T. S. Nanjundeswaraswamy [1]

D. R. Swamy

REVIEW OF LITERATURE ON QUALITY OF WORKLIFE

Abstract: *Good Quality of worklife is necessary for an organization to attract and to retain skilled and talented employees. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the QWL initiatives are very important. QWL involves wide variety of components that are influenced on the performance of employees. This paper focuses and analyzes the literature findings which involve QWL.*

Keywords: *QWL, performance, attrition, liberalization, privatization, globalization*

1. Introduction

It is difficult to design the jobs exclusively for the needs of technology without considering the needs of workers. There is an all round demand for developing the humanized jobs which can satisfy the employees needs. The jobs need to be excellent both from the point of view of technology and human needs. While designing the job employees has to be treat as a resource that are to be develop rather than simply use. In view of this, the traditional job designs need to be replaced by enriched job design. In enriched job design process wide variety of QWL interventions have to be considered that positively contribute to the employees satisfactions and performance. The intervention of Quality of Work Life makes full use of a worker's potential, it ensures greater participation and

involvement of workers, it can make work more easy, improves quality and increases efficiency. This paper summarizes the different interventions of QWL considered in the past researchers and outcomes of that research. This will provide a limelight for the future research.

2. Literature survey

QWL is described as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, career growth opportunities, etc. Hackman (1980) identified that 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. Cunningham and Eberle (1990) emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations. The elements that are relevant to an individual's

---

[1] Corresponding author: T. S. Nanjundeswaraswamy
  email: nswamy.ts@gmail.com

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) explained QWL reflects as 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.

Quality of work life is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Saraji and Dargahi (2006) study explained QWL as a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage, change and transition by conducting descriptive and analytical study. QWL programs will benefit both faculty and management, by mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs according to the study of Che Rose *et al*. (2006 A).

Hosseini and Jorjatki (2010) concluded that the 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 social insurance employees in Tehran.

According to Rethinam (2008) 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 also he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

However, from the literature it can be summarized that QWL may be viewed as a wide-ranging concept, which includes satisfaction towards work, participative management and improve work environment. Table 1 lists the some of the components of QWL as considered by the scholars in their studies along with the type of the sector and outcome.

Table 1. Components of QWL In the view of different researchers along with the type of industries.

Author	Component	Type of the Industries	Out comes
Walton (1975) USA	1. Adequate And Fair Compensation, 2. Safe And Healthy Working Conditions, 3. Immediate Opportunity To Use And Develop Human	Service industries	All these components are the associated with QWL

	4. Capacities, 5. Opportunity For Continued Growth And Security, 6. Social Integration In The Work Organization, 7. Constitutionalism In The Work Organization, 8. Work And Total Life Space And 9. Social Relevance Of Work Life.		
Levine, Taylor and Davis (1984) Europe	1. Respect from supervisor and trust on employee's capability; 2. Change of work; 3. Challenge of the work; 4. Future development opportunity arising from the current 5. work; 6. Self esteem; 7. Scope of impacted work and life beyond work itself; 8. Contribution towards society from the work	Insurance Company	QWL Policies may vary as per the size of the organization and employees group
Mirvis and Lawler (1984) UK	1. Safe work environment, 2. Equitable wages, 3. Equal employment opportunities and 4. Opportunities for advancement	Corporation service	QWL was associated with satisfaction, wages, hours and working condition
Baba and Jamal (1991) UK	1. Job satisfaction, 2. Job involvement, 3. Work role ambiguity, 4. Work role conflict, 5. Work role overload, 6. Job stress, 7. Organizational commitment and 8. Turn-over intentions	Nurses in Hospital	Monotony in the job due to routine work activities can affect QWL Negatively
Lau and Bruce (1998) US	1. Job security 2. Reward systems 3. Training 4. Carrier advancements opportunities 5. Participation in decision in decision making	Manufacturing industries	QWL is workplace strategies , operations and environment that promote and maintain employees satisfaction
Ellis and Pompli (2002) Canberra	1. Poor working environments, 2. Resident aggression, 3. Workload, inability to deliver quality of care preferred, 4. Balance of work and family,	Nurses in Hospital	All these factors associated with Job dissatisfaction

