

QUALITY OF WORK LIFE - A THEORETICAL SURVEY

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ABSTRACT

Quality of work life is becoming an insistent issue to attain the objective of the organization of inclusive sectors if it is education, service sectors, banking sectors, tourism, manufacturing, etc. The issue of extended working hours is having a significant matter on the behavior of a vast number of employees. With the help of QWL dynamism organization remark their obligations to establish jobs and working circumstances that are exceptional in people further for economic strength of the organization. The current study reviews the analysis on directions in research on QWL (Quality of Work Life) as uncertain organizational designs, expanded learning and specialization, interdisciplinary collusion, elevation of technology and profession, current health complications and refinement in medical education have a number to play. The present study reviews the analysis of guidelines on research on QWL (Quality of Work Life), concept, definition, origin of QWL, and various aspects of quality of work life. The multiplicity of current environment displays a few challenges to an Indian organization. Trends such as job and family needs have negatively involved employees in the structure of lowered spirit and motivation decreased productivity and enlarged collapse and turnover. In this paper an attempt is made to analyze the Issues in Quality of Working Life in the Indian context and review the literature on quality of work life to describe the components influencing the quality of work life, and its strategies for improvement in the QWL.

Key words: QWL, Employees, Employees Satisfaction, Organization

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1. INTRODUCTION

The Quality of work life (QWL) has developed as a vital perspective, which influences an Organizational proficiency and efficiency (Gorden, Judith R. 1987). QWL is a multi- dimensional term which gives a decent work life adjusts and gives a subjective help to the aggregate workplace of any association (Neerpal Rathi, 2010). May, Lau and Johnson (1999) proposed that organizations offering better QWL and strong workplaces would likely pick up influence in procuring and holding important individuals and organizations with high QWL appreciate the excellent development and benefit (Lau and May ,1998). The accomplishment of any association is reliant on how it pulls in, creates, and holds its workforce. Advance the proficiency in any association relies on upon their workplace, working system and level of worker fulfillment. QWL is characterized as the positive conditions and situations of a work environment that

support and advance representative fulfillment by giving them rewards, professional stability, and development openings. Be that as it may, a few scientists bring up that Quality of Work Life (QWL) is not just identified with faculty's prosperity and their demeanors and emotions towards their employment (Beaudoin and Edgar, 2003) additionally goes past occupation fulfillment (BoZnadh, 1998; Cheung and Tang, 2009; Sirgy, Efraty, Siegel, and Lee, 2001. Facilitate Locke (1976) characterized representative fulfillment (regularly alluded to as occupation fulfillment) as "a pleasurable or positive, enthusiastic state coming about because of the examination of one's employment or employment encounters" (p. 1300). Representative needs and needs are fulfilled when they see the prizes from that association, including pay, advancement, acknowledgment, improvement, and important work, meet or surpass their desire (Hackman and Oldham, 1980. Profoundly fulfilled workers will apply additional exertion and contribute emphatically to the viability and proficiency in their associations. The Job fulfillment and individual fulfillment brought general solace for the worker and that thinks about the positive development of the association. QWL encourages the making of a more adaptable, steadfast, and propelled workforce, and in this way decides the association intensity. The Quality of Work Life (QWL) has picked up significantly in every one of the nations of the World. It is noteworthy with regard to responsibility to work, inspiration and employment execution. It likewise intends to encourage the delight of human needs and objective accomplishment. In this viewpoint, QWL idea has picked up significantly lately. This is a measure that gives a 360 degree perspective of the representative's level of fulfillment on various parameters.

