QUALITY OF WORKING LIFE OF WORKERS IN FOUNDRY INDUSTRIES: A LITERATURE REVIEW

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Abstract

In India, the masses are employed in factories and big industrial plants. When such a large population of people is employed in industries, it is important that they are well compensated for their skills and properly looked after. Quality of life is the degree of well-being felt by an individual or group of people. Unlike standard of living, quality of life is not a tangible concept, and therefore cannot be measured directly. Quality of work life is specifically related to the level of happiness a person derives for his career. Each person has different needs when it comes to their careers; the quality level of their work life is determined by whether those needs are being met. While some people might be content with a simple minimum wage job as long as it helps pay the bills, others would find such a job to be too tedious or involve too much physical labor and would find such a position to be highly unsatisfactory. This paper deals with the work done on the Quality of Working Life (QWL) of the workers working in the foundry industries for the period 1976 to 2014.

Keywords: Quality of Working Life (QWL), Foundry industries, Performance, Job satisfaction, Wages

1.0 Introduction

Work is an integral part of our everyday life as it is our career, livelihood or business. On an average, we spend around twelve hours daily in work place i.e. one third of our entire life; it does influence overall quality of our life. It should yield job satisfaction, give peace of mind. Quality of work life is a philosophy a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. Quality of work life is an extent to which employees can enhance their personal lives through their work, environment and experiences. Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. The term refers to the favorableness or un-favorableness of a total job environment for people. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The degree to which a person enjoys the important possibilities of his/her life. Possibilities result from the opportunities and limitations each person has in his/her life. Quality of work life improvements are defined as an activity which takes place at every level of organization, which seeks greater organizational effectiveness through the enhancement of human dignity and growth. A process by which the stake holders in the organization and management, union and employees learn how to work together better to determine themselves that action, changes and improvements are desirable and workable in order to achieve the goals of the organization.

Quality of life is the degree of well-being felt by an individual or group of people. Unlike standard of living, quality of life is not a tangible concept, and therefore cannot be measured directly. Furthermore, quality of life consists of two components. The first is a physical aspect which includes such things as health, diet, as well as protection against pain and disease. The second component is psychological in nature. This aspect includes such things as stress, worry, pleasure and other positive or negative emotional states.

1.1 Requirement for quality of working life (QWL)

While requirements for a high quality of work life vary from person to person, certain factors are generally required for anyone to have a high quality of work life. These minimum factors are the equivalent of heath, food and shelter for standard quality of life; however, they are more specific to careers or jobs. For example, to have a high quality of work life, generally a person must be respected at work. Coworkers and senior level employees must treat them fairly and politely. The work must not cause the employee any physical discomfort or mental anguish. The employee must feel as though he is doing something enjoyable or at least not unpleasant. The worker must feel the salary he is paid is sufficient for the work he is doing. Finally, the employee must feel valued or appreciated, as though he is doing something of importance for the organization.

1.2 Overview of Foundry Industries

This section provides a brief description of the major casting processes, for the benefit of readers who are unfamiliar with the industry. Metal casting involves pouring molten metal into a mould containing a cavity of the desired shape to produce a metal product. The casting is then removed from the mould and excess metal is removed, often using shot blasting, grinding or welding processes. The product may then undergo a range of processes such as heat treatment, polishing and surface coating or finishing. The casting techniques described in this section are variations of the process described in the previous paragraph. The different techniques have been designed to overcome specific casting problems or to optimize the process for specific metals, product designs and scales or other operational considerations such as automation. All casing processes use a mould, either permanent or temporary, which is a negative' of the desired shape. Once the metal is poured and has solidified it forms the 'positive' shape of the desired product. Processes differ in the number of stages that are required to produce the final casting. Die casting is the simplest technique in terms of the number of stages used. The process uses a permanent mould (-ve) to produce the final casting (+ve). Processes, such as sand moulding and shell casting, use a temporary mould (-ve) which is typically produced using a permanent pattern or die (+ve). Investment casting and lost foam casting techniques use a temporary mould (-ve) that is build around a temporary pattern (+ve). For repetitive work, patterns are often produced using a permanent mould or die (-ve).

