Quality of Work Life: A Literature Review

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Abstract
Quality of work life is necessary for an organization to attract and to retain skilled and talented employees. It is a progressive indicator relating to the sustainability of business concern. An organization provides a better QWL than it develops the healthy working environment as well as satisfied employees. High Quality of work life can give a result in better organizational performance, effectiveness innovativeness etc. It states the individual employee’s freedom to design his job functions to meet his personal needs and interest. 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 analyzes the literature findings which involve Quality of work life.

Keywords: Quality of Work Life, organization, Environment, commitment, job

INTRODUCTION
Quality of work life is the employees’ mental perception of the physical and psychological desirability in the work place. Quality of work life is related to the welfare of employees at work and it is different from job satisfaction. Domain of quality of work life does not affect the employees’ job satisfaction but it influences the lives outside the work of employees such as their family, leisure and social needs. When the needs of the employees at work are not met they experience a lot of work stress that will have adverse effect on the welfare of employees and their job performance (Emadzadeh 2012).

LITERATURE REVIEW
Quality of Work Life
The Quality of work life is based on performance. QWL has positive relations with performance and developing human capabilities and constitutionalism in the work organization. The department chairpersons in the Esfahan medical university are in the high level concerning quality of work life dimension (Behzad Shabhzai and Sad egh Sho krzad 2011). The relationship between qualities of work life and career related variables are positively related. Career achievement is
positively related to Quality of Work life (Raduan Che Rose and Loo See Beh 2006).

Quality work life among factory workers will lead to better well being of the workers and the society. The management’s appreciation of the employees with high commitment and positive work attitude would contribute greatly to firms’ success and would create support for the workers quality of work life (Sarina Muhamad Noor and Mohamad Adli Abdullah 2012). The objective of the study is to compare the quality of work life perceptions of blue collar employees with white collar employees in a large scale marble firm. The results showed that there was a significant relation between dimensions of quality of work life. It indicates that positive emotions are the key factors for organizational performance and commitment. Quality of work life facilitates employees to manage their personal life. This study indicates that the human resources specialists in marble firms should improve each factor that affects the quality of work life, especially with blue collar employees (Selahattin Kanten and Omer Sadullah 2012).

The quality of work life affects the satisfaction level of employees. There is a high level of satisfaction among the employees regarding the quality of work life in the organization where adequate income and fair compensation, safe and healthy working conditions, constitutionalism in work organization and Social relevance of work exist. These factors are positively correlated with the quality of work life in BSNL (Dr. Meenakshi Gupta, Parul Sharma 2011). Quality of work life is the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization. The quality of work life variables by itself insufficient to measure employees’ job satisfaction. The researcher found that the average score for majority of the items tested for job satisfaction, sources of stress and job related aspects the satisfaction level is to be around 2.0 to 3.6 (scale of 1 to 5) only. (Chitra D and Mahalakshmi V 2012). Quality of work life can be explained by four factors (i). work life balance (ii). Social factors (iii). Economic factors and (iv). Job content. From the above expositions two conclusions are arrived. Quality of Work Life is a multi dimensional concept and due to its multi dimensional nature, it is a relative concept which cannot be precisely defined and measured. (Zare, Hamid, Haghgooyan, Zolfia and Asl, Zahra Karimi 2012). Quality of Work Life – Linkage with Job Satisfaction and Performance is indeed a difficult task. The objective physical and structural design factors provide work place setting and intervening policy factors that affect work process of employees. It is possible to study the relationship between the immediate effects psychology of employees (positive attitude, commitment and satisfaction) and ultimate effects on performance of organization are being considered. Figure – 1 provides a diagrammatic view of the linkages the quality of work life has with job satisfaction and job performance (R. Gayathiri and Dr. Lalitha Ramakrishnan 2013).

<table>
<thead>
<tr>
<th>Quality of work life</th>
<th>Job Satisfaction</th>
<th>Performance</th>
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<tbody>
<tr>
<td>Job design, work environment and facilities, Job security, Health, stress and safety wages and rewards, work life balance, Aesthetics and creativity conflict, learning and development, Leadership and employee empowerment</td>
<td>Great place to work without stress, better motivation and satisfaction, reduced absenteeism and lower turnover</td>
<td>Growth in sales, assets and Roag stakeholder value, business sustainability, competitive advantage, employee knowledge, technical leadership and flexibility</td>
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**Quality of Work Life Dimensions**

Quality of Work Life Dimensions analysed that the interrelation between the quality of work life dimensions and job satisfaction of members. The objective of the study is to identify the critical factors of quality of work life, to investigate which factors affect overall perception of quality of work life and job satisfaction of the faculty members. The dimensions of quality of work life are positively correlated with the job satisfaction of faculty members, and indicates that enhancement in the dimensions of quality of work life, can lead to increased amount of job satisfaction (Ayesha...
The quality of work life involves job security, good working conditions, adequate and fair compensation and equal employment opportunity. It is suggested that the organization has to give equal importance to the achievements of the individuals. Participation of employees in decision making with their higher authority can be encouraged to avoid technical problems (P. Rathamani and Dr. Rameshwari Ramchandra 2013).

