

## **ATTITUDINAL STUDY OF QUALITY OF WORK LIFE: RESEARCH REVIEW**

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### **ABSTRACT**

Quality of work life attempts to design work environment so as to maximize concern for human welfare. Quality of work life has remained a subject of interest for many research studies. The studies have been carried out on employees of different organizations and institutions making out the importance of a good quality of work life in an organization. After careful analysis of the studies of quality of work life it can be concluded that quality of work life is one of the factors among others aspects of job satisfaction. These interacting factors have cumulative impact on the work life of an individual and have significance from group to group and time to time. The quality of work life is not a unitary concept, rather it has to be seen as incorporating a hierarchy of prospective that not only include work based factors but also include factors that broadly reflect the satisfaction and general feelings of well being. The study also concludes that level of stress associated with job was uncomfortable most of the time and considered to be a serious concern for some of the employees. It is further observed that promotion, training, awards recognition and insurance protection have influenced the quality of work life of the employees of textile industry and these employees thought that job satisfaction and safety and healthy working conditions were necessary in order to develop human capacities and opportunities for further growth and security of the organization. In this paper an attempt has been made to review the available literature on quality of work life in order to have in depth knowledge and understanding the concept of 'quality of work life'.

### **KEYWORDS:**

Environment, Welfare, Satisfaction, Performance, Attitude, Productivity, Opportunity, Recognition.

### **INTRODUCTION**

Quality of work life attempts to design work environment so as to maximize concern for human welfare. The quality of work life broadly constitutes the overall satisfaction people expect and want from their work. The basis of this concept is that enhancement of human satisfaction and improvement in performance and productivity flow from a dynamic interaction between the nature of work system, content of work, nature of technology, management practices and employee attitude, knowledge and skill. Quality of work life has remained a subject of interest for many research studies. The studies have been carried out on employees of different organizations and institutions making out the importance of a good quality of work life in an organization. The concept of quality of work life was introduced into the work place during the decade 1950's. Up to the mid of 1970's the focus was on work design and improving work features that affect employees job satisfaction and productivity. In this paper an attempt has been made to review the available literature on quality of work life in order to have in depth knowledge and understanding the concept of 'quality of work life'.

### **OBJECTIVE OF THE STUDY**

1. To review the literature of quality of work life.
2. To make conclusion based on research findings.

S.No.	Author (Year)	Outcomes
1	L.E.Davis and AB.Cherns (1975)	<ul style="list-style-type: none"> <li>Observed that quality of work life was one of the factors with others aspects of job satisfaction. These factors have cumulative impact on the work life of an individual.</li> <li>The significance and impact of these factors was different from group to group and time to time.</li> </ul>
2	J.Hackman and G. Oldham (1976)	<ul style="list-style-type: none"> <li>Analyzed that psychological growth needs was relevant to the quality of work life.</li> <li>Identified skill variety, task identify, task significance, autonomy and feed back as psychological needs.</li> <li>Observed that these psychological needs have to be addressed if the employees are to experience high quality of work life.</li> </ul>
3	Suttle(1975)	<ul style="list-style-type: none"> <li>Concluded that quality of work life was the degree to which members of a work organization were able to satisfy important personnel needs through their experience in the organization.</li> </ul>
4	J.C.Taylor (1979)	<ul style="list-style-type: none"> <li>Identified the essential components of quality of work life as basic extrinsic job factors of wages, hours and working condition and the intrinsic notion of the nature of work.</li> <li>Suggested that relevant quality of work life concepts may vary according to organization of employee group.</li> </ul>
5	Beinum(1976)	<ul style="list-style-type: none"> <li>Observed that quality of work life was the quality of the content of relationship between human beings and their work.</li> </ul>
6	P.Warr,J.Cook and T.Wall (1979)	<ul style="list-style-type: none"> <li>Considered work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction happiness and related anxiety as apparently relevant factors for quality of work life.</li> <li>Described that there was a correlation between work involvement and job satisfaction and between intrinsic job motivation and job satisfaction and between perceived intrinsic job characteristics and job satisfaction.</li> </ul>
7	R.H.Guest (1980)	<ul style="list-style-type: none"> <li>Analysed the characteristics of a work environment.</li> <li>Suggested that the work environment which provide quality of work life to be cooperative, open, informal and interpersonal.</li> </ul>
8	P.H.Mirvis and	<ul style="list-style-type: none"> <li>Concluded that quality of work life was associated with</li> </ul>

