

Review of Literature on Quality of Work Life

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ABSTRACT

Quality of work life is becoming an important issue to attain the goals of the organization in every sector like as service sector manufacturing sector, education sector etc. Quality of Work Life is a broader concept that had been used to explain job related experience an individual has. Good quality of work life is necessary for every organization to continue and retain their valuable talent. Quality of work life is a key component for an organization to ensuring job satisfaction and effective performance. High quality of work life can provide good result in performance and innovativeness. Quality of work life is the support system between the organization and their employees and staff members and it improves work life as well as family life of every person. In this paper the researcher has reviewed components literature in a way that would help researchers, executives and academicians to take a closer look of quality of work life for further research. This research paper focuses on the literature review on the quality of work life.

Key Words: Quality of work life, performance, support system, job satisfaction.

INTRODUCTION

For making an organization prosperous, a power is necessary and that power is human resource and human resource is that component which is observed as the chief supporter or life line of a firm which can expand the growth, progress and can also decline its achievement that can sometimes lead to the closure of the firm. Human Resources as a driving and subsidiaries of a corporation in an organization, is multifaceted and heterogeneous. One of the enabling and analytic ability of an organization is to provide a well integrated environment for talents and skills to improve that in many source it is known as quality of work life and it totally depends upon the persons of the firm as to where or at which point they hope to see their firm and the progress and expansion of the firm is possible only when every individual of the firm work hard, challenge with other competitors and sustain by building loyal customers and possibilities only when all individuals are happy and satisfied with the firm and highly devoted persons are the ones that can actually beneficial for the organization. So, this specifies the need of the concept of quality of work life.

An individual feelings about each and every aspect of work including rewards and benefits, work condition and organizational relations it is also include all those factor that have direct and indirect effect on each and every employees life. The concept Quality of work life has different implication for different person. To an employee it may just mean safe working condition and a fair day pay and a young beginner it may be opportunities for advancement, creative task and a fruitful career and academics, it may to seek a supportive workplace where organizations are prepare to fulfill their personal needs through their work experience.

Frank Kirkman (1984)¹ the study concluded that how technology schemes influence employees' job satisfaction and behavior and this study revealed that relation between job design and quality of working life. Data was collected from automated factory of metal cutting in UK. In this factory completed work are automated. This paper explained about automation and requirement of automation. In future, the contribution of the workforce decline continuously and automation increase day -by- day. In this paper it is also discussed about engineering profession. Result of the research paper explained that social science, ethical code and values are necessary in training professional engineers that make them enable to contribute for the quality of work life. It is necessary for professional engineers to have a high moral and proper knowledge of mathematics, history and interest in music, dance and painting.

N. King (1992)² held a research to study about how the leader must communicate at all level of the company. In the workplace effective or proper communication is a key of increased of quality. To make better the working life of employees it is necessary to make better use of skill and talent of employees. In this study, research is focused on team briefing which

is a strategic tool which focus on employee's participation and getting an educated system or changing the culture of the company as per requirement. Developing commitment, managing change, preventing misunderstanding, power of grapevine are also component of quality working life and the result displayed that communication play a crucial role in increasing quality of working life. In this study leader's vision or objective is to communicate people. Companies used proper communication and leadership for growth in the soil made fertile by leadership.

W. Wehmeyer and M. Schwartz (1998)³ held a research to study those person whose disability continue to stress and for relaxing stress control is required for improvement their quality of life and focused on self determination skill is required for more successful adult and education outcome for youth disabilities and this study discussed about self determination for improving quality of life. This study also explained that participation is required for quality of life. In this study data was collected and measured with the use of quality work life questionnaire and the research paper examined the role of self determination in quality of life of people having mental retardation. In this study, for analysis descriptive statistic is also used. The result showed that self determination plays an important role and positive quality of life for people having mental retardation.

Vic Gilgeous (1998)⁴ made a study to examine a large base of manufacturing industries represents the largest proportion of its assets and people. This study defined that manufacturing is the most misunderstood function from the strategic point of view. This paper also exhibits the importance of manufacturing companies. This study was conducted to discover how manufacturing managers understands their QWL. In this study the survey method was used for collecting data. In this study the population was drawn from 5 industries which are automotive, electronics, textiles, food and drink, printing. In this study, survey questionnaire was used and components of questionnaire are related to remuneration, empowerment, team working, and job satisfaction. In this study for the data analysis SPSS statistical software package was use and in this study result of the questionnaire was compared with the review of literature. This study concluded that many organizations are not aware of the scope of their job as manufacturing managers. Further research can be made that the QWL for manufacturing managers would improve.

