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**RESEARCH ARTICLE**

**QUALITY OF WORK LIFE AND INFLUENCING FACTORS.**  
 (An insights from the literature review)

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**Abstract**

Quality of work life creates a workplace that enhances employee well-being and satisfaction. Employees are highly satisfied when their job being more creative, prestigious, higher paid with more promotional avenues. This paper focuses on few studies of Quality of Work Life and tries to identify the factors of Quality of Work Life that contribute to employee job satisfaction. It has been found if factors such work environment, job facets, remuneration and career development are given little more care, so that organization can maintain good employees with high level of quality of work life, job satisfaction, organizational commitment and involvement. This will in turn lead to the effectiveness and efficiency of employees in their work which leads to an increased productivity.

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**Introduction:-**

Quality of work life plays a key role in any organization and has an effect on the people, their work, performance and self- development as well as organization's development. It refers to relationship between the employees and the work environment in which they work. It focuses on creating a working environment where employees work co – operatively and achieve results collectively. Thus a better quality of work life improves the growth of the employee's along with the organization growth (Pugalandhiet al.2011).

**Objectives of the Study:-**

The main objective of this study is to develop a clear understanding of the recent studies published in the field of Human Resource Development. The fundamental problem motivating this review is the need to know and understand the different factors influencing the quality of work life.

- To provide an archive of past research points related to studies of quality of work life.
- To explore the different influencing factors contributing for positive quality of work life among the employees.
- To have a clearer view for future research studies and methodologies this in turn will contribute to the related accumulated knowledge in the field of human resource development.

**Methodology:-**

The nature of study conducted are from the relevant research materials related to human resource development and especially quality of work life published from various national and international journals.

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**Review of Literature:-**

**Narehan Hassan et al. (2014)**, in the paper titled, 'The Effect of Quality of Work Life (QWL) Programs on Quality of Life (QOL) among Employees at Multinational Companies in Malaysia', investigated the relationship between quality of work life (QWL) programs and quality of life (QOL) among 179 employees presently working at multinational companies in Bintulu, Sarawak, Malaysia. The studies showed that there was a positive and significant relationship between quality of work life (QWL) programs and quality of life (QOL). The most influence factor on quality of life (QWL) were work environment followed by job facets. Others were emotional well-being, personal development, social inclusion and interpersonal relations. It can be concluded that organization should consider continuously introducing, improving and enforcing the quality of work life programs within the organization as quality of work life programs enriches employee job motivation and job performance, employee loyalty and commitment to the organization.

**Sarang S. Bhola and Jyoti J. Nigade (2012)**, in the paper titled, 'A Study of Quality of Work Life (QWL) in Small Scale Unionized and Non -Unionized Organization', conducted a comparative study of quality of work life between small scaled unionized and non-unionized organizations in Satara Industrial Estate with a total sample size of 100 employees which examined the significant role of union in developing and maintaining high degree of quality of work life in organization. The study revealed that quality of work life in unionized organization is better than non-unionized organization. It also concluded that union plays an important role in the improvement of quality of work life in the organization resulting into high degree of satisfaction, productivity and greater organizational effectiveness.

**KuldeepKaur and Dr. (Ms.) GurpreetRandhawa (2012)**, in the paper titled, 'Quality Of Work Life Issues: A Comparative Study Of Multinational And Indian Food Companies Of Punjab', investigated and compared employees' perception about various Quality of work life issues in MNCs and INCs with 100 employees of food industry in Punjab. The study revealed that a significant difference exists between the MNCs and INCs employee's perception over various quality of work life issues such as job characteristics, welfare facilities, personal growth and development and social relevance of work. It implies that the employees of MNCs are slightly more satisfied than INCs as their job being more creative, prestigious, higher paid with more promotional avenues. It can be concluded that the organizations should take effect steps to encourage professional and personal-life balance of employees.

**AnshulJaiswal (2014)**, in the paper titled, 'Quality Of Work Life', mentioned that Quality of work life (QWL) is an indicator of the overall quality of the human experience at the workplace. A commitment to quality of work life by the management of an organisation can be considered a keystone of organizational behaviour. Quality of work life creates a workplace that enhances employee well-being and satisfaction. The general goal of quality of work life program is to satisfy the full range of employee needs. The researcher concluded that the quality of work life program will certainly be improved to the desired levels if the organization properly adopts the techniques of job redesign, career development, flexible work schedules and job security.

