

Quality of Work Life Components: A Literature Review

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ABSTRACT

In the global competitive era Quality of Work Life of employees is important to attract and retain skilled and talented employees. A large number of publications by various authors reflect the interest in this grey area. Reviews of literature on QWL have been done in the past by few authors. However, considering the contributions of QWL in the recent times, a more comprehensive review is attempted here. In this paper, the author has reviewed QWL components literature in a way that would help researchers, academicians and HR executives to take a closer look at the growth, development and applicability of these QWL components. The authors have examined various papers, and have proposed a new set of QWL components to measure the degree of QWL of employees in the changed scenario. They are Work environment, Job satisfaction, Opportunities For Growth And Advancement, Adequate and fair compensation, Emotional Intelligence, Organizational commitment, Organizational culture, Relationship and co operations, Job security, Occupational stress, Leadership styles, Nature of Work, Facilities, Autonomy of work, Employee Attitude, Job Challenges/ Job responsibility, Training and Development, Adequacy of resources.

Keywords: *QWL, Quality of Work Life, Job satisfaction, Emotional Intelligence, Leadership styles.*

The success of any organization is largely depend on the what quality of human resource they have. Today organizations are operating in competitive environment, and drastic technological changes, which in turns affects largely on the employment opportunities', skilled employee requirement, management strategies, management policies and management styles. Amongst employee aspirations drastically changed according to Maslow's Hierarchy of needs. Because of enormous employment opportunities 'employees are willing to change organization to fulfill their higher order needs, this is the one of the major factor hindering organization performance. To survive in the competitive environment organizations need to do root cause analysis to retain

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and attract skilled and talented employees. To achieve this organization need to maintain high level of Quality of Work Life by fulfilling the employee's aspirations. During 70s Walton used following 8 components to quantify QWL they are Adequate and fair compensation, Safe and healthy working conditions, Opportunity for continued growth and security, The social relevance of work life, Total life space, Social integration in the work, Constitutionalism in the work organization, Social integration in the work. Initial management thought employees are working for the money and rewards, based on these components managements measure the level of QWL of employees, as the scenarios changes components of QWL also changes which is evident from the literature. The present paper is an attempt to find the most predominant QWL components for changed scenario.

1. Work environment:

Working environment is a place in which 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 if the working environment is good. It consists of safe physical and mental working situations and determining reasonable working hours, Motivating Environment, Working condition, Time for personal care, Support for self-development, Information's related to work, Own Style and pace of work.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Rani, A. M. (2016), Jain, Y., & Thomas, R. (2016), Nair, P. (2016), Chanana, M., & Gupta, S. K. (2016), Teryima, S. J., Faajir, A., & John, E. (2016), Nanjundeswaraswamy, T & R, D. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Arif, S., & Ilyas, M. (2013), Swamy, D. R. (2013), Hajieh Rajabi Farjad (2013), Anwar Abdellah Mejbél, Mahmoud Khalid Almsafir, Rusinah Siron and Ahmad Salih Mheidi Alnaser, (2013), Jerome (2013), Nitesh Sharma and Devendra Singh Verma,(2013), Godina Krishna Mohan & Kota Neela Mani Kanta (2013), Anand Pawar,(2013), Indumathy, R., & Kamalraj, S. (2012), Stephen, A. (2012), Tabassum, A., Rahman, T., & Jahan, K. (2012), Indumathy.R. Kamalraj.S (2012), Bolhari, A., Rezaeean, A., Bolhari, J., Bairamzadeh, S., & Soltan, A. A. (2011), Subrahmanian, M., & Anjani, N. (2010), Besharat, M. A. (2007),G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), Kanagalakshmi, L., & Devei, N. B. (2003), Jain Sangeeta (2004), Ellis, N., & Pompli, A. (2002), Wyatt, T. A. & Wah, C. Y. (2001), Harrison (2000), Lau RSM, Bruce EM (1998), Kerce & Booth Kewley(1993), Chander, Subash and Singh, Parampal (1993), Bertrand (1992), Baba, V. V., & Jamal, M. (1991), Sharma, B .R.(1987), Mirvis, P.H. and Lawler, E.E. (1984), Kalra, S. K. and Ghosh S (1984), Stein, (1983), Orpen, (1981), J.R. Hackman and G.R. Oldham (1980), Walton, R. (1973), research identifies that there is positive and significant relationship between Quality of Work Life and work environment.