	E.E.Lawler (1984)	<p>satisfaction with wages, hours and working conditions.</p> <ul style="list-style-type: none"> <li>• The basic elements of a good quality of work life are safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.</li> </ul>
9	D.Efraty and M.Sirgy (1990)	<ul style="list-style-type: none"> <li>• Conceptualized quality of work life in terms of need satisfaction.</li> <li>• Defined quality of work life as employee satisfaction with a variety of needs through resources, activities and outcomes, stemming from participation in the work force.</li> </ul>
10	D.Elizur and Shye. (1990)	<ul style="list-style-type: none"> <li>• Quality of work performance is affected by quality of life as well as of work life.</li> <li>• Specific attention to work related aspects of quality of work life is valid.</li> </ul>
11	V.V.Babu and M.Jamal (1991)	<ul style="list-style-type: none"> <li>• Described as typical indicators of quality of work life such as job satisfaction, job involvement, work role ambiguity, work role conflicts, work role overload, job stress and organizational commitment and turn over intentions.</li> <li>• Explored satisfaction of job contents.</li> <li>• Suggested that job content should be investigated as part of quality of work life.</li> </ul>
12	K.A.Losocco and A.N. Roschelle (1991)	<ul style="list-style-type: none"> <li>• Identified work related stress and relationship between work and non work life domains.</li> <li>• These factors should be conceptually included in quality of work life.</li> </ul>
13	P.M.Hart (1994)	<ul style="list-style-type: none"> <li>• Investigated the positive and negative experience reported by teachers and how these contribute to their quality of work life.</li> <li>• He contended that it is psychologically meaningful to distinguish between positive and negative work experiences.</li> <li>• These experiences operate separate paths to determine quality of work life.</li> <li>• Positive experiences come through morale and negative experiences through psychological distress.</li> </ul>
14	R.S.M.Lau and B.E.May (1998)	<ul style="list-style-type: none"> <li>• Concluded that companies with high quality of work life can also have customer satisfaction.</li> <li>• It will be able to provide higher growth and profitability to companies.</li> </ul>
15	K.S.Louis (1998)	<ul style="list-style-type: none"> <li>• Quality of work life is strongly related to work</li> </ul>

		commitment and sense of efficacy.
16	K.Danna and R.W.Griffin (1999)	<ul style="list-style-type: none"> <li>• Suggested that quality of work life is not a unitary concept.</li> <li>• It has to be seen as incorporating a hierarchy of prospective that not only include work based factors such as job satisfaction, satisfaction with pay and relationship with work colleagues but also includes factors that broadly reflect life satisfaction and general feelings of well being.</li> </ul>
17	P.Moen (2000)	<ul style="list-style-type: none"> <li>• Measured effectiveness of work life strategies in terms of psychological and personal well being.</li> <li>• These strategies include having a high level of perceived coping and mastery and generally experiencing low levels of conflicts between work and personal life, stress and overload.</li> </ul>
18	Donalson(2000)	<ul style="list-style-type: none"> <li>• Concluded that there was a significant relationship between quality of working life to organizational commitment, absenteeism from work and the delay and two components of the partners satisfaction and job security was the strongest impact on organizational commitment.</li> </ul>
19	M.J.Sirgy, D. Efraty,P.Siegal and D.Lee (2001)	<ul style="list-style-type: none"> <li>• The key factors in quality of work are need satisfaction based, on job requirement, supervisory behavior, ancillary programmes and organizational commitment.</li> <li>• Satisfaction of these key factors defines quality of work life.</li> <li>• These factors could be satisfied through resources, activities and outcomes stemming from participation in work place.</li> <li>• Maslow's needs were seen as relevant in underpinning this and the relevance of non work aspects is play down as attention is focused on quality of work life rather than broader concept of quality of life.</li> </ul>
20	G.Lowe (2002)	<ul style="list-style-type: none"> <li>• The cumulative impact of years of cost cutting, downsizing and restructuring has left the health care work force demoralized.</li> <li>• Over work and coping with working conditions diminished quality of work life.</li> </ul>
21	N.Ellis (2002)	<ul style="list-style-type: none"> <li>• High proportion of respondents felt that level of stress associated with their job was uncomfortable most of the time and considered it to be serious concern.</li> <li>• Factors identified to have negative impact on job satisfaction were lack of recognition, lack of trained staff which led to deteriorated quality of work life.</li> </ul>
22	N.Ellis and	<ul style="list-style-type: none"> <li>• Identified a number of factors contributing to job</li> </ul>

