

# Quality of work life: An Exploratory Literature Reviews

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**Abstract:** *Quality of Work Life obtains noteworthiness in the current context of organizations due to the changes in economic scenario around the world. The globalization of economies has made the world shrunk. This leads to contention among the business organizations and many organizations have started practicing the best practices in order to exist, survive and sustain. This paper discusses some reviews relating to quality of work life.*

**Key Words:** *quality of work life, stress, job satisfaction, motivation.*

## 1. INTRODUCTION:

Quality of Work Life attains an importance in the current context of organizations due to the changes in economic scenario around the world. The globalization of economies has made the world shrunk. This leads to contention among the business organizations and many organizations have started practicing the best practices in order to exist, survive and sustain. Organizations sage over the years especially in the last one decade, that human resources are one of the most prime element other than technology, organizational capacity, structure, systems and processes. This learning drives the current organizations to hire, train, motivate and retain the talents that have become the primary focus of the Human Resources Departments. In order to build the organizations more effective, HR mangers use Quality Work Life as one of the action.

Quality of Work Life has evolved as an essential facet, which results an organizational efficiency and productivity. QWL is multi-facet terms which produce a good work life balance and deliver a qualitative boost to total work environment of any organization. The Human Resources (HR) Managers continually work on to train, engage and get the most from the valued employees. This leads to employee performance and commitment but finally results in pressure, stress and stretched time in the office. Historically, the HR managers were more focused on discipline and Industrial Relations Issues.

It is vital for the organization to expand quality relation between its employees and working environment because now-a-days, challenging of job generate disparity between family and work life due to job pressure and conflicting interests. The threat of imbalance in work and non-work life has suggestions not only on the employees but also on organizations, governments and society (Grzywacz and Marks, 2000; Swanson, Power and Simpson, 1998). Organizations have to expand and acquire QWL programs which shield to generate excellent work condition and job for its employees. Hence, QWL seeks to create such a work environment where the employees work co-operatively and make positive contribution in attaining organizational objectives.

This paper discuss the different facet of quality of work life considered in past researchers opinion. This will provide a guideline for future research.

## 2. REVIEW OF LITRATURE:

**Hartenstein and Huddleston** (1984)<sup>1</sup> stated that the Quality of Work Life measures to be successful, management and labour must have shared values, he also founded out that managers are often authoritarian and deny workers sense of attachment, responsibility and autonomy, it also suggested that workers lack of commitment and low productivity.

**Rice**(1984-85)<sup>2</sup> observed the correlation between work satisfaction and quality of life. He founded out that Work experience and outcomes can influence person's general quality of life both directly or indirectly through their result on family interaction, leisure activities and levels of health and energy. He also suggested that alteration in workplace can have their effect by changing environment or changing worker's own class and they can affect his quality and family life.

**Sengupta and Sekaran** (1985)<sup>3</sup>directed a study on Indian bank employees QWL. He noticed that the external environment (Govtand unions interference) facing the banks are seen as obstacles to take effective actions by the

banks. The study suggests the Government to prepare broad policies scheming the jobs with greater decentralization and more autonomy, power and control, reward to employees distinctly on the basis of performance and enhance QWL.

**Chakraborty** (1986)<sup>4</sup> detected that there are many organizational situations which specify hidden realities of Quality of Work Life. He also founded out that Researchers are need to examine Quality of Work Life in light of new protocol based on study of Indian psycho philosophy offered from a strict problem-solving point of view and may have importance to educate forecasting managers.

**Rao** (1986)<sup>5</sup> investigated the distinction between quality of working life of men and women employees doing comparable work and examined the effect of work on women. The result disclosed that there were important higher complex 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. He also founded out 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.

**SubbaRao, P and Rao, V.S.P** (1990)<sup>6</sup> In their book on Personnel/Human Resource Management“ have speak about the conceptual issues on QWL. They also passed out with QWL issues and role of the government based on different studies and observations. In fact, there is deficiency of empirical research in the area such as humanistic management, quality of work life and job design in the past.

**Baba and Jamal** (1991)<sup>7</sup> stated that typical sign of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, jobs tress, organizational commitment and turn-over intentions. Baba and Jamal also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

**AsitNaryan and AmarnathJha** (1992)<sup>8</sup> observed that employees are human. Employees have distinct mental abilities, emotional stabilities, institutions and sentiments. They also founded out that the “ Quality of work life is a generic phrase that includes a person’s feeling about every dimension of work including economic rewards and benefits, safe and healthy working conditions, organizational and interpersonal relationship and its intrinsic meaning in a person’s life”.

**Gani, A.** (1993)<sup>9</sup> studied various facet of QWL in the manufacturing sectors of Jammu and Kashmir. His suggestions made to better the situations of working class in the state are worth mentioning.

**BinoThomas** (1995)<sup>10</sup> disclosed in his study that, for the strengthening of quality circle activities of employees must come and believe that their reinforce and participation will benefit themselves as well as the organization., He founded out that employees must be satisfied that quality circle is a people-building philosophy rather than people-using approach. He also Suggestthat building a positive organizational climate with minimum stress and strain is a sure way for improving productivity in any organization. For the quality circle to been during, it should be a fundamental part of the total quality of work life in the organization.