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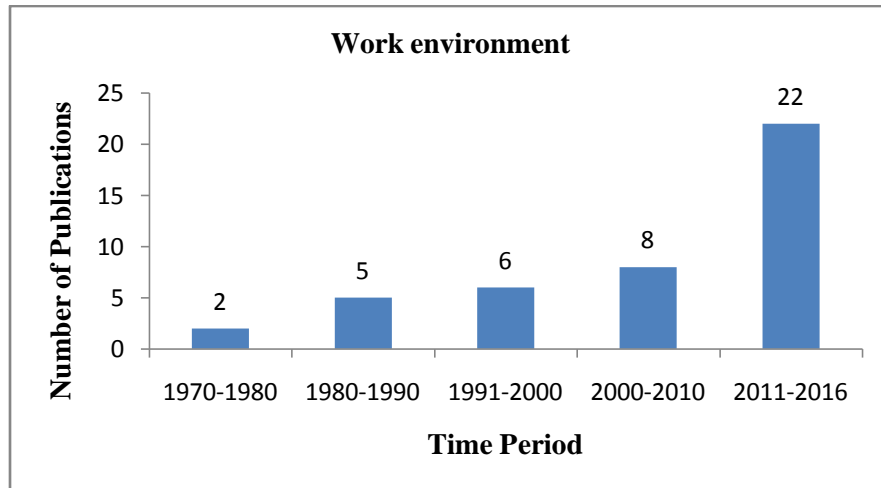


Figure 1. Work Environment Publications

From the available literature it is observed that over a period of time more researchers are concentrating work environment as one of the important components while measuring status of QWL of employees.

2. Job satisfaction:

Job satisfaction is the favorableness or un-favourableness with which employees view their work. Job satisfaction is impacted by job design. Jobs that are rich in constructive behavioural elements such as work autonomy, task variety, identity, work significance and feedback etc contribute to employees' satisfaction. Job satisfaction includes Comfortableness in work, Job security, Productivity, Trade union activity, Compatible satisfied salary, Fair Job rotation, Work freedom.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Etebarian, A., & Yazdi, N. M. (2016), Danaeifar, I., Gharaei, A. M., Hasani, S., Mirzaei, H., & Abangah, A. (2016), Jain, Y., & Thomas, R. (2016), Sawhney, M. M., & Khatri, M. P. (2016), Sukma, N., Haryono, A. T., & Wulan, H. S. (2016), Hamidi, Y., Mohammadi, A., Soltanian, A. R., & Mohammad Fam, I. (2016), Pratama, M. D. (2016), Suresh, B. H. (2016), Suresh, B. H. (2016), Khera, A. (2015), Khanna, S. (2015), Nanjundeswaraswamy, T & R, D. (2015), Rubel, M. R., & Kee, D. M. (2014), Anwar Abdellah Mejbil, Mahmoud Khalid Almsafir, Rusinah Siron and Ahmad Salih Mheidi Alnaser, (2013), Arif, S., & Ilyas, M. (2013), Siddiqui, R. S. & Hasssan, A. (2013), Manhas, C. (2013), Swamy, D. R. (2013), Jerome (2013), Mohammadi, H & Shahrabi, M. (2013), Nitesh Sharma and Devendra Singh Verma(2013), Anand Pawar (2013), Sinha, C. (2012), Tabassum, A., Rahman, T., & Jahan, K (2012), Stephen (2012), Muftah, H. A., & Lafi, H (2011), Abbasi, M., M. Samadzadeh and B. Shahbazzadegan (2011), Normala, Daud (2010), Islam, M. Z., & Siengthai, S (2009), Rethinam, GunaSeelan (2008), Che Rose, Raduan.,Beh, LooSee., Uli, Jegak., and Idris, Khairuddin (2006), Serey, T. T. (2003), Hossain, M. M., &

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Islam, M. T (1999), King, Erhad (1997), Cohen et al. (1997), Chander, Subash and Singh, Parampal (1993), Havlovic (1991), Baba, V. V., & Jamal, M. (1991), Straw, R.J. & C.C. Hecksher (1984), Mirvis, P.H. and Lawler, E.E (1984), Gardon, Herman (1984), research identifies that there is positive and significant relationship between Quality of Work Life and job satisfaction of employees.



Figure 2. Job Satisfaction Publications

From the available literature is observed that over a period of time more researchers are considered Job satisfaction as a one of the important components while measuring status of QWL of employees.

3. Opportunities for Growth and Advancement:

Employee's perceived that internal growth and development opportunities are the most important factor which affect on QWL. Opportunities for growth and advancement indicate how the organizations helps in professional growth and the policies, strategies of organization to support employees.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Rani, A. M. (2016), Chanana, M., & Gupta, S. K. (2016), Teryima, S. J., Faajir, A., & John, E. (2016), Jain, Y., & Thomas, R. (2016), Nanjundeswaraswamy, T & R, D. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Nitesh Sharma and Devendra Singh Verma,(2013), Godina Krishna Mohan & Kota Neela Mani Kanta (2013), Jagatheesh, C. G. (2013), Jerome (2013), Indumathy.R. Kamalraj.S (2012), Jaikumar, A & kalaiselvi, K. (2012), Stephen, A. (2012). Bolhari, A., Rezaeean, A., Bolhari, J., Bairamzadeh, S., & Soltan, A. A. (2011), Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010), Subrahmanian, M., & Anjani, N. (2010), Che Rose, Raduan.,Beh, LooSee., Uli, Jegak., and Idris, Khairuddin. (2006), G NaslSaraji, H Dargahi (2006), Sangeeta (2004), Saklani, D. R. (2004), Ellis, N., & Pompli, A. (2002). Wyatt, T. A. & Wah, C. Y. (2001), Lau RSM, Bruce EM (1998). Chander, Subash and Singh, Parampal (1993), Levine, M. F., Taylor, J. C., & Davis, L. E. (1984) Jain Levine, M. F., Taylor, J. C., & Davis, L. E. (1984), Stein, B. A. (1983), Chander

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and Singh, (1983), Orpen (1981) Walton, R. (1973), research discovered that Opportunities For Growth And Advancement has positive association with QWL of employees.

