2.1 Introduction

Quality of work life denotes all the organizational inputs which aim at the employee’s satisfaction and enhancing organizational effectiveness. The basic purpose is to develop jobs and working conditions that are excellent for employees as well as economic health of organization. It refers to the level of satisfaction, motivation, commitment and involvement an individual experience with respect to their line at the work. The quality of work life is the degree of excellence brought about work and working conditions that contribute to the overall satisfaction and performance primarily at individual level and finally at organization level. Quality of Work Life (QWL) has become one of the most important issues these days in every organization. Employees are the force that is behind every successful organization. No organization can become successful with technology only because for the use of technology also, organizations need to have strong work force. Quality of Work Life was the term actually introduced in the late 1960s. From that period till now the term is gaining more and more importance everywhere, at every work place. Initially quality of work life was focusing on the effects of employment on the general well-being and the health of the workers. But now its focus has been changed. Every organization needs to give good environment to their workers including all financial and non-financial incentives so that they can retain their employees for the longer period and for the achievement of the organization goals.. At the end, it can be said that a happy and healthy employee will give better turnover, make good decisions and positively contribute to the organization goal. The quality of work life is a process by which an organization responds to employee needs for developing mechanism that allow them to share fully in making decision that designs their life at work. Thus QWL means having good supervision, good working conditions, good pay and benefits and interesting, challenging and rewarding job.

Quality of work life refers to the favorableness or un-favorableness of a total job environment of the people. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization.
Quality of work life provides a more humanized work environment. It attempts to serve the higher order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

In the current scenario every organization expects their employees to perform at their peak potential. Though monetary aspects play an important role in motivating employees, organization around the world have come to understand that there are many other aspects too that contributes better employee performance. It is these aspects that form the basis for this study. In particular this study aims to identify the various tangible and intangible aspects that contribute to the quality of the workplace. It is very important for an organization to create a very conducive working environment for employees.

The previous studies relating to the problem focus of this research are reviewed and various findings are presented in this chapter. The review of literature is a crucial activity in research because it helps the researcher to get a broader and in-depth knowledge of the area of the study and the problem he/she is going to probe. The researchers also get an idea about the statistical tool used in the past research by various researchers in the subject of the study. The researcher also identifies the various means and way of conducting a research and outcomes of such researches and there theoretical importance. The review of literature further helps the researcher to identify the gaps that exist in the area of the study and one of the gaps will be eventually taken by the researcher for further investigation and analysis.

2.2 Review of Literature Related to Quality of Work Life

In present scenario of high technology world, Quality of Work Life 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. Quality of Work Life denotes the psychological aspect of work, the state of mind or the working conditions of the organization as perceived by the employee. Quality of work life is a multidimensional concept, which means overall satisfaction of employees with work.
life and work life balance. QWL can define as an individual’s evaluative reactions to, and satisfaction with, his/her work and the overall working environment. QWL includes work design and all aspects of work life, which results in employee satisfaction and motivation. QWL is associated with well-being of employees. Various authors and researchers have proposed models of Quality of working life which include a wide range of factors.

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 internalized ideals, aspirations, and expectations, for example, with the individual’s current state.

The main concept used to explain Quality of Work Life is the “Socio- Technical System”. Rice (1963) suggested this concept based on his research, which emphasizes that the optimization of the technical production system may undertaken currently with the optimization of the social system, by means of job, constructed to satisfy human needs adequately.

According to Johnson Alexander and Kabin (1969) Quality of Work Life embodies the following inter- related sets of ideas. Ideas dealing with body of knowledge, concept and experience related to the nature, meaning and structure of work. Ideas dealing with process of introducing and managing organizational change and ideas dealing with the outcome or results of the change process.
The quality of work life (QWL) is a relatively new concept in organizational behavior. The term QWL began to be used in a broader perspective after the Arden house meeting in New York in 1972, which led to the formation of the International Centre for QWL (Gain and Ahmad, 1995) and the term was introduced by Dr. Louis Davis.

Walton (1974) comes out with a view that evolution and development of quality of work life can be attributed to various phases. The initial impetus in this trend was found through legislation promulgated in the early twentieth century to protect employees from injuries at work place and providing healthy conditions to the workers. There was the development of various theories in 1950’s and 1960 is which sought to find a link of morale of employees and productivity at work places. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970’s the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include „the values that were at the heart of these earlier reform movements and human needs and aspirations”.

In Lupton’s (1975) studies, there is a joint attempt by social scientists and engineers to increase business, efficiency and the Quality of Working Life, by designing a new manufacturing system. Six alternative production systems were proposed and then job characteristics were measured according to their variety, autonomy, responsibility interaction and completeness of task. The system finally selected and tried was successful to balance automation with worker autonomy. However, while its goals included high volume output at low cost, safe and pleasant working conditions, job enlargement, enrichment, and greater mechanization. Some jobs with a low quality of work life were nevertheless necessary.

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.
According to Richard Walton (1977) quality of work life is the work culture that serves as the corner stone. Hence, work culture of an organization should be recognized and improved to enhance the quality of work life of an organization.

