

A Review Paper on Determinants of Quality of Work Life

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1. Introduction

The management of Human resources is recognized as critical for organizational success and it is assumed that in the practice human resources are consumed and exploited rather than developed and reproduced. Striving to overcome the new challenges for HRM and to reduce the negative impact of HRM on employees, such as high level of stress or work-related illness, search for the new way of managing people has recently become increasingly significant. In race of this the concept of quality of work life came into existence. Quality of work life has been described as the overall quality of an individuals working life. The pursuit of improved productivity through human resources has its foundation from the theories of F.W. Taylor considered as the father of scientific management. Prior to this human resource was considered as a machine only and financial motivators were used to enhance productivity. From then onwards continuous research and investigations have been undertaken to understand human behavior at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to work for better productivity with job and employee satisfaction. In order to achieve these twin objectives, different approaches have been developed and applied for the improvement of quality of working life of workers. To be a good employer organisation must ensure that the employees live before and after work also (Saraji and Dargahi, 2006).

2. Evolution of Quality of Work life

The quality of work life refers to all the organisational efforts and inputs aiming to satisfy employee's job satisfaction and enhancement of organisation effectiveness. In 20th century legislation was enacted to protect employees from risk involved in job and to eliminate unhealthy working conditions. Then the emphasis came on job security and economic gains to workers, job enrichment and job enlargement. In 1970's the concept of quality of work life evolved including values, human needs and aspirations.

The term Quality of Work Life has appeared in Research Journals and press in USA in 1970's. The term quality of work life was introduced by Louis Davis and the first International QWL conference was held in Toronto in 1972. The international council for quality of work life was established in 1972 (Reddy and Reddy 2010). Quality of work life term became more prevalent after the Arden House meet in New York in 1972, leading to the formation of international centre for quality of work life (Gani and Ahmed, 1995). From 1980 onwards QWL was increasingly emphasised on employee-centred productivity programs (Bharthi et al 2011, Susila et al 2013, Prajapat & Sharma 2014, Jain & Swamy 2014). In the mid-1990s till today faced with challenges of economy and

corporate restructuring, QWL is re-emerging and employees are seeking out more meaning where rising educational levels and occupational aspirations in today's economic era and reduced opportunities for advancement, are the rising concerns for QWL. Due to the increasing interest in quality of work life in 1981 when second international conference was held in Toronto it attracted 1,500 participants. Participants were from various strata like the unionist, management people, academicians, consultants and government officials.

3. Meaning and Concept of Quality of Work Life

Since the origin of the term in early 1970s, quality of work life has become a focus of growing concern in work organisations. QWL is a generic phrase that covers a person's feeling about every dimension of work including economic rewards and benefits, security, safe and healthy working conditions, organisational and interpersonal relationships. More specifically, it is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives (Ahmed, 1981). Some people are of the view that QWL is simply another name for some components of motivation (Fancheux, 1982). QWL can be improved by looking into various motivational both intrinsic and extrinsic factors (Kalra & Ghosh, 1983). Robbins (1989) defined QWL as "a process by which an organisation responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". Its emergence can be traced to the revival of interest in the larger area of 'quality of life' in most of the countries of world (Saklani 2003). Carlson (1981) stated quality of work life as a goal, process and philosophy. It's a goal because organisations are committed to improve work, it's a process as to realize this goal efforts are required on the part of employees as well by involving them and to work out on the methods for the development of individuals and organisation. It has been described as a philosophy as it recognises the fundamental human dignity of all members of the organisation. According to Davis (1983) the quality of work life is "the quality of relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations". According to Yeo and Li (2011) quality of work life exists when there is clear sense of openness and trust between management and employees and there is no fear of being short changed or misguided in task performance. Shalla and Fazili (2013) stated that quality of work life is the relationship between employees and their working environment having significant influence in shaping their organisational environment in which they can design their own methods to enhance motivation and job satisfaction but also profits and productivity of the organisation.

From above definitions it can be concluded that quality of work life is not only concerned with improving the life at work but improving life outside the work domain. The key important aspect of quality of work life is to provide opportunities to employees for making meaningful contributions to organisation goals. The basic aim of QWL is to develop excellent work environment for people as well as for production (Hoque and Rahman 1999).