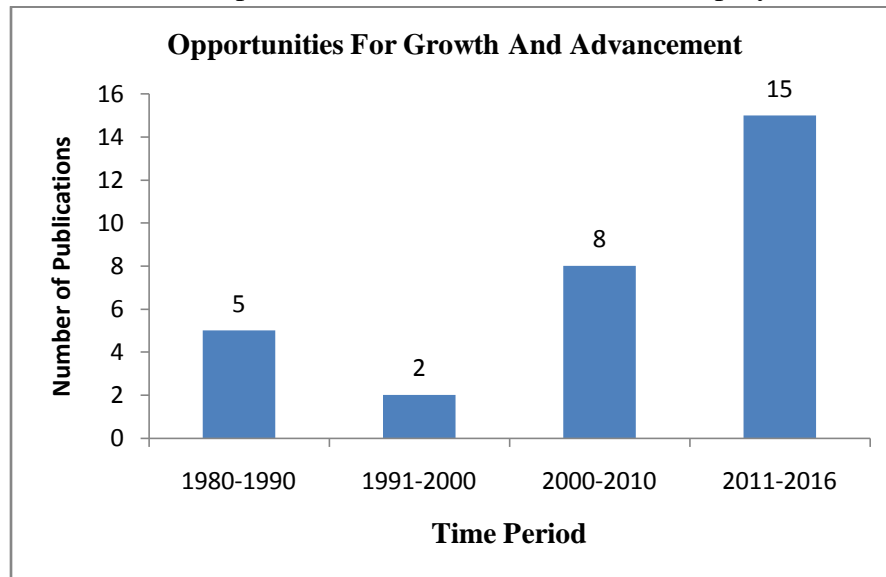


Figure 3. Opportunities For Growth and Advancement Publications

From the existing literature is observed that more researchers are considered opportunities for growth and advancement as a one of the predominant components to measure employees Quality of Work Life.

4. Adequate and fair compensation:

Compensation and rewards are motivational factors. The best performer is given rewards, and this builds the competitions among the employees to work hard and to achieve both organizational and individual goals. The economic interests of employees drive them to work and employee satisfaction is dependent to some extent on the compensation offered. Pay should be fixed on the basis of work done, individual skills, responsibilities undertaken, performance and accomplishments. It includes factors like Fair compensation, Pay based on Responsibility; Performance based salary, Fair promotion, Rewards for good work.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Chanana, M., & Gupta, S. K. (2016), Jain, Y., & Thomas, R. (2016), Mogaddam, A., & Azad, N. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Nanjundeswaraswamy, T & R, D. (2015), Rubel, M. R., & Kee, D. M. (2014), Swamy, D. R. (2013), Jerome (2013), Nitesh Sharma and Devendra Singh Verma,(2013), Anand Pawar (2013), Jaikumar, A & kalaiselvi, K. (2012), Stephen, A. (2012), Indumathy.R. Kamalraj.S (2012), Bolhari, A., Rezaeean, A., Bolhari, J., Bairamzadeh, S., & Soltan, A. A. (2011), Meenakshi Gupta, & Parul (2011), Subrahmanian, M., & Anjani, N (2010), Normala, Daud (2010), Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010), G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), David lewis et al (2001), Lau RSM, Bruce EM (1998),

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Chander, Subash and Singh, Parampal (1993), Reid (1992), Mirvis, P.H. and Lawler, E.E. (1984), Chander and Singh, (1983), Stein (1983), Walton, R. (1973) research revealed that adequate and fair compensation has positive association with QWL of employees.

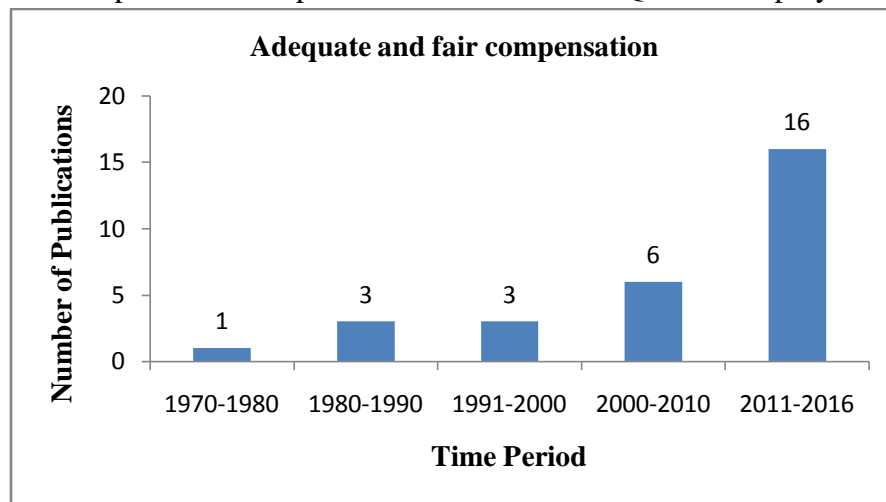


Figure 4. Adequate and Fair Compensation publications

From the Figure 4 it is identified that in many of the study adequate and fair compensation is used as a one of the components to measure the employees Quality of Work Life.