Johnson (1978) explained that Quality of work life (QWL) consists of opportunities for active involvement in-group working that are of mutual benefit to employees and employer. It requires employee commitment to the organization and an environment in which this commitment can flourish. Part of the commitment to the organization is the various attitudes or value judgments of people to their jobs and to their total work environment.

Sharma (1978) studied twelve organizations in different parts of the country to examine labour force commitment. With a sample of 1,971 industrial workers, he came to the following conclusion that, socio-cultural background does not influence the workers attitude and orientation towards both the company and the job. Instead, these are significantly associated with the following sets of factors: (a) preference for industrial work; (b) personnel policies and practices; (c) work technology; and (d) union involvement. He suggests that it is futile to blame factors such as socio-cultural background or rural / agricultural origin of the workers as the cause of low commitment. He suggests improvement in two areas, (a) work technology; and (b) organizational culture.

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.

Warr and colleagues (1979) in his study of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation,
higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, 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, they found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

According to Cohen and Rosenthal (1980) Quality of work life entails an intentionally designed effort to improve labor management association, which would certainly develop into increased organization performance as well as employee satisfaction.

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

Ambrosini (1983) while reviewing the literature on Quality of Work Life found the decline of work centered approach and the growth of interest in the relationship between work and non-work sphere. The prime perspective adopted during 1960 and 1970 are summarized, citing the emphasis on organizational and socio-technical studies of post Taylor's labour transformation. Quality of Work Life The emergence of the concept of Subjective work experience than documented stressing the importance of the time dimensions and work flexibility as determinant of Quality of Work Life.

Nadler and Lawler (1983) defined QWL as a variable, an approach, a method, a movement, everything and nothing. QWL also refers to the degree to which the work
in an organization contributes to the material and psychological well-being of its members.

Singh (1983) attempted to improve Quality of Work Life by recognizing work and eliminating split-up goals and thereby, made work satisfying and productive.

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

Singh (1983) asserts that quality of work life is concerned with steady improvements in work climate of the organization. QWL essentially involves reduced regulation, increased self-discipline, and increased self-management.

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.

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

Levine, et al. (1984) attempted to develop a definition and measure of Quality of Work Life. Tested on 450 employees of company, results showed seven predictors of Quality of Work Life, which extended beyond job content. Seven predictors were (i) Organization to which supervisors show respect and have confidence in employee’s
abilities. (ii) Variety in a daily work routine (iii) Work challenge (iv) Organization to
which present work leads to good future opportunities (v) Self-esteem (vi) Extent to
which life outside work affects work, and (vii) Extent to which work contributes to
society.

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

Rice (1985) in his study found out the relationship between work satisfaction and
quality of life. Work experience and outcomes can affect person's general quality of
life both directly or indirectly through their effects on family interaction, leisure
activities and levels of health and energy. Modification in workplace can have their
effect by changing environment or changing worker's own class and they can affect
his quality and family life.

Sekaran (1985) asserts that quality of work life included wages, working hours and
working conditions. It now encompasses employee’s participation in decision-
making, satisfaction with the jobs, and sense of achievement, expertise and
accomplishments at job place.

Sengupta and Sekaran (1985), studied bank employees and found that Quality of
Work Life in bank is not high. External environment (government and union
interference) affect the quality of work life in banks.

Chakraborty (1986) found out that there are many organizational situations, which
indicate hidden realities of Quality of Work Life. Researchers are required to examine
Quality of Work Life in light of new paradigm based on study of Indian psycho-
philosophy offered from a strict problem-solving point of view and may have
relevance to educate predicting managers.
Sinha (1986) enumerated that modern workers demand jobs that satisfy their inner needs. In the light of the content and process theories of motivation, it is postulated that the popular way of determining Quality of Work Life is to measure the attitude that constitutes job satisfaction. Moreover, suggested that the prospects of better Quality of Work Life in India have to consider sociological, psychological and related context.

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

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

Keller (1987) studied relative contribution of work and non-work variables on Quality of Work Life among different ethics groups. 127 White, 30 Hispanic, 33 American Banker and 121 Mexicans were taken as the subjects. Results showed no significant relationship between ethics’ groups and Quality of Work Life. Home life and family network variables accounted for increased variance in Quality of Work Life than did work variables like jobs, job-stress and job level.
According to Gupta and Khandelwal (1988), positive significant relationship found between Quality of Work Life and role efficacy. The findings also revealed that supervisory behaviour is the most important dimension of Quality of Work Life, contributing 21% of the variance in the employees’ role efficacy. Supervisory role include general satisfaction with supervisor’s day-to-day behaviour, amount of communication and listening, and appreciation of good work.

Keith (1989) defines Quality of Work life as the favorableness or unfavorableness of a job environment for people. He proposes that the basic function of QWL is the development of such quality of work life entails treating employees as dignified and respect worthy human beings and involving employees in every aspect of decision making in the scope of changing the socio technical framework of the organization.

