

Literature Review on Quality of Work Life and Their Dimensions

Radha Yadav¹, Ashu Khanna²

¹Research scholar, Indian Institute of Technology, Roorkee, Uttarakhand, India- 247001

²Assistant professor, Indian Institute of Technology, Roorkee, Uttarakhand, India- 247001

Abstract: *Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Attrition, employees commitment, productivity etc. depend upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. An organization provides a better QWL then it develops the healthy working environment as well as satisfied employee. High QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. Consequently, to contribute better life for all those peoples whom organizational members serve and with whom they deal and interact. Today, quality of work life also affects the corporate social responsibility. Quality of work life is the corroboration between the employees and their organization it improves the family life as well as work life of the individual. This paper focuses and analyses the literature review on the quality of work life and their dimensions.*

Key Words: *Quality of work life, job satisfaction, Organisation commitment, job security, participative management and salary.*

I. Introduction

The degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization. It refers to the favourableness or unfavourableness of a job environment for people. A high quality of work life is essential for organizations to continue to attract and retain employees. The continued restructuring, downsizing and reorganization of the health care system have negatively impacted staff morale and job satisfaction. Quality of Work Life is philosophical which holds on a set of principles that people are the most important resource in the Organization as they are trustworthy, responsible and capable of making contributions and that they should be treated with dignity and respect. Quality of Work Life is an umbrella term which includes many concepts. QWL means the sum total of values, both materials and non-materials, attained by the worker throughout his life.

Quality of work life can be said to be all the original inputs which aim at improving the employees' satisfaction and enhancing organizational effectiveness. Quality has become mandatory for organizations out of necessity. In our age, it is observed that a large number of organizations have been dedicated to providing the best business culture. In addition, the most important asset for the organization is high quality manpower.

Quality of human resources depends on the quality of working life offered through the management or organisation. Quality of work life is a concern not only to improve life at work, but also life outside work. It is nothing but having a work environment where an employee's activities become more important. This means implementing procedures or policies that make the work less routine and more rewarding for the employee. These procedures or policies include autonomy, recognition, belongingness, development and external rewards.

Objectives of The Paper

1. To find out the scope of the Quality of work life in the research area.
2. To find out the dimensions used most and least under quality of work life.
3. To examine the relationship between dimensions and quality of work life

II. Results And Discussions

Results are taken from the research papers which have been done their research on the quality of work life and their dimensions. After doing deep study of the quality of work life (Annexure 1) which shows the methods of sampling, test used, respondent's rate, method for data collection, research area and findings. List of the important research paper are discussed below:

1. Lau (2000) studied on Quality of work life and performance to provide ad hoc analysis of two key elements of the service profit chain and find out the relation between in growth and QWL. This research evaluated the performances, in terms of growth and profitability, based on a sample of QWL and S&P 500 companies. 29

QWL companies remained for the purpose of this study. The control group consisted of 208 service companies selected from the list of S&P 500. The results showed QWL companies have a higher growth rate, measured by the five-year trends of sales growth and asset growth than that of the S&P 500 companies. The results also indicated that QWL companies indeed enjoyed higher growth rates than those of S&P 500 companies, and their differences are statistically significant. On average, QWL service companies have an average sales growth rate while the control group companies have below average.

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

3. Md. Zohurul Islam et al (2006) investigated of QWL and organization performance in Dhaka processing zone. The objective of research is QWL is hypothesized to directly or indirectly influenced organizational performance and identify the relation between QWL with OP = Organizational Performance QWL = Quality of Work Life JS = Employee Job Satisfaction WAGPOL = Company wage policy COMPOL = Company policy UNION = Union. The variables of the research used OP, JS, WP and UP. Simple random sampling method used for data collection and the test applied to data analysis was chi-square test and regression. Finding of the research showed QWL is not significant relation with OP, union, wage, job satisfaction and company policy is highly significant with OP with the level of significant 5%.

When dependent variable is job satisfaction then company policy, QWL has positive significant relationship with Job satisfaction. Variable Union policy has positive relation but no significant with JS QWL is related to Job Satisfaction. Organizational performance taken as a dependent variable then it showed that QWL has no significant relationship with Organizational Performance.

