QUALITY OF WORK LIFE –A LITERATURE REVIEW

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ABSTRACT:

In this mechanical life, workmen reach house after completion of their hectic job with highest stress. Human being cannot be compared with machines. They have their own   impulses, instincts, emotions. Employer should design a job which suits the needs of workmen not the technology. By using Quality of Work Life (QWL) worker's potential can be used to maximum extent. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency. For our study purpose, only secondary data is used which is sourced from different journals and books.   In discussing the Literature Review of Quality of Work Life, this paper has been divided into four parts. In the first part introduction of QWL, second part Review of Literature of QWL. In the third part Components of QWL, it summarizes different requisite components for QWL, industries observed and contributions of different researchers. It is observed that Researchers differ in their views on the core constituents of Quality of Working Life.

KEY WORDS: Job satisfaction, Quality of work life, Work environment, Work-life balance.

1. INTRODUCTION

QWL is defined as the favourable conditions and environments of a workplace that support and promote employee satisfaction by providing them with rewards, job security, and growth opportunities. The continuous effort to bring increased labour-management cooperation through joint problem solving to improve organizational performance and employee satisfaction are key aspects of QWL. Shamir and Solomon (1985) defined quality of work life (QWL) as a comprehensive construct that includes wellbeing related to an individual's job and the degree to which work experiences were rewarding, fulfilling, and reduce stress. Serey (2006) defined that QWL was associated with meaningful and satisfying work. It includes an opportunity to utilize one's skills and capacities, to confront challenges and situations that require self-initiative and self-direction; an activity should be practiced by the individuals in organization.

2. REVIEW OF LITERATURE

QWL has steadily growing importance over a period in which the industrialized nations have increasingly come to question about role and status of human beings in the modern technological environment. In recent year's concern with the nature of work, its impact upon people, and their attitudes towards it, has sharpened. (Newton, Leckie, & Pettman, 1979). The psychological well-being of office workers is depends on the physical office environment. Worker assessments of the physical environment are distinct from their assessments of general working conditions, such as work load, decision making latitude and relationships with other people at work. There are many organizational factors like job insecurity, shift work, long work hours, role conflict, physical hazard exposures, interpersonal conflicts with co-workers or supervisors etc. contributing to increased stress levels. These stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcer and chronic pain (Sabadra, 2009).

In addition to this other adverse environmental conditions, especially poor air quality, noise, ergonomic conditions, and lack of privacy, may affect worker satisfaction and mental health. It supports to the position that, the stress people experience at work may be due to a combination of factors, including the physical conditions under which they labour (Klitzman & Stellman, 1989)

The combination of a fluctuating work environment with competing job and family commitments has negatively affect employees in the form of lowered morale and motivation, reduced productivity, and increased burnout and turnover. Moreover the inability of employee to balance the equally challenging demands of their work and personal life has contributed to the escalating stress and conflict of today's workforce (Edwards & Rothbard, 2000). Thus signifying that employees' QWL experiences are limited not only to them but is a matter of concern for the employers as well the only thing that will maintain today's source of competitive advantage is high quality personnel instead of merely capital, technology or long-lived products Caudron (1994). In fact, employees are the soft assets and are the hidden value of a company (Abdeen, 2002).

Based upon an understanding of employees' various needs and their QWL experiences, management can identify the strategic gap (if any) in the organization and can take further necessary actions to improve the QWL of employees. This may be helpful for an organization to be successful and to achieve organizational objectives since employees' QWL experiences are directly related with a variety of desirable organizational outcomes, such as reduced rate of absenteeism, turnover, tardiness frequency and health care utilization (thus, reduced health care costs), and increased job performance (Warr 2005, Wright and Bonett 2007, Wright and Croppanzano 2004).

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Nonetheless, employees are likely to have higher wellbeing if they are satisfied with their work and organization and they perceive their Quality of Work Life (QWL) positively, since an employee's experiences in the workplace and his/her QWL influence his/her health and psychological well-being (Chan and Wyatt 2007, Srivastava 2007). Increased competition from globalization is damaging employee's quality of life (Sarkar & Jeswani, 2008).