5. Emotional Intelligence:

Emotional Intelligence is a significant issue which is to be considered both in psychology and management so that many managerial problems can be solved. If the employees utilize their Emotional Intelligence in attaining organizational goals, they will afford a pleasant environment for them and their colleagues. Following factors need to be considered while measuring impact of EI on QWL of employees; they are perception, manage own emotion, Utilization, Appraisal and expression of emotions in the self, Appraisal and recognition of emotions in others, Use of emotions to facilitate performance and Regulation of emotions in the self.

Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Srividhya, S. & Sharmila, G. (2014), Sharma, L. N. (2014), Eghtesadi, S. (2013), Rakholiya, N. (2013), Ramazani, A. & Nazarian-Madvani, A. (2013), Ziauddin, M. & Naroeei, H. (2013), Siddiqui, R. S. & Hasssan, A. (2013), Abdollahi, B. & Pour-Moazzen, O.,(2013), Manhas, C. (2013), Farahbakhsh, S. (2012), Kalantari, P.; Mohammadi Moghani, H.; Taghibigloo, N. & Honari, H. (2012), Ahmadnejad, M., Hassani, M., Sepehrian Azar, F., & Shojaiee, K., (2012), Karimi, M. (2012), Massah, H. & Samavatyan, H.(2012), Dasgupta, M. & Mukherjee, I. (2011), Kazemi, R. (2011), Yousefi, F. & Safari, H. (2009), Takšić, V. & Mohorić, T. (2006), Slaski, M. & Cartwright, S. (2002) research shows the significant impact of Emotional Intelligence on QWL of employees.

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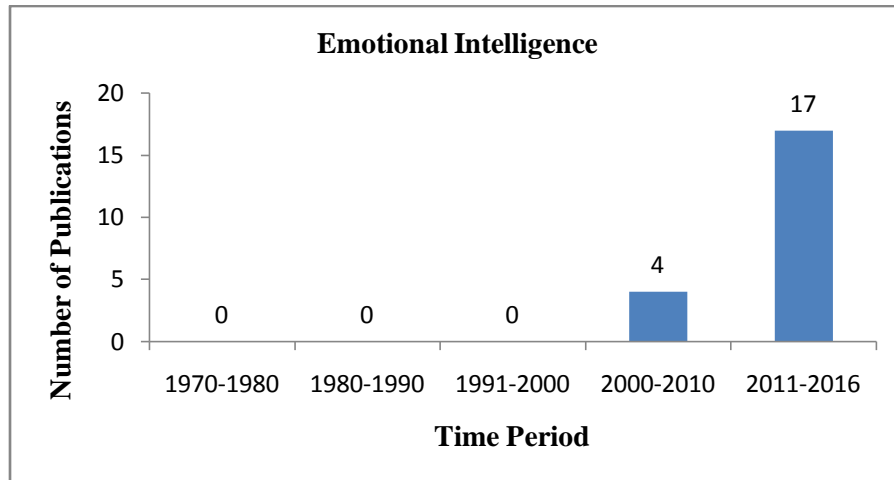


Figure 5. Emotional Intelligence publications

From the figure.5 it is identified that during the 21st century Emotional Intelligence is the one of the predominant factor affects on the employees Quality of Work Life.

6. Organizational commitment:

Organizational commitment is the individual's psychological attachment to the organization. Organizational commitment provides information about the level of commitment that the employees feel towards their organizations. Therefore there are several studies revealing that organizational commitment has a positive impact on the organizational performance and efficiency of the employees which will accordingly lead to the efficiency of the organization.

Danaeifar, I., Gharaei, A. M., Hasani, S., Mirzaei, H., & Abangah, A. (2016), Jain, Y., & Thomas, R. (2016), Eren, H., & Hisar, F. (2016), Ali, A., & Zilli, A. S. (2015), Hadizadetalasaz, Z., Noranisadedin, S., & Shakeri, M. (2015), Barzoki, A. S., & Sarand, V. F (2015), Afsar, S. T. (2014), Esmeili, M., Vahdati, H & Amraei, M. (2014), Anwar Abdellah Mejbhel, Mahmoud Khalid Almsafir, Rusinah Siron and Ahmad Salih Mheidi Alnaser, (2013), Massah, H. & Samavatyan, H(2012), Stephen, A. (2012), Abbasi, M., M. Samadzadeh and B. Shahbazzadegan, (2011), Kazemi, R. (2011), G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), Ellis, N., & Pompli, A. (2002), Chander, Subash and Singh, Parampal (1993), Baba, V. V., & Jamal, M. (1991), research revealed that Organizational commitment has positive impact on QWL of employees.