Paula Raymen et al (1999)⁵ made a study to examine employees requirement for proper combination of their lives at their workplace and apart from their work this study focused on the dual context and action research. The data was collected from a small banking unit and a portfolio system management unit and action research method was used. Result showed a strong relationship between business productivity and quality of work life. Result also shows how effective work life integration can be sustained.

Hans Pruijt (2000)⁶ examined that the deep structure of the organization in which achievement and quality are parallel. This study defined that increasing compliance to improving the quality of work life. This research paper also discussed about the importance of worker's autonomy it is required culture is dominant and employees applying their creativity in a team building. This research paper tried to show that idol centered approach included that achievement and quality of work life both of them positive. This study is completely based on past reviews of performance and QWL. In this study result showed that quality of working life is more complicated specially its important part are multidimensional. This study showed that improvement of one dimensions of the QWL can be linked to a retrogression of after dimension.

Wyatt T. A. and Wah C. Y. (2001)⁷ this study defined that QWL included as a set of organizational interventions and as a moment. The study focused on finding out factors of QWL experience between organizational employees in Singapore. The population of this study covered employees in Singapore. In these studies data was collected by structured questionnaires. In this research paper it was found that employees preferred autonomy in decision making and meaningful jobs with good pay and benefits. Further it was found that personal growth of employees is also affected by the quality of communication prevailing in the organization.

Jeffrey H. Greenhaus et al (2002)⁸ throughout their combined study analyzed that individual who spend proper time integration in family and work place found that involvement and satisfaction are more. In this study work life balance indicate a positive role balance between work and family. In this research paper population was members of the American Institute of Certified Public Accountants and sample was selected from the use of simple random sampling method. This study focused on work life balance, involvement in satisfaction. In this study analysis, coefficient and regression analysis were used. In this research paper descriptive statistics were also used for analysis. The result showed that usefulness of three components if balance (involvement, time and balance) and differentiate relations of negative and positive balance with quality of life.

H. Dargahi, M. K. Sharifi (2007)⁹ made a combined study which was entitled that a high QWL is necessary for organization to invite and retained the employees. This study explained that QWL summarized strength and weakness in

work environment. This study is based on quality work life of employees of Tehran University of Medical Health Science Hospitals and this study cross – sectional and descriptive research method were used. In this research paper covered 65 TUMS Hospitals. In this study questionnaire were used to determine factors affecting their QWL. Descriptive statistics, SPSS software were also used for data analysis. Result showed that employees with higher position are more satisfied with their QWL. Results also showed that employees were dissatisfied with their carrier and low compensation.

Gnanayudam J. Dharmasiri A. (2008)¹⁰ this study investigated that the association between the quality of work life and organizational commitment and human resource growth and development climate in apparel industry of Sri Lanka. This research paper focused on quality of work life in industry positively influences worker commitment and organization moderates the relationship between commitment and QWL. In this paper population covered was 25 factories in Sri Lanka and in this study a sample included 7 workers from each factory. Sampling based upon convenient sampling technique. In this research paper quantitative approach was adopted. Primary and secondary sources were used for data collection. In these study responses of workers collected from the questionnaire. In this research paper data was analyzed with the help of correlation and SPSS software. Result showed that appropriate strategies and HRDC and QWL play a beneficial role in increasing organization commitment of workers in industry.

Taghavi Safura et al (2011)¹¹ the study investigated that the relationship between qualities works life and the teacher job performance in high school. In this research study descriptive method is used and data was collected from high school teachers of Shirvan in the academic year 1991-1992, 150 persons and for sampling simple random sampling technique was used. Data was collected from the questionnaire and to analyze data SPSS is used. In this research paper independent variable is QWL and dependent variable performance effectiveness. Mean, variance, standard deviation, bar graph, freedman and correlation coefficient used and the result displayed association and relationship between quality of work life and achievement.

Ayesha Tabassum (2012)¹² this research paper used to investigate the interrelation between job satisfaction and quality work life dimensions of faculty member. The finding pertains all the aspects of quality of work life are perfectly related with the performance. Data was collected from universities of Bangladesh in terms of the aspects of QWL and their association with performance and research conducted based on structured questionnaire designed with 5-likert scale questionnaire and in sample 12 universities are used. Correlation statistical technique and factor analysis has been applied for data reduction. Research showed the positive correlation which shows that attempt to improve the aspects of QWL which can significantly enhance performance.