4. Conceptual Framework of Quality of Work Life

Review of the available relevant literature has shed light on the concept of quality of work life and also the conceptual definitions revealed the factors of quality of work life. In this section a framework depicting these determinants is proposed. Figure 1 exhibits the proposed conceptual framework. Future researchers may empirically test the validity of this framework.

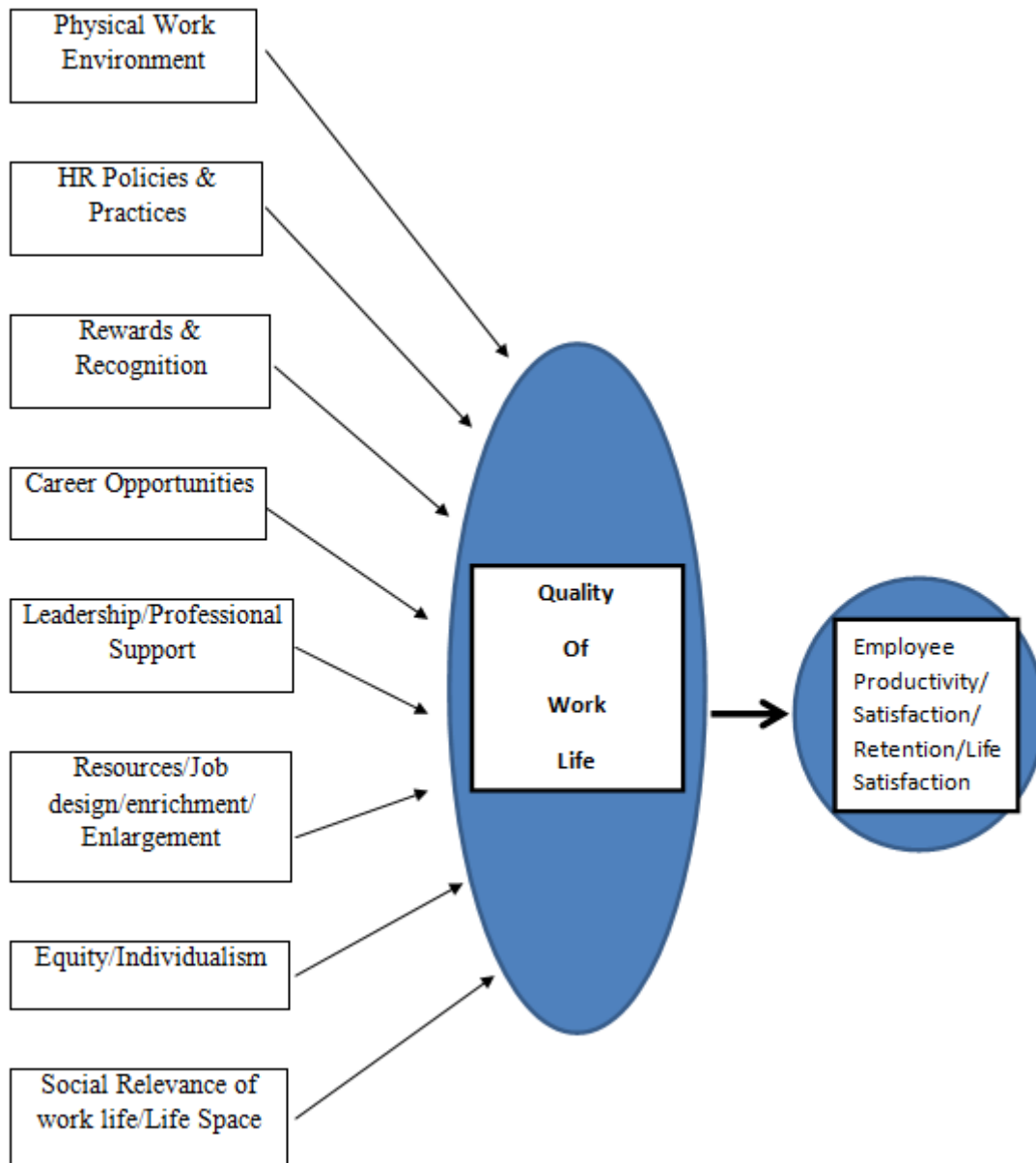


Figure1. Conceptual Model: Factors Affecting Quality of Work Life

Source: Author's Study

5. Objectives

The objective of the paper is to study the factors which are contributing towards the quality of work life in various organisations.

