



A Review of Literature on identifying key factors influencing Quality Of Work life

Priya Sahni

Research Scholar (Management)

Rani Durgavati Vishwavidyalaya Jabalpur (M.P)

Abstract

Quality of Work Life (QWL) refers to favourableness or unfavourableness of the job environment of an organization for its employees .It is a generic term which covers person's feelings about every dimension of his work . Example economic incentives, any award ,job security ,working condition, organizational and interpersonal relationship etc .The purpose of the study is to review the literature and gain better understanding on Quality of Work Life (QWL) ,to identify the key factors influencing Quality of Work Life.Secondary method of data collection has been adopted through review of literature .

Introduction

Human resources play a very important role in success of an organization and thus, management of human resource assumes importance. Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL)

Quality of Work Life (QWL) Quality of work life refers to favourableness or unfavourableness of the job Environment of an organization for its employees .It is a generic term which covers person's feelings about every Dimension of his work . Example economic incentives , any award ,job security ,working condition, organizational and Interpersonal Relationship etc .According to Harrison "Quality of Work Life (QWL) is the degree to which work in the organization contributes to material and psychological well being of its members "According to D.S Cohan "Quality of Work Life (QWL) is a process of joint decision making collaboration ,and building mutual respect between management and employees.The continuous effort to bring increased labor-management cooperation through joint problem solving to improve organizational performance and employee satisfaction are key aspects of Quality of Work Life (QWL).

Objective of the study

- 1) To identify the key factors influencing Quality of work life .
- 2) To understand the employees overall perception of Qyality of Work Life .

Research methodology

This research paper is based on secondary method of data collection . Secondary data has been taken from the internet , publication, reports by scholars, publishedbooks . For the purpose of review of literature 15 research papers has been reviewed ,for identifying key factors influencing quality of work



Review of literature

1. **J. Gnanayudam&AjanthaDharmasiri (2008)** studied influence of quality of work life on organizational commitment by investigating 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.
2. **RochitaGanguly, Mukherjee (2010)**, the researcher aimed at to study the perception of quality of work life (QWL) among the university employees, the nature of their job satisfaction, the nature of association between QWL and Job Satisfaction. The results indicated 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 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 .
- 3 **Normal and Daud (2010)** investigated the relation between QWL and Organizational Commitment amongst employees in Malaysian firms. The objective was to investigate the relationship between QWL and Organizational Commitment and to identify the extent of QWL of employees. A random sample of 500 employees was taken at the supervisory and executives' levels in various firms in Malaysia received the questionnaire. Of these, 360 useable responses were returned and 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, affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs). Questionnaire divided was 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.
4. **T. Ayesha et al (2011)** had worked on QWL among male and female employees of private commercial banks in Bangladesh to find out if there were 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 has to be more concerned about the job design of the male employees. The second finding about perception said that male's perception were more positive compared female's employees except in the terms of socialization.

5. **ShaliniSheel Bhawna Khosla Sindhwani,ShashankGoel 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&Lawlyer,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.

6. **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.

7. **ChandranshuSinha (2012)** ,aimed at to identify the factors affecting quality of work life in Indian Organizations. Sample size taken for the research was 100 employees ,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. Dataanalysed through Kaiser Meyer Olkin which determine the sufficiency of the sample size and Bartlett test of sphericity was calculated the meaningfulness of the correlation matrix and factor analysis.

8. **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 wasno 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.

9. **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 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



was suitable for ranking data and also the test was non-parametric. Results after test showed dimensions are significantly co-related with QWL. There was high satisfaction among 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.

10. **Noushin Kamali Sajjad et al (2013)** studied on the relationship between QWL and Organizational Commitment. The methods used were random stratified sampling for data collection. 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. The findings pertained that there was a 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 had least effect on Organizational Commitment. Health and security, work condition were most important factor affecting OC.

11. **Aloys.N.K (2013)** studied on working environment factors that affect QWL among attendants in Petrol Stations in Kitale Town in Kenya. The objective was to identify working environment affect QWL. The method used was exploratory survey with coefficient of co-relation test for data analysis. Findings showed that positive co-relation between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible working time, work groups, career growth and development, relation with supervisor. The result showed that there was 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.

12. **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 was 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, 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 was dissatisfaction in the interpersonal relations between the cadre wise and no proper grievance handling procedure adopted among the employees which affect the job satisfaction.



13. Jyoti J. Nigade and Sarang S. Bhola (2014) I concluded from their review that, there is reciprocal relationship between work-home interference and QOL. Low supervisor and co-worker support, inadequate advancement opportunities and incompatible work schedule, poor work culture etc. lowers the degree of QWL which causes stress and affect health of working women which significantly lowers their QOL. Thus they concluded that physical environment and psychological conditions of employment plays important role in predicting QOL of individual.

14 .Dr. Sultan O. Almarshad (2015) This study sought to assess the impact of QWL on organizational commitment in the case of Saudi Arabia. Using a structural model, the study investigated the relationships between QWL, sense of efficacy, job involvement and organizational commitment, within Saudi public and private organizations. The findings showed that job involvement was the strongest indicator of organizational commitment in the private sector, while, QWL is the strongest predictor in the public sector. Sense of efficacy, partially, impacts the relationship between organizational commitment and QWL in both sectors. QWL show no significant effect on sense of efficacy in the public sector. Results reveals that the organizational commitment of younger female employees is higher than the commitment towards the organization among their male counterparts. On the other hand, elder male employees show higher organizational commitment than elder females.