1.3 Major Foundry Industries in north India

(i) V.R. Foundries

(ii) Electrosteel Castings Limited

(iii) Roots Cast Private Limited

(iv) Unique Shell Mould (India) Pvt. Ltd

(v) Ammarun Foundries

(vi) CSH Systems India Pvt. Ltd

(vii) Shree Hans Alloys Limited

(viii) Sri Vivegha Engineering Pvt. Ltd

(ix) Rico Castings Ltd

(x) Tool Room and Engineering Services

1.4 Dimensions of Quality of Work Life

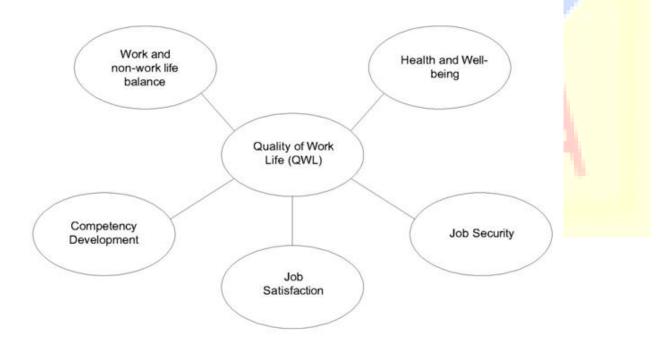Figure 1 shows the dimensions of Quality of Work Life (QWL).

Figure 1 Dimensions of QWL

2.0 Literature Review

Various researchers proposed models of quality of working life which include a wide range of factors. Selected models are reviewed and Quality of work was introduced in 1972 during an international labor relations conference (Hian & Einstein, 1990). Quality of Working Life (QWL) received more attention after United Auto Workers & General Motors initiated a QWL program for work reform.

Hackman & Othman (1976) stated that psychological growth needs as necessary considerations in QWL. These needs include skill variety, task identity, task significance, autonomy and feedback. Walton (1976) proposed eight major conceptual categories relating to QWL as: adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life. Locke (1976) defined employee satisfaction (often referred to as job satisfaction) as `a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Employee needs and wants are satisfied when they perceive that rewards from the organization, including compensation, promotion, recognition, development, and meaningful work, meet or exceed their expectation. 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. Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group.

Hackman and Oldhams (1980) highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. Lawler (1982) stated that however that Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which represents the workplace domain. Mirvis and Lawler (1984) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the

"basic elements of a good quality of work life" as: safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Klatt et al. (1985) identified eleven dimensions of QWL in the year. They are: pay, occupational stress, organizational health programmes, alternative work schedule, participate management and control of work, recognition, superior-subordinate relations, grievance procedure, adequacy of resources, seniority and merit in promotion and development and employment on permanent basis. Winter et al., (2000) viewed QWL for attitudinal response among the employees which includes role stress, job characteristics, and supervisory, structural and social characteristics to directly and in directly shape academicians' experiences, attitudes and behaviours. Ruth Needleman (1985) said that for the union to retain control in bargaining and in its relations with management, Parker advocates one of two options. Either the union "can force the organization to drop the program altogether, or it can decide to participate fully." Any other position leaves the initiative and control of QWL in management's hands. This is wise advice, and although Parker favours rejection of QWL, he nonetheless provides excellent suggestions for building the union through QWL. Grenier & Banks (1987) stated that unions are beginning to view the so-called employee involvement craze in a different light. These unions are beginning to plan and implement ways the QWL process can be used to further labor's agenda. They see the core issues in setting up a program as who controls it and whose power is enhanced—the union's or management's. Schermernrhorn & John (1989) stated that the following factors must exist in the organization - fair and adequate pay , health and safety of working conditions ,creating opportunities to learn, growth in the professionalism path, professional integrity in the organization , support of individual rights and proud of the job. Robbins (1989) defined QWL as a "Process by which an organization responds to employee needs by developing mechanism to allow them to share fully in making the decisions that design their live at work

Efraty and Sirgy (1990) conducted a study based on a sample of 219 service deliverers to the elderly in a large mid-western city. Quality of work life (QWL) was conceptualized in terms of need satisfaction stemming from an interaction of workers' needs (survival, social, ego, and self-actualization needs) and those organizational resources relevant for meeting them. It was hypothesized that need satisfaction (or QWL) is positively related to organizational identification, job satisfaction, job involvement, job effort and job performance; and negatively

related to personal alienation. The results were consistent with the hypotheses. Cunningham and Eberle (1990) described that, the elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Chan and Einstein (1990) pointed out QWL reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job . European Foundation for the Improvement of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

Baba and Jamal (1991) described the typical indicators of quality of working life, including job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. Loscocco & Roschelle (1991) identified as factors that should conceptually be included in Quality of Working Life. For example, Attitude, Environment, Opportunities, Nature of job, People, Stress level, Challenges, Career and Prospects, Growth and Development, Risk involved and rewards.

