

## Quality of work life in Academic : A review of literature

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### Abstract

Human resource indicate or represent different knowledge, abilities, and skills and aptitude of employees. There is a old proverb work is worship but today's generation attitude towards work is very different. Today's employees would not believe in such old values about work but instead now a days employees work for better salary and environment and if condition of work are encouraging then they feel better quality of work life. This paper focusing on existing literature on QWL in academic. A rigorous literature of review has taken and narrated.

### Introduction:

As we all know for any kind of organisation human resource or employees are the big assets for the organisation. And keep the human resource happy and satisfied is a big challenge for any organisation. In this fast growing and demanding era of technology and luxury it is become very difficult to retain the employee for longer period of time. So, to retain the talent in the organisation they make sure that their quality of work life is good or satisfied. When we talk about quality of work life it includes many things and many authors have given different meaning to this. So, in general we will see that it includes job security, compensation, carrier opportunity, equal employment, good working condition, etc. most of time people work for good and handsome salary but now a days scenario is changing as salary is important but it become secondary thing and now a days people want to work in good working environment and place to grow in the organisation a freedom to take decisions ,nobody wants to work like a machine , everybody want their freedom of speech or equal opportunity in the organisation.

So, many researches are trying to find out that what actually retain the employees, whether its monetary benefits or non-monetary benefits. How much quality of work life affect the employees? Is it really needed? As manpower is key for any organisation growth so keep them satisfied is really very important. Life quality and performance is not new yet they seems to be very important. Quality of life also depends upon the individual life style. So here management also plays a very vital role they have to understand the capabilities of different people and try to use them accordingly to match the target which will be helpful to perform better. So, this will be applicable to fulfill the strategies of performance management. In this competitive era, success of any organization totally depends upon the human resource.

The success of any organization depends to a large extent upon the capability, competence, efficiency, and level of development of human resources, who being the active agents, accumulate capital, exploit natural resources, and build social, economic and political organizations. No organization can think of viability and effectiveness without the efficient utilization of human resources.

However the different changes in the world of business like factors such as globalization , fast changes technology, competitiveness, scarcity of natural resources have totally change the views of employees towards organization. Latest trends or factors like work environment , quality of work life, salary, job satisfaction is growing very rigorously .

Quality of work life programme is another way in which organisation know their responsibility toward employees like to develop job, better working conditions which will be beneficial for the employees and the organisation too. Quality of work life are increasingly becoming a part of the business strategies which will help employees to retain in the organisation and to be more productive and more importantly to help them to maintain a work life balance and be more committed towards job.

In today's era, workplace is also plays a very important role it's directly or indirectly affect the behaviour pattern of employees as well as productivity too. Organisation need to be flexible to change the strategy time to time to improve the quality of work life. Organisation is taking a great interest in more productivity which is one of the main concern of the organisation. Today many employees are not satisfied with their work and same kind of routine they need some change or they are behind some more meaningful duties and responsibilities. They prefer balanced life style with more opportunity to grow. Quality of work life is also a global concern which attracting so much attention and importance. All over world people are dealing this with different factors and components.

### **Literature review**

Hsu and Kernohan (2006) carried out a descriptive study with a convenience sample. They identified 5 QWL categories and fitted into six dimensions namely, socio economic relevance, demography, organizational aspects, work aspects, human relation aspects, and self-actualization.

Maryam Fallah (2006) studied “the study and analysis of the relationship between quality of work life and performance of Kosar Economical Organization staff” concluded that there was a significant relationship between quality of work life and Performances of staff.

Lokanadha Reddy & M .Mohan reddy (2010) examined many factors determined the quality of work life. Quality if work life consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees, based on labour management cooperation.

Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variable to achieve good quality of work life. He said motivation is the major way to have job enrichment and more attention to be paid in fair pay, growth opportunities and continuing promotion improves staff performance which in turn increases QWL of employees.

Subburethina Bharathi Pugalendhi and Umaselvi M and Senthil kumar Nakkeeran(2010) study about Quality of work life: Perception of college teachers. His study attempts to describe the various characteristics related to QWL and QWL in teaching environment, and to found out the association between the selected

socioeconomic variables and the various dimensions of QWL. He concluded that 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. QWL is the shared responsibility not only of the management and employees, but also by the society.