Sharma (1989) based on her investigation highlighted the importance of Quality of Work Life and organization design as significant dimensions of organizational functioning.

Mee Lin and Bain (1990) have studies relationship between Quality of Work Life programmes and organizational performance measures through a review of 27 studies on unionized firms. Impact of Quality of Work Life on organizational effectiveness (performance of labour management relations and economic and non-economic performance of the firms) was measured in these studies at 3 levels: (i) industrial (ii) group division/ store (iii) plant/ store of industry. All studies found favorable attitude of workers towards Quality of Work Life programmes and seven of 10 studies at division level and at job 10 macro level studies found positive effect of Quality of Work Life programmes on productivity. At 3 levels employee participation measures and job redesign were the approaches of Quality of Work Life programmes were most commonly implemented by both union and management.

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 turn-over.
intentions. Baba and Jamal also explored routinisation of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Ahmad (1991) investigated perceived Quality of Work Life in relation to organizational role stress among 156 middle level managers of public and private undertakings. Results revealed that all the four dimensions of perceived Quality of Work Life viz., perceived influence at work, perceived amenities at work, perceived nature of job and perceived nature of supervisory behaviour were significantly but negatively related to most of 10 dimensions of organizational role stress. It was further observed that age and tenure were significantly correlated with perceived influence at work and perceived amenities at work.

Havlovic (1991) studied the influence of Quality of Work Life initiatives on HR outcomes. Unionized Midwestern heavy manufacturing firm collected data for period during 1976-1986. Results indicated that Quality of Work Life initiatives significance reduce absenteeism, minor or accidents, grievances and quits.

Fields and Thacker (1992) investigated the influence of Quality of Work Life on company and union commitment after the implementation of the joint union management Quality of Work Life perceived the Quality of Work Life effort as successful programme. Results indicated that company commitment emerged only when participant but union commitment increased irrespective of the perception of Quality of Work Life success.

Singh-Sengupta (1993) observed that one of the most critical and one of the least discussed elements in Quality of work life is the issue of power relations. In their series of observations in a wide range of organizations the top management is suffering from deficit of power as the non-managerial cadres amass all powers because of the strength of trade unions and their numerical strength. The study disclosed that the two groups, managers and workers seemed to be currently interdependent. Appropriate intervention programme may change the relationship to co-operatively interdependent. By correlating the Quality of Work life at Hindustan Machine Tools (HMT) with special reference to its Jammu & Kashmir Unit,
Kumar and Tripathi (1993) suggest that quality of work life represent a boost in the relationship between management and employees and employee belonging to any hierarchical level has the potential and power of coming out with inputs required for decision making for the organization. Quality of work life entails that worker at all levels should be involved to take decisions regarding work and workplace.

Gani and Ahmad (1995) examined the empirical level of various components of QWL from their theoretical expositions. The study was carried out by personal interviews of the workers there. The results of the study are (i) the existing QWL in the organization under study is of an average standard (ii) compared to working environment, rational and job factors, the financial factors present a dismal picture (iii) the absence of participative management culture, has given rise to harder beaurocratic controls, which has eroded creativity initiative and innovative capabilities of excellent performers. In an attempt to establish an inevitable linkage between the Quality of Work Life and the industrial relations processes,

Karrie and Khurana (1996) examined the relationships among Quality of Work Life and six-background variables viz., age, educational qualification, experience, native/migrant, number of dependents and income level and three motivational variables viz., satisfaction, job involvement and work involvement of 491 managers from the public, private and cooperative sector industries. The findings of the study indicate that managers with higher motivation have higher Quality of Work Life perception. Moreover, the results also advocate that educational qualification of managers, size of the organization, job involvement and job satisfaction are significant predictors of Quality of Work Life. Karrier and Khurana (1996), found managers with increased job satisfaction and more job involvement had perception of increased Quality of Work Life.

Nasreen and Ansari (1997) conducted a study on supervisors and middle level managers and reported that socio-psycho personality variables failed to influence Quality of Work Life perceptions. Barkat and Ansari (1997) found significant influence of job tenure and number of promotions earned on perceived Quality of Work Life. The above two studies did not include job involvement but are important to highlight relationship of biographical and psychosocial personality variable in
relation to Quality of Work Life. Job involvement is a phenomenon, which is outcome of perception of increase Quality of Work Life in which aspects like identification with work, organization, as well as incumbent conductive conditions. Most appropriate to work and working environment as above all variables combined together determine level of job involvement.

Mankidy (2000) observes that the more positive the Industrial relations processes, the greater the possibility of improved Quality of Work Life. Positive Industrial Relations should ensure better wages, flexible hours of work, conducive work environment, employment benefits, career prospects, job satisfaction, and meaningful employee involvement in decision making etc. leading to better Quality of Work Life. The study concluded that the improved Quality of Work Life will naturally help to improve the family life of the employees and would also improve the performance of the organization.

