



A Literature Review on Quality of Work Life

KEYWORDS

Quality, Work Life, Review, Employees

Mrs.G.Indrani.

Assistant Professor, Department of B.COM (CA) & M.COM, PSGR Krishnammal College for Women, Peelamedu, Coimbatore - 641004

Dr. (Mrs.) S.Suma Devi

Associate Professor, Department of Commerce, PSGR Krishnammal College for Women, Peelamedu, Coimbatore – 641004.

ABSTRACT In this era of globalization, maintaining the quality of human inputs rises from maintaining the quality of work life perfectly. Rise in the quality of work life would help employees' well being there by the well being of the whole organization. Quality of Work Life (QWL) has been defined as "The quality of relationship between the employees and the total working environment". QWL is concerned with the overall climate of work and the impact on work and people as well as on organization effectiveness. Quality of work Life is a Person's life. It covers a person's feelings about every dimension of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore we can simply say Q.W.L. is a concern not only to improve life at work, but also life outside work. This paper focuses and analyzes the literature findings which involve QWL.

The present paper is an attempt to review the literature and the studies done in past to establish a relationship between QWL, employee performance and career growth opportunities.

INTRODUCTION:

The term QWL gained importance in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person's work experience. Up until the mid 1970s, employer's concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005).

However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining "a good company". Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations.

Quality of work life is a very broad concept with many different perceptions about it and, therefore, difficult to define. There are authors who are of the opinion that it is something that is defined by the people of the organization. Many authors, psychologists and management consultants agree that it is difficult to give a clear definition of the term quality of work life, other than that it has to do with the well-being of employees (Lawler, 1975; Davis and Cherns, 1975; Sirgy, Efraty, Siegel and Lee, 2001). In Davis and Cherns (eds.) (1975) all the authors agree that quality of work life is not just job satisfaction, which is only one among its many aspects. All accept that different people will have different perspectives on what makes for high quality of work life. The impact of work life on the individual is the outcome of many interacting factors, of which the importance of each can differ from group to group and from time to time. However from the literature we can

summarize that QWL may be viewed as a wide ranging concept, Table,1 lists some of the components of QWL as viewed by the scholars in various type of organization.

TABLE -1 – COMPONENTS OF QUALITY OF WORK LIFE

Author	Component
Wal-ton(1975)	1 Adequate And Fair Compensation, 2 Safe And Healthy Working Conditions, 3 Immediate Opportunity To Use And Develop Human Capacities,4 Opportunity For Continued Growth And Security, 5 Social Integration In The Work Organization, 6 Constitutionalism In The Work Organization, 7 Work And Total Life Space And 8 Social Relevance Of Work Life.
Stein (1983)	1.Autonomy or being independent; 2.Being recognized and prized;3. Belongings; 4. Progression and development; 5.External reward
Levine, Taylor and Davis(1984)	1.Respect from supervisor and trust on employee's capability;2.Change of work; 3.Challenge of the work; 4.Future development opportunity arising from the current work;5.Self esteem;6.Scope of impacted work and life beyond work itself; 7.Contribution towards society from the work
Baba and Jamal(1991)	1. Job satisfaction, 2 job involvement,3 work role ambiguity,4 work role conflict, 5 work role overload,6 job stress,7 organizational commitment and 8 turn-over intentions
Lau RSM, Bruce EM (1998)	1. Job security 2. Reward systems3. Training 4. Carrier advancements opportunities5. Participation in decision in decision making
Ellis and Pompli (2002)	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.

G Nasl Saraji, H Dargahi (2006)	1.Fair Pay and Autonomy 2.Job security, 3.Reward systems,4.Training and career advancements 5.opportunities, and 6.participation in decision making 7 Interesting and satisfying work. 8. Trust in senior management. 9..Recognition of efforts 10. Health and safety standards at work.11.Balance between the time spent at work and the time spent with family and friends 12.Amount of work to be done 13. level of stress experienced at work 4.occupational health and safety at work
Guna Seelan Rethinam & Maimunah Ismail (2008)	1 Health and well-being 2. 2 Job security 3. 3 Job satisfaction, 4. 4 Competence development and 5. 5 The balance between work non work life
Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki(2010)	1. Fair and adequate pay and benefits rights, 2. Observance of safety and health factors,3. opportunities to continue growth and security of staff, 4. acceptance work organization,5. work life and social dependence on society and individual life, 6. Governing the overall living space in the environment, 7. Integration of social improved human abilities
Stephen, A. (2012).	1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security 4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization

Literature Review

Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below

Rochita Ganguly, Mukherjee (2010), the researcher aimed at the study of Nature of the perceived quality of work life (QWL) of the university employees, the nature of their job satisfaction, the nature of association between QWL and Job Satisfaction. The results indicate that the selected group of university employees perceived different aspects of their quality of work life as either uncongenial viz. Autonomy, top management support and worker's control mainly or they have had a certain amount of dilemma to comment on a few other aspects such as personal growth opportunities and work complexity mainly bearing the potential involving a slight trend of negative opinion.

Jeyaratham.and Malarvizhi (2011),in their article have discussed about the Quality of work life among Sugar mill

Employees in Erode District. The results of the study showed that the basic strategy for improving the quality of work life is first to identify employee's important needs and to satisfy those needs. Hence the study indicated that increase in quality of work life results in increase in productivity and dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relation, poor working condition, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job etc.. The study recommended that promotion policies can be improved by giving grade for designation according to the experience of the employees. Arranging meditation classes and entertainment programmes for the employees can minimize occupational stress.