Rossmiller (1992) found that QWL positively influenced the respect accorded to teachers, teacher participation in decisions affecting their work, professional collaboration and interaction, use of skills and knowledge and the teaching learning environment. Research has indicated that the QWL affects organizational culture and effectiveness, staff's health, high stress and burnout levels, more complaints, higher direct medical expenses and patients morbidity and mortality rates have been noted as the repercussions of low levels of QWL.

Davoodi (1998) studied the impact of QWL on job satisfaction among operational staff of Mobarakeh Steel Complex". He tested the following hypotheses:

(i)   Informal involvement of operational staff in decision making related to working conditions leads to an increase in job satisfaction;

(ii)   Informal involvement of operational staff in decision making related to the work itself leads to an increase in job satisfaction;

(iii)   Informal involvement of operational staff in decision making related to working conditions leads to a decrease in occupational accidents;

(iv)   Informal involvement of operational staff in decision making related to the work itself leads to a decrease in occupational accidents.

He found positive relationships and concluded that employee involvement will lead to satisfaction and less accidents.

Danna & Griffin (1999) Concluded that the Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. Mosharraf (2000) analyzed the security of employment, job/role clarity, understanding supervisors, work not stressful, access to relevant information and social and welfare facilities to measure the QWL in banks. According to Nadler & Lawler the types of QWL activities can be listed as (i) Participative problem solving, (ii) Work restructuring, (iii) Innovative rewards systems and (iv) Improving the work environment.

Sirgy et al. (2001) categorized QWL into two major categories: lower- and higher order needs. The lower-order QWL comprised of health/safety needs and economic/family needs whereas the higher-order QWL is comprised of social needs, esteem needs, self actualization needs, knowledge needs, and aesthetic needs. For measurement, they suggested review in terms of the following seven categories of needs:

(i) Health and safety needs (protection against disease and injury within and outside the workplace).

(ii) The needs of family economy (wages, job security and etc)

(iii) The need for social (cooperative work between colleagues, and having free time in the workplaces).

(iv) Social needs (having the cooperative work between colleagues and spare time at work place.

(v) The need for self-esteem (recognition and appreciation of the work inside and outside the organization)

(vi) The need for training (training to improve job skills)

(vii) The aesthetic needs (creativity workplace and personal creativity and general aesthetics.

Sirgy et al. (2001) defined quality of work life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham Maslow, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life. These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, co relational analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting. Ellis and Pompli (2002) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including:

- Poor working environments,
- Resident aggression,
- Workload
- Balance of work and family,
- Lack of involvement in decision making,
- Poor relationships with supervisor/peers,
- Lack of opportunity to learn new skills.

DeCenzo and Robbin (2004) identified that Reward and compensation systems must also be aligned to satisfy, motivate and retain employees. Several reward criteria proposed include Rewards based on performance, effort, skill, seniority, job difficulty and discretion time. The above contributions are largely based on the need theories e.g.

As identified by Maslow in his Hierarchy of needs theory, all the five needs must be attended to in order to achieve a quality working life. The needs are:-

- *Physiological*: These are basic physical comfort or bodily needs: food, sex, drink, and sleep.
- *Security/safety*: People want to feel safe, secure, and free from fear. They need stability, structure, and order.

- *Belongingness and love*: This is a need for friends, family, and intimacy—for social acceptance and affection from one's peers.

- *Esteem*: People want the esteem of others and they want to be regarded as useful, competent, and important. People also desire self-esteem and need a good self image.

- *Self-actualization*: This highest motivation level involves people striving to actualize their full potential, to become more of what they are capable of being. They seek to attain self-fulfillment.

Donald et al. (2005) investigated QWL indicators in six Canadian Public Health Care Organizations (HCO's) by reviewing documentation relevant to QWL and conducting focus group or team interviews. Group interviews were taped and analyzed with qualitative data techniques. They found employee well being and working conditions are important indicators of QWL. They found vagueness in defining QWL indicators and they suggested increased HCO resources, integration of HCO management systems will help to access the relevant information. Huang et al. (2005) found that personal characteristics like gender, age, and marital status lead to significant differences in quality of work life and organizational commitment. Turner et al. (2005) studied the relationship between commitment to university and willingness to work among 205 students who had student jobs, and found out that there's a significant relationship between commitment to university and willingness to work. Sports College in the US is dependent on student jobs to a great extent. According to the results older students have higher levels of commitment.