6. Research Methodology

Literature review is indispensable apparatus in research methodology. The purpose of having a literature review in a qualitative study is to gain valuable insight to the phenomenon

under study. The research approach followed for the present study is qualitative in nature as it reviews from the existing literature the factors of quality of work life. The methodology used is the different interventions of QWL considered in the past researches. To ensure trustworthiness the researcher attempted for the best of the information collected. Further studies published after 2000 were included for the present study.

7. Factors Affecting Quality of Work Life

Wyatt and Wah (2001) examined the quality of work life of Singaporean managerial employees by taking a sample of 332 employees. The results suggested four dimensions of quality of work life, favourable work environment (Walton 1973, Lippitt & Rumley 1977, Kalra & Ghosh 1983, Kaira & Chosh 1984, Mirvis & Lawler 1984), personal growth (Walton 1973, Mirvis & Lawler 1984, CAI Hui-ru 1994, Tabassum et al 2011) and autonomy (Kahn 1981, Stein 1983, Campos & Souza 2006, Qing Tao, Peng Tian-yu and Luo Jian 2007, Singh & Choudhary 2017), nature of job (Chen Jia-sheng, FAN Jing-li 2003, Qing Tao, Peng Tian-yu and Luo Jian 2007), and stimulating opportunities and co-workers (Kahn 1981). Employees perceive high quality of work life and there is positive impact of these QWL factors. The findings revealed that workers are interested in learning new things and give importance to their co-workers as well who are interested and committed to their organisation. Overall the cooperation of employee and employer is required to make the QWL successful.

Saklani (2004) conducted empirical research to know the importance of QWL factors and to measure their presence in selected organisations. 24 organisations were studied through 294 employees at various managerial and non-managerial levels. It was revealed through the study that besides monetary benefits Indian employees give due consideration to self-esteem and self-actualisation needs. 13 QWL variables has been identified in the study viz, adequate and fair compensation (Kirkman 1981, Gani & Ahmed 1995), fringe benefits and welfare measures (Kaira & Chosh 1984, Gani & Ahmed 1995, Chen Jia-sheng, FAN Jing-li 2003), job security (Walton 1973, Cooper 1980, Meta 1982, Kaira & Chosh 1984, Gani & Ahmed 1995, Madhu & Kumar 2015, Singh & Choudhary 2017), physical work environment (Mirvis & Lawler 1984, Hoque & Rahman 1999), work load and job stress (Saraji & Dargahi 2006), opportunity to use and develop human capacity (Walton 1973), opportunity for continued growth (Walton 1973), human relations and social aspect of work life (Campos & Souza 2006, Tabassum et al 2011), participation in decision making (Ahmed 1981, Kalra & Ghosh 1983, Kornbluh 1984, Gani & Ahmed 1995), reward and penalty, equity justice (Cooper 1980) and grievance handling (Joshi 2007), work and total life space (Saraji & Dargahi 2006) and image of organisation (Gani & Ahmed 1995, Qing Tao, Peng Tian-yu and Luo Jian 2007). It was also concluded that QWL in India is better than average level. Due to the increase in participation in the decision making there has been improvement in the physical environment at the work place. Job security, work environment and organisation image are being given more importance as compared to other components. It can be interpreted that this level of QWL has been maintained because of the laws formulated by government and efforts of trade union.