Eden et al. (2000) described the importance of different factors in relation to quality of working life among individuals (aged 25-29 years) granted early retirement due to disorders of the musculoskeletal system. Explanatory variables concerning poor quality of life were established among disability pensioners with musculoskeletal disorders and a control group. In both groups, health status, leisure time activities, and social network were important for quality of life. Among the retirees immigration, employment before retirement, and a negative attitude to the disability pension were related to poor quality of life.

Saipin Narongrit and Supit Thongsri (2001) in his research study deal with the quality of work life and organizational commitment. The objectives of this research were to study the level of the asset management organization, Thaitoyo Denso Company Limited’s staffs" quality of work life and organizational commitment, to compare the organizational commitment according to personal factors, and to analyses the factors affecting organizational commitment. The population consisted of all the two hundred employees in Thaitoyo Denso Company Limited. The statistics used for analyzing the data were percentage, mean, standard deviation test at the 0.05 per cent level of significance, and Pearson product moment correlation coefficients at the 0.01 per cent
level of significance. It was found that the levels of the staffs’ quality of work life were moderate. Personal characteristics like sex, age, status, education, position, staff salary, and line function caused no difference. All factors of quality of work life had positive correlation with organizational commitment.

Sirgy et.al, (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 behaviour, Need satisfaction based on Ancillary programmes and 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. Maslow’s needs were seen as relevant in underpinning this model, covering Health and safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics, although the relevance of non-work aspects play down, as attention is focused on quality of work life rather than the broader concept of quality of life.

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, Unable 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, Lack of opportunity to learn new skills.

Bearfield (2003) in the researches of quality of work life among Australian employees, reports about the level of satisfaction with different job aspects- salary, work load, work pressure, control over the way of doing work, health and safe standards at work place, the type of job, relations among coworkers, trust in the management, recognition of work efforts and employees’ treatment by the immediate manager, opportunity for development of a career and job skills, information about work and balance between working and private life. The data of the attitudes toward work environment, obtained in these successive researches suggest an existence of a stable high-quality work life of Australian employees so that the job satisfaction is higher among a lower than between a higher level of education.
Wilson (2003) in his study observed that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision, both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision-making. He also found that public sector employees are more satisfied than private sector employees with respect to reward, human relations, and behaviour of co-workers and nature of job.

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 Study on Singaporean Employees development, Cheng 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 an acceptable level of physical comfort. Jobs seen to exist with in high Quality of work life work situations are those in which there is minimal negative impact on one’s personal life, and hopefully one which has a positive impact on one’s personal life. Cheng S in his paper Quality of work life through employee participation in Singapore has discussed the following four different approaches to Quality of work life Employee share option scheme, Joint management consultation, Quality circle and Industrial relations circle.

Mala Bhandari (2004) made a study about women in two work roles and the quality of their life. The study based on home and work as two overlapping spheres of life. It investigates that the quality of life of women affected by their dual roles one at home and the other in office. She studied their home and office lives with the quality of life approach; it analyses the socio economic dynamics of their households and discussed the determinants of their quality of life.

Gagne (2005) in his study found that some individuals feel honored if delicate with responsibility and authority to perform complex tasks. Such employees in order to meet the expectation perform outwardly and it ultimately increasing work motivation and job satisfaction. When people perform effectively at these jobs, they experience
satisfaction of the basic psychological needs and have positive attitudes toward their jobs.

Raduan et al. (2006) in a study to determine the level and relationship between qualities of work life (Quality of Work Life) with career-related variables revealed that the three exogenous variables are significant such as career satisfaction, career achievement and career balance with 63% of the variance in Quality of Work Life. The respondents appeared to be satisfied in respect to the level of Quality of Work Life (49.5%), career achievement (70.3%), career satisfaction (63.8%), but less so for career balance (36.6%). 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.

Dargahi et al. (2007) conducted a study to provide the processes used to investigate and implement a pathway for improving of Quality of Work Life as an approach model. The results from the survey showed that the perceived strongest areas among 12 categories developed by Quality of Work Life Strategic Planning Committee that employees agreed to improve on their Quality of Work Life were Organizational 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. This committee evaluated the outcomes of Quality of Work Life managers and employees teams to improve the employees’ Quality of Work Life.

Rama J. Joshi (2007) wanted to find out the issue of representation of legitimate interests of women workers in its entirety to make suggestions to help the policy makers to improve the QWL of women workers, specifically in Banking, Insurance, PSUs and Hospitals. It was found that the level of satisfaction of women employees with QWL in their respective organization was quite high.

Maimunah Ismail (2008) in his study examined that many factors determine the meaning of quality of work life (QWL), one of which is work environment. A group of workforces that affected greatly in QWL as result of dynamic changes in work environment is information technology (IT) professionals. The constructs of QWL

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discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

Kameswara Rao and Venugopal (2009) illustrated their perceptions concerning Quality of Work Life of employees in India. They suggested on four dimensions of Quality of Work Life and labeled as “favorable work environment”, “personal growth and autonomy”, “nature of job”, and “stimulating opportunities and co-workers”. Employees viewed a high Quality of Work Life as one in which there was no negative impacts on personal life and such a high Quality of Work Life would also exhibit an absence of inappropriate work demands. One might view a low Quality of Work Life as one in which there is predominantly negative features in the working environment.