Ashoob et al. (2006) examined the relationship between quality of work life and organizational commitment of The High Schools of Gonbad-e- Kavus City using Walton's eight components of QWL. He concluded that there is a positive and significant relationship between quality of work life and organizational commitment. Mirsepasi et al. (2006) examined the different views and observed that QWL is explained by the following factors: (i) Fair and proper payment for good performance (ii) Safe and secure work situation, (iii) The possibility of learning and using new skills, (iv) Establishing social integration in the organization, (v) Keeping individual rights, (vi) Equilibrium in job divisions and unemployment and (vii) Creating work and organizational commitment. Saraji and Dargahi (2006) defines that Quality of work life is a major issue for employees, and how organizations deal with this issue is both of

academic and practical significance. So, it is not any wonder that thousands of studies have revolved around the concept of job satisfaction and stress as core concepts (Dolan et al, 2008). From the other side, organizational citizenship behaviors are considered as some voluntary and optional behaviors which are not parts of people's formal tasks; but doing them cause improving organizational roles and tasks effectively (Zakiani, 2008). In Delshad Organization, the easiest resource for changing is human resource. The managers have not considered any facilities for their employees to have a better work life. So employees are unsatisfied of their work and it affects on their efficiency.

Hsu and Kernohan (2006) defined a descriptive study with a convenient sample. They selected 16 focus groups, each containing 3-5 registered nurses with at least 2 years of experience in one medical centre and five regional hospitals. They identified 56 QWL categories and fitted into 6 dimensions namely, socio-economic relevance, demography, organizational aspects, work aspects, human relation aspects and self-actualization. Major issues emphasized by focus groups are managing shift work within the demands of family life; accommodation; support resources; and nurses' clinical ladder system and salary system. Rose et al. (2006) stated that quality of work life is a philosophy or set of principals, which holds that people are trustworthy, responsible and capable of making a valuable contribution to the organization. It also involves respect and the elements that are relevant to an individual quality of work life include task, working environment, organizational culture, administrative system and the relationship between on the job and off the job life. Serey et al. (2006) defined quality of work life as it is certain and best meet the existing work environment along with meaningful and satisfying work. It also includes: a. an opportunity to implement one's talents and abilities to face challenges that require independent initiative and self direction. b. an activity thought to be valuable by the individual's involvement. c. an activity in which the role of individual in achievement of some overall goals is understandable. d. a sense of taking pride in what one is doing and in doing it well. Rose et al. (2006) stated that the elements which are relevant to an individual's quality of work life include the task, the physical work environment, the social environment within the organization, administrative system and a relationship between life on and off the job (Rose et al, 2006). A high quality level of "quality of work life" (QWL) is vital for organizations to continue to attract and retain their employees. Quality of work life is a comprehensive, department- wide program designated to enhance employee satisfaction,

improving workplace learning and helping employees had better manage change and transition. Dissatisfaction with quality work of life is a problem that affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life.

Turner et al. (2007) developed strategic plans due to importance of investing on preserving athletes. He carried out his research on 190 athletes who were selected randomly and concluded that women are more committed to the team and university. Moreover, all three components of commitment had a significant relationship with team satisfaction and not leaving the team. According to these findings satisfaction has an important role in commitment to the team. Also the higher the age, the more committed individuals get to the team. Alan Price et al. (2007) stated that empowering frontline employees and emphasis on team work helps to harness intelligence & energies of employees thus creating potential for success and quality results. This is achieved through giving knowledge and competencies to handle high performance work through team work, team briefings, interpersonal skills, appraisal and information sharing. Bhanugopan & Fish (2008) suggested indicators like lack of job stress, lack of job burnout, lack of turnover intentions and job satisfaction. They included measures like job satisfaction, earning money, membership in successful teams, job security & job growth. Havlovic (2008) tried to develop and tests hypotheses regarding the influence of Quality of Work Life (QWL) initiatives on absenteeism, accidents, grievances, and quits, using monthly longitudinal human resource archival data collected at a unionized Midwestern heavy manufacturing firm for the period from 1976 to 1986. The sample size is 129 months (48 months of pre-QWL measures and 81 months of post-QWL measures). Auto regression procedures are utilized to examine the direct impact of QWL on human resource outcomes. QWL is found to significantly reduce absenteeism, minor accidents, grievances, and quits. Connell & Hannif (2009) defined three factors – (i) Job content; (ii) Working hours and work-life balance; and (iii) Managerial/supervisory style and strategies. They believe key concepts tend to include job security, reward systems, pay and opportunity for growth among other factors.