Dr. Mrs. M. Jeyarathnam & V.R. Malarvizhi (2011), Quality of work life not only attracts young and new talents but also retain the existing experienced talent. They found certain factors which impact the quality of work life i.e. workload employee engagement, utilizing skills and abilities, occupational stress, trade union, career growth etc., they also found that the basic strategy for improving the quality of work life is first to identify employee's important needs and to satisfy those needs. So they concluded that increase in quality of work life results in increase in productivity. Indumathy R. Kamalraj (2012), found that the major factors that influence and decide the quality of work life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards.

T.S.Nanjundeswaraswamy, Dr. Swamy D.R. (2012), studied a literature review on quality of work life and leadership styles and found that leadership style, organizational commitment and work satisfaction are interrelated and concluded that leadership style can affect quality of work life.

Amita Gupta & Priyanka Chaudhary (2012), found that there was a dissatisfaction among the employees regarding the quality of work life in BPO Sector in NCR region. The factors determining the dissatisfaction with the quality of work life in the organisation were 1'lack of income and fair compensation, safe & healthy working environment, opportunities of career growth. All these factors were responsible for the dissatisfaction among employees which were affecting their performance.

Dr. A. Jayakumar(2012), study about quality of work life and found that how quality of work life plays vital role in human resource management , and how it can be improved through various training and educational and communication etc. he also concluded that how Indian economy will effect because of quality of work life.

P. John & Dr. Asok Kumar (2013), suggested that Quality of work life is associates with different factors which determines satisfaction with adequate income, safe and healthy environment, opportunities to use & develop human capacity, opportunities for career growth, social interaction in the work force, Eminence of work life and social relevance of work, cordial relationship with employees and superiors and remedy for the grievance and performance appraisal. They found that all these factors are positively correlated with quality of work life I steel authority of India, Salem. They suggested that there should be proper understanding between supervisors because workers are expecting more understandable and care taking supervisors with proper welfare measures which have important implication for their performance.

Muhammad Amin,Rahmat Ullah,Muhammad Ayaz & Malik Amer Atta (2013), this study clearly indicate that the expresses job performance level of teachers was above average and to enhance teachers performance in service training programmes should be offer for present school teachers in Pakistan.

S. Subhashini, Dr. C.S. Ramani Gopal(2013),considered certain factors like relationship with co-workers, opinion and workload, health and safety measures, satisfaction about feedback given, working hours, training programmes, grievance handling. And they found that employees were dissatisfied with the health & safety measures and only experienced employees would be considered for decision making. They indicated that increase in quality of work life results in increase in productivity.

G .S. Sandhya Nair (2013), found that there was average QWL among college teachers in Thrissur ,Kerela. she had major issue of average QWL was generational communications and interpersonal trust among teachers .

Firdousiya & Dr. C. Jayan (2013),studies relationship between quality of work life, relationship quotient and counterproductive work behaviour. Concluded that all the variables of quality of work life are interrelated to each other .Marital dissatisfaction and decreased quality of work life will results in high degree of counterproductive behaviour at work. So, the organisation must help to enhance one relationship satisfaction which improves one's quality of work life.

Safura Taghavi, Fariman, Hosseinali & Hosseini Masoumeh (2014), concluded that more quality of work life was equal to more performance effectiveness. More healthy work environment is equal to more performance. More decision authority &more clarity of role is equal to more performance effectiveness. They also suggested that to boost for employers to maintain a balance between their life and their quality of work life. They found all these aspects are positively in quality of work life in Shirvan,Iran.

Hosmai A.P, Shambhushankar & Bindurani .R (2014), quality of work life is a process of work organisations which enables its members at all levels to actively participate in sharing the organizational environments, methods and outcomes. They found that high level of satisfaction among employees enhances the employee job performance and also organizational performance. The improvement of organizational performance enables the organisation to motivate the employees through various benefits, rewards which helps employees to be committed to the job assigned.so, there study revealed that there was positive relation between quality of work life and employee performance in Secunderabad division of south central railway.

Manju N.D (2014), studied quality of work life: perception of school teachers in Mysore. She focused on Richard E. Walton 8 factors they are adequate and fair salary, safe and healthy working conditions, opportunity to use and develop human capacities, opportunities for career growth, social integration in the work force, constitutionalism in the work organisation, work and quality of life social relevance of work. She concluded with suggestion that time to time there should be counselor for teacher to maintain their work life.

Shefali Srivastva & Rooma Kanpur (2014), identification of measure of quality of life is indeed a difficult task. They found that factors like positive attitude, commitment and satisfaction have the ultimate effects on performance of organisation. So, high degree of QWL leads to job satisfaction which ultimately results in effective and efficient performance.