Saraji and Dargahi (2006) conducted a descriptive and analytical study to know the quality of work life of hospital employees. 14 factors affecting quality of work life identified were Fair Pay and Autonomy (Kirkman 1981, Davis 1983, Mirvis & Lawler 1980, Kahn 1981, Stein 1983) Job security (Meta 1982, Joshi 2007), People at the workplace wish to get

on together, career prospects (Rose et al 2006), discrimination at work place, amount of control over the way in which work is done (Qing Tao, Peng Tian-yu and Luo Jian 2007, Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki 2010, Tabassum et al 2011, Gupta 2016), interesting and satisfying work, trust in senior management, recognition of efforts (Stein 1983, Ellis and Pompli 2002, Yadav and Khanna 2015, Madhu and Kumar 2015, Singh, and Choudhary 2017), health and safety standards at work (Mirvis & Lawler 1984, Hoque & Rahman 1999), balance between the time spent at work and the time spent with family and friends (Ellis and Pompli 2002, Saklani 2006), amount of work to be done, level of stress experienced at work (Kahn 1981, Kaira & Chosh 1984, Baba and Jamal 1991, Joshi 2007) and supervisors attitude (CAI Hui-ru 1994, Ellis and Pompli 2002). 908 employees from 15 hospitals were distributed questionnaires and the results concluded that there is dissatisfaction among the employees for quality of work life. Another finding of the study revealed that employees are dissatisfied with the attitude of the employer and this dissatisfaction increased significantly with the age.

Campos and Souza (2006) conducted a study to know the quality of work life of military organisations through multivariate analysis using Walton's model. It was found in the study that correlation between variables was significant. The view point of Quality of work varies due to difference in expectations and variation in wages. The interpretation of the factors concluded that social integration in the work (Walton 1973, Levine, Taylor and Devis 1984, CAI Hui-ru 1994), stability (Purkait 2016), communication (Chen Jia-sheng, FAN Jing-li 2003), geographic changes and autonomy (Kirkman 1981, Davis 1983, Mirvis & Lawler 1980, Kahn 1981, Stein 1983, Wyatt & Wah 2001) are the factors in priority influencing quality of work life.

Rose et al (2006) studied 475 managers from MNCs and SMIs to predict QWL in relation to career-related dimensions. Stepwise regression method revealed three determinants of quality of work life as career satisfaction, career achievement and career balance. The results indicated that career satisfaction, career achievement and career balance (Lau RSM, Bruce EM 1998, Saraji & Dargahi 2006) are important and the level of quality of work life is good. With the increase in age the level of career achievement also increases. Similarly with the increase in the tenure of service the level of quality of work life also enhances. Employees working in MNCs perceived high quality of work life as compared to SMIs. As per the study there is significant difference in the level of quality of work life of married and bachelors as married employees has high level of quality of work life. The study supports that the degree of satisfaction in QWL is related to the degree to which individual believes the success has been achieved especially when the employee puts great emphasis on pay, respect, growth and family life balance. It has been further concluded in the study that the individual's family life is significantly related to the level of quality of work life.

Joshi (2007) conducted a study in bank, insurance, PSUs and hospitals by taking a sample of 843 employees to know the quality of work life of women workers and to suggest ways

to protect the requirements of women workers and improve their quality of work life. It was found in the study that quality of work life is moderate in bank, hospital and insurance and perceived as high in PSUs. The factors of quality of work life studied were security of employment (Saklani 2004, Saraji & Dargahi 2006, Madhu & Kumar 2015), understanding colleagues (Kahn 1981, CAI Hui-ru 1994, Wyatt & Wah 2001, Chen Jia-sheng, FAN Jing-li 2003), Job/role clarity (Baba & Jamal 1991), adequate training facilities (Lau RSM, Bruce EM 1998, Chen Jia-sheng, FAN Jing-li 2003, Nasal Saraji G, Dargahi. H et.al 2005, Madhu & Kumar 2015, Singh and Choudhary 2017), availability of materials (Kahn 1981), understanding supervisors, promotion opportunities (Kahn 1981, CAI Hui-ru 1994, Chen Jia-sheng, FAN Jing-li 2003, Chao, Chih Yang 2005, social and welfare facilities (Kaira & Chosh 1984, Chen Jia-sheng, FAN Jing-li 2003, CAI Hui-ru 1994, Yadav and Khanna 2015), access to relevant information, grievance redressal (Chisholm 1983, Yadav and Khanna 2015), stress free work. Among the factors as illustrated by all the sectors women workers job security and lack of role ambiguity are the common high ranked factors of quality of work life.