Nayeri, et.al (2011) carried out a descriptive study to investigate the relationship between the QWL and productivity among 360 clinical nurses working in the hospitals of Tehran University of Medical Sciences. Findings showed that the QWL is at a moderate level among 61.4% of the participants. Only 3.6% of the nurses reported that they were satisfied with their work. None of those who reported the productivity as low reported their work life quality to be desirable. Spearman-rho test showed a significant relationship between productivity and one’s QWL. Considering the results, the researchers opined that managers should adopt appropriate policies to promote the QWL to enhance productivity.

Pugalendhi et al (2011) in a study of Quality of Work Life: Perception of college teachers revealed a significant relationship between Quality of Work Life total and Quality of Life in teaching environment total. They also found that quality of college teachers is low in its working level and stated that Quality of Work Life is an essential concept of favorable situation in a working environment. Policies, leave it to banks to attain goal by whichever means they think, greater decentralization, more autonomy and power will facilitate banks to recruit right people, design job as per requirements, rewards employee differentially based on performance and enhance Quality of Work Life and offer quality service to people.

Dr. T. G. Vijay, R. Hemamalini (2012), in their article titled, “Impact of Work Life Balance on Organizational Commitment among Bank Employees”, the researcher
found that there exist a positive correlation between affective commitment, continuance commitment and work life balance variables.

Zare, Hamid, Haghgooyan, Zahra Karimi (2012) undertook a study on quality of work life to identify its dimensions Library method was used to gather information on theoretical basics, literature and to identify aspects and scales. Field study method was used to gather information through questionnaires distributed among 30 experts. The collected data was analyzed using Analytical hierarchy process (AHP). It is founded that QWL can be explained by factors, which is job satisfaction and organizational climate.

Naser Zanganeh Aliakbar Aghae (2013) the main aim of this study is to survey the correlation between organizational cultures, quality of work life and burnout in the Golestan province state hospitals. A field method was used for collecting the data and the tools for gathering the information are questionnaires. The current research population includes Golestan state hospitals, and the sample size includes 206 individuals. The SPSS 16 software and tests of Kolmogorov- Smirnov, and Spearman's correlation coefficient were used for analyzing the information. Research results of the main hypothesis showed that a positive and significant correlation exists between the organizational culture and the quality of work life in the Golestan state hospitals. Also, Research results of the sub-hypothesis tests showed that a significant correlation exists between the components of organizational culture (work involvement, compatibility, adaptability, and mission), components of quality of work life (fair and adequate payment, safe and healthy workplace, providing growth opportunities and continued security legalism in the organization, social ties in working life, overall living environment, unity and social cohesion in the organization and development of human capabilities), and burnout.

Nitesh Sharma, Dr. Devendra Singh Verma (2013) in his paper studied quality of work life for the employees of small-scale industries. The aim of study is to determine the existence of QWL (Quality of Work Life) in small-scale industries as per the view of employees. As the QWL is very essential for industries to continue to attract and retain employees. The presence of QWL in the industrial unit is beneficial to both employees and industries. The study examined the QWL existence in small-scale
industries. Study revealed that QWL is not highly prevalent as per the view of employees. As we know that SSI plays as very important role in the growth of Indian economy, the industries employers should take consistent and steadfast measures to improve the Quality of Employees.

Vijay Anand (2013) in his study assesses the quality of work life among employees in Indian Textile industry using Walton’s model. The results with regard to fair and adequate payment shows that among employees opinion this component is lower than the average and their salary is not satisfactory and is not associated with their job. Thus, this cause job dissatisfaction among employees.

Nagaraju Battu and G. Karthik Chakrabarthy (2014) in his research paper explore the quality of work life in private and public sector hospitals in Vijayawada. The aim of this study is to identify the quality of work life of nurses and Para-medical staff. The researcher highlights the factors on working conditions, work stress, job satisfaction, organizational climate and staff communication. For this study, the researcher collected the data of 150 respondents (70 private sectors and 80 public sectors). Likert 5 point scale is used for the questionnaire. Stratified random sampling technique been used for this study. Anova and percentage method has been used as statistical tools for this analysis. Finally, the researcher has concluded that in private sector, the management has to take measures on work stress, job satisfaction and staff communication. In public sector, the government has to take necessary measures on working conditions, organizational climate and work stress.

2.3 Review of Literature Related to Different Variables of Quality of Work Life

Quality of work life is not based on a particular theory nor does it advocate a particular technique of application, instead it is more concerned with the overall climate of work place. The concept of quality of work life can be viewed in two ways. One way is as a set of organizational objectives and practices, encompassing job enrichment, democratic supervision, safe and healthy working conditions and employee involvement in decision-making. The other way is from the employees’
perceptions that they are safe and able to grow and develop as human beings. The quality of work life can thus be defined in terms of employees’ perception of their physical and mental well-being at work.