P.V.Pothigaimalai, R.Buvaneswari K. Sudha, & Mahalakshmi Venkatesh (2014), studied on Quality of work life with special reference to Leopole appraisals at Coimbatore. They found that Job environment is matter of concern in any organisation to grow and stress free environment. They concluded if people are happy and happy working atmosphere makes them to contribute more.

Dr. S. Chamundeswar(2013) did research on job satisfaction and performance of school teachers, Chennai. In the present study investigating the job satisfaction and performance of teachers in different categories of schools following different systems of education, namely the state, matriculation and central board schools, it is seen that there is a significant difference in job satisfaction and performance of teachers.

Ajay Bhatia et al., (2012) conducted a study on relationship between impacts of job involvement on organizational effectiveness it is found that job involvement was the crucial element for organizational effectiveness and also to reveal that the job involvement has a direct relationship with organizational effectiveness by way of their working style, approach towards the attainment of organizational goal, quality improvement, acquisition of new talent and skills etc.

Raymond Toga and Themba Q. Mjol (2012), studied The relationship between job involvement, job satisfaction and organizational commitment among lower level employees at a motor car manufacturing company in East London, South Africa. And found that this study showed that there is a significant positive association between job involvement, job satisfaction, and organisational commitment.

G Kalpana and DrK. Guna sundari (2016), A Study on Job Involvement of Bank Employees in Private Sector Banks with Reference to Tirupur District and concluded that job involvement plays a major role in any organisation for its development and growth and majority of the respondents had a better job involvement and the personal variables, namely gender and level of management do influence the job involvement of the employees.

Annierah Maulana Usop, Maeda Langguyuan Kadtong, Doctor Kamarulzaman Askandar(2013), studied a Work Performance and Job Satisfaction among Teachers and conclude that the teachers of Division of Cotabato City displays a high level of performance related skills, abilities, initiatives and productivity, exceeding requirements in many of the area of work performance. Furthermore, if the teachers contented with their job, they will develop and maintain high level of performance

Bani Kochar(2008) reveals that combination of three prominent dimensions i.e balance (working environment, pay and peer cooperation) enforcement of motivation are essential to enhance job satisfaction and performance among academics.

Raduon Che Rose et al.(2006), An empirical study was done to predict Quality of work life in relation to career related dimensions. He found that three exogenous variables are significant: career satisfaction, career achievement and career balance.

Chandrasekar (2011) examined that the workplace environment impacts on employee morale, productivity and Job performance both positively and negatively. If the work

place environment is not liked by the employees so, they get demotivated and their performance also affected.

Adeyemi (2010) investigated the relationship between the leadership styles of principals and teachers job performance in secondary schools. He found that the principals mostly used democratic leadership style in schools as compared to autocratic style. He also found that there is a direct relationship between leadership styles by principals and teachers job performance and concluded that the performance of teachers is better in those schools where principals are having autocratic leadership styles.

Dessler (2005) examined that from the perspective of teachers on schools, job performance and motivation are different. He found that motivation is an input to work and job performance is an output from the motivation.

Davidson (2005) focused on role of teachers in providing good quality education in primary schools through motivation where it suggested some initiatives to increase the teachers level of motivation which will improve the education system.

KAdzamira (2006) studied on Teachers motivation and incentives in Malawi and his study found that the bad working and living conditions have an adverse effect on the teachers' performance. So, it is essential to consider the terms and conditions of service for the purpose of motivating and retaining teachers.

Nadeem M., Rana, lone, Maqbool. S & Ali. A (2011), studied on Teachers competencies and factors affecting the performance of female teachers in Bahawalpur. His study found that social and economic conditions of teachers have an effect on their performance i.e. low salary, lack of facilities, status of teachers in society, teachers' mental health and morale, stress of work, relation with staff and head teachers, working environment are all those factors that have a strong impact on female teacher's performance.

Muhammad Rizwan, Dil Jan Khan, Fawad Saboor (2011), Relationship of Job involvement with Employee Performance: Moderating role of Attitude. They have tried to explain the construct of job involvement. And found that Attitude of the employee is very important in this context because the employee can be involved in case the job is according to his perception and it would be difficult for the organization to involve the employee in such a job which is not suited according to their attitude.

**Conclusion:**

after various articles one can conclude that, dimensions of quality of work life Adequate and fair compensation, Safe and healthy working condition, Opportunity to use and develop human capacities, Opportunity for career growth, Social integration in the work force, Work and quality of life and Special relevance of work. Social integration in the work organisation dimensions have more contribution in prediction of performance. Attempts have also been made to find out determinants of quality of work life which signifies present jobs, working conditions and work culture are highly influencing quality of work life.

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