Rethinam and Ismail (2008) examined the quality of work life from a sample of 453 information system personnel through a questionnaire. To examine the work condition Job Demand Control Support model was utilised. It was found in the study that organisational support (Kirkman 1981, Qing Tao, Peng Tian-yu and Luo Jian 2007) is the strongest contributor of quality of work life besides job control and job demand. The findings indicated that the Malaysian IS personnel were experiencing high level of quality of work life as compared to the IS personnel in other developed countries.

Vanmathy and Mehta (2010) carried out research in pharmaceuticals, finance, banking and insurance sector of Mumbai to know the components and structure of quality of work life of the sales people. Five factors of quality of work life are studied viz, employee satisfaction (Baba and Jamal 1991, N. Karal Hade, Willam Hendricson et.al 2007, Purkait 2016) and continuance, perceived job motivators, job awareness and commitment (Baba and Jamal 1991, Kelly L. Burning 2004), un- conducive work environment (Mirvis & Lawler 1980, Madhu and Kumar 2015, Gupta 2016, Singh, and Choudhary 2017) and perceived organisational culture (Chen Jia-sheng, FAN Jing-li 2003). The survey was done using a self-designed questionnaire and data was collected from 116 sales people. The study concluded that employees are committed to their work but their working environment is not satisfactory leading to lower perceptions towards quality of work life. Further there is difference of opinion among sales representatives of different sectors with respect to quality of work life and employee satisfaction.

Kaur (2010) studied the quality of work life of bank employees through personal interview and questionnaire and found that employees are satisfied with the working environment of the bank. Employees are satisfied with the physical facilities like sanitation and drinking water and 56% of the employees has cordial relations with co-workers and superiors. The most alarming point that came during research

was that there are not enough growth opportunities in the bank and hence the satisfaction level is low among the employees. Ten factors identified in the study supporting quality of work life were attitude, environment, opportunities (Mirvis & Lawler 1980, Lau RSM, Bruce EM 1998, Nasal Saraji G, Dargahi .H et.al 2005, Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki 2010, Purkait 2016), nature of job (Lippitt & Rumley 1977), people, stress level (Kahn 1981, Kaira & Chosh 1984, Baba and Jamal 1991, Nasal Saraji G, Dargahi .H et.al 2005), career prospects (Nasal Saraji G, Dargahi .H et.al 2005, Rauduan che Rose et.al 2006, Madhu and Kumar 2015, Singh, and Choudhary 2017) challenges, growth and development, risk involved and reward (Stein 1983, Lau RSM, Bruce EM 1998, Nasal Saraji G, Dargahi .H et.al 2005, Yadav and Khanna 2015).

The factors of quality of work life which came out of the above studies were physical work environment (Wyatt and Wah 2001, Saklani 2004, Vanmathy and Mehta 2010), social and welfare facilities (Saklani 2004, Joshi 2007), security (Saraji and Dargahi 2006, Joshi 2007), stability (Campos and Souza 2006), autonomy (Wyatt and Wah 2001, Campos & Souza 2006), personal growth (Rose et al., Kaur 2010) and work and total life space. These studies were conducted on financial, IT and health sector employees of managerial and non- managerial nature.

Tabassum et al (2011) conducted an exploratory study for comparative analysis of quality of work life between male and female employees of private banks. Data was collected from 128 male and 64 female employees through a structured questionnaire. The results revealed that there is significant difference between male and female employees. Study concluded that all the dimensions have strong relation with quality of work life except work and total life space and socialization efforts. The satisfaction level of male employee is greater than female employee. So banks should try to eliminate this difference due to gender discrimination. The factors identified were Adequate and fair compensation (Gani & Ahmed 1995), Work and total life space, Opportunity for continuous growth and job security (Walton 1973, Gani & Ahmed 1995, Madhu & Kumar 2015, Singh & Choudhary 2017), Opportunity to develop human capacities, Safe & healthy working environment, Flexible Work Schedule and job assignment, Attention to job design (Tabassum et al 2011, Gupta 2016), Employee relations (Kahn 1981, Bolduc, Richard Robert 2002, Qing Tao, Peng Tian-yu and Luo Jian 2007, Tabassum et al 2011, Singh, and Choudhary 2017).