**FerozBabu, P.** (1997)<sup>11</sup> observed the Quality of Work Life in textile industry, Rayalaseema region. The current status of the variable like economic and employment strands of quality of work life were noticed and investigated the quality of work life in terms of the social facets, economical aspects, opportunity for the development to human capabilities, career planning and for the improvement of work and organization structure.

**Anitha, B.** (1998)<sup>12</sup> expressed the QWL in Andhra Bank VsVysya Bank in Anantapur district, and investigated the current status of the variable like economic, employment aspects of QWL in terms of the social aspects, economical aspects, opportunity for the development of human capabilities, career planning and for the improvement of work and organization.

**Joseph Zakhariya P.J** (1999)<sup>13</sup> observed that components specified that job security was upper most in the minds of all employees regardless of officers and workmen. He founded out that the components influencing quality of work life disclose that factors like age, experience, educational qualification, etc. bear no relation to quality of work life. He also realised that factors like job satisfaction and job perception in terms of suitability and challenges offered were directly related to quality of work life.

**David lewis et al** (2001)<sup>14</sup> studied on the external and internal elements of quality of work life. The purpose of the research was to check whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL in health care. The variables used external attributes are: salary or other tangible, internal attributes are: skills, level, autonomy and challenge, advance traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was administered in 7 different health care and respondents was 1,819/5486 staff (33%). Data was collected from circulating questionnaire and test used for data analysis was regression method and factor analysis. He founded out that supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these attributes than male.

**Linda K. Johnsrud** (2006)<sup>15</sup> has stated on Quality of faculty work life: the University of Hawaii to narrate the changes in QWL. The purpose of the study was to identify the current level of satisfaction. Variables were used Relations with the department chair, campus service, community service, faculty relation, salary and demographic attributes. The study cover all 3,490 members of the UH faculty and /marks the first time that this survey was carried out entirely online and yielded 1,340 responses for a 38% return rate and to analyze the data T-test was used by the researcher. He founded out that salary was the main factor for satisfaction from year 1998 to 2006. Faculty relations and community services are the most positive components in faculty work life.

**J.Gnanayudam&AjanthaDharmasiri** (2008)<sup>16</sup> has observed the effects 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 used for the research. The sample size was limited to 87 workers and Pearson correlation technique was adopted for data analysis. He founded out that QWL has a positively important relation with the commitment and moderator effect of HRDC.

**Normal and Daud** (2010)<sup>17</sup> explored the connection between QWL and Organizational Commitment amongst employees in Malaysian firms. The purpose of the examination was to know the connection between QWL and Organizational Commitment and to identify the extent of QWL of employees. A random sample of 500 employees draw at the supervisory and executives' levels in various firms in Malaysia received the questionnaire. Of these, 360 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. He also founded out that 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) are influencing attributes of quality of work life.

**T. Ayesha et al** (2011)<sup>18</sup> had done a work about QWL among male and female employees of private commercial banks in Bangladesh to find out there is any important difference among male and female bank employee's approach over QWL issues. Researcher used convenient sampling technique to data gathering over a sample 192 employees and factor analysis and consistency Wilcoxon analysis, Mann –Whitney-U test and Bartlett test are used for analyzes data. He founded out that 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. He also reveals management of banks are more treated about the job design of the male employees.

**D. Chitra et al** (2012)<sup>19</sup> 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. He also founded out that no satisfaction towards other job related aspects such as health care benefits, working environment, flexible work, relationship with peers and superiors.

**ChandranshuSinha** (2012)<sup>20</sup> stated factors affecting quality of work life: Empirical Evidence From Indian Organizations. Sampling size was taken a 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 analyzed 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 his research he concluded that profit of successful organization is not achieved at the expense incurred to the employee by organization.

**H. Mohammadia & M. A. Shahrabib** (2013)<sup>21</sup> conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire which is used 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. He founded out that different working aspects have significantly influenced on job satisfaction.

**MD.InamualHaque, MD SuhailRana andZainalabedin** (2015)<sup>22</sup> stated on evaluating the quality of work life of garment works in Bangladesh , a study on garment industries in Dhaka city . They founded out that quality of work life has important role in garment industry. He also suggests that give significant to ensure good health and safety efforts from employers.

**Dryogeshjain and renilThomas**(2016)<sup>23</sup> he studied on quality of work life among the employees of a leading pharmaceutical limited company of Vadodara district. He developed that there exist a relationship between organizational commitment and other four components of quality of work life. He suggests that the company must introduce the policy on career advancement and career positioning for better inflow of knowledge. He also suggest that company must do away the traditional method of advancing an employee purely on the basis of seniority even if better talent on the basis of performance is available, else company will start facing the elevation of labour turnover problem at the earliest.

### 3. CONCLUSION:

Literature reviews shows that quality of work life has multifaceted concepts. It affects different factors like Health and Well-being, Job Security, Work and Non-Work Life Balance, Competency Development, Job Satisfaction etc. In these circumstances, for improving the Quality of Work Life, all the stakeholders take responsibility such as employers, workers, professional organizations, government, and managers. Therefore, quality circles, management by objectives, suggestion system and other forms of employees participation in management help to better Quality of Work Life in the industry circles.

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