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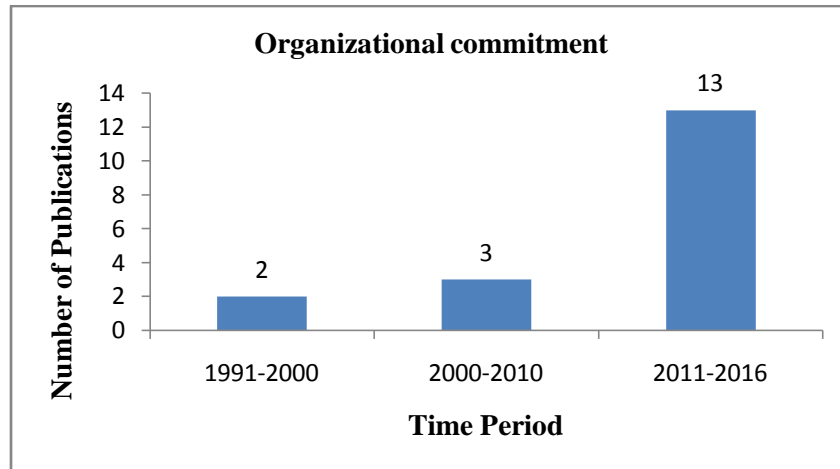


Figure 6. Organizational Commitment publications

Above figure 6 shows that nowadays more number of researcher are considering organizational commitment as a one of the important parameter while quantifying status of QWL of employees.

7. Organizational culture:

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. It includes Involvement in decision making, Co-operation from other department, uniformity of wage policies, Gender discrimination, communication, Comments and suggestion, Proud to work.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Sukma, N., Haryono, A. T., & Wulan, H. S. (2016), Hamidi, Y., Mohammadi, A., Soltanian, A. R., & Mohammad Fam, I. (2016), Nanjundeswaraswamy, T & R, D. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Harrington, S. J., & Santiago, J. (2015), Swamy, D. R. (2013), Anand Pawar,(2013), Nitesh Sharma and Devendra Singh Verma,(2013), Godina Krishna Mohan & Kota Neela Mani Kanta (2013), Stephen, A. (2012), Ellis, N., & Pompli, A. (2002), Lau RSM, Bruce EM (1998), Levine, M. F., Taylor, J. C., & Davis, L. E. (1984), Sharma, B .R.(1987), Kalra, S. K. and Ghosh S (1984), Chander, Subash and Singh, Parampal (1993), Chander and Singh, (1983), Walton, R. (1973), research revealed that there is a positive significant correlations with Quality of Work Life.

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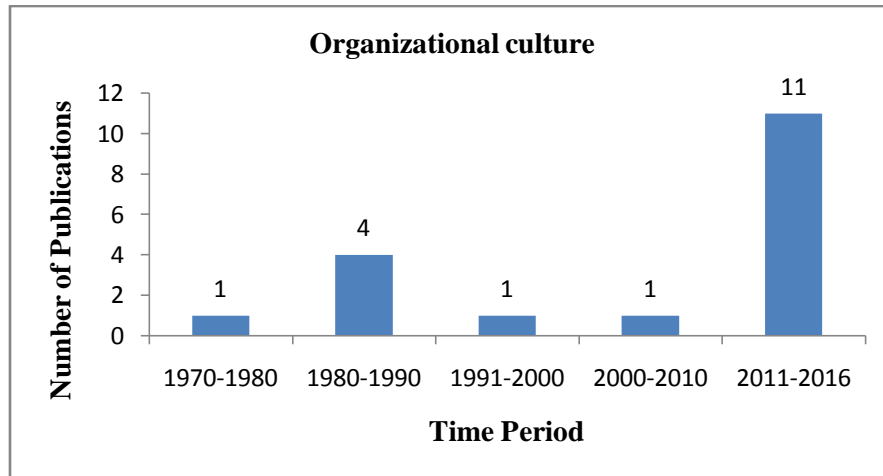


Figure 7. Organizational Culture publications

Figure 7 shows that according to researcher organizational culture is also one of the important drive to enhance the Quality of Work Life of employees.

8. Relationship and co operations:

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 workers is based on skills, work related traits, abilities and potential without considering the race, sex, physical appearance, etc. it includes Relationship with colleagues, Belongingness to firms, Work demand stress, Relationship with immediate superior, Relationship between head, Relationship with sub ordinates.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Rani, A. M. (2016), Nanjundeswaraswamy, T & R, D. (2015), Swamy, D. R. (2013), Jerome (2013), Anand Pawar,(2013), Jaikumar, A & kalaiselvi, K. (2012), Tabassum, A., Rahman, T., & Jahan, K. (2012), Bolhari, A., Rezaeean, A., Bolhari, J., Bairamzadeh, S., & Soltan, A. A. (2011), Subrahmanian, M., & Anjani, N. (2010), Normala, Daud (2010), Ellis, N., & Pompli, A. (2002), Wyatt, T. A. & Wah, C. Y. (2001), Lau RSM, Bruce EM (1998), Chander, Subash and Singh, Parampal (1993), Sharma, B .R.(1987), Mirvis, P.H. and Lawler, E.E. (1984), Kalra, S. K. and Ghosh S (1984), Chander and Singh, (1983), Walton, R. (1973) research describe the positive impact of relationship and co operations of employees on QWL.