4. Linda K. Johnsrud (2006) studied on Quality of faculty work life: the University of Hawaii to describe the changes in QWL from 1998 to now. The objective of the study was to find out the current level of satisfaction. Variables were used Relations with the department chair, campus service, community service, faculty relation, salary and demographic factor. The study included all 3,490 members of the UH faculty and /marks the first time that this survey was conducted entirely online and yielded 1,340 responses for a 38% return rate and to analyse the data T- test was used by the researcher. The result showed that salary was the main variable for satisfaction from year 1998 to 2006. Faculty relations and community services is the most positive elements in faculty work life and other finding was campuses' faculty are generally more satisfied than others.

5. J. Gnanayudam & Ajantha Dharmasiri (2008) studied Influence of quality of work life on organizational commitment by investigated on unsatisfactory level of commitment among workers in medium and large organizations in the apparel industry in Sri Lanka. A convenient sampling technique was adopted for the research. The sample size was limited to 87 workers and Pearson correlation used for data analysis. The result showed that QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.

6. Normal and Daud (2010) investigated the relation between QWL and Organizational Commitment among employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. A random sample of 500 employees was taken at the supervisory and executives' levels in various firms in Malaysia received the questionnaire. Of these, 360 useable responses were returned and analysed, which represented a 72% response rate. Research based on the Quantitative approach and random sampling method used for data collection. Variables adopted for the research were Dimensions of QWL: growth and development, participation, physical environment, supervision, pay and benefits social relevance and workplace integration, dimensions of OC: affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs).

Questionnaire divided is into three respects are organizational Commitment, quality of work life and demographic factors. Data was analysed from factor analysis with varimax rotation, mean, Standard deviation, regression analysis used as statistical tools. Result of the research paper showed that participation of employees has positive relationship with affective, continuance (alternative) and continuance (cost)

commitment. Supervision, pay and benefits have also significant positive relationship with affective, normative and continuance (alternative) commitment. Strong relationship and cohesiveness' among employees in the workplace will improve the sense of commitment.

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

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

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

10. D. Chitra et al (2012) focused on Employees' Perception on Quality of Work Life and Job Satisfaction in manufacturing organization – an Empirical study. The objective was to find the perception of employee's impact on Job satisfaction. Convenience sampling method used for the data collection and questionnaire received 251 employees out of 460 employees. Three variables of QWL were used such as meaningfulness, pessimism about organizational change and self- determination and job satisfaction. Test used for data analysis were factor analysis, Bartlett test and Kaiser-Meyer-olkin. The Findings showed that three QWL variables are significantly related to job-satisfaction and perception of employees towards QWL also directly related to Job satisfaction. There is no satisfaction towards other job related aspects such as health care benefits, working environment, flexible work, relationship with peers and superiors.

11. Chandranshu Sinha (2012), factors affecting quality of work life: Empirical Evidence From Indian Organizations. Sampling size was taken for this research was 100 employees and Career growth & development, Organizational Culture, emotional supervisory support, flexible work arrangement, employee motivation, Organizational commitment, job satisfaction, rewards and benefits and compensation used as a dimensions of QWL. Data analysed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and Bartlett test of sphericity was calculate the meaningfulness of the correlation matrix and factor analysis. According to this research paper comes on conclusion that profit of successful organization is not achieved at the expense incurred to the employee by organization.

12. R. indumathy et al (2012) studied on quality of work life among workers with special reference to textile industry in Tripura district – a textile hub to find out the measurement adopted by the organisation to improve the QWL. The research design was chosen as descriptive in nature. The sample size taken to conduct the research was 60 workers out of the 600 workers. For this study, the sampling technique was convenient sampling. Structured interview schedule was used for primary data collection and chi-square analysis, weighted average score and simple %age used for the data analysis. The result showed that there is no significant

relationship between Total work experience and Salary, Gender and Overall job satisfaction. There is significant relationship between Total work experience and Overall job satisfaction and between Educational qualification and Salary.