	5. Shift work, 6. Lack of involvement in decision making, 7. Professional isolation, 8. Lack of recognition, 9. Poor relationships with supervisor/peers, 10. Role conflict, 11. Lack of opportunity to learn new skills.		and QWL
Thomas A. Wyatt & Chay Yue Wah (2001) Singaporean	1. Favorable work environment, 2. Personal growth and autonomy 3. Nature of job, 4. Stimulating opportunities and co-workers.	All type of industries	All these components are associated with the quality of worklife of Employees
Guna Seelan Rethinam & Maimunah Ismail (2008) Malaysia	1. 1 Health and well-being 2. 2 Job security 3. 3 Job satisfaction, 4. 4 Competence development and 5. 5 The balance between work non work life	Information technology (IT) professionals	All these components are associated with the quality of worklife of IT Employees
Hosseini (2010)	1. Adequate And Fair Compensation, 2. Safe And Healthy Working Conditions, 3. Immediate Opportunity To Use And Develop Human 4. Capacities, 5. Opportunity For Continued Growth And Security, 6. Social Integration In The Work Organization, 7. Constitutionalism In The Work Organization, 8. Work And Total Life Space And 9. Social Relevance Of Work Life.	Insurance workers of Mazandaran province	Results have shown that among the eight dimensions of quality of worklife , pay fair and adequate pay size, Integration and social cohesion, growth opportunities, continuing security, the integration and development of human Capabilities are related to performance.
Raduan Che Rose (2006 B)	1. Career satisfaction 2. Career achievement 3. Career balance	Managers from the free trade	The result indicates that three

Malayasis		zones in Malaysia for both the multinational corporations (MNCs) and the small-medium industries (SMIs)	exogenous variables are significant: career satisfaction, career achievement and career balance, with 63% of the variance in QWL
G Nasl Saraji, H Dargahi (2006) Tehran	1. Fair Pay and Autonomy 2. Job security, 3. Reward systems, 4. Training and career advancements 5. Opportunities, 6. Participation in decision making 7. Interesting and satisfying work. 8. Trust in senior management. 9. Recognition of efforts 10. Health and safety standards at work. 11. Balance between the time spent at work and the time spent with family and friends 12. Amount of work to be done 13. Level of stress experienced at work 14. Occupational health and safety at work	Tehran University of Medical Sciences (TUMS) Hospitals' employees	The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family
Saklani, D.R., 1979 India	1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security 4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization	The sample comprised respondents of both managerial and non-managerial categories drawn from 24 organizations of different types.	Apart from monetary considerations, employees in India accord a high value to the factors that satisfy self-esteem and self-actualization needs of a higher order.
Stephen, A. (2012). India	1. Adequate and fair compensation 2. Fringe benefits and welfare measures 3. Job security	Employers and employees of	The findings of the study regarding

	4. Physical work environment 5. Work load and job stress 6. Opportunity to use and develop human capacity 7. Opportunity for continued growth 8. Human relations and social aspect of work life 9. Participation in decision making 10. Reward and penalty system 11. Equity, justice and grievance handling 12. Work and total life space 13. Image of organization	various Small scale industrial units in Chennai, Coimbatore and Madurai cities in Tamil Nadu, India	perception of employers and employees on QWL variables, revealed ten important QWL factors in SSI These are social support, interpersonal relationship, Recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits.
Muftah, H. A., & Lafi, H. (2011)	1. Physical, 2. Psychological 3. Social factors	employees working in the Oil and Gas companies in the State of Qatar	The result of this study supports that the most important determinant of QWL is physical factors, followed by psychological factors and then social factors. The study indicated that QWL is positively and significantly related to employee satisfaction.