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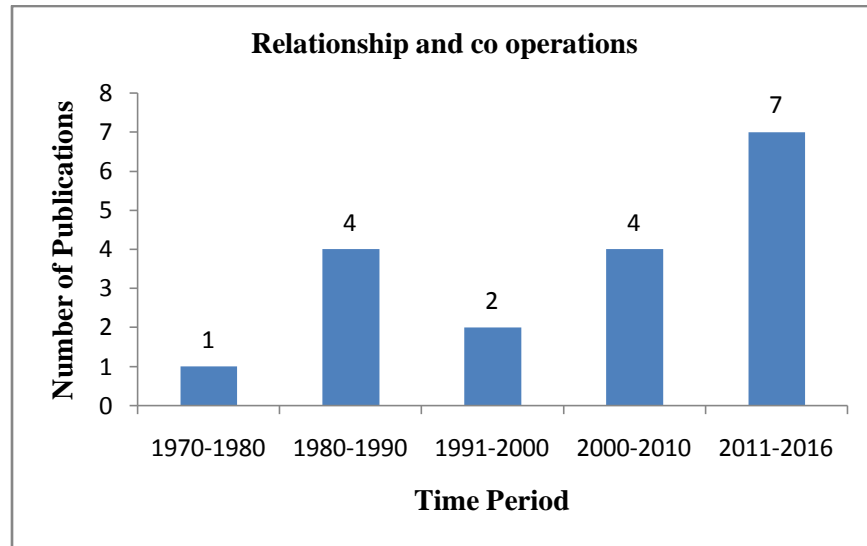


Figure 8. Relationship and Co operations Publications

Above figure 8 illustrate that over a period of time more number of researcher using relationship and co operations as a one of the important factor to quantify the level of QWL of employees.

9. Job security:

Employees want stability of employment and 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.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016), Rani, A. M. (2016), Nanjundeswaraswamy, T & R, D. (2015), Karimi, O., Daraei, M. R., & Farajzadeh, F. (2015), Jagatheesh, C. G. (2013), Stephen, A. (2012), Jaikumar, A & kalaiselvi, K. (2012), Bolhari, A., Rezaeean, A., Bolhari, J., Bairamzadeh, S., & Soltan, A. A. (2011), Che Rose, Raduan.,Beh, LooSee., Uli, Jegak., and Idris, Khairuddin. (2006), G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), Lau RSM, Bruce EM (1998), Chander, Subash and Singh, Parampal (1993), Walton, R. (1973)) research revealed that job security has positive association with QWL of employees.

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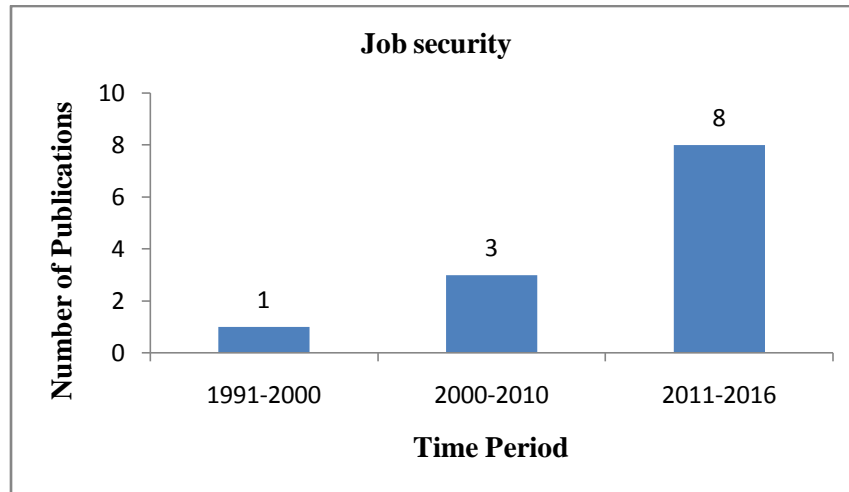


Figure 9. Job Security Publications

Above figure 9 illustrate that over a period of time more number of researcher using Job Security as a one of the important factor to quantify the level of QWL of employees.

10. Occupational Stress

Occupational stress is a pattern of emotional, cognitive, behavioral and physiological reactions to adverse and noxious aspects of work content, work organization and work environment. It includes the factors like Role Ambiguity, Role Conflict, Role Overload, Role Under Load, Work Pace, Repetitive Work, Work Tension.