Professor Richard E. Walton has identified eight dimensions, which make up the quality of working life framework. The 8 point criterion of Walton to measure quality of work life includes adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, constitutionalisation in the work organization, work and total life space and social relevance of work life.

Table No. 2.1
Various Indicators of Quality of Work Life

| Walton (1975) | 1. Adequate and fair compensation  
|              | 2. Safe and healthy working conditions  
|              | 3. Opportunity to utilize and develop human capacities  
|              | 4. Opportunity for continued growth and security  
|              | 5. Social integration in the work organization  
|              | 6. Constitutionalism in the work organization  
|              | 7. Work and total life space  
|              | 8. Social and relevance of work life |
| Stein (1983) | 1. Independence and autonomy  
|              | 2. Being outstanding and important  
|              | 3. Property and belongingness  
|              | 4. Development and progress  
|              | 5. Outside rewards |
| Levine, Taylor & Davis (1984) | 1. Esteem and confidence to staffs  
|                               | 2. Work change  
|                               | 3. Work challenge  
|                               | 4. Future development comes from current work  
|                               | 5. Self-esteem  
|                               | 6. Cohesion and interference of work and life  
|                               | 7. Share of work in enhancement of society |
| Cai Hui-ru (1994) | 1. Quality of life - reward of services, welfare, work security, work support  
|                   | 2. Social quality relationship with superior, colleagues, and clients  
|                   | 3. Growth quality participation management, rise, individual growth, self-esteem, work features |
| Jia Ha wee (2003) | 1. Need to surveillance  
|                   | 2. Need to eagerness and desire  
|                   | 3. Need to belongingness  
|                   | 4. Need to self |
**Adequate and Fair Compensation**

Remuneration is the compensation an employee receives in return from his or her contribution to the organization. It occupies an important place in the life of an employee. His or her standard of living, status in the society, motivation, loyalty, and productivity depend upon the remuneration he or she receives. To be specific, typical remuneration of an employee comprises wages and salary, incentives, fringe benefits, perquisites and non-monetary benefits. One of the biggest factors affecting industrial relations is the salary or wage an employee receives for a fair day’s work. A fair and equitable remuneration will attract competent personnel, help to retain present employees, improve productivity, improve union management relations, and improve public image of the company. No organization can expect to attract and retain qualified and motivated employees unless it pays fair compensation. For employees, pay is more than a means of satisfying their physical needs. It provides them a sense of recognition and determines their social status. Organizations at rural, semi-urban regions can satisfy their employees with comparatively low levels of compensation compared with their urban-based counterparts. The urban-based organizations usually compensate the extra cost of living through higher dearness allowances, keeping basic the same. Thus, employee compensation is a very significant issue from the viewpoint...
of employers, employees and the nation as a whole. Money is by no means the only motivator of people, but too little money demotivates powerfully, and financial reward remains a strong incentive.

**Safe and Healthy Working Conditions**

Safety means freedom from the occurrence or risk of injury or loss. Industrial safety or employee safety refers to the protection of workers from the danger of industrial accidents. Health is a state of complete physical, mental and social well-being and not merely the absence of disease. It is the outcome of interaction between the individual and his environment. Workers spend a great deal of their time in industrial settings. In many industries, workers are exposed to various types of health hazards. Unless the working conditions are proper, workers cannot concentrate on work. As a result, productivity will be low. The ill health will force workers to be absent from work and result in greater absenteeism and labour turnover. The quality of work will suffer and the firm’s resources will be wasted. The major physical factors influencing worker’s health are cleanliness, lighting, temperature and ventilation, freedom from noise, dust control, working space and seating arrangements. Owing to rapid industrialization, mechanical, chemical, electrical and so every employer should pay due attention to industrial safety and take adequate steps to prevent industrial accidents. Safety policy, safety committee, safety education and training, etc. can be ensured to prevent and minimize industrial accidents. Physical conditions at work places are second home for employees. Hence, it is an important factor in measuring QWL.

**Immediate Opportunity to Use and Develop Human Capacities**

An organization must be responsible for the growth and development of its workers. This involves training, skill developments, recognition and promotion. Work arrangements should be made challenging enough to expand skills, abilities, and knowledge. They should create a positive effect on self-esteem, autonomy, involvement and motivation. Today work has become repetitive and mechanical so that the worker has little control over it. Successful candidates placed on the jobs need training to perform their duties effectively. Workers must be trained to operate machines, reduce scrap and avoid accidents. It is not only the workers who need
training. Supervisors, managers and executives also need to be developed in order to enable them to grow and acquire maturity of thought and action. Training and development constitute an ongoing process in any organization. In addition to these, there is a need to impact ethical orientation, emphasis on attitudinal changes and stress upon decision making and problem solving abilities. Taylor was criticized that an employee provided optimum degree of freedom in work could improve him on the job, which gives him immense satisfaction. The job should contain sufficient variety of tasks to provide challenge and to ensure the utilization of talents.