Seema Arif, Ilyas Maryam (2013)¹³ this study was conducted to check how teaching staff in universities look at their work climate and how that work climate is helping them in achieving their goal. Descriptive research design was used for conducting research. Population included 360 faculty members of private universities in Lahore. The data was collected through self constructed questionnaire. Data was collected from 5 private universities as a sample. In this paper, for data analysis multiple techniques and software were used. Chi square test is also used in this paper. This study explained that quality of work life is a crucial construct and also an important part of every faculty member. This study revealed that role of attitude toward work life and thinking also depends on quality work life. Also found in this study work climate, value of work, satisfaction and relation with others and work attitude or other factor which shaped attitude of work and opinion or perception of quality of work life.

Aloys Nyagchi K. (2013)¹⁴ studied the working climate dimensions that affect quality of work life among attendants in patrol station in Kitale Town in Kenya. The objective was to identify working climate aspects that affect quality of work life among respondents. The data was collected from 17 patrol stations which are located in Kitale Town, Kenya. Sample selected was of 102 respondent. Research method is exploratory and questionnaire is used as an instrument for data collection. The result implied that the working environment aspect affect QWL among patrol station attendants. It revealed that poor working environment negatively affect the QWL among employees. It also explained that female attendants are not comfort with health related issues and safety system of the patrol station and experiencing of low quality of work life.

N. Kamli Sajjad and B. Abbasi (2013)¹⁵ the study exhibited that the association between qualities works life with firm commitment between the custom employees. Data is quantitative and descriptive research method is used. Data was collected from Iran customs at Gilan province. The research carried out from 196 custom employees used as a sample. The research tool is questionnaire. The Cronbach's Alfa technique is used for validity and reliability of the questionnaire. Statistical technique Structural Equational Modelling is used. It can analyze the relationship of the variables simultaneously. The result displayed that more quality of work life results in higher institutional commitment of the custom employees. For further research study would be done separately to assess the effect of each dimension of organizational commitment on QWL.

Jerome S. (2013)¹⁶ held a research to study how QWL can help in improving and developing of human resource in organization. In this study QWL is defined as the favorable work environment of a job. In this research paper the population included 200 respondents in which 22 are supervisors and 178 are apprentice. In this study 50 respondents were selected as a sample. This study selected the respondents from all categories of employees. In this research paper Carl Pearson Coefficient correlation test was also used for analysis and result displayed that quality of work life was more important to the worker achievement in a proper way. This study also focused on the weakness of the company in providing the basic requirements to the workers.

H. Narehan et al (2014)¹⁷ this research study revealed that the association between QWL programs and quality of life among employees at MNCS in Malaysia and the data was collected from 179 employees working at different multinational companies in Bintulu Sarawak in Malaysia, respondent was selected randomly. Factor which were used in this research are proper well being, personal development, inter personal relation and social inclusion. Descriptive research method is used for research and correlation study which is used to identify the relationship between variables. The result revealed that quality work life did have a significant impact on quality of life. It also introduced that improvement and enforcement in QWL program shall help organization in increasing its achievement, productivity and satisfaction.

R. Yadav, A. Khanna (2014)¹⁸ the study concluded that QWL is an important issue to achieve the objective in every field whether it is education, banking sector, service sector, manufacturing etc. This study used secondary data for conclusion. Employee commitment and organization productivity depends on components of quality work life. According to this study, if firm provide employees a better quality work life environment then organization can develop better health environment and satisfaction of employees. This study focus on review of literature of quality work life. QWL play an important role for organization and employees. Those firms who apply QWL achieve more profit. This study focused that in present time there high or more satisfaction in female regarding QWL dimensions as compared to male. This study was carried out to find out the important drivers used in the literature which provide a positive relation with QWL.

H. Soni, Y. S. Rawal (2014)¹⁹ this study revealed the quality of work life of hotel employees and its effect on employee satisfaction. This study focused on employees professional and personal goals. The study of these goals always remains contrary but satisfaction is important aspect for these goals. The population covered major hotels of Udaipur district. This research paper focused on the satisfaction level of employees. This study also discussed about work life balance which is important to attain satisfaction level. This research paper explained the different aspects of QWL which are self managed stress management, technology management, change management etc. In this study descriptive research design was used. The data was collected with the help of primary and secondary data sources. In this study structured questionnaire was used. In this paper mean, percentage, chi square test and 3 other tests were used for analysis. The result showed that open door policies, transparencies, flexible working condition, maintaining work etc are necessary in achieving work goal.