**Dr.Yogesh Jain &Renil Thomas (2014)**, in the paper titled, 'A study on quality of work life among the employees of a leading pharmaceuticals limited company of Vadodara district', conducted a survey of 70 employees of a leading pharmaceutical company of Vadodara district to understand the relationship among various components of quality of work life mentioned by Walton. The results show that there exist significant relationship between the Job Satisfaction and components of the quality of work life variables namely adequate and fair compensation, appropriate career development, Organisational commitment, effective Constitutionalisation of the work environment and social relevance of the work life. Whereas greater correlation was shown towards career development that indicated company should have a proper career advancement graph to retain knowledgeable people. Further the results showed that there exist significant relationship between the Organisational Commitment and components of the quality of work life variables and Organisational Commitment was greatly correlated to work and the total life space, job satisfaction, Constitutionalisation of work environment and social relevance of work life. The researchers concluded that to have excellent quality of work life organizations must go extra miles in order to retain talented employees that can provide the best results to the organization.

**Hend Al Muftah and HananLafi (2011)**, in the paper titled, 'Impact of QWL on employee satisfaction case of oil and gas industry in Qatar', examines the factors that influence quality of work life and also investigated the relationship between quality of work life and satisfaction among employees working in the Oil and Gas companies in the State of Qatar. The three essential factors identified by the researchers were physical, psychological and social

factors as potential predictors of quality of work life in an organization. The result showed that all factors were positively associated with quality of work life and is positively and significantly related to employee satisfaction. The result of this study supports that the most important determinant of quality of work life is physical factors, followed by psychological factors and then social factors centrality have a significant relationship with quality of work life which indirectly impact employees' satisfaction. It concluded from the results that individual's family life correlates significantly with his/her level of quality of work life and that a successful family life carries over into one's career and makes one more satisfied with personal achievements.

**Jana Cocol'ová (2015)**, in the article titled, 'Analytical view of the relation between selected factors of work life and work performance', aim to determine the statistically significant difference in the evaluation of importance of quality of work life factors in terms of their effect on the work performance by employees. The factors identified for the study were reward system, work environment, nature and content of work, Work relations, corporate culture and opportunities for career development. The analysis showed that the highest importance was observed for the factor of the reward system by all groups of employees, irrespective of gender, position and duration of work experience and the lowest rate of the importance were assigned to the factor of opportunities for career development. The findings of the study also suggest that the required performance of employees can be achieved mainly through rewards and the organization should have proper system for evaluation of work performance that can lead to high motivation for work performance. The researcher therefore concluded that the effort to build a strong corporate culture can lead to higher performance.

**M.Vetrimani and Dr. K. KavithaMaheswari (2014)**, in the paper titled, 'A Study on Factors Affecting Quality Of Work Life Among The Employees Of Cement Industry', examine the perception of the existing quality of work life among the employees in the production unit of Dalmia cements, Ariyalur, Tamilnadu with a sample size of 120 employees. The study revealed that more than half of the employees perceived high level of quality of work life and its dimensions like proactive, human relations, learning organization and work life balance. Further it was revealed that there is no significant influence of monthly income, experience, designation and tenure of employment on overall quality of work life among the employees. The researchers concluded that the organization's management, unions and employees should learn to work together in order to achieve and win goals of an improved quality of life at work for all members of the organization.

**NamrataSandhu and Rahul Prabhakar (2012)**, in the paper titled, 'Factors Influencing the Quality of Work Life in the Indian Banking Industry – An Empirical Study', identified the various factors that influence the quality of work life in the Indian banking sector. The sample size for the study consists of 235 professionals working in the banking industry. The study revealed the five factors such as appropriate remuneration, opportunities for personal growth, supportive leadership and structures, work environment and work life balance which most significantly influence the quality of work life of employees working in the Indian banking industry. The study therefore suggest that while framing retention policies the organization must be keep in mind these five factors.

**Barkha Gupta and Dr. Anukool M. Hyde (2013)**, in the paper titled, 'Managerial Employees Prospective of Quality of Work Life in Banks', examine the factors affecting Quality of Work Life of Managerial employees of Banks in Indore. The sample size consists of 150 employees. The study revealed that there is no significant impact of experience, age, gender, income and Managerial employee's quality of work life. Managerial employees of Private and Nationalized Banks enjoy same level of quality of work life. It might be due to the factors like job security and status employee's exhibits higher level quality of work life in Managerial employees of Nationalized and Private Banks. The researchers therefore concluded that the employees are satisfied with the job when money, social environment and physical environment are perfect at the needed level. And hence quality of work life increases the job involvement of officers in Banks.

**Dzeba, Ana. (2011)**, in the paper titled, 'Quality of Work Life in Croatia: differences between the private and the public sector', investigated the differences in the Quality of Work Life among Croatian employees in the private and public sector. The results showed that the quality of work life is higher in the private sector than in the public sector. The study showed the aspects of advancement prospects, good pay and participation in decision making regarding the choice of coworkers and when to take a vacation are higher in the private sector while aspects of job security and interesting job are higher in the public sector. The researcher finally concluded that the quality of work life is higher in the private sector and that there is still room for improvement of Quality of Work Life in the public sector.