2. THE ORIGIN OF THE CONCEPT OF QUALITY OF WORK LIFE

The term "Quality of Work Life" shows up in the late nineteenth Century. The primary survey with respect to its kind was executed in Hawthorne Western Electric's plant through unmistakable Sociologist, Elton Mayo in the year 1933. Irving Bluestone, representatives of General Motors, pre-claimed the expression "QWL" without precedent for the late 1960s, to grouped worker fulfillment. QWL as a practice make in the U.S. in September 1972 amid the comment was considered at the International Conference at the "Democratization of Work" Conference held in the Colombia University's Arden House, New York. In August 1973, the International Council for the Quality of Working Life was composed, to create investigate. In scorn from the diverse studies expelling the change of QWL there is settled a lack of the match and all around affirmed the definition likewise a reasonable split circumspect from the QWL idea additionally what it brings out (Krueger, Brazil, Lohfeld, and Edward, 2002). As indicated by Danna and Griffin (1999), QWL interface a positioning of ideas that include life fulfillment, work fulfillment and in addition work-restricted level fulfillment like fulfillment with pay, colleagues, and chiefs with others. Rose et al., (2006) trust that QWL is a theory or an arrangement of standards, which impact that individuals are honest, capable and productive of building an esteemed change for the association. 'Treating individuals with regard' is the cornerstone of this logic. The part that is germane to an individual's QWL joining the work, the physical work atmosphere, the social environment in achieving the association, regulatory framework and the relationship between life on and additionally off the occupation (Rose et al., 2006). Therefore, a more noteworthy personal satisfaction at work will be chosen by parts, uncovering to better or poor connections, confidence and additionally a promise with managers or potentially subordinates (Requena, 2003). Serey (2006) proposed the definition with respect to the nature of work life (QWL) which is connected to the advanced work atmosphere. The definition uncovers the greatest basic and lovely thought of work that incorporates: 1. An open door toward one's abilities and limits, toward making up the danger and headings that crave free activity and independence. 2. An action thoughtfulness regarding be esteemed through the people 3. A movement in which one clarifies the part the individual plays in the fulfillment of a couple of comprehensive objectives and 4. A vibe of getting pride in what one is acting and is accomplishing it well. Quality Work Life (QWL) projects are to develop agent conditions that mollify worker needs. Walton. R.E, (1973) who had grabbed up create, explore over QWL can be analyzed as a pervasive conferrer to the hypothesis about profitability and HR. He is regarding an eight point scale against measure the 'Nature of Working Life'. The divisions are: (i) satisfactory and reasonable remuneration, (ii) protected and solid workplace, (iii) chance to create human abilities, (iv) development

and security, (v) Social coordination, (vi) constitutionalism, (vii) add up to life space and (viii) social importance. Along these lines we infer that, the idea of QWL has determined over a term of time. Notwithstanding, it has accomplished significance naturally. It has been like occupation fulfillment, more noteworthy inspiration and the more prominent profitability of representative above single hand and acknowledges hierarchical efficiency and cost ability then again. This can be related to different inborn or interior parts like work atmosphere, employer stability, remunerate framework, working system, including extraneous ecological variables, that set up a welfare in the general public and begin to fulfillment of a particular zone of the necessities of a person. QWL contribute the worker's power and opportunity to make their sight of basic leadership as to their employment, work atmosphere and their profitability. Ordinarily, speaking QWL contains ideal working conditions, well being, and security of the representatives, great pay and advantages and great supervision. Also, it has been checked that QWL parts are critical for empowering a solid workplace, a great human asset environment, props and fortify representatives execute his obligations and bring their greatest accomplishment.

3. REVIEW OF LITERATURE

Seashore (1975) in his study titled "Defining and measuring the Quality of work life", evaluate that individuals have completely different sets of requirement for classifying the quality of the work framework. In addition, he analyzed that Groups of individuals share precise own trait which origin them to estimate work in prevailing, efficient and common attributes of the work environment which return huge layer of satisfaction and welfare on the part of employees. He further concluded that competent satisfaction is one component with the many elements involved in quality of work life.

Ganguli and Joseph, J.S (1976) in their study titled "Quality of Work Life: work prospects and aspirations of young workers in air India" The study data reveal so, about the distinct nature and psychological live conditions, dignity in organization, work to receive community regards, fair working hours, etc. is easily correlated with work satisfaction than closeness with co-workers, good job area, physical stress, diversity of skills and danger of injury. The study recorded that active family link and rural culture are more easily correlated with growth and work satisfaction, trust and desire of young workers influence the quality of working life.

Vasudeva, P and Rajbir, L(1976) in their study titled, "Correlation between job satisfaction with industrial workers", explained a sum of aspect, such as real wages, freedom of betterment, safeness, the company along with management, social facets of the job, communication as well as interest is similar to job satisfaction, They pointed that it is an cooperation with these factors than each one of them in exile, that report for job satisfaction.

According to Richard Walton (1977) in his study titled "Criteria for QWL", suggest that quality of work life is the work process that presents as the edge stone. Therefore, work practice of an organization should be reconstructed and revised to raise the quality of work life of an organization.

Lawler (1982) defines QWL in terms of job characteristics and working conditions. He highlights that the core dimension of the entire QWL in the organization is to improve employees' well-being and productivity. The most common interaction that relates to improvement in employees' well-being and productivity is the design of the job. The job design that is able to provide higher employee satisfaction is expected to be more productive.