3. Components of quality of worklife

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 (Cunningham and Eberle, 1990).

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 as is conceptualized by European Foundation for the Improvement of Living Conditions (European Foundation for the Improvement of Living Conditions, 2002).

Rethinam (2008) and Serey (2006) explained QWL is quite conclusive and best meet the contemporary work environment. The definition was related to meaningful and satisfying work. It includes (i) an opportunity to exercise one's talents and capacities, to face challenges and situations that require independent initiative and self-direction, (ii) an activity thought to be worthwhile by the individuals involved, (iii) an activity in which one understands the role the individual plays in the achievement of some overall goals, and (iv) a sense of taking pride in what one is doing and in doing it well. This issue of meaningful and satisfying work is often merged with discussions of job satisfaction, and believed to be more favorable to QWL.

Lau and Bruce (1998) explained QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements opportunities, and participation decision making. According to Kalra and Ghosh (1984) studies suggest that, in the Indian context, environmental factors like physical environment, safety and other working conditions and relational factors like work group relations, and labour-management relations are more important with regard to QWL

From the literature survey, following 9 important components of quality of work life were considered for the literature review.
1. Work environment
2. Organization culture and climate
3. Relation and co-operation
4. Training and development
5. Compensation and Rewards
6. Facilities
7. Job satisfaction and Job security
8. Autonomy of work
9. Adequacy of resources

3.1 Work Environment

Working environment is a place that one works. It is a social and professional environment in which employees are supposed to interact with a number of people, and have to work with co ordination in one or the other way. Safe and healthy working conditions ensure good health, continuity of services, decreased bad labour management relations. A healthy worker registers a high productivity. Employees are cheerful, confident and may prove an invaluable asset to the organization. It consists of safe physical and mental working situations and determining logical working hours.

Lau et al. (2001) explained QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. According to Winter et al. (2000) QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sect oral characteristics to directly and indirectly shape academicians experiences, attitudes and behavior.

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 Cunningham and Eberle (1990). According to Kirkman (1989) QWL is an integrated improvement plan to improve working environment and satisfy the employee's individual needs. Hackman and Oldham (1980) Suggested that the work environment that is able to fulfill employees' personal needs such as skill variety, task identity, task significance, autonomy and feedback, is considered to provide a positive interaction effect, which will lead to an excellent QWL.

3.2 Organization Culture and Climate

Organization culture is a set of properties and organization climate is a collective behaviour of people that are part of an organization values, vision, norms etc. Promotion opportunities, promotion and reward evaluation criteria used are both under the direct control of an organization and subject to the organization's policies. If these two elements are found to have significant effects on outcomes such as Quality of Work Life, organizational commitment, job satisfaction and turnover intent then that direct control permits their alteration as necessary to produce a positive impact on those outcomes.

Certo (2004) study shows that quality of work life is the degree of opportunity of workers to make decisions that influence their work situation. The greater the opportunity of workers to make such decisions, the higher the quality of work life. According to Cavry (1995) Organizational features such as policies and procedures, leadership style, operations, and general contextual factors of setting, all have a profound effect on how staff views the quality of work life

3.3 Relation and Co-Operation

Relation and co operation is a communication between management and employees, concerning workplace decision, conflicts and problem resolving. Work and career are typically pursued within the framework of social organization and the nature of personal relationships becomes an important dimension of Quality of Work Life. Acceptance of the worker is based on work related traits, skills, abilities and potential without regard to race, sex, physical appearance etc. Social coherent in the work organization, sense of belonging to the organization.

According to Che Rose, Raduan., Beh, LooSee., Uli, Jegak., and Idris, Khairuddin (2006 B) study QWL is associated with career development and career is evolving from such interaction of individuals within the organizations. Robbins et al (2002), Bandura *et al.* (1988) in their study they explained Human care can also increase staff's self-confidence and self-efficacy, and actively overcome the difficulties.