The paid employment with psychosocial work environment has definitely beneficial consequences for mental health. For working poor employees, job insecurity was the single significant correlate of depressive symptoms after controlling for other demographic and work environment variables. For working non-poor employees, high psychological demands and low supervisor and co-worker support were associated with depressive symptoms. All jobs do not equally affect employees' depressive symptoms (Simmons & Swanberg, 2009).

Both genders believe that there is a negative spill over from work on to family life due to which they did not have enough time to spend with their families and moreover work pressures affected quality of the family life. According to them with the increase in number of dual career couples, practices like Flex time, home working, child care facilities at workplace and the option to work part time would go a long way towards improving productivity and enhancing quality of work and family life. Thus building a supportive work environment is yet another important initiative to be addressed (Doble & M.V., 2010).

Muftah (2011) mentioned that QWL (QWL) was one of the key areas of human resource management that is attracting attention and research focus. It was a philosophy that considers people as the most important recourses in the organization and views them as an "asset" to the organization rather than as "costs". Hence, if organizations are concerned about developing their human resources and gaining a competitive advantage in the marketplace, it seems necessary that they attend to one of their most precious assets, namely, their human resources by employing high-quality working-life experiences in consonance their various needs eliciting favourable job-related responses in return (Chandranshu Sinha, 2012). Ahmad (2013) stated that the core pillar of QWL was to create a work environment that employee can work cooperatively with each other in order to achieve to organization objectives.

K. M. Nalwade and S. R. Nikam observed QWL   in academic institutions in their paper Quality of Work Life in Academic: A Review of Literature that QWL is fundamental as it is significant not only to determine employee satisfaction but also promote organization health. The teacher's quality of work life could forecast with the principal's leadership behavior. Attempt has also been made to find out determinant of QWL which signifies present job, working conditions and work culture are highly influencing QWL. Three dimensions of personality extroversion, agreeableness, and conscientiousness are positively correlated with QWL.

Narehan Hassan et al. (2014) found that quality of work life (QWL) programs influence quality of life (QOL) of employees in organization. The most influence factor on quality of life (QWL) were work environment followed by job facets. Others were emotional wellbeing, personal development, social inclusion and interpersonal relations.

In Indian scenario despite of legal provisions made by acts like those of the Equal Remuneration Act of 1976 which promulgates equal payment for equal work, regardless of gender and prohibits gender discrimination in hiring practices etc. women always carry more responsibilities at home than men and also struggling to achieve Work-Life Balance (WLB). (Jyoti J. Nigade and Sarang S. Bhola, 2014)

3. COMPONENTS OF QUALITY OF WORKLIFE

Warr and colleagues (1979) in an investigation of quality of working life, considered a range of apparently relevant factors, including (i) work involvement, (ii) intrinsic job motivation, (iii) higher order need strength, (iv) perceived intrinsic job characteristics, (v) job satisfaction, (vi)life satisfaction, (vii) happiness, and (viii) self-rated anxiety.

Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including (i) individual power, (ii) employee participation in the management, (iii) fairness and equity, (iv) social support, (v) use of one's present skills, (vi) self-development, (vii) a meaningful future at work, (viii) social relevance of the work or product and (ix) effect on extra work activities. Taylor suggested that relevant quality of working life concepts may vary according to organisation and employee group.

Sirgy et al. (2001) suggested that the key factors in quality of working life are (i) need satisfaction based on job requirements, (ii) need satisfaction based on work environment, (iii) need satisfaction based on supervisory behaviour,(iv) need satisfaction based on ancillary programmes, (v) organizational commitment.

However, from the literature it can be summarized that QWL may be viewed as a wide-ranging concept, which includes satisfaction towards work, participative management and improve work environment. Table-1 lists the some of the components of QWL as taken by various scholars in their studies along with the different sectors and outcome. It will give clear cut idea of different components required for QWL, industries observed and contributions of different researchers.