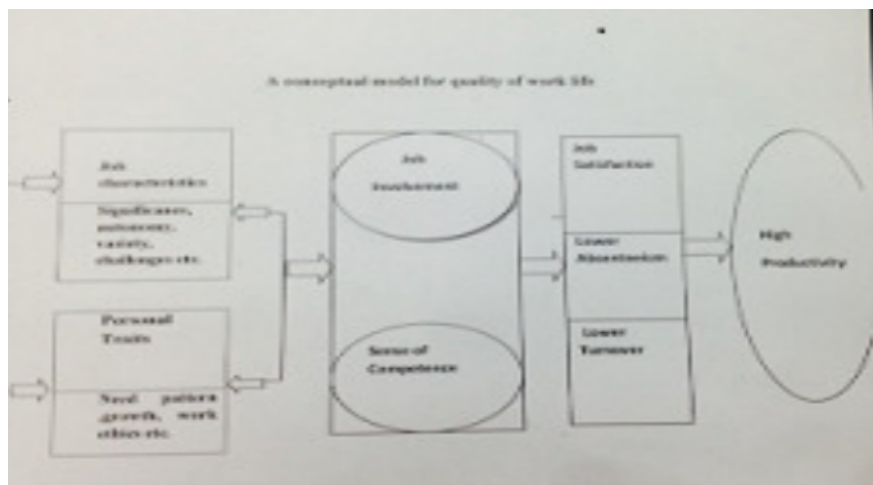
Sadri and Goveas (2013) observed safe and healthy working settings, adequate and fair compensation, opportunities to handle individual skills and talent, career and growth opportunities are aspect necessary for Quality of work life. Further, they explained that there are no important change in employee satisfaction and work life balance. Thus, working settings, compensation and job care are conducive aspects that cannot be over looking to the advancement of QWL of employees.

Shefali srivastava, Rooma Kanpur (2014), in their paper titled "A study on Quality of Work Life: Key Elements and its implication" considered the major elements of Quality of work life which are job security, job performance, employees satisfaction etc. They conclude that description of the measures of quality of

life is certainly a difficult work; there is designing (physical and structural design) factors that contribute work place framework and intermediate policy factors that influence work development of employees. Moreover, they conclude that force of QWL head to job satisfaction which sequentially results in competent and productive performance.

After the investigation into a literature survey on Quality of work life, it is getting out that an association can't get proficiently and adequate results from the representatives' without QWL. QWL is critical to representatives' and additionally it is fundamental to association to accomplish the development and benefit of the market. QWL firms accomplished more gains than other non QWL firms, Lau (2001). Financial gain development and profit have faith in the dedication to the client and client fidelity has faith in the patron loyalty that specifically related to the administrations provides by the representatives' and workers' fulfillment have faith in the measurements of QWL those are given by the association.

3.1. A conceptual Model for Quality of Work Life



Quality of work life: An overview (2012)

4. ASPECTS OF QWL

4.1. Economic Aspects of Quality of Work life

Quality of work life is primarily the quality of life that an employee practices at his job place. Unless good quality of work life has brought to an employee, he cannot be inspired towards the job. Quality of work life caps all aspects of the employee's job life like economic aspects fills first place. Walton, promoter of QWL, also gives first place to the monetary benefits of his eight-point criterion measures QWL. The importance of monetary benefits prevails on both manufacturing as well as service aligns industries like banks. Economic aspects of employee's work life play a very significant role in motivating the employees.

4.2. Working Conditions

Quality of work life additionally relies on upon different parts of worker's work life. The second essential perspective is the work conditions. This request can be contrasted with Maslow's chain of importance of work inspiration. Abraham Maslow orchestrated a man's motivational needs in a various leveled way. He trusted that once a given level of need is fulfilled, the following larger amount of need must be initiated so as to propel the individual (Fred Luthans). In physiological needs again, which are clarified as essential and essential needs of representative by Maslow, once the worker is happy with the financial advantages, he seeks for a more elevated amount of requirements i.e. great working/business conditions. Working conditions go under 'Cleanliness components' of Herzberg's two-calculate hypothesis of inspiration (Frid Luthans). In that capacity, however they don't inspire a worker yet non-presence of good conditions does

disappoint them. Physical Working conditions are for e.g., lighting, water, and sitting office and so on at the start they may appear to be unimportant, however terrible working-conditions expect significance as a representative burns through 8 hours of the day at his work-put. Subsequently, giving great working conditions assumes an imperative part in decreasing representative disappointment about the occupation.