**Opportunity for Continued Growth and Security**

The employees have started seeking career growth recently. Job security has ceased to satisfy employees. Employees tend to drift from a job, which does not promise career growth. Organizations are helping employees in these directions by helping them draw their career paths. Not only drawing career paths, but also the organization helps employees to attain higher positions through training. The employee is prepared to take up a higher position where there is a possibility. There must be employment, which provides for continual growth, job and income security. The work should provide career opportunities for development of new abilities and expansion of existing skills on a continuous basis. QWL provides future opportunity for continued growth and security by expanding one’s capabilities, knowledge and qualifications. Here the focus is on career opportunities as against the job.

**Social Integration in the Work Organization**

An organization can possess supportive work groups and interpersonal openness in other words ‘Industrial Democracy’ through establishing work committees which intend to “promote measures for securing and preserving comity and good relations between employer and workmen to that end, to comment upon matters of their common interest for concern, and Endeavour to settle any materials differences of opinion in respect of such matters”. This aims at developing a feel of self-esteem in the organization. Encouraging participative management schemes help in establishing industrial democracy in the organization, which in turn encourages social integration in the organization and leads to better quality of work life.
Work and Total Life Space

There should be proper balance between work life and personal life of employees. The demands of work such as late hours, frequent travel, and quick transfers are both psychologically and socially very costly and detrimental to quality of work life. In other words family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc. QWL provides for the balanced relationship among work, non-work and family aspect of life.

Job involvement

Fletcher, Donna E. (1998) states that there is negative impact of organizational commitment and job involvement on the hazard of employee voluntary turnover. These findings indicate that a measure of the employee is perceived commitment to the employer also reflects the employee’s level of commitment to, and satisfaction with, the organization. The aspect of organizational commitment is embedded within the construct of the employee’s perceived commitment to the employer.

Carmeli, Abraham (2005) explores the job involvement of senior executives and reveals that job involvement is affected by two crucial factors viz. Personal related factors and environment related factors. It provides support to the ideas that the top executives consider organizational image to be a deciding factor in determining their satisfaction and identification with the job. Though organizational image is not directly related with the job involvement and the involvement of top executives depend on two factors organizational image and their level of satisfaction with the jobs. Job involvement also depends on individual factors. High involvement depends on the normative part of top executives, that is, when they feel a moral responsibility towards their organizations.

Mohr, Robert D. and Sochi, Cindy (2008) support the idea that the job involvement is positively associated with the job satisfaction. Programs like suggestion schemes, information sharing, and quality circles positively related with job satisfaction. It is
more likely that employees who are satisfied are more likely to engage in high involvement practices. There is positive relationship between participatory jobs and job satisfaction and no consistent relationship with job strain.

Kriyana (2011) strives to consider the effect of career salience on job involvement of teachers working in Universities in Pakistan. Career salience means the importance of the work role relative to other life roles and includes career path, significance and choice. The study supports the idea that career salience has a positive relationship with job involvement. Career knowledge is hugely influential as far as a career choice is concerned and it results into pride and confidence in the life of the employee while working in the organization.

**Job Satisfaction**

It implies the employee’s satisfaction with the backdrop of his job environment consisting of type of work, Level of supervision, Pay, Co-workers, and Opportunities for promotion. Job satisfaction is related to job involvement and people involved in their jobs are satisfied with their jobs and vice versa.

Payne and Phesey (1971) pointed out that organizational climate is related to job satisfaction leading to highlight the quality of employees of work life. It is important to mention here that job satisfaction is an indication of positive QWL.


Ganguli and Joseph (1976) studied Quality of Work Life among young workers in Air India with special reference to job satisfaction. Findings indicate that, of the various physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours, etc. are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties
and rural background more positively correlated with life and job satisfaction. Expectation and aspiration of young workers affect the quality of working life.

Vasudeva and Rajbir (1976) commented that although a number of factors: intrinsic wages, opportunity of advancement, security, company and managements, social aspects of job, communication and benefits are related to job satisfaction, it is the interaction among these factors than any one of them in isolation, that accounts for job satisfaction.

Hackman and Oldham (1980) highlighted 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 rewarded from the organization, such as compensation, promotion, recognition and development meet their expectations.

Sekaran (1981) used a multi-variant cross-cultural approach to explore the meaning of two attitudinal concepts – job involvement and job satisfaction. His sample consisted of 267 white-collar workers from US banks and 307 from Indian banks. He found that in both the cultures, job variety and stress were the two common predictors for job satisfaction. Income was a third significant predictor in the US while communication was the third additional predictor in India. For job involvement, age appeared to be a differential predictor. She concludes from her study, that a manager should concentrate on job design and stress reduction to enhance the job satisfaction of employees in both cultures.