3.4 Training and Development

Training and development is a organizational activity aimed at bettering the performance of individual and groups. Quality of Work Life is ensured by the opportunities provided by the job for the development of the employee and encouragement given by the management to perform the job. Having good conditions to increase personal empowerment and skills.

Skrovan (1983) and American Society for Training and Development (ASTD) defined the QWL as a process for the working organization, which enables the employees at each hierarchy to actively participate in building the organization environment, developing organizational model so as to produce the organizational achievements. This process is based on the two goals together 1) To improve organizational

efficiency and 2) To improve the quality of working life.

3.5 Compensation and Rewards

Compensation and rewards are motivational factors, the best performer is given the rewards, and this builds the competitions among the employees to work hard and to achieve both organizational and individual goals. The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Mirvis and Lawler (1984) highlighted 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. Oshagbemi, Sloane and Williams, who highlighted differences in remuneration aspects received by the employee will suddenly affect their work satisfaction and work performance. Drobnic *et al*. (2010) suggest that employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life. Meeting socially determined needs and fair compensation can create an appropriate work environment (Weisboard, 2007). According to Saraji and Dargahi (2006) the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses' quality of work life.

3.6 Facilities

Facilities play major role in actualization of the goals and objectives by satisfying the both physical and emotional needs of the employees. Facilities are like food service, transportation, security etc. Many employers

have found it beneficial to allow alternate work arrangements for their employees. This is one way to improve employee productivity and morale. The advantages of these alternate work arrangements to the employee include flexible work hours, shorter or no commute, and a comfortable working environment.

3.7 Job Satisfaction & Job security

Job satisfaction is the favorableness or un favorableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements – such as autonomy, variety, task identity, task significance and feedback contribute to employees' satisfaction. Sayeed and Sinha (1980) examined the relationship between QWL, job stress and performance. The results indicate that higher QWL leads to greater job satisfaction. Lashbrook (1997) study found that leadership style plays a vital role in influencing employees' job satisfaction. According to Bogler (2002), different leadership styles will stimulate different working environment and directly affect the job satisfaction of the employees. Watson *et al.* (2003) studies indicate that many different aspects of the job, such as pay, promotions, supervision, fringe benefits, one's co-workers support, and excessive working hours are associated with levels of satisfaction.

Pelsma *et al*. (1989) found that psychological distress and morale contributed equally to teachers QWL. They determined that in the work climate of an occupation, QWL can be assessed by combining the amount and the degree of stress and the degree of satisfaction experienced by the individual within his/her occupational role. Noor and Abdullah (2012) and Koonmee *et al*. (2010) study indicate that there is a significant relationship between job satisfaction and quality of work

life. Job satisfaction is found to carry more weightage in explaining the relationship among job satisfaction, job involvement and job security with quality of work life.

Job security

Employees want stability of employment, they do not like to be the victims of whimsical personal policies and stay at the mercy of employers. Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL. A dramatic change of workforce in contemporary work environment has revealed a significant amount organization change (Watson *et al*. 2003).organization change such as downsizing, rightsizing and outsourcing have adversely affected employees' loyalty, morale, motivation and perceived job security. Organization of Economic Cooperation and Development (1996) survey highlighted that job security is the most controversial issue in contemporary work environment. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Drobnic *et al*. (2010) suggest that employees that have secured jobs and pay would feel comfortable at the work place and this affects their quality of life.

3.8 Autonomy of Work

In autonomous work groups, employees are given the freedom of decision making, workers themselves plan, coordinate and control work related activities It also includes different opportunities for personnel such as independency at work and having the authority to access the related information for their task. Robins (1989) suggests that QWL is a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives

at work. According to Scully *et al*. (1995) greater autonomy on job enhances the acquisition and utilization of knowledge whilst greater participation is held to promote cognitive growth via increased knowledge transfer among employees.