Teryima, S. J., Faajir, A., & John, E. (2016), Desti Kannaiah, G. Sasikumar (2014), stephen, A. (2012), Indumathy.R. Kamalraj.S(2012), Sinha, C. (2012), Saklani, D. R. (2004), Slaski, M. & Cartwright, S. (2002), Chander, Subash and Singh, Parampal (1993), Baba, V. V., & Jamal, M. (1991), Dhadda, N. (1990), Chander and Singh, (1983), Occupational Stress, has positive association with QWL

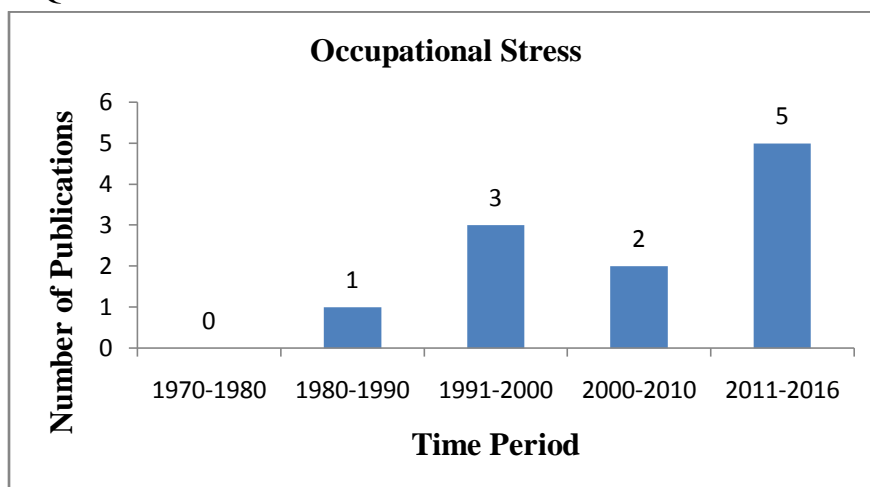


Figure 10. Occupational Stress Publications

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Above figure 10 illustrate that over a period of time more number of researcher using Occupational Stress as a one of the important factor to quantify the level of QWL of employees.

11. Leadership styles:

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. Leadership style affects on the employees QWL based on what types of leadership style his or her superior exhibit, and it includes two types namely Transformational leadership styles, Transactional leadership styles.

Pratama, M. D. (2016), Nanjundeswaraswamy, T & R, D. (2015), Rubel, M. R., & Kee, D. M. (2014), Anand Pawar,(2013), Gillet, N., Fouquereau, E., Bonnaud-Antignac, A., Mokoukolo, R., & Colombat, P. (2013), Normala, Daud (2010), David lewis et al (2001), Chander, Subash and Singh, Parampal (1993), Stein, B. A. (1983), Chander and Singh, (1983) research shows leadership styles has an significant impact on QWL of employees

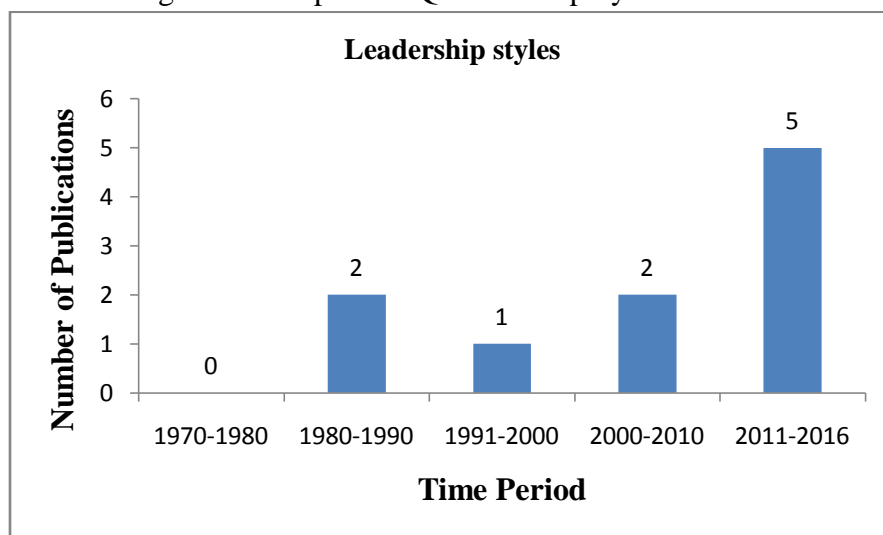


Figure 11. Leadership Styles Publications

Above figure 11 illustrate that over a period of time more number of researcher using leadership styles of superior as a one of the important factor to quantify the level of QWL of employees.

12. Nature of Work:

Nature of work means the type of work he/she does. It is the daily tasks that he carries out as a part of his/her job it includes monotonous work, work which leads physical strain, work which leads mental work.