13. Ayesha T. (2012) evaluated the quality of work life of the faculty members of private universities in Bangladesh with the objective is to investigate the factors affecting the overall perception of QWL. Dimensions of QWL was taken fair competition, growth security, work and life system, development human capacities, social integrate, social relevance. The method used for data collection was cluster sampling. Spearman's rank correlation technique was applied which is suitable for ranking data and also the test is non-parametric. Results after test showed dimensions are significantly co-related with QWL. There is highly satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about their QWL and its related dimensions compared to experienced teachers.

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

15. Mina. P et al (2013) studied on Relationship between self –esteem, organizational attachment and perceptions of QWL in Jihad-e-Keshavarzi Organization of Isfahan. The objective of the research was to find out the relationship between self-esteem organizational attachment and perception of QWL. Sample size has taken 195 employees and simple random sampling for data collection. Pearson correlation coefficient and multiple regressions were used to analysis the data. Variables studied that were dimensions of QWL: Employee participation, career development, problem solving, job security, employee communication, job pride, fair pay, industrial safety and protection, and organizational identity, Dimensions of self-esteem: self-acceptance, living consciously, self-responsibility, living purposely, personal integrity and self- assertiveness, dimensions of Organizational attachment: Organizational Commitment, Job Satisfaction, intend to leave the organization, group coherence, organizational identity and organizational interest
Findings showed that positive relationship between dimensions of Organizational Attachment and QWL. There is a Positive relationship between pillars of self-esteem and dimensions of QWL. Self-responsibility, integrity, fair pay with living purposefully, living consciously, self-acceptance, job security with purposefully are not co-related with each other. Self –esteem is co-related with organizational Attachment.

16. Noushin Kamali Sajjadet al (2013) studied on relationship QWL and Organizational Commitment due to this research researcher wanted to recognize relationship between QWL and OC and its components. The methods used were random stratified sampling for data gathered. To analyse the data, Pearson correlation coefficient used to calculate the rate of significant relationship between components Kolmogorov-Smirnov test to identify the statistical population normality. Variable used The findings pertained that there is direct and significant co-relation between fair and enough payment (salary and allowances) and Organizational Commitment and also significant correlation between health security and work conditions and Organizational Commitment and balance in work and other life aspects with organizational commitment. Researches gave the ranking of dependent and independent variable due to which social integration, cohesion and general space of life had most related with job-performance .fair and enough payment and growth opportunity and continuous security had least related with job-performance. Salary and allowance have atleast effect on Organizational Commitment. Health and security, work condition most important factor affecting OC. Development is not least not important factor affecting OC.

17. Aloys. N.K (2013) studied on working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kitale Town in Kenya. The objective was to identify working environment affect QWL. The method used was exploratory survey with coefficient of co-relation test for data analysis. Findings showed that positive co-relation between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible workingtime, workgroups, career growth and development, relation with supervisor. The result showed that there is no significance relation between experience, career growth and development. There was the most significant

relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

18. Seema Arif et al (2013) investigated QWL Model of teachers in private universities in Pakistan and the objective of this research were to find out the dimensions of QWL which affects the life and attitude of teachers at private universities and perception of QWL. Data collected from the simple random sampling survey with the test applied as factor analysis and binary logistic regression. In this research 500 questionnaires were circulated and 370 returned in which 10 was incomplete and 72% respondents achieved. Variables used such as QWL, value of work, work climate, work life balance and satisfaction, attitude, perception Dimensions of work life such as: work life climate, work life balance, satisfaction with relationship in life were the major factor which give the shape of work attitude and employee perception of overall QWL used as a Variables. The result showed that low satisfaction with relationship in life (RLT), QWL and work life balance and value of work enhancing the one's self esteem. After read this paper conclusion, it is clear that relationship in life and work life balance is most influential variable for satisfaction.

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

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

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

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

23. Anand Pawar (2013) studied on QWL and job satisfaction of employees in VTPS to find out the level of satisfaction among the employees with regard to various job related aspects. The study is descriptive in nature and based on both primary and secondary data. The data were collected from the workers and employees of the organization with the help of questionnaire relating to the demographic profile of employees and 20 statements

relating to various factors of QWL and job satisfaction. The sample was selected based on stratified random sample technique and sample size was 246 employees out of 2464 employees. To measure the QWL and job satisfaction of employees, major factors were included in this study and they include: (i) good wages and salaries; (ii) rewards the talented and hardworking; (iii) a safe and healthy environment; (iv) good working conditions; (v) good interpersonal relations and (vi) superiors are considerate and helpful. Non-probability sampling technique used to test the hypotheses and chi-square test has been used to find out the relationship between two variables. The result showed that there is dissatisfaction in the interpersonal relations between the cadre wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.