Feuer (1989) and Che Rose *et al*. (2006) explained people also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment and high-involvement aimed at boosting the satisfaction and productivity of workers.

Rethinam (2008) study highlights, If the organization provides the appropriate authority to design work activities to the individual employees, then it is highly possible that the work activities can match their employees needs that contribute to the organizational performance.

According to Speitzer *et al*. (1997) study Staff's perceived significance of work and decision-making power in psychological empowerment can improve satisfaction and eliminate tension. Saraji and Dargahi (2006) explained the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses' quality of work life.

3.9 Adequacy of Resources

Resources should match with stated objectives; otherwise, employees will not be able to attain the Objectives. This results in employee dissatisfaction and lower QWL. According to Chelte (1983) adequacy of resources has to do with enough time and equipment, adequate information and help to complete assignments.

4. Conclusion

Literatures reviewed have shown that QWL is a multidimensional constructs, these constructs have to be consider during the job design process. The literature would also revel the contribution of the nine important

components of QWL which positively associated with the employee satisfaction and employees opinion on QWL in different sectors. In the view of the review of literature, in Indian context have limited literature and studies on QWL especially in the SMEs. Indian SMEs facing a high attrition rate problem, to find out the root cause, a study may be undertaken by considering the important nine components in Indian SMEs.

References:

Bandura, A. (1988). Organizational applications of social cognitive theory. *Australian journal of management,13*(2), 275-302.

Bogler, R. (2002). Two profiles of schoolteachers: A discriminate analysis of job satisfaction. *Teaching and Teacher Education, 18*(6), 665-673.

Cavry, J., Wakefield, D., Price, I., Mueller, C., & Mcloskey, J. (1995). Determinants of turnover among nursing department employees. *Res Nurs Health, 8*, 397-411.

Certo, S. C. (2004). *Modern Management: quality, Ethics and the Global Environment*. Boston: Allyn and Bacon.

Chan, C. H., & Einstein, W. O. (1990). Quality of Work Life (QWL): What canunions do? *SAM Advanced Management J., 55*, 17-22.

Che Rose, R., & Beh, L. S., Uli, J., & Idris, K. (2006 A). An Analysis of Quality of Work Life (QWL) and Career- Related Variables. *American Journal of Applied Sciences, 3*(12), 2151-2159.

Che Rose, R., & Beh, L. S., Uli, J., & Idris, K. (2006 B). Quality of work life: Implications of career dimensions. *Journal of Social Sciences, 2*(2), 61-67.

Chelte, A. F. (1983). Organizational commitment, job satisfaction and quality of worklife. U.M.I. Dissertation information service

Cunningham, J. B., & Eberle, T. (1990). A guide to job enrichment and redesign. *Personnel, 67*(2), 56-61.

Drobnic, S., Behan, B., & Prag, P. (2010). Good job, good life? Working conditions and quality of life in Europe. *Social Indicators Research, 99*(2), 205-225.

Ellis, N., & Pompli, A. (2002). Quality of working life for nurses. Commonwealth Dept of Health and Ageing. Canberra.

European Foundation for the Improvement of Living Conditions. (2002). *New Work organization, working conditions and quality of work: towards the flexible firm?* [Online] European Foundation for the Improvement of Living and Working Condition. Luxembourg: Office for official publications of the European Communities: Ireland .Available: www.eurofound.eu.int.

Feuer, D. (1989). Quality of work life: a cure for all ills? *Training: The Magazine of Human Resources Development, 26*, 65-66.

Hackman, J. R., & Oldham, G. R. (1980). *Work redesign, Redesigns*. M.A: Addison- Wesley.

Hosseini, S. M. (2010). Quality of work life (QWL) and its relationship with performance. *Advanced Management Science, 1*, 559-562.

Kalra, S. K., & Ghosh, S. (1984). Quality of work life: A study of associated factors. *The Indian Journal of Social Work, 25*(3), 341-349.

Kirkman, F. (1989). The quality of working life, robotics and the professional engineer. *Management Decision, 27*(4), 48-54.

Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D.-J. (2010). Ethics institutionalization, quality of work life and employees jobrelated outcomes: A survey of human resoure managers in Thailand. *Journal of Business Research, 63*, 20-26.

Lau, R. S. M., & Bruce, E. M. (1998). A win-win paradigm for quality of work life and business performance. *Human Resource Development Quarterly, 9*(3), 211-26.

Lau, T., Wong, Y. H., Chan, K. F., & Law, M. (2001). Information technology and the work environment-does it change the way people interact at work. *Human Systems Management, 20*(3), 267-280.

Mirvis, P. H., & Lawler, E. E. (1984). Accounting for the Quality of Work Life. *Journal of Occupational Behaviour, 5*, 197-212.

Noor, S. M., & Abdullah, M. A. (2012). Quality Work Life among Factory Workers in Malaysia. *Procedia - Social and Behavioral Sciences, 35*, 739-745.

Organisation of Economic Cooperation and Development, 1996. "Technology,

Pelsma, D. M., Richard, G. V., Harrington, R. G., & Burry, J. M. (1989). The quality of teacher work life survey: A measure of teacher stress and job satisfaction. *Measurement and Evaluation in Counselling and Development, 21*, 165-76.

Rethinam, G. S. (2008). Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Sciences, 7*(1), 58-70.

Rethinam, G. S., & Ismail, M. (2008). Constructs of Quality of Work Life: A Perspective of Information and Technology professionals. *European Journal of Social Sciences, 7*, 58-70.

Robbins, T. L., Crino, M. D., & Fredendall, L. D. (2002). An integrative model of the empowerment process. *Human Resources Management Review, 12*, 419-443.

Robins, S. P. (1989). *Organizational Behavior: Concepts, Controversies, and Applications*. New Jersey: Prentice Hall.

Saraji, G. N., Dargahi, H. (2006). Study of Quality of Work Life (QWL). *Iranian Journal of Public Health, 35*(4), 8-14.

Scully, J., Kirkpatrick, A., & Locke, E. (1995). Locus of Knowledge as a Determination of the Effects of Participation on Performance, Affect, and Perceptions. *Organisational Behaviour Human Decision Making Process, 61*, 276288.

Serey, T. T. (2006). Choosing a robust quality of work life. *Business Forum, 27*(2), 7-10.

Skrovan, D. J. (1983). *Quality of work life persectives for business and the public sector*. London: Addison-Wesley.

Speitzer, G. M., Kizilos, M. A., & Nason, S. W. A dimensional analysis of the relationship between psychological empowerment and effectiveness, satisfaction, and strain. *Journal of Management, 2*(33), 679-704.

Walton, R. E. (1975). Criteria for Quality of Working Life' in Davis, L. & Cherns, A. (eds) (1975) The Quality of Working Life Vol 1, Free Press, New York, 91-10.

Watson, I., Buchanan, J., Campbell, I., & Briggs, C. (2003). Fragmented Futures: New Challenges in Working Life. Sydney, New South Wales: The Federation Press.

Weisboard, M. R. (2007). *Productive Workplace: Organizing and Managing for Dignity, Meaning and Community*, 5th edition, San Francisco, CA: Jossey Bass.

Winter, R., Taylor, T., & Sarros, J. (2000). Trouble at mill: quality of academic work life issues within a comprehensive Australian university. *Studies in Higher Education, 25*, 279-94.

Wyatt, T. A., & Wah, C. Y. (2001). Perceptions of QWL: A study of Singaporean Employees Development. *Research and Practice in Human Resource Management, 9*(2), 59-76.

T S Nanjundeswaraswamy
Department of Industrial Engineering & Management
JSS Academy of Technical Education,
Bangalore
nswamy.ts@gmail.com

Swamy D R
Department of Industrial Engineering & Management
JSS Academy of Technical Education,
Bangalore
drswamydr@gmail.com