Yadav and Khanna (2015) study examined the quality of work life and employee' satisfaction at state bank of India. Data was collected from 132 employees of SBI through questionnaire. Variables taken for study of quality of work life were grievances handling procedures, fringe benefits, welfare facilities (Kaira & Chosh 1984, CAI Hui-ru 1994, Chen Jia-sheng, FAN Jing-li 2003), working hours (Ellis and Pompli 2002, Chen Jia-sheng, FAN Jing-li 2003, Tabassum et al 2011, participative management (Baba and Jamal 1991, Lau RSM, Bruce EM 1998, Ellis and Pompli 2002, Nasal Saraji G, Dargahi .H et.al 2005) and rewards and recognition (Nasal Saraji G, Dargahi .H et.al 2005, Madhu and Kumar 2015,

Singh, and Choudhary 2017). The study concluded that employees were satisfied with the fringe benefits and working hours but not with the salary. Further Participative management has been lacking and welfare facilities for female employees was found to be dissatisfactory in the branches of SBI and also the grievance handling procedure was not well established. Overall quality of work life was satisfactory. The other key elements of quality of work life like job security, job satisfaction, better reward system and organisational performance were also found to be important for the employees.

Madhu and Kumar (2015) in their study identified the factors influencing quality of work life of private and public sector bank employees. 356 employees in total from public and private were studied with the help of questionnaire. Ten factors of quality of work life identified in the study were job security (Meta 1982, Joshi 2007), training & development (Lau RSM, Bruce EM 1998, Chen Jia-sheng, FAN Jing-li 2003, Nasal Saraji G, Dargahi .H et.al 2005, Madhu & Kumar 2015, Singh and Choudhary 2017), inter personal relationship, career advancement (Nasal Saraji G, Dargahi .H et.al 2005, Rauduan che Rose et.al 2006, Madhu and Kumar 2015, Singh, and Choudhary 2017), leadership, remuneration, morale, autonomy (Kahn 1981, Stein 1983, Campos & Souza 2006, Qing Tao, Peng Tian-yu and Luo Jian 2007, Singh & Choudhary 2017), recognition (Nasal Saraji G, Dargahi .H et.al 2005, Madhu and Kumar 2015, Singh, and Choudhary 2017), work environment. As per the study private bank employees give more preference to job security, training and development and inter personal relationships. Public sector employees prefer leadership, interpersonal relations and autonomy more.

Gupta (2016) in her exploratory study identified the factors which are contributing for Quality of work life in private banks. A sample of 150 employees were distributed questionnaire and results identified eight variables of quality of work life namely Healthy Working environment (Walton (1974, Kaira & Chosh 1984, Tabassum et al 2011), Motivational climate (Bolduc, Richard Robert 2002), Stimulating work environment, Productivity (Fitzsimmons, Verna Marie 2002), Work Redesign (Tabassum et al 2011), Sense of accomplishment, Employees' Democracy (Cooper 1980), Enthusiasm at work place. Thus quality of work life has been considered useful in improving production, organisational effectiveness, morale of employees and economic development of country.

Purkait (2016) in the study uncovered the level of QWL of the Banking Sector in West Bengal Region and also examined the impact of occupational stress on QWL. Ten factors of quality of work life identified were Stability of Tenure, Growth opportunities (Walton 1974, CAI Hui-ru 1994, Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki 2010, Tabassum et al 2011), Employee Satisfaction, Competent Employees, Value

orientation, Innovative Practices, Work life Balance (Levine, Taylor and Devis 1984, Ellis and Pompli 2002) Human Relations (Qing Tao, Peng Tian-yu and Luo Jian 2007, Madhu and Kumar 2015), Learning Orientation (Ellis and Pompli 2002) and Challenging Activities. Among all factors stability and growth opportunities are the major factors affecting quality of work life. The data revealed that the occupational stress of banking employees has impact on quality of work life and it is positively and significantly related to quality of work life. It was further concluded that problem of stress is inevitable and unavoidable in banking sector as productivity depends on psychosocial well-being of employees.