Shiney Chib (2012), Conducted a study on Quality of Work life and organizational performance at work place of a private manufacturing unit, Nagpur ,India through a structured questionnaire containing 31 items related to 6 variables, namely organizational performance, job satisfaction, QWL, wage policy, company policy and union policy. The researcher has formulated two models, one is organization performance depends on QWL, Job satisfaction, wage policy, company policy and union participation and the other one is QWL which depends on Organization performance., job satisfaction, wage policy, company policy and union participation. The collected data were analyzed using simple percentage, regression and correlation analysis. The study reveals that both the models stand true and QWL had significant relationship with organizational performance.

Bhuvanewari, Sugunya and Vishnu Priya (2013) in their article examined the Quality of work life among employees in Neyveli Lignite Corporation Limited, Tamilnadu.. The findings reveals that majority of the respondents are satisfied with their job, nature of job, salary,co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes ,health, safety & welfare measure and Quality of work life. It is also found that all the employee benefits and other facilities shows above neutral on satisfaction .Thus the effort of NLC management for upgrading the living standard of the employees is encouraging and unique.

Subburethina Bharathi, Umaselvi, and Senthil Kumar (2011), found no significant difference between sex, family, age, designation, various income levels, type of college, native place of the respondents and their perceived levels of overall quality of work life. On the contrary the study found the significant difference between the department, professional membership, length of service, of the respondents and their perceived levels of overall quality of work life. Quality of work life in teaching environment indicate significant difference between Sex, professional membership, age, type of college, native place, length of service of the respondents and their perceived levels of overall quality of work life in teaching environment, but it was found that there is no significant difference between the department of the respondents, type of family , designation, various income levels of the respondents and their perceived levels of overall quality of work life in teaching environment. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level.

Amita Gupta and Priyanka Chaudhary (2012) ,in their

study examines the study on Quality of work life among employees of BPO sector in NCR Region.. The study found that there is dissatisfaction among the employees regarding the Quality of work life in BPO sector. It reveals that the factor determining the dissatisfaction with the QWL in that organization were Lack of Income & fair Compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth etc

Shalini Sheel Bhawna Khosla Sindhvani, Shashank Goel and Sunil Pathak (2012), together presented an article regarding Quality of work life, Employee performance and Career Growth Opportunities- A literature review. They discussed the model given by various authors like Walton, Hackman and Oldham, Taylor, War & colleagues, Mirvis & Lawley, Baba & Jamal Ellis etc.. They conclude that in the post scenario, HR managers have to struggle with presenting staff morale and job satisfaction. In this Scenario, high Quality of work life is essential for organization to continue to attract and retain employees.

Gayathri and Lalitha Ramakrishnan (2013), in their article an attempt is made to review the literature on quality of life to identify the concept and measurement variable along with linkage to satisfaction and performance. They discussed review of various authors about quality of work life-concept and dimensions QWL-job satisfaction and performance. Thus this paper the identification of measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee well being .

Pallavi, Kulkarni (2013) in his article examined about the literature review on training and development and quality of work life. They analysis various authors views regarding the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.

Vaarmathi and Hema Dhalakridhnan (2013) in their study reckons the effects of quality of work life in textile sectors in and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities,, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The Anova test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

Rathamani and Rameshwari Ramchandra (2013) in their study focused to examine the quality of work life of employees in Textile industry. Sipcot, perundurai.. The research findings reveals the facts that motivational insight viz, promotion, insurance protection, training , awards recognition has been influencing factors of quality of work life. Quality of work life influence job security, good working condition condition, adequate and fair compensation and monetary rewards. The respondents have give favourable response on the job satisfaction, safety and healthy working condition opportunities to develop human capacities and opportunities for continued growth and security of

their organization. Then also expect higher compensation from their employees.

Prethi Vijaimadhavan and . Venkataraman Raju (2013) examines an empirical study on quality of work life of IT professional and the relation between quality of work life and its factors.. The dimensions used to measure QWL in this study are job and career satisfaction, working condition, general well-being work life balance, career prospects and compensation and training and development. The results shows that employee relationship is positively correlated to all the factors of quality of work life. Thus the relationship between management, employee and peer does have great impact in the work life of an individual.

Jerome (2013), in his study examines the quality of work life of employees at Jeppiaar Cement pvt ltd, Perambalur.. The researcher study the various factors that influence the quality of work life viz compensation safety and healthy working condition opportunities for use and development of skills and abilities, work environment social relationship, welfare measures job satisfaction and overall quality of work life. From the study the researcher arrives the conclusion that the quality of work life contributes to the workers performance in a holistic manner and majority of the respondents were in high level of job satisfaction

Guna Seelam Rethinam and maimunan Ismail, in their article reviews the meaning of QWL, analysis constructs of QWL based on models and past research from the perspective of IT professionals in many countries and in Malaysia. The constructs of QWL discussed are health and well being, job security, job satisfaction, competency development, work and non-work life balance. The article concludes that QWL from the perspective of IT professional is challenging of IT professional is challenging both to the individual and organization.

Vijay Anand (2013) in his study assess the quality of work life among employees in India 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

Conclusion

The studies reviewed relate to different types of occupations (viz.) banking, teaching, nursing, medicine, industry, private and public limited companies;. The studies located and reviewed include both Indian and foreign studies. In the studies reviewed on Quality of Work Life, a number of dimensions were considered for evaluating the job satisfaction of the Professionals. Literatures reviewed have shown that QWL is a multidimensional constructs, these constructs have to be consider during the job design process. In this scenario, high quality of work life is essential for organizations to continue to attract and retain employees. This is the reason QWL concept has gained momentum recently and researches are going on worldwide to find out inputs for framing effective QWL strategies. Moreover the literature review discussed above also supports the relationship between QWL, employee performance and career growth aspects. Still many facets of QWL need to be unexplored through further studies

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