4.3. Social Aspects of Quality of Work Life

The social framework influences a representative's work life. Social and work lives of a representative are related. For instance, the work/occupation of a worker indicates his social companions. Since a large portion of the representatives are moved to their work put, it is their partners and business related individuals with whom they mingle. A Social gathering of representatives if framed is based generally on their employment. A worker assumes numerous parts in his work put and in a social framework. A worker assumes the part of subordinate, supervisor, exchange union part and secretary to a culture club and so forth. Every one of these parts interfaces and impacts his work life if every one of these parts correspond and cooperate emphatically. In that measure social perspectives consider an analytical part in 'Quality of Work Life'.

4.4. Human Resource Development aspects of Quality of Work life

A basic course of the after effects of Quality of Work Life is a Human Resource Development of existing representatives. The physical change of QWL prompts to the change of monetary and business conditions, though the change from social and mental parts of QWL gives helpful environment to improvement of HR. Human Resource is the aggregate total of information, expertise inventive capacities, abilities, aptitudes qualities and convictions. Capacities and gifts assume an imperative part in choosing the productivity and viability of an association's work-constrain. Upgrade of use estimation of HR relies on upon the change of human asset angles like aptitudes, learning, innovative capacities and gifts and trim of different perspectives like qualities, convictions, aptitudes and states of mind to suit the changing needs of the association and managers. Human Resource Development secures all the more significant in administration association like Banks where human asset assumes an urgent part. The imaginative capacities, abilities and information of human asset are critical if there should be an occurrence of administration associations where the very way of working needs every one of these characteristics of representatives. The parts of Human Resource Development likewise expect significance in present day conditions where there is a serious rivalry among different associations.

5. RESEARCH METHODOLOGY

5.1. Data Collection Methods

The Purpose of research is to review the secondary data. Secondary data is collected from various resources like online journals, publishing journals, books, newspaper, websites etc.

6. COMPONENTS INFLUENCING THE QUALITY OF WORK LIFE

The components that influence and decide the quality of work life are:

Climate: The occupation may include managing clients that have differed resistance level, inclinations, behavioral example, level of comprehension; or it might include working with risky machines like boring channels, cranes, machine machines, welding and binding machines, or even with creatures where most extreme well-being safety measures must be watched which needs part of focus, sharpness, nearness of brain, brisk with automatic activities, synchronization of eyes, hands and body, now and again abnormal state of tolerance, affability, sympathy and empathy and control over feelings.

Nature of work: For instance a driller in the oil penetrating unit, a jumper, a fire-contender, movement policeman, prepare motor driver, development workers, welder, digger, machine repairman need to do risky occupations and must be more ready with a specific end goal to maintain a strategic distance from

any loss of appendage, or death toll which is unsalvageable; though a pilot, specialist, judge, writer must be more reasonable and thoughtful in taking care of the circumstance; a CEO, an educator, an instructor have more duty and responsibility yet safe workplace; a clerk or a security protect can't stand to be reckless in his employment as it includes loss of cash, property, and riches; a lawmaker or an open figure can't bear to be inconsiderate, for his notoriety and goodwill is in question. A few occupations require delicate aptitudes, authority qualities, knowledge, basic leadership capacities, capacities to prepare and separate work from others; different employments require thinking ahead, vision but then different employments require engine abilities, flawlessness, and outrageous deliberateness.

Stress Level: All these previously mentioned elements are between related and between dependant. Push level need not be straightforwardly relative to the pay. Stress is of various sorts – mental anxiety/physical anxiety and mental or passionate anxiety. A Managing Director of an Organization will have mental anxiety, a worker will have physical anxiety, a specialist will have passionate anxiety. Mental anxiety and Emotional anxiety cause more harm than physical anxiety.

Career Expectation: Every employment ought to offer vocation advancement. That is a vital component which chooses the nature of work life. Status change, more acknowledgments from the Management, thanks are the persuading components for anybody to appreciate his employment. The work air ought to be helpful for accomplishing hierarchical objective and additionally singular improvement. It is a win-win circumstance for both the gatherings; a worker ought to be remunerated fittingly for his great work, additional endeavors, genuineness and in the meantime a torpid and thoughtless representative ought to be punished appropriately; this will persuade the previous to work with more enthusiasm and dissuade the last from being along these lines, and take a stab at better execution.

Risk Involved and Award: Generally, award or pay are straightforwardly relative to the quantum of work, worker hours, nature and degree of obligation, responsibility, assigned forces, the power of position in the hierarchical diagram, chance included, the level of expected duty, due dates and targets, industry, nation, request and supply of gifted labor and even political dependability and financial arrangements of a country. In spite of the fact that hazard is included in each employment its inclination and degree shifts in them; all said and done, the reward is a key criteria to bait an eminent specialist to acknowledge the offer.