4. CONCLUSION

A happy worker can concentrate on work and give more productivity. A skilled worker can be retained in the organisation if he is satisfied. So it is the duty of the management to provide required facilities to improve QWL of the employees. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency.   Literature reviews have shown that QWL is a multidimensional constructs, these constructs have to be considered during the job design process. Researchers differ in their views on the core constituents of Quality of Working Life.

TABLE-1: COMPONENTS OF QUALITY OF WORK LIFE IN THE VIEW OF RESEARCHERS IN VARIOUS INDUSTRIES.

AUTHOR	COMPONENT	TYPES OF THE INDUSTRIES	OUTCOMES
Walton (1975) USA	1 Adequate And Fair Compensation, 2 Safe And Healthy Working Conditions, 3 Immediate Opportunity To Use And Develop Human Capacities, 4 Opportunity For Continued Growth And Security, 5 Social Integration In The Work Organization, 6 Constitutionalism In The Work Organization, 7 Work And Total Life Space And 8 Social Relevance Of Work Life.	Service Industries	All these components are associated with Quality of Work Life
Saklani, D.R., (1979) INDIA	1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security 4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization	The sample comprised respondents of both managerial and non-managerial categories drawn from 24 organizations of different types.	Apart from monetary considerations, employees in India accord a high value to the factors that satisfy self-esteem and self-actualization needs of a higher order.
Stein (1983) USA	1.Autonomy or being independent; 2.Being recognized and prized; 3. Belongings; 4. Progression and development; 5.External reward		refers to the component of progress and development which implies that the development of skills and competencies are an important contributing factor for QWL to be high.
Levine, Taylor and Davis (1984) EUROPE	1.Respect from supervisor and trust on employee's capability; 2.Change of work; 3.Challenge of the work; 4.Future development opportunity arising from the current work; 5.Self esteem; 6.Scope of impacted work and life beyond work itself; 7.Contribution towards society from the work	Insurance Company	QWL Policies may vary as per the size of the organization and employees group
Mirvis and Lawler (1984) UK	1 safe work environment, 2 equitable wages, 3 equal employment opportunities and 4 opportunities for advancement	Corporation service	QWL was associated with satisfaction, wages, hours and working condition
Baba and Jamal (1991)	1.Job satisfaction, 2. job involvement, 3 work role ambiguity, 4. work role	Nurses in Hospital	Monotony in the job due to routine work activities can affect QWL Negatively

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UK	conflict, 5 work role overload, 6. job stress, 7 organizational commitment and 8 turn-over intentions		
Lau RSM, Bruce EM (1998) US	1. Job security 2. Reward systems 3. Training 4. Carrier advancements opportunities 5. Participation in decision in decision making	Manufacturing industries	QWL is workplace strategies , operations and environment that promote and maintain employees satisfaction
Thomas A. Wyatt & Chay Yue Wah (2001) SINGAPOREAN	1. Favorable work environment, 2. Personal growth and autonomy 3. Nature of job, 4. Stimulating opportunities and co-workers.	All type of industries	All these components are associated with the quality of work life of Employees
Ellis and Pompli (2002) CANBERRA	1 poor working environments,2 resident aggression,3 workload, innability to deliver quality of care preferred,4. balance of work and family, 5 shiftwork, 6 lack of involvement in decision making,7 professional isolation,8 lack of recognition,9 poor relationships with supervisor/peers,10 role conflict, 11 lack of opportunity to learn new skills.	Nurses in Hospital	All these factors associated with Job dissatisfaction and QWL
G Nasl Saraji, H Dargahi (2006) TEHRAN	1.Fair Pay and Autonomy 2.Job security, 3.Reward systems,4.Training and career advancements 5.opportunities, 6.participipation in decision making 7 Interesting and satisfying work. 8. Trust in senior management. 9..Recognition of efforts 10. Health and safety standards at work. 11.Balance between the time spent at work and the time spent with family and friends 12.Amount of work to be done 13. level of stress experienced at work 14.occupational health and safety at work	Tehran University of Medical Sciences (TUMS) Hospitals' employees	The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family
Raduan Che Rose (2006) MALAYSIA	1 Career Satisfaction , 2 Career Achievement And 3 Career Balance	Managers from the free trade zones in Malaysia for both the multinational corporations (MNCs) and the small-medium industries (SMIs)	The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, with 63% of the variance in QWL
Qing Tao, Peng Tian-yu and Luo Jian (2007) CHINA	1.Work related task: work autonomy, importance of the tasks, feedback on work, significance of the work; 2.Organizational environment: team spirit, interpersonal relationship, management style; 3.Social psychology: social and	knowledge workers	QWL is analyzed in three dimensions: the nature of the job itself, work and organization environment, and societal psychosocial context.