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

25 H. Mohammadia & M. A. Shahrabib (2013) conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction.

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

III. Conclusion

After the study of literature review on quality of work life, it is clear out that an organisation cannot get efficiently and effectively outcomes from the employees' without QWL. QWL is important for employees' as well as it is necessary for organisation to achieve the growth and profitability in the market. QWL firms achieved more profitability than other non QWL firms, Lau (2001). Revenue growth and profit depend upon the loyalty of the customer and customer loyalty depend upon the customer satisfaction which directly connected to the services provide by the employees' and employees' satisfaction depend upon the dimensions of QWL those has been given by the organisation. In QWL, supervision plays an important role in the individual trait as well as organizational commitment, David Lewis et al (2001). Most research of QWL has done on the academic section which showed faculty relations and community services is the most positive elements in faculty's work life and in present scenario highly satisfaction in the female regarding QWL dimensions compared to male, Linda K. Johnsrud (2006). Teaching experience of less than one year is more positive about the QWL and its related

Least variable used	average variable used	Extremely highly used
Delegation of authority	Social integration	Job satisfaction
Training and development	Employee participation	Pay and benefits
Equal job opportunities	Rewards	Organisation commitment
Financial ratio (current ratio, return on assets, return on capital employed etc.)	Welfare and opportunities	Safety and healthy environment
Organization citizenship behaviour	Autonomy	Growth and development
	Team work	Supervision
	Work life balance and relationship	Demographic factor
	Attitude and perception	

dimensions compared to experienced teachers. It means a fresher are the most happiest than the experienced employees but in IT sector there is a positively significant relationship between the work experience and QWL, B. Alireza et al (2011) on the other hand there is no significance relation between experience and career growth and development, alloys (2013).

The purpose of this paper was to find out the important dimensions of quality of work life from literature review. So, more than 40 literatures were investigated out of that 25 literatures discussed deeply and the most extracted factors were gauged. The aims of the paper to find out the drivers which affect the quality of work life in the organisation. The finding shows that there are some drivers have been used frequently in the literature rather than other drivers. Commitment, employees' relationship, cohesiveness were the highest

frequent drivers used in the literature which give a positive relationship with quality of work life and employees. 8 out of 25 literatures cited that Commitment, relationship, cohesiveness as an effective driver of QWL on the other hand supervision, pay and benefits increase organization commitment of employees and its improve QWL. 5 out of 25 literatures said pay and benefits, supervision gave a positive relationship with the QWL but participation management gave sometime positive as well as negative relationship with QWL. 6 out of 25 literature said that there was no relationship between gender and QWL where age affected the QWL according to 4 out of 25 literatures. Perception plays a vital role in QWL sometimes it gives a positive as well as negative relation with QWL. 4 out of 25 literatures having a positive relationship with QWL and 2 out of 25 literatures showed a negative relationship with QWL. The other important factor which affects the QWL is work experience. In 4 literatures, work experience gave a positive relation with QWL means if work experience increase then demand towards QWL will be increased. It has been seen that the most important driver was financial rewards according to the literature review, it happened due to the financial situation of employees as employees view regarding the reward and compensation that they get from the employer as an appreciation of their efforts from the organization. Better rewards and compensation showed better involvement of employees in organization. After securing good salary, the employees hope to develop their skills and get promoted to a higher position. Communication is a way of creating mutual understanding between the employee and employer, more organization uses an open door policy for the better performance of the organization.