	A.Prompli (2002)	<p>dissatisfaction and quality of working life in nurses.</p> <ul style="list-style-type: none"> <li>• The factors that contribute to job dissatisfaction and quality of working life were poor working environment, resident aggregation, work load, unable to deliver quality of care preferred, balance of work and family, lack of involvement in decision making, professional isolation, poor relationship and supervisors etc.</li> </ul>
23	S.Bearfield (2003)	<ul style="list-style-type: none"> <li>• Examined quality of work life and distinguish between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers.</li> <li>• Concluded that concerns might have to be addressed for different groups.</li> </ul>
24	F.Requena(2003)	<ul style="list-style-type: none"> <li>• Analyzed Quality of work life at work place survey to determine nature of relationship between social capital and satisfaction and quality of work life in the workplace.</li> <li>• Suggested that higher levels of social capital lead to greater levels of satisfaction and quality of work life.</li> </ul>
25	T.G.Cumming and C.G. Worley (2005)	<ul style="list-style-type: none"> <li>• Suggested that quality of work life include other features that affect employee's job satisfaction and productivity.</li> <li>• Reward system, physical works and environment work teams, employee involvement, rights and esteem needs affect employee's job satisfaction and productivity.</li> </ul>
26	Darla Fortune (2006)	<ul style="list-style-type: none"> <li>• Conducted a research for examination of quality of work life and quality of care at health care settings and concluded that quality of work life initiative seems to be valuable and factors effecting quality of work life are varied and complex.</li> </ul>
27	L.Worrall and C.L. Cooper (2006)	<ul style="list-style-type: none"> <li>• Concluded that a low level of well being at work is estimated to cost 5- 10 percent of gross national product per annum.</li> <li>• The quality of work life as a theoretical construct remains relatively unexplored and unexplained within the organizational psychological research literature.</li> <li>• Concluded that perceptions of balancing family and work life have a very strong positive effect on reducing employee's intention to leave a company.</li> </ul>
28	T.C.Huang , J.Lawler and C.Y.Lei (2007)	<ul style="list-style-type: none"> <li>• Concluded that perceptions of balancing family and work life have a very strong positive effect on reducing employee's intention to leave a company.</li> </ul>
29	T.Tang (2007)	<ul style="list-style-type: none"> <li>• Reported the positive relationship between job satisfaction and quality of work life and observed that if a person is happy with the job, he/she enjoy quality of work life.</li> <li>• Concluded that there was no relationship between job satisfaction and income of one's income is not strongly</li> </ul>

		related to work.
30	Ganguly and Mukherjee(2010)	<ul style="list-style-type: none"> <li>• Examined the quality of work life of the university employees.</li> <li>• Concluded in the study that there were groups of employee realized that they were not comfortable with different aspects like autonomy, top management support and worker's control.</li> <li>• However these employees could not make choice or they were concluded in making comments on other aspects such as personal growth opportunities and work complexities.</li> </ul>
31	Jeyratham and Malarvizhi (2011)	<ul style="list-style-type: none"> <li>• Stated in their study that the employees of BPO sector were not satisfied regarding the quality of work life.</li> <li>• Lack of proper remuneration, safety in the working condition, opportunities for career growth and lack of pooper opportunities to use and develop human capacities were the main factors for these sectors these employees were no satisfied with the quality of work life in this sector.</li> </ul>
32	Vishwakarma(2013)	<ul style="list-style-type: none"> <li>• Quality of work life of academician, particularly in the private technical institute was not in a better condition.</li> <li>• Factors such as salary and wages biasness between some qualified employees, advancement opportunity for growth was low, salary and job security issues were badly affecting the relationship with administration and academicians.</li> <li>• Dissatisfaction regarding leave flexibility was also responsible for low quality of work life of the employees in the organization.</li> </ul>
33	Rathamini and Rameshwari (2016)	<ul style="list-style-type: none"> <li>• Studied the quality of work life of the employees in textile industry.</li> <li>• Concluded that promotion, training, awards recognition and insurance protection have influenced the quality of work life of these employees.</li> <li>• The employees of this industry also think that job satisfaction, safety and healthy working condition are necessary in order to develop human capacities and opportunities for further growth and security of the organization.</li> </ul>

## CONCLUSION

After careful analysis of the above studies of quality of work life we are able to conclude that quality of work life is one of the factor among others aspects of job satisfaction. These interacting factors have cumulative impact on the work life of an individual and have significance from group to group and time to time. The psychological needs of employees need to be addressed, if the employees have to experience high quality of work life. There is a correlation between work Involvement and job satisfaction and between intrinsic job motivation and job satisfaction. The quality of work life is not a unitary concept , rather it has to be seen as incorporating a hierarchy of prospective that not only include work based factors but also include factors that broadly reflect the satisfaction and general feelings of well being. The study also conclude that level of stress associated with job was uncomfortable most of the time and considered to be a serious concern for some of the employees. It is also observed that perception of balancing family and work life have a very strong positive effect on reducing employees intention to leave a company. It is further observed that promotion , training , awards recognition and insurance protection have influenced the quality of work life of the employees of textile industry and these employees thought that job satisfaction and safety and healthy working conditions are necessary in order to develop human capacities and opportunities for further growth and security of the organization.

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