The objective of the study is to analyze the association between the total work experience of the women expectations and required changes. The research design chosen was descriptive in nature. The study indicated that increase in quality of work life results in increase in productivity and recommended that an attractive pay scale can be offered and permissible leave limits can be extended. (S. Subhashini and C. S. Ramani Gopal 2013). To improving the quality of work life, the management could motivate the employees through appreciations, distributing prizes and recognition. Appropriate induction training programmes shall be given to the employees, to provide a clear picture about the organizational policies, procedures, culture and the expected performance standards from the employees. This will help them to understand the insights of the organization (P. Aranganathan and R. Sivarethimamohan 2012).

It is also found that variables relating to quality of work life towards workers development factors like, worker union formation, participation in decision making are with high standard deviation values. The management should come forward to meet workers demand that have the positive impact on firm performance. Quality of work life is beneficial for the entrepreneurs, managements as well buyers according to high performance of work and high satisfaction for workers (Md. Zohurul Islam and Sununta Siengthai 2009). The results provide a useful benchmark measure of Quality of Work Life, given major changes of the socio-technical systems in the work context and greater society. Further work needs to be carried out to examine the perception of quality of work life (P. Kameswara Rao and P. Venugopal 2009).

Quality of work life is the shared responsibility not only of management and employees, but also of the society. Intense efforts for the enhancement of quality of work life would do a lot to improve the morale and motivation of employees and as a result there would be an improvement in the health of organizations (Bijaya Kumar Sundaray and Chandran Kumar Shoo 2013). The Quality of work life depends on various factors which cannot always complement one another. There is a positive correlation between emotional intelligence and quality of work life. It was found that women marginally lower in emotional intelligence and quality of work life when compared to men. There was no considerable difference noticed between academic and non academic teaching staffs (Dr. Selva Kumar J and Dr. Vidya Rajaram Iyer 2012). There is a relationship between workplace of safety and organizational commitment, opportunities for continued growth and security. The study indicated that there are relationships between all components of quality of work life and organizational commitment (Mohammad Taleghani and Mehrdad Goudarzvand Chegini 2014).

Quality of work life is important for all organizations to maintain and attract the employees. It is also revealed that adequacy of resources is more correlated and training and Development are less correlated with quality of work life in teaching staffs and in case of non teaching staffs compensation and reward are more correlated and work environment is less correlated with QWL. The study indicated that enhancement in the dimensions of QWL, can lead to increase in overall quality of work life of faculties (T.S. Nanjundeswaraswamy and Swamy D. R. 2013). The level of satisfaction of the employees is again linked with the Quality of Work Life. The study has given favorable response towards the job satisfaction, safety and healthy working conditions, opportunities to develop human capacities and opportunities for continued growth and security of their organization. Obviously quality of work life had an influence on employees' productivity (P. Rathamani and Dr. Rameshwari Ramchandra 2013).

The effect of quality of work life (adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutationalism, social relevance ) on organizational commitment of employees. The result of the study showed that quality of work life directly influences the organizational commitment. QWL will increase employee’s commitment, to their jobs more effectively. Safe and Healthy environment influences the organization commitment. Safe and healthy environment for personnel creates comfortable working conditions (Mohammed Reza Faghih Parvar and Sayyed Mohsen Allameh 2013).
CONCLUSION

After the literature review on quality of work life, it is clear that an organization cannot get efficient and effective outcomes from the employees’ without Quality of work life. QWL is important for employees’ as well as for the organizations to achieve the overall growth and profit in the market. The literature also reveals the contribution of the nine important components of QWL which are positively associated with the employee satisfaction and employees opinion on QWL in different sectors. Perception plays a vital role in QWL. Sometimes it gives a positive as well as negative relation with QWL. 4 out of 20 literatures have positive relationship with QWL and 3 out of 20 literatures show a negative relationship with QWL. The other factor which affects the QWL is work experience. Employees consider the appreciation of their efforts as more valuable than the rewards and compensations in terms of allowance and peeks. Given good salary, the employees are happy to develop their skills and work for the progress of the organization and summarily their own promotion.

REFERENCES