Anbarasan et al. (2009) stated that perceived quality of working life among sales professionals employed in pharmaceutical, banking, finance and insurance companies in Mumbai. He says that the highly demanding and insecure job profile of the sales executives

demonstrates the dynamic constructs of their quality of working life. He tried to measure the major dimensions of Quality of working life of sales executives with minimum number of items, which is applicable to Indian sample. The factor analysis resulted in five factors indicating Employee satisfaction and continuance, perceived job motivators, Job awareness and commitment, Un-conducive work environment and Perceived organizational culture. Adhikari & Gautam (2010) measured of Quality of Work Life are: adequate pay and benefits, job security, safe and health working condition, meaningful job and autonomy in the job. Measures of Quality of Work Life include - (i) increased worker involvement, participation and power, (ii) Increased emphasis on employee skill development, (iii) Increased autonomy for action and decision making at worker level and (iv) Reduced status distinctions among levels in hierarchy. Seyed Mehdi Hosseini (2010) stated that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

Pugalendhi et al. (2010) concluded that QWL is the shared responsibility not only of the management and employees, but also by the society. To improve Quality of work life is first to identify and then try to satisfy employee's important needs through their experience in their working environment. Depending upon the situational requirements, management may select the relevant needs of the employee's to improve them with a short term plan. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level. According to a report, improved flexible working environment was found to be successful in Europe, Japan, United States and Canada. According to traditional teachings, the workplace is a temple and work is worship. A planned change in the working environment is the need of the hour to improve QWL in India. Improved Flexible working environment can be an answer to the multifarious roles of the Indian employees. Reddy & Reddy (2010) defined in general terms, QWL, refers to the favorableness of a job environment for people. It refers to the quality of relationship between employees and the total working environment. According to Harrison, QWL is the degree to which work in an organization contributes to material & psychological well-being of its members. One expert defines quality of

working life as "a process of joint decision making, collaboration & building mutual respect between management & employees". It is concerned with increasing labor management cooperatives to solve the problems of improving organizational performance & employee satisfaction. According to the American Society of Training & Development, it is "a process of work organization which enables its member at all levels to actively participate in sharping the organization's environment, methods & outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization & improved quality of life at work for employees. Gautam (2010) Stated that QWL positively facilitates the creation of a more flexible, loyal, and motivated workforce, and thereby determines the organization's competitiveness. *Great place to work* -Quality of Work Life of secondary teachers and principals was investigated by

Bragard (2012) examined relationship between Quality of work life (QWL) and Quality of Work Life Systemic Inventory (QWLSI), and discussed an intervention methodology based on the analysis of the QWLSI. One hundred and thirteen medical residents during 2002 and 2006 completed the QWLSI, the Maslach Burnout Inventory and the Job Stress. Residents perceiving low QWL experienced high emotional exhaustion (β = 0.282; $P < 0.01$) and job stress (β = 0.370; $P < 0.001$) levels. . This sample of medical residents had an average QWL (μ = 5.8; SD = 3.1). It is found that QWL was very low for three subscales: arrangement of work schedule (μ = 9; SD = 6.3), support offered to employee (μ = 7.6; SD = 6.1) and working relationship with superiors (μ = 6.9; SD = 5.3). They suggested that prevention should focus on reduction of work hours, development of support and change in leadership style.

Jayakumar & Kalaiselvi (2012) stated that the quality of work Life (QWL) Apart from ensuring fair pay, the fair treatment of employees and safe working conditions, many companies respond to specific employee needs. In India, some of the companies that emphasize the quality of work life are Hewlett-Packard, Smith Kline Beecham, American Express, Colgate Palmolive, Gillette, Dr. Reddy's Laboratories, Reliance and Maruti Udyog Limited. HP allows flexible working arrangements for its employees and follows certain innovative practices such as allowing employees to avail leave for special occasions (marriage, exam preparation, adoption of a child, bereavement in the family, and paternity). Swamy et al. (2012) said that enjoins management to treat workers as human resources that is to be developed rather than simply used. The scope of QWL movement which originally included only job redesign efforts based on the

socio-technical systems approach has gradually widened very much so as to include a wide variety of interventions such as quality circles, suggestion schemes, employee participation, empowerment, autonomous work teams etc. Guna et al. (2012) QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life and he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