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Teryima, S. J., Faajir, A., & John, E. (2016), Nanjundeswaraswamy, T & R, D. (2015), Stephen, A. (2012), Indumathy.R. Kamalraj.S (2012), Subrahmanian, M., & Anjani, N. (2010), Oomens et al. (2007), Saklani, D. R. (2004), Wyatt, T. A. & Wah, C. Y. (2001), Chander, Subash and Singh, Parampal (1993), Walton, R. (1973) study identified the relationship between nature of work and QWL of employees.

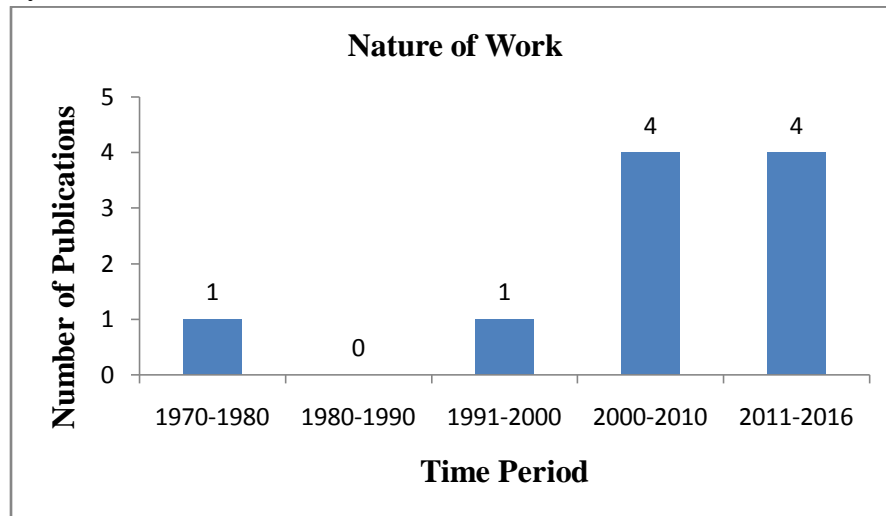


Figure 12. Nature of work Publications

13. Facilities:

Facilities play major role in actualization of the goals and objectives by satisfying both the physical and emotional needs of the employees. Facilities include food service, transportation, security, etc. Many employers have found it beneficial to allow alternate work arrangements for their employees. This is one method to increase employee productivity and morale. The alternate work arrangements to the employees include flexible working hours, shorter or no commute, and secure working environment. It includes Fringe benefits, Social security, Transportation, Safety measures, Welfare activity.

Nanjundeswaraswamy, T & R, D. (2015), Swamy, D. R. (2013), Stephen, A. (2012), Jaikumar, A & kalaiselvi, K. (2012), Subrahmanian, M., & Anjani, N. (2010), G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), Chander, Subash and Singh, Parampal (1993) study argued that facilities provided to the employees has positive impact on QWL

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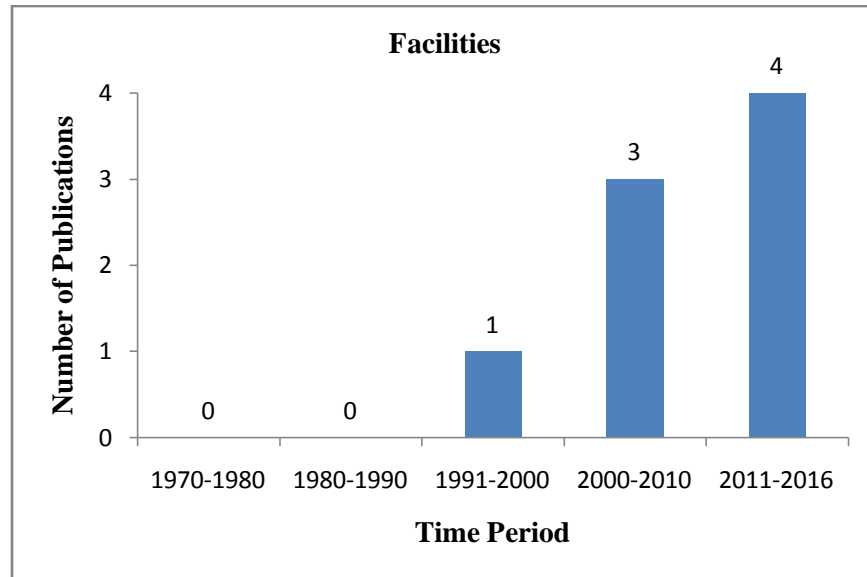


Figure 13. Facilities Publications

14. Autonomy of work:

In autonomous work groups, employees are given the freedom of decision making. Workers themselves plan, co-ordinate and control, work related activities. It includes different opportunities for personnel such as independency at work and having the authority to access the related information for their task, Ability to work, Flexible time, Homework, Job stress, Additional responsibility, balanced objectives and facilities.

Nanjundeswaraswamy, T & R, D. (2015), Mogaddam, A., & Azad, N. (2015), Swamy, D. R. (2013), Indumathy.R. Kamalraj.S(2012), G NaslSaraji, H Dargahi (2006), Chander, Subash and Singh, Parampal (1993), Stein, B. A. (1983), Chander and Singh, (1983) study shows that autonomy of work has positive association with QWL.