Singh, and Choudhary (2017) determined the Quality of Work Life among Private sector banking employees. In the study factors affecting quality of work life of private sector bank employees were identified namely job security, training & development, inter personal relationships (Qing Tao, Peng Tian-yu and Luo Jian 2007, Madhu and Kumar 2015), career advancement (Nasal Saraji G, Dargahi .H et.al 2005, Rauduan che Rose et.al 2006, Madhu and Kumar 2015) leadership (Chen Jia-sheng, FAN Jing-li 2003, Madhu and Kumar (2015), remuneration (Walton 1974, Kirkman 1981, Davis 1983, CAI Hui-ru 1994, Nasal Saraji G, Dargahi .H et.al 2005, Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki 2010, Tabassum et al 2011) morale, autonomy (Kahn 1981, Stein 1983, Campos & Souza 2006, Qing Tao, Peng Tian-yu and Luo Jian 2007, Singh & Choudhary 2017), recognition (Stein 1983, Ellis and Pompli 2002, Yadav and Khanna 2015, Madhu and Kumar 2015) and work environment (Mirvis & Lawler 1980, Madhu and Kumar 2015, Gupta 2016). The study revealed that compensation, other remuneration and career opportunity and growth are highly correlated with quality of work life as all these factors absence causes low level of satisfaction among private sector bank employees. The study also disclosed that private sector employee's job is not secure though they are provided training for career up gradation but they are not able to produce innovation in their work. They are provided good working environment in the form of adequate infrastructure to make them happy.

All the above studies (Tabassum et al (2011, Yadav & Khanna 2015, Madhu & Kumar 2015, Gupta 2016, Purkait 2016 and Singh & Chaudhary 2017) were undertaken on the public and private sector banks employees. The influencing factors identified were compensation and remuneration, career opportunities, growth, healthy work environment and recognition. As per the above studies private bank employees give more preference to job security and inter personal relationships and public sector employees prefer leadership and autonomy more.

8. QWL Factors from Previous Research

Study	Factors Identified	
	Work environment	Employee Welfare
Macarov (1951)	chance to advance	Seniority
Walton (1974)	safe healthy work conditions opportunity to use abilities	adequate & compensation social integration

	future growth opportunity constitutionalism work relevance to society	
Lippitt & Rumley (1977)	physical environment features of job itself	healthy social relations
Cooper (1980)	Democracy	security equity individuation
Mirvis & Lawler (1980)	Safe work environment, opportunities for advancement	Equitable wages, equal opportunities
Kahn (1981)	Resources; promotion; work conditions; organizational context absence undue work stress	autonomy & control; relations with co-workers; wages
Kirkman (1981)	job mobility quantity & quality of leisure time created by job organizational environment	Pay
Meta (1982)		job security
Davis (1983)	task content; supervision	equitable pay
Stein (1983)	Autonomy or being independent, recognized and prized, external reward	belongings, progression and development
Delamotte & Takezawa (1984)	challenging work content traditional goals influence on decisions	fair treatment; work as part of life cycle
Kaira & Chosh (1984)	safe & healthy working conditions; physical environment; absence undue work stress	employee welfare; job security
Levine, Taylor and Devis (1984)	Respect from supervisor and trust on employees capability, change of work, challenge of work, contribution towards society from the work	future development opportunity arising from the current work, self-esteem, scope of impacted work and life beyond work itself,
Baba and Jamal (1991)	Job satisfaction, job involvement, work role ambiguity, work role conflict, organisational commitment	work role overload, job stress, turn over intentions
CAI Hui-ru (1994)	Living quality: compensation, welfare, work safety, work protection; social quality: relationship with boss, colleagues and customers	growth quality: participation management, promotion, self-growth, self-esteem and work characteristics
Lau RSM, Bruce EM (1998)	Job security, reward systems, training	participation in decision making, career advancement opportunities
Rose Ian C. (2000)	Work Locus of Control	Employee Involvement
Pruett, Ellen S. (2001)	Work Load	Perception
Bolduc, Richard Robert(2002)	Relationship	Motivation
Fitzsimmons, Verna Marie (2002)	Productivity	Performance
Linda K. Johnsrud (2002)	Employee Retention	Perception
Ellis and Pompli (2002)	Poor working environment, resident aggression, professional isolation, lack of recognition, poor relationship with supervisor/peers, role conflict, lack of opportunity to learn new skills	inability to deliver quality of care preferred, balance of work and family, shift-work, lack of involvement in decision making, workload
Chen Jia-sheng, FAN Jing-li (2003)	Working environment, salary and bonus, promotion, work nature, leadership style of boss, cooperation among colleagues, enterprise image, communication	Welfare, training and development, organisational regulations, organisational climate and culture, working time and workload
JIA Hai-wei (2003)	Needs for survival, needs for passion	needs for belonging, need for self
Meena Osmany, Waheeda Khan(2004)	Organizational Development	Effectiveness
Kelly L. Burning (2004)	Employee Commitment	Perception
Chao, Chih Yang (2005)	Promotion	Performance
Nasal Saraji G, Dargahi .H et.al (2005)	Fair pay & autonomy, interesting and satisfying work, trust in senior management, recognition of efforts, health and safety standards at work, balance between time spent at work and time spent with family and friends, level of stress	, job security, reward system, training and career advancement, opportunities, participation in decision making, amount of work to be done, occupational health &