IV. Sugesstions

This paper convey further researchers who are interested to do research on quality of work life and having a confusion how to relate a quality of work life with their dimensions because there have been done more research on quality of work life and their variables. There are some dimensions i.e. have been used by mostly researchers continuously such as Participative management, Pay and benefits, Job satisfaction, Organization commitment, Growth and development, Safety and healthy environment and Participative management, salary, Social integration, Employee participation, Welfare opportunities, Rewards, Team work, Attitude and perception. There are many dimensions still untouched which affect quality of work life such as growth and profitability of organization, organization citizenship behaviour and personality

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Annexure 1

S.No	Researcher	Objective	Respondent %	Variables studied	Method (data collection)	Test	findings
1.	Quality of work life and performance. ad hoc analysis of two key elements of the service profit chain Lau (2000)	find out the relation between in growth and QWL	29 QWL companies & 208 service companies from S&P 500	Sales growth, assets growth, return on assets, average profit margin, ggg, and benefits, opportunities, job security, pride in work and company.	Questionnaire and all financial data extracted from COMPUSTAT	T – test	QWL Service companies have an average sales growth rate while the control group companies have below average.
2.	Extrinsic and intrinsic Determinants of QWL David lewis et al (2001)	To test whether extrinsic, intrinsic or prior traits best predicts satisfaction with QWL in health care centre.	1819/5486 33%	Extrinsic traits: salary or tangible traits Intrinsic traits: skills, level, autonomy and challenge Prior traits: gender, employment satisfaction, co-workers support, supervision, team work and communication	Random sampling	Factor analysis & Regression method	1. female are less satisfied with these traits than male 2. pay, supervision style, communication and discretion all play an important role in determining QWL
3.	Quality of faculty work life: the University of Hawaii Linda K. Johnsrud (2006)	current level of satisfaction in faculty and describe the changes in QWL from 1998 to 2006	3,490/1,340 38%	departments, campus service, community service, faculty relations, salary and demographic factor	Random sampling method	T – test	1. Salary was the main variable for satisfaction from year 1998 to 2006. 2. Faculty relations and community services is the most positive elements in faculty work life and other finding was campuses' faculty are generally more satisfied than others.
4.	QWL and OP in Dhaka Export Processing Zone Md. Zohurul Islam et al(2006)	Relation b/w QWL with OP, JS, WP, UP, CP	216	Organizational Performance(OP), Quality of Work Life, Employee Job Satisfaction(JS), Company wage policy(WAGPOL), Company policy (COMPOL), Union	Random sampling method	Chi-square test	When dependent variable is OP 1. QWL does not have significant relationship with OP and UP, WP, JS, CP is highly significant with OP When dependent variable is JS CP, QWL has positive significant relationship with JS
5.	The Influence of Quality of Work-life on Organizational Commitment: A Study of the Apparel Industry J. Gnanayudam& A. Dharmasiri (2008)	to investigate the relationship between the Quality of Work Life (QWL) and organizational commitment as well as the Human Resource Development Climate (HRDC): the apparel industry in Sri Lanka	87 workers	Dimensions of OC: Affective commitment, Continuance Commitment, Normative commitment, Human Resource Development Climate	convenient sampling technique	Pearson correlation method	QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.
6.	Investigating the relation b/w QWL and OC amongst employees in Malaysian firms. Normala and Daud (2010)	1. Relation b/w QWL and OC 2. Identify the extent of QWL of employees	360/500 72%	Dimensions of QWL: growth and development, participation, physical environment, supervision, pay and benefits social relevance and workplace integration, dimensions of OC: affective commitment, normative commitment, continuance commitment (alternatives), and continuance	Random sampling method	Factor analysis	1. Strong relationship and cohesiveness among employees in the work place will improve the sense of commitment. 2. supervision, pay and benefits also have a significant relationship with OC expect with continuance commitment. 3. Participation has positive relationship with OC ex