Michael a. shields and Melanie E. ward (2000) argue that income is a crucial determinant of job satisfaction. There is a positive relationship between absolute income and job satisfaction quality of working environment, career advancement opportunities, appropriate grades and training opportunities is critical factors for job satisfaction. Job satisfaction is the most crucial factor that determines the intentions of quitting.
Susan J. Linz (2002) suggest that if the work is the most valuable part of one's identity or quality of life then it results into job satisfaction. There is a positive correlation between positive attitudes towards work and job satisfaction. There is a positive relationship between job satisfaction and job performance. Job satisfaction dose affect the organizational commitment positively.

Lies M. Sari and Timothy A. Judge (2004) propose that if there is a sound selection mechanism in the organization and if a good match is ensured between jobs and employees then it ensures job satisfaction. Work environment also effects job satisfaction. The nature of jobs, which include job challenge, autonomy, variety and scope, is one of the prominent factors that influence job satisfaction. If an employee is satisfied then it results into higher job performance and the connection is even stronger in case of professional jobs.

Thomas K. Bauer (2004) asserts that there is a U shaped effect of age on job satisfaction. There is negative effect on job satisfaction in case employees work for more hours, if they work in shifts or they work for a fixed term contracts. There is always a positive impact of flexible work place systems on job satisfaction of employees. A mix of both vertical and horizontal communication has the tendency to increase job satisfaction level of employees.

Massed Bin Rehman et al (2006) propose that the most decisive factors, which affect satisfaction levels of employee in an organization, are salaries, relationships with co-workers, potential for individual achievement, availability of information to perform the tasks on the job and autonomy.

Keyoor purani and Sunil Sahadev (2006) conducted a study to determine the mediating role of Industrial experience in job satisfaction among sales representative in India. Industrial experience is one of the key variables, which have a moderating influence in determining the satisfaction of sales people with their jobs and their intention ps to leave. This specifically happens in those organizations where employees working in sales department have worked in various industries before joining the organization.
Andrew E. Clark (2007) suggests that there is not only positive correlation between wages and job satisfaction but with an average wage of other colleagues of the same organization. Individuals are satisfied if they see their colleagues better paid. This due to fact that thought better paid colleagues are source of jealousy but it is also a source of happiness as it is seen as a stimulus for future earnings.

Mealier K. Jones et al. (2008) says training is positively related to job satisfaction. Training enhances perceived job security of employee, income and autonomy on the jobs, which increases their job satisfaction. Training also increases intrinsic and non-pecuniary rewards such as sense of achievement. Training enhances job satisfaction of males more in comparison female employee. Job satisfaction is positively associated with job performance. if training is able to secure usability of skills then it reduces the tendency to quit.

Mused Bin rah man and Rumania Praveen (2008) suggest that there exists no significant correlation between the age of teachers and job experience and job satisfaction. Some of the factors, which affect job satisfaction of teachers, are salaries promotional avenues, appropriate recognition for work accomplishments and performance feedback. While gender affects job satisfaction and females were more satisfied than male teachers in Bangladesh were. Age and job experience do not have significant impact on attitude of teachers. A fair and unbiased promotional policy will boost job satisfaction among teachers. Technological facilities (like internet etc.) and infrastructural facilities increase job satisfaction of teachers. Work repetitions and repetitive jobs reduce job satisfaction. A well-designed performance feedback system which includes monetary and non-monetary rewards enhances job satisfaction. Relationship with the colleagues is a key determinant of job satisfaction.

Sara Deeper, Emanon Tertian and Maurizio Car Pita (2010) suggest that wage is not the sole factor that determines job satisfaction and hence jot performance. Job satisfaction depends on the incentives offered to employee on the jobs equity perceived and employee motivations towards the job. The well-being of employee depends not only on individual factor but also on organization factor. Moreover, well-being depends on the interplay between individual and organization factor. Monetary incentives and wages non-monetary incentives such as autonomy and participation in
decision-making and procedural distributive fairness determine satisfaction level of employee on jobs.

2.4 Identification of Research Gap

In pursuance of the first research objective of the present study i.e., in tracing the need of the importance of the quality of work life of employees from past researches, an extensive literature search was made from 1963 to 2014. Research has carried out all over the world in Quality of Work Life. Majority of the studies reveal that QWL has a positive relationship with work performance in various sectors like Banking, textiles, sugar mills and women workers, Education, Nursing, Manufacturing, Bus Transport, Health and IT industry.

The past research results indicate the need and importance of QWL in various sector like industrial, services and public utility. Researches confirm that QWL improves job satisfaction, employee commitment, loyalty there by contributing to work performance and productivity in the respective organizations studies. From past research, it is an established reality that there is a dire need for organizations providing needed QWL to employees and hence indicating the importance of QWL. Thus, the researcher achieves the realization of the first research objective.

In any field of study, existing literature constitutes a base for further research. The researcher feels that there is a wide gap in research of QWL in public and private enterprises. To study comparative analysis of Quality of Work Life of employees in public and private enterprises the researcher selected Bharat Heavy Electricals Ltd of Jhansi as public enterprises and Hindustan Unilever Ltd of Orai as private enterprises. Hence the present study will provide results that can be applicable to both corporate giants as a whole.