Challenges: The occupation ought to offer a few difficulties in any event to make it intriguing; That empowers a representative to redesign his insight and aptitude and abilities; though the dullness of the employment makes a mean dull, non-excited, disappointed, baffling, careless, activity – less and uninteresting. Test is the fire that keeps the development and excite alive. A very much proficient testing work yield more prominent fulfillment than a fiscal liven; it supports the fearlessness moreover.

7. ISSUES IN QUALITY OF WORK LIFE

Exchange unions guarantee that they are in charge of the change in different offices to specialists, though administration assumes praise for enhanced pay rates, benefits. In any case, P/HR director has (distinguished) particular issues in QWL other than ordinary wages, compensations; incidental advantages and so on., and take the lead in giving them in order to keep up higher request QWL. Klotz, Mundick and Schuster proposed 7 noteworthy QWL issues. They are:

Pay and Regularity of Business: Good pay still commands the greater part of alternate considers representative fulfillment. Different option implies for giving wages ought to be produced in the perspective an increment in the typical cost of the basic item record, increment in levels and rates of pay duty and expert assessment. Steadiness of work is ensured to a specific degree in India. Be that as it may, soundness to a more prominent degree can be given by upgrading the offices to HR improvement.

Authoritative Welfare Programs: Organizational welfare programs go to instructing representatives about medical issues, methods for keeping up and enhancing welfare and so on. These projects cover drinking and smoking discontinuance, hypertension control, different types of cardiovascular of this diminishes, family arranging and so on. Viable execution of these projects brings about lessening in truancy,

hospitalization, incapacity, extreme employment turnover and unexpected passing. This program ought to likewise cover unwinding, physical workout, eating routine control and so on.

Elective Job Practices: Alternative job practices, including work at home, adaptable working hours, arranged hours, decreased work weeks, low maintenance business might be presented for the accommodation and comfort of the specialists, as the job practices which offers the individual the recreation time, adaptable hours of work is favored.

Participative Authority and Control of Job: Trade Unions and specialists trust that workers' cooperation in authority and basic leadership enhances QWL. Specialists have likewise felt that they have control over their job, utilize their aptitudes and make a genuine commitment to the employment in the event that they are permitted to take an interest in imaginative and basic leadership prepared.

Helpful Specialist, Prime Relations: Harmonious boss laborer relations give the laborer a feeling of social affiliation, belongings, accomplishment of work results and so forth. This thus, prompts to better QWL.

Grievance Approach: Workers have a feeling of reasonable treatment when the organization gives them the chance to ventilate their grievances and speak to their case concisely as opposed to setting the issues self-assertion.

8. STRATEGIES FOR IMPROVEMENT IN QWL

Strategies for the change in Quality of work life incorporate self-guided job groups, work the overhaul and advancement, viable authority and supervisory management, profession advancement, selective work routines, and employer stability.

Self-guided Job Groups: These are likewise called self-ruling work aggregates or incorporated job groups. These job groups are framed 10 to 20 representatives that extraordinary, coordinate and control the exercises of the group with the assistance of a group pioneer, who is one among them. Every group has the power to settle on choices and control the exercises. The gathering all in all is responsible for the achievement or disappointment. Pay rates are settled both on the premise of individual and gathering accomplishment.

Job enhance and Development: Narrow employments can be consolidated into bigger units of achievement. Employments are upgraded with a view to enhancing them to fulfill higher request human needs.

A Strong Authority and Supervisory Management: For powerful initiative and supervisory management "9-9" style "of administrative matrix is reasonable."

Professional Advancement: Provision for profession arranging, importing and advising the representatives about the profession openings, profession way, the instruction and improvement and for second professions ought to be made.

Selective Work Routine: Provision for adaptable working hours, low maintenance vocations, work sharing and decreased work week ought to be made.

Professional Strength: This tops the employee's rundown of needs. It ought to be sufficiently dealt with.

9. CONCLUSION

QWL is becoming a significant human resource affair in Indian organizations. Behind the study of the literature review on quality of work life, it is clear out that an organization cannot yield freely and productive results from the employees' without QWL. Organizations will appreciate the fruits of growing productivity and benefits through by enforcing QWL programs in the organization. In this age of expertise workers, no organization can avoid the work life quality they contribute to employees. It is concluded that more detailed and specific models of QWL use to be developed. The management needs to form policies that would reduce the workload of employees beyond arousing affect the productivity of the organization, for attaining happy work-life balance. A satisfied worker can concentrate on work and provide more

productivity. Lastly, it is very appropriate to add that a large degree of QWL ahead to employee satisfaction which finally results in efficient and effectual performance.

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