	psychological support, mutual respect, social image of the enterprise, economic position		
Guna Seelan Rethinam & Maimunah Ismail (2008) MALAYSIA	1. Health and well-being 2. Job security 3. Job satisfaction, 4. Competence development and 5. The balance between work non work life	Information technology (IT) professionals	All these components are associated with the quality of work life of IT Employees
Seyed Mehdi Hosseini (2010) IRAN	1. Adequate And Fair Compensation, 2. Safe And Healthy Working Conditions, 3. Immediate Opportunity To Use And Develop Human Capacities, 4. Opportunity For Continued Growth And Security, 5. Social Integration In The Work Organization, 6. Constitutionalism In The Work Organization, 7. Work And Total Life Space And 8. Social Relevance Of Work Life.	Insurance workers of Mazandaran province	Results have shown that among the eight dimensions of quality of worklife , pay fair and adequate pay size, Integration and social cohesion, growth opportunities, continuing security, the integration and development of human Capabilities are related to performance.
Muftah, H. A., & Lafi, H. (2011) QATAR	1. Physical, 2. Psychological 3. Social factors	Employees working in the Oil and Gas companies in the State of Qatar	The result of this study supports that the most important determinant of QWL is physical factors, followed by psychological factors and then social factors. The study indicated that QWL is positively and significantly related to employee satisfaction.
Stephen, A. (2012). INDIA	1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security 4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization	Employers and employees of various Small scale industrial units in Chennai, Coimbatore and Madurai cities in Tamil Nadu, India	The findings of the study regarding perception of employers and employees on QWL variables, revealed ten important QWL factors in SSI These are social support, interpersonal relationship, Recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits.
Ayesha Tabassum (2012), BANGLADESH	1. Adequate and fair compensation, 2. Safe and healthy working condition, 3. Opportunity for continued Growth and security, 4. Opportunity to use and develop human capacities, 5. Social integration in the work organization,	Faculty members in the private universities of Bangladesh.	Adequate and fair compensation and constitutionalism in the work organization show the highest positive correlation with job satisfaction. Opportunity to use and develop human capacities shows the least

	6. Constitutionalism in the work organization, 7. Work and total life space, 8. Social relevance of the work in the life		positive correlation with job satisfaction of faculty members. This positive relationship indicates that attempt to improve the dimensions of QWL can significantly enhance job satisfaction of the faculty members.
T.S Nanjundeswaraswamy, Swamy D R (2013) INDIA	1. Work environment 2. Organization culture and climate 3. Relation and co-operation 4. Training and development 5. Compensation and Rewards 6. Facilities 7. Job satisfaction and Job security 8. Autonomy of work 9. Adequacy of resources	Employees in Technical institution	QWL may be is viewed as a wide ranging concept, which includes satisfaction towards work, participative management and improve work environment.
Satyaraju R and Balaram B (2013) INDIA	1. Education, 2.Housing, 3.Health, 4. Employment and working conditions, 5. Income, 6. Clothing, 7.Food, 8.Transportation,9. Communication, 10.Fuel and electricity, 10.Water supply and sanitation, 11. Environment and pollution, 12. Recreation, 13. Social security and 14. Habits	Employees in Paper Industry	It is identified some possible areas of intervention for the company like training and development, Work place environment, wage revision, Pollution, Facilities, Social security etc. help in improving the Quality of Work Life of the paper mill workers.

Source: Data generated

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