7.	quality of work life indicators as a corporate social responsibility of electrical and electronics private Organizations in Thailand. W.N. thalang et al (2010)	Is quality of Work Life Indicators as a Corporate Social Responsibility	2199 factory workers and 587,173 employees in electronic organisation	Health environment, total life span, work life balance, adequate and fair compensation, social integration support and four major dimensions of CSR, namely: economic, environmental, social and ethics	Multiple research methods e.g Focus group discussion, in-depth interview with experts and specialist.		The result showed that QWL indicates perception about for a more effective CSR, developing a good Quality of Work Life (QWL) is crucial.
8.	QWL among male and female employees of private commercial banks in Bangladesh. Ayesha.T (2011)	Is any significant difference among male and female bank employees' perception over QWL issues.	192 employees	Dimensions of QWL: job design, working environment, socialisation efforts, adequate and fair compensation, opportunities for development, demographic factor.	Convenient sampling	Factor analysis, Mann-Whitney U test, Kaiser Meyer Olkin, Bartlett test	1. Male employees' perception differs from the female employees. 2. male perception more positive compared to female employee except the socialization.
9.	Relationship b/w QWL and demographic characteristics of IIT staff B. Alireza et al (2011)	Measure the relation b/w QWL and demographics	292	Demographic factors: gender, age, work experience, income and dimensions of QWL	Random sampling method	ANOVA one way	No significant relationship found b/w gender and QWL 2. positive correlation b/w work experience and QWL
10.	Factor affecting QWL: Empirical Evidence From Indian Organizations Chandranshu Sinha (2012)	The perception of employee for quality of working life experiences	100	Career growth & development, emotional supervisory support, flexible work arrangement, culture, employee motivation, OC, JS, rewards and benefits and compensation	Convenient sampling method	Kaiser meyarolkin, Bartlett test, factor analysis	1. Profit of successful organisation is not to be achieved at the expense of its employee. 2. relationship sustenance: JS, family responsive self-culture, motivation, OS, compensation. 3. futuristic professional orientation: career development and growth, flexible work, supervisory support, rewards and benefits 4. self – deterministic system: communication, OC, supervisory
11.	Employees' perception on QWL and JS in manufacturing organisation D. Chitra et al (2012)	Is perception of employees' impacts on JS	251/460 54.6%	Job satisfaction, work-family interference, quality of relationship, meaningfulness, pessimism about organizational change, self-competence, impact, self-determination, access to resources, time control and support	Convenient sampling	Factor analysis, Bartlett test and Kaiser-meyer-olkin	1. QWL variables are significantly related to JS 2. perception of employees' towards QWL is directly related to JS 3. No satisfaction towards other job related aspects.
12.	A study on quality of work life among workers with special reference to textile industry in Tripura district. R. indumathy et al (2012)	To find out the measurement adopted by the organisation to improve the QWL.	60 workers out of the 600 workers	Work experience, salary, educational qualification, job satisfaction and demographic factor.	convenient sampling and Structured interview schedule	chi-square test, weighted average score and simple %age method.	1. The result showed that there is no significant relationship between Total work experience and Salary, and Gender and Overall job satisfaction. 2. There is significant relationship between Total work experience and Overall job satisfaction, and between Educational qualification and Salary.