D. M. Sureshkumar, Dr. M. S. Marimuth (2014)²⁰ throughout their combined study analyzed that banking industry productivity is inter linked with the employee efficiency. This research paper defined that QWL is a new sub system for the changing needs of employees. This study focused on favorable work situation within organization. This study analyzed the effect of QWL on employee life and job satisfaction. In this study primary and secondary resources were used for data collection. In this research paper population covered private sector of commercial bank in Virudhunager district. Questionnaire was distributed for data collection. In this study for analysis discriminant analysis and Kruskal Wallis test were used. Result showed that an important part of QWL is human resource development. This study showed that management can improve organization culture and climate for employee's proper work life balance and eliminate bias.

T. Nayak et al (2016)²¹ the aim of the study was to examined the predictors of perceived quality of work life by underlying human resource interventions in health care units. This study explained that better QWL can be displayed by the health care employees due to strategic intervention designed by the firms, in the area of team work empowerment, work life balance and communication. This study concluded that human resource intervention plays an important part in enhancing the QWL of employees. In this study descriptive research design was used. Data was collected from the use primary sources. Population was health care units of Orissa in India. In this study a self designed questionnaire is used. In this study factor analysis is also used. The study presented HR intervention importance with the use of HR interventions sustained improvement in QWL of employees can be achieved. This study promotes the drive to increase the QWL of the employees as the top priority of the health care decision maker.

T. Annika et al (2017)²² this study focused on hospitality industry in which costumer demands and trends are changing fastly. In this paper the data was collected from the staff of hostels located in Lisbon and in this study Lisbon hostel were selected a good study sample for the purpose of research. In this study questionnaire and interview was used for data collection. The research study was conducted in Lisbon it have surrounds 99 employees. In this study sample include 57

female and 42 male employees. This study focus on the association between quality work life of employees and behaviors or work engagement. The result of the paper explained that the negative association between of quality work life exist behaviors and a positive effect on their loyalty .The result of the study also explained that work engagement evaporate fully the relationship between employees voice and neglect quality working life. The result of this concluded that there is increase in employees graceful and positive behavior and reduce negative one's or destructive.

M. Yadav, M. F. Naim (2017)²³ this study focused on the QWL of power sector in India and this paper also explained about need of advance technology and skilled managers or supervisors are required in power sector. This research study provides a new field to research on power sector by locking QWL of its employees. The population of this paper includes public and private power sector organization. In the study the responses of the employees are taken on a likert scale questionnaire. Scale components are support from manager, job satisfaction, involvement and responsibility, communication and job security, relationship between work colleagues. In this study CFA was used for data analysis and in this study to determine the relationship correlation analysis was also used. The result concluded that increasing bonding between supervisor and employer mentorship programs are beneficial. Supervisor support also solves many problems at the work place. The result also explained that high salary and other financial schemes are also used for skilled and efficient man power. This study focused on constant efforts and funds which are also important for power sector growth.

S. Hanklang et al (2018)²⁴ Aim of this research paper was to search about the effect of work and mental health dimensions on the QWL of aged employees in community enterprises. In this study cross - sectional method was used, data was collected from older workers from 3 industries which are handicraft, food production, and farm related work which is situated in Nakchon Ratchasima Province. In this research paper stratified random sampling was used. In this study population included 19,200 members in 184 enterprise group and samples were selected from the population. In this research paper multiple regression and descriptive statistics were used for analysis and interpretation, the result showed that QWL has received more interest from society especially from personal health. The result of this paper showed that work factor, work perception, work risk concern associated with QWL.

E. Fatmasari et al (2018)²⁵ this study analyzed the work motivation; satisfaction and quality of work life are interesting variable. This research study focused on QWL to retain employees and improve competitive power for the organization. In this study explanatory research method was used. The data was collected from Merdeka University of Malang. Questionnaire was distributed for data collection. In this study quality of work life was used as an independent variable or job satisfaction was used as a dependent variable and employee engagement used as an intervening variable. Result showed that QWL has positive significant impact to employee involvement or motivation also has effect on employee involvement. The result also explained that quality of work life, a result of interaction is good between work motivation and job satisfaction.

CONCLUSION

After the study of literature review on quality of work life it is clear that an organization cannot achieve their goals without QWL is an important aspect for an organization as well as every individual and it is required for every organization to attain the growth and development. Most researcher of QWL has done on the industries sector and academic section which showed that quality of work life of employees and staff positively related with their satisfaction. Most of the researchers used these dimensions for quality of work life Adequate and fair compensation, Safe and healthy environment, Growth and security, constitutionalism, The total life space, Social relevance, Social integration, Safe and healthy environment, Development and human capacity etc. This paper convey further researchers who are interested to do research on quality of work life and having a problem how to relate a quality of work life with their aspects.

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