12. **ShineyChib (2012)**, in the paper titled, 'Quality Of Work Life And Organisational Performance Parameters At Workplace', examine whether quality of work life has a significant relationship with organizational performance at work place of a private manufacturing unit, located at Nagpur, India through a structured questionnaire containing 31 items related to 6 variables, namely organizational performance, job satisfaction, quality of work life, wage policy, company policy and union policy. The researcher framed two models, one is organization performance depends on quality of work life, Job satisfaction, wage policy, company policy and union participation and the other one is quality of work life which depends on Organization performance, job satisfaction, wage policy, company policy and union participation. The collected data was analyzed using simple percentage, regression and correlation analysis. The study reveals that both the models stand true and quality of work life had significant relationship with organizational performance. It can be concluded that quality of work life is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance at the individual and at the organizational level. It tries to meet the higher order needs of employees as well as their more basic needs.

**P.Bhuvanewari, N.S.Suganya, K.Vishnupriya (2010)**, in their article titled, 'A Study on Quality of work life among employees in Neyveli Lignite Corporation Limited, Tamilnadu', examined the perception of Quality of work life among employees working in Neyveli Lignite Corporation Limited, Tamilnadu. The study reveals that majority of the employees are satisfied with their job, nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programs, health, safety & welfare measure and quality of work life. Further it is also revealed that all the employee benefits and other facilities on an average show above neutral on satisfaction and there is no significant relationship between gender and quality of work life. Thus the effort of NLC management for upgrading the living standard of the employees is encouraging and unique. It can be concluded that a good quality of work life leads a positive impact on the employee's attitude towards their job and the working environment in the organization.

**RavneetRehan and R.S Arora (2014)**, in the paper titled, 'Overall Quality of Work Life and Gap Analysis: A Study of Punjabi University Teachers', attempts to examine the gap and overall satisfaction of Punjabi university teachers with regard to factors of quality of work life. They analyzed quality of work life considering 15 factors of teacher's well-being. In these fifteen factors, job related policies provide more satisfaction to the employees and salary is the second best factor that gives more satisfaction. They found that there exists a significant gap between the perceived satisfaction and perceived importance of the employees with regard to the factors of quality of work life. Overall satisfaction score showed a moderate satisfaction of the employees and requires improvement in quality of work life of university teachers. It can be concluded that to achieve desired results organization should provide good Quality of Work Life.

**D. Vijayalakshmi and V. Loganayaki (2013)** in the paper titled, 'A Study on Quality of Work life at Telecom Industries with Special Reference to Coimbatore', analyzed the perception of quality of work life among employees of Telecom Industry in Coimbatore. The study found that there was significant relationship between educational qualification and growth and development of employees as well as between self- motivation and working conditions of the employees and there was a significant difference between the educational qualification and the interpersonal relationship. Further, it was found that employee's with less years of experience find it difficult to balance their work life and growth opportunities were available for qualified employees. The researchers therefore concluded that an appropriate working condition, interpersonal relationship, career growth and development, work life and relative facilities can lead to employee satisfaction which ensures the overall organization performance.

#### **Key Observations:-**

Reward system has a major impact on the work performance of employees that can lead to high motivation. The organization should have proper system for evaluation of work performance. Job related policies provide more satisfaction to the employees while salary is the second best factor that gives more satisfaction to the employees.

There was significant relationship between educational qualification and growth and development of employees as well as between self- motivation and working conditions of the employees. Employees possessing less year of experience in the organization find it difficult to balance their work life as they require more time to learn their job. Growth opportunities were available for highly qualified employees.

Factors like job security, human relations, learning organization and work life balance exhibits higher level Quality of Work Life among employees. There exist a positive and significant relationship between quality of work life

(QWL) programs and quality of life (QOL) of employees. The most influence factor on quality of life (QWL) were work environment followed by job facets. There is also positive association of employee satisfaction with individual's family life.

While framing retention policies, the organization must be keep in mind the five factors such as appropriate remuneration, opportunities for personal growth, supportive leadership and structures, work environment and work life balance which most significantly influence the quality of work life of employees.

### Conclusion:-

To ensure a positive outcome, attention to the factors identified in the suggested framework is important for improved quality of work life. Organizations must aim at promoting peaceful work environment and good organizational culture which is highlighted by the management and the employees. Since human resources is the backbone of every organization. QWL is an excellent tool for HR managers to frame policies and the scope is enormous to examine each aspect of QWL.

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