	experienced at work	safety at work
Rauduan che Rose et.al (2006)	Career achievement, career balance	Career Satisfaction
Qing Tao, Peng Tian-yu and Luo Jian (2007)	Work related task: work autonomy, importance of task, feedback on work, significance of work; organisational environment: team spirit, interpersonal relationship, management style	social psychology: social and psychological support, mutual respect, social image of enterprise, economic position
N. Karal Hade, Willam Hendricson et.al (2007)	Job satisfaction	Perception
Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010)	Fair & adequate pay & benefits rights, observance of safety & health factors, opportunities to continue growth & security of staff, acceptance of work organisations, work life and social dependence on society and individual life	governing the overall living space in environment, integration of social improved human abilities
Tabassum et al (2011)	Adequate and fair compensation, Work and total life space, Opportunity for continuous growth and job security, Opportunity to develop human capacities, Safe & healthy working environment	Flexible Work Schedule and job assignment, attention to job design, Employee relations.
Yadav and Khanna (2015)	working hours, participative management, and rewards and recognition	Grievances handling procedures, fringe benefits, welfare facilities
Madhu and Kumar (2015)	training & development, inter personal relationship, career advancement, leadership, remuneration, morale, autonomy, recognition, work environment	job security,
Gupta (2016)	Healthy Working environment, Motivational climate, Stimulating work environment Productivity, Work Redesign, Sense of accomplishment	Employees' Democracy, Enthusiasm at work place
Purkait (2016)	Growth opportunities, Competent Employees, Value orientation, Innovative Practices, Work life Balance, Learning Orientation and Challenging Activities	Stability of Tenure, Employee Satisfaction, Human Relations
Singh, and Choudhary (2017)	training & development, inter personal relationships, career advancement, leadership, remuneration, and work environment	job security, morale, autonomy, recognition

Table1: Factors of Quality of Work Life from literature

Source: Author's Compilation

9. Conclusion

The objective of the study was to ascertain the factors of quality of work life. The quality of work life refers to all the organisational efforts and inputs aiming to satisfy employee's job satisfaction and enhancement of organisation effectiveness. It is the level of happiness a person derives from his job (Varghese & C 2013). It plays very important role in enhancing employee productivity and work performance. Employees will put more efforts and work more effectively if they expect reward for their performance. A satisfied employee will love to come in the organisation and will stay long (Macy and Mirvis, 1976) and a happy employee is dedicated, committed and productive (Omugo et al. 2016). All the above factors affecting quality of work life can be summed as work related factors, financial factors, job factors and relational

factors. To sum up quality of work life can be called as a multi variable concept which includes internal and external factors affecting the job performance and well-being of employees. Quality of work life exists in public and private organisations both but the preference of factors differ in both organisations as public sector employees enjoy job security, fair pay and autonomy and private sector boost of their healthy working environment in terms of physical infrastructure and remuneration.

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