Kashani (2012) stated that Quality of work life has been defined as a philosophy or a set of principles, which holds that people are trustworthy, responsible and capable of making a valuable contribution to their organization. It also involves treating people with respect. Singh & Srivastav (2012) stated that A superior level of QWL in an organization suggest that the gap between the employee and employer/organization perception on various factors of QWL is less or negligible while Quality of work life adequacy in an organization suggest that the gap is quite prominent and needs to be amended or reduced for organizational efficiency. The QWL level can be related to measurable Organizational efficiency variables in terms of either employee own perception of Organizational efficiency related to various factors or their satisfaction on them. A questionnaire can be developed using the dimensions which have been redefined, and identified factors can be measured on them. A sector or an industry can be studied and surveyed to empirically test the model and relate the level of QWL and Organizational efficiency. This information can be utilized by organizations to improve and enhance individual and organizational efficiency, leading to HR value creation in terms of improved working condition, organizational environment, reduction in cost and improved productivity. Individual Efficiency and productivity is enhanced and leads to development of competencies at work through HR practices leading to enhanced motivation, job commitment and satisfaction amongst employees. Less desirable dimensions can be ignored and a better use of resources can be done to meet/exceed, adequate expected level rather than pursuing an 'ideal standard' on less essential dimensions.

Zare et al. (2012) undertook a study on quality of work life to identify its dimensions Library method was used to gather information on theoretical basics, literature and to identify aspects and scales. Field study method was used to gather information through questionnaires

distributed among 30 experts. The data so collected was analyzed using Analytical hierarchy process (AHP). Rathamani and Ramchandra (2013) described that Quality of work life is an environment that promotes and maintains employee satisfaction with an aim to improve working conditions for labors and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity in textile industry. Allowing employees who have knowledge, skill and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness. Valarmathi & Karishnan (2013) stated that Quality of work life can be defined as the environment at the work place provided to the people on the job. Elizur and Shye (1990) stated that quality of work per-formance is affected by quality of life as well as quality of working life. QWL programs is the another dimension in which employers has the responsibility to provide congenial environment i.e. excellent working conditions where people can perform excellent work also their health as well as economic health of the organization is also met. Gayathiri & Ramakrishnan (2013) stated that QWL has been defined by researchers in different ways, which has brought about certain equivalents such as work quality, function of job content, employee's well-being, the quality of the relationship between employees, working environment, and the balance between job demands and decision autonomy or the balance between control need and control capacity. Jain and Thomas (2014) The findings in the study indicate that the employees in this study had a positive feeling towards their working lives. Opportunities for improved pay and perks has increased in the wake of global liberalization of trade drive by developed countries increasing their international recruitment to meet their food industry workforce needs and in doing so creating a 'skills drain' in many developing countries is seen. Further research is needed to test the impact of educational level upon job satisfaction.

Battu and Chakravarthy (2014) concluded that the Quality of work life of Nurses and Paramedical staff in hospitals is good. The researcher highlights some of the small gaps in QWL towards the hospitals where it aims in promoting peaceful relation with the staff. There is no personal motive to blame the services of the Nurses and Para-medical staff. There are many Nurses and staff who spent their life to serve the public and safeguard the lives of the patients without expecting any benefit. But still there are a few lacunae in our medical facilities and

infrastructure available in hospitals. There is a need to make better infrastructure and services in all hospitals which will help for the public. So, the management should take utmost care to improve the Quality of work life of the employees in Private and Public sector hospitals. Priyadarshni and Bhagat (2014) concluded that the proposition that the degree of satisfaction in Quality of Work Life is related to the degree to which the employees believes his or her success criteria have been met, especially if the individual places great importance on these criteria which include pay, respect, personal growth and family life balance. This supports the materialistic work ethic that place strong emphasis on corporate power, income and personal growth as parts of their careers.

3.0 CONCLUSIONS

A person with a high quality of life tends to feel as though all of their important needs and wants are fulfilled. They are generally happy and overall feel as though their life is good. A person without quality of life is lacking in one or several basic areas of his life. For example, the very ill or those who are no longer able to care for themselves or do activities they enjoy because of physical, mental or financial restrictions are often said to have a low quality of life refers to the favorableness or un-favorableness of a total job environment for people. According to the American Society of Training & Development, it is "a process of work organization which enables its member at all levels to actively participate in sharping the organization's environment, methods & outcomes.

Many researchers emphasized on the various factors to improve the quality of working life and some of those factors are: Attitude of workers and management, Environment, Opportunities, Nature of job, People, Stress level, Challenges, Career and Prospects, Growth and Development, Risk involved and rewards etc.

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