Literature Review on Quality of Work Life and Their Dimensions

13	An evaluation of quality of work life: A study of the faculty members of private universities in Bangladesh. Ayasha T. (2012)	Is to investigate the factors affecting the overall perception of QWL.	1194 full time faculties	Dimensions of QWL: fair competition, growth security, work and life system, development human capacities, social integrate, social relevance	cluster sampling	Spearman's rank correlation technique	The Result showed that dimensions are significantly co-related with QWL. There is highly satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about their QWL and its related dimensions compared to experienced teachers.
14	The Role of the Psychological Capital on Quality of Work Life and organization performance. S. mortazabi (2012)	Has Psychological Capital develops positive impact on QWL.	207 nurses	Self-efficacy, Optimism, Hope, Resiliency, Survival Needs, Belonging Needs and Knowledge Needs are treated as exogenous variables and Psychological Capital and QWL are treated as endogenous variable	random sampling method	Chi-square test	Research shows that Psychological Capital is a more state-like factor than personality traits and QWL has positive and significant relation with organization performance.
15	Impact of quality work-life on job performance: a case study on Indian telecom sector Malini Nandi Majumdar and Debosmita Dawn et al (2012)	to identify how QWL leads to improve individual performance as well as the performance of the organization.	108/120 employees	relationship with superiors and among colleagues, training and developmental facilities, reward systems, fringe benefits, job security, autonomy, variations in work schedules current ratio, return on capital employed (ROCE), return on net worth/equity (ROE), net profit margin ratio and return on assets (ROA)	Purposive Sampling	Person correlation coefficient	There is a significant correlation with the overall QWL and Employee performance but with respect to profitability analysis of the firm, it reflects a poor score.
16	A study of relationship QWL and OC. Sajjad.N et al (2013)	Recognise relationship b/w QWL, OC and its components.	196	Dimensions of QWL: Adequate and fair compensation, Safe and healthy environment, Development of human capabilities, Growth & security, Constitutionalism, Social relevance, the total life space, and Social integration. Dimensions of OC: Affective commitment, Continuance Commitment, Normative commitment,	Random stratified sampling method	Pearson correlation coefficient, Kolmogorov-Smirnov test	1. Direct and significant relation b/w fair and enough payment and OC. 2. Significant correlation b/w health security and work conditions and OC. 3. these factors affect OC rank: a. health and security; work condition b. human development capabilities c. salary and allowance
17	Working Environment Factors that Affect QWL among Attendants in Petrol Stations in Kitale Town in Kenya Aloys N.K (2013)	Identify the working environment which effect the QWL	102/170	Age, gender, safety and health condition, work pressure, career growth and development, supervision, job enrichment	Exploratory survey	Coefficient of correlation	1. There is no significant relationship between experience and career growth and development. 2. most significant relationship b/w work environment and organisation trust then physical environment 3. relationship b/w colleagues affects the work environment on QWL
18	Relationship b/w self-esteem, organisational attachment and perceptions of QWL in Jahad-e-Keshavarzi Organization of Isfahan Mina. P et al (2013)	1. Relationship b/w self-esteem,	195	Dimensions of QWL: Employee participation, career development,	Random sampling method adopt for	Pearson correlation and	1. positive relationship b/w dimensions of OA and QWL
19	QWL model of teachers in private universities in Pakistan Saemaarif et al (2013)	1. Find out the dimensions of QWL which affects the life and attitude at work 2. perceptions towards QWL	370/500 72%	problem solving, job security, employee communication, job pride, fair pay, industrial safety and protection, and organisational identity, Dimensions of self-esteem: self-acceptance, living consciously, self-responsibility, living purposefully, personal integrity and self-assertiveness, dimensions of OA: OC, JS, intend to leave the organisation, group coherence, organisational identity and organisational interest	questionnaire	multiple regression	2. Positive relationship b/w pillars of self-esteem and dimensions of QWL. 3. Self-esteem is co-related with Organizational attachment. 4. Organizational attachment (OA) was significantly in relation with perceptions of quality of work life (QWL).
19	QWL model of teachers in private universities in Pakistan Saemaarif et al (2013)	1. Find out the dimensions of QWL which affects the life and attitude at work 2. perceptions towards QWL	370/500 72%	value of work, work climate, work-life balance and relationship in life, satisfaction, attitude, perception and QWL	Simple random method	Factor analysis, binary logistic regression	1. Worklife climate, work life balance and satisfaction with relationship in life were major factor which shaped work attitude and employee perception of overall QWL 2. mean satisfaction with relationship (RLT), QWL and work life balance 3. value of work enhancing the one's self esteem 3. perception of QWL did not impact employee commitment
20	A study on the effect of quality of work life on organisational citizenship behaviour – with special reference to college teachers in Thrissur district, Kerala G.S. sandhyaniar (2013)	to explore the relationship between the QWL and its effect on Organisational Citizenship Behaviour and QWL as a predictor of OCB	descriptive study and used Inventory to collect required information	8 dimensions of QWL: Adequate and fair compensation, Safe and Healthy Environment, Growth and Safety, Social Integration, Social Relevance, development of human capabilities, Constitutionalism and Total Life Span and 2 dimensions of OCB: conscientiousness (job dedication) and altruism (helping co-workers)	purposive sampling	T-test	There is a significant difference in the effect of the QWL on the OCB between Men and Women. The women reported to show higher level of conscientiousness (Job dedication) when compared to men and other one is a significant relationship between the Quality of Work Life and Organisational Citizenship Behaviour based on Altruism (helping co-workers).