important such as; authority exercised by employees, employee participation in decision making, fair and equal approach at work, social support, utilizing one’s present skills, self growth, a relevant scope of future at work, social relevance of the work or product, effect on extra work activities. Taylor concluded that Quality of working life policies may vary as per the size of organization and employee group.

71. Warr and colleagues (1979) in their survey for Quality of working life, considered a variety of factors resulting in QWL, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They studied different correlations in their research, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. concluded that there exists a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

72. Hack man and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified: Skill variety, Task Identity, Task
significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

73. Hackman and Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified- Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life. In contrast to such theory based models, Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including- Individual power, Employee participation in the management, Fairness and equity, Social support, Use of one's present skills, Self development, A meaningful future at work, Social relevance of the work or product, Effect on extra work activities. Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group.

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

75. Like Walton (1973) and Orpen (1981), (Newell, (2002); Stein, (1983); Kerce & Booth- Kewley, (1993); Bertrand, (1992) and Harrison (2000), agree that safe and healthy work conditions have a significant impact on QWL. Newell (2002) highlights that QWL involves making improvements to the physical working conditions under which employees operate in order to make their work setting more favourable.
76. Walton (1973) asserts that experiencing a high QWL is dependent upon the extent to which jobs allow the employee to use and develop his/her skills and competencies. In light of the above-mentioned, jobs should contain a number of features that would allow employees the opportunity to use and develop their human capacities and eventually experience QWL. These features include autonomy, skill variety, task significance and feedback, meaningfulness and wholeness.

77. According to this determinant of QWL, the emphasis is shifted from job to career advancement (Walton, 1973). Although Orpen’s (1981) research reflects a degree of overlap between this determinant and the previous one, similarly what he categorized as ‘opportunity for personal growth’ includes focus upon the opportunities that are provided for employees to advance in their careers. This also relates to the idea of professional learning as a means to career development or succession possibilities.

78. According to Glacer, QWL requires an Organisational climate and structure that really encourages, facilitates, rewards, questions, challenges or suggest ways to improve the existing modes operating anyway. According to Luthans (1973) QWL is more concerned with overall climate of work. It is a concern about the impact of work on people as organisational effectiveness and an idea of participation in organisational problem solving and decision making.

79. Payne and Pheysey (1971) in the light of an interesting study conducted on organizational climate came to conclusion that job satisfaction is an indicative of positive Quality of Work Life. This was to highlight qualities of employee’s work life. Job satisfaction is an indicative of positive quality of working life. Hence, whatever studies will be put forth on job satisfaction would be determining relationship of some variable as its important determinants.

80. An individual’s feelings of satisfaction or dissatisfaction might be an outcome of their perception, rather than predicting their “real world”. Further, an individual’s
perception may be influenced by relative comparison – I am paid higher/lesser than that person - and comparisons of internalized ideals, ambitions, and expectations, for example, with the individual’s present state (Lawler and Porter, 1966).

81. H.C. Ganguly (1964) in his study explains on Indian workers attempted to examine various factors leading to job satisfaction or dissatisfaction and ranked adequate earnings at the first place. Other factors which are ranked high are job security and opportunity for advancement. Other factors such as job status and prestige, working hours, relation with colleagues etc. have been ranked as low motivators.

82. The differences studied between job satisfaction and dissatisfaction in quality of working life predicts the influence of job satisfaction theories. Herzberg at al., (1959) used “Hygiene factors” and “Motivator factors” to differentiate between job satisfaction and job dissatisfaction.

83. Herzberg (1959) used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction. An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their “real world”. Further, an individual's perception can be affected by relative comparison am I paid as much as that person - and comparisons of internalised ideals, aspirations, and expectations, for example, with the individual's current state (Lawler and Porter, 1966).

84. Cherg. S says in a High Quality of work life there should be a positive impact on personal life, an opportunity to be involved in decision as well as acceptable level of physical comfort. “The quality of a person's life is in direct proportion to their
commitment excellence, regardless of their chosen field of endeavor.” - Vincent Lombardi

85. According to G Nasl Saraji, and H Dargahi, survey QWL is a comprehensive, department-wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition by conducting descriptive and analytical study they showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.

86. According to Guna Seelan Rethinam, Maimunah QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life and he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

87. Rapoport and Rapoport concluded that the family’s psychological support and the diversion that it entails make it a crucial factor affecting QWL. Studies also support the facts that a happy family life has a positive impact on the greater job satisfaction and objective career achievement with a directly proportional relationship.

88. According to J. Lloyd Suttle, “Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experiences in the organization.” More specifically, QWL may be set into operation in terms of employees perceptions of their physical and psychological well-being at work. It includes virtually every major issue that labor has fought for during the last two decades. Quality of Working Life is a term that had been used to describe the broader job-related experience an individual has. Whilst there has, for many years,
been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these concepts has still been little explored.

89. Stress at work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention. Alternatively, job satisfaction may be assessed, so that action can be taken which will enhance an individual's performance. Somewhere in all this, there is often an awareness of the greater context, whereupon the home-work context is considered, for example, and other factors, such as an individual's personal characteristics, and the broader economic or cultural climate, might be seen as relevant. In this context, subjective well-being is seen as drawing upon both work and non-work aspects of life.

Conclusion:

To summarize, QWL is viewed as a wide-ranging concept, which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities. Most of the definitions aim at achieving the effective work environment that meets with the organizational and personal needs and values that promote health, well being, job security, job satisfaction, competency development and balance between work and non-work life. The definitions also emphasize the good feeling perceived from the interaction between the individuals and the work environment.

Understanding the nature of work in the contemporary environment, we define QWL as the effectiveness of work environment that transmit to the meaningful organizational and personal needs in shaping the values of the employees that support and promote better health and well-being, job security, job satisfaction, competency development and balance between work and non-work life. This definition quantifies the QWL among the IT professionals with the aim to gain leverage in recruiting, motivating and retaining the valuable IT workforce as the nature of work continues to diversify.