15 Jain. Yogesh and Renil Thomas (2016) studied that there exist significant relationship between the Organisational Commitment and components of the quality of work life variable. from the study they concluded that Organisational Commitment was greatly correlated to work and the total life space, job satisfaction, Constitutionalisation of work environment and social relevance of work life. On the contrary no significant relation was found with compensation and healthy work environment. Among the other variable greater correlation was found with work and the total life spaces component that means if the company doesn't consider life spaces in the working of the unit it may lead to lesser commitment towards organization.

Conclusion :- From the review of Literature I found that enough research has been done in past on relation between Quality of Work Life and Educational qualification of Employees , Salary ,Job satisfaction, Experience, Employees commitment towards Organization. I finds research gap in relation between Quality of Work Life (QWL) and efficiency of employees , growth and profitability of organization , employees turnover and employees retention.



References

1. Anand Pawar (March 2013) Quality work-life and job satisfaction of employees in VTPS *international journal of management research and review* , Volume 3 Issue 3 ISSN: 2249-7196
2. Ganguly.R Quality of worklife and job satisfaction of a group of university employees *Asian journal of management research* ISSN 2229 – 3795 2010
3. Indrani.G , Devi S. Suma (August 2014) A Literature Review on Quality of Work Life *Indian journal of applied research* Volume : 4 Issue : 8 ISSN - 2249-555X
4. Normala, Daud; (October 2010) Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms *International Journal of Business and Management* Vol. 5, No. 10
5. Indumathy.R, Kamalraj.S,(April 2012)A study on quality of work life among workers with special reference to textile industry in Tirupur district – a textile hub *International Journal of Multidisciplinary Research*. Vol.2 Issue 4), ISSN 2231 5780
6. Jain.Y Thomas .R (2016) A study on quality of work life among the employees of a leading pharmaceuticals limited company of Vadodara district *International Journal of Applied Research* 2016; 2(5): 926-934
7. Nigade. J and Bhola .S (2014) Impact of quality of work life (QWL) on quality of life (QOL) of working women *Indian Streams Research Journal* Volume-4 Issue-1 ISSN 2230-7850
8. Kiriago A.N and Prof. Bwisa H. M,(May 2013), Working Environment Factors that Affect Quality of Work Life among Attendants in Petrol Stations in Kitale Town in Kenya *International Journal of Academic Research in Business and Social Sciences* Vol. 3, No. 5 ISSN: 2222-6990
9. Kannaiah. D, G. Sasikumar,(August 2014) Quality of work life of Employees in Small Scale Industries *Asian Journal of Business and Management* ISSN: 2321 - 2802) Volume 02– Issue 04
10. Kodikal.R.,Habeb UR Rahiman (2012)) Influence Of Quality Of Work Life On Organizational Commitment Amongst Employees In Manufacturing Sector , *International Journal in Multidisciplinary and Academic Research (SSIJMAR)* Vol. 5, No. 5, October 2016 (ISSN 2278 – 5973
11. Kaur A (2016) Quality of Work Life *International Journal of Engineering Science and Computing* Volume 6 Issue No. 7 ISSN 2321 3361
12. Lokanadhaand Mohan Reddy (2010)Quality of work life of employees: emerging dimensions *Asian journal of management research* ISSN 2229 – 3795



13. M.Dhanabhakyaam C.Mownica Quality of work life among female employees in private sector banks with special reference to Coimbatore city *IJMDRR E- ISSN –2395-1885 ISSN - 2395-1877*
14. Mohammad BaitulIslam,(2012)Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh*Global Journal of Management and Business Research Volume 12 Issue 18 Version 1.0*
15. Sinha C (February-2012) Factors affecting quality of work life: Empirical Evidence From Indian Organizations *Australian Journal of Business and Management Research Vol.1 No.11*
16. S. Srivastava, R. Kanpur e (Mar. 2014, A Study On Quality Of Work Life: Key Elements & It's Implications *IOSR Journal of Business and Management (IOSR-JBM) -ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 16, Issue 3. Ver. 1*
17. S.JEROME (September 2013) A Study on Quality of Work Life of Employees at Jeppiaar Cement Private Ltd: Perambalur*International Journal of Advance Research in Computer Science and Management Studies Volume 1, Issue 4ISSN: 2321-7782 (Online)*
18. S. Naganandini Selvaraj,2014 A Study on Review of Quality of Work Life on Employee Retention in Private Companies *International Journal of Social Science and Humanities Research Vol. 2, Issue 3 ISSN 2348-3156*
19. SajjadN.K ,Abbasi.B,(2014) Studying the Relationship between Quality of work life and Organizational Commitment , *Research Journal of Recent Sciences* Vol. 3(2)
20. Sultan O. Almarshad ,(2015) Quality of work life and organizational commitment in Saudi Arabia: the role of job involvement and sense of efficacy *European Journal of Business and Social Sciences, Vol. 4 ISSN: 2235 -767X*
21. T S Nanjundeswaraswamy , Sandhya M N (October-December, 2016) Quality of Work Life Components: A Literature Review *The International Journal of Indian Psychology Volume 4, Issue 1 ISBN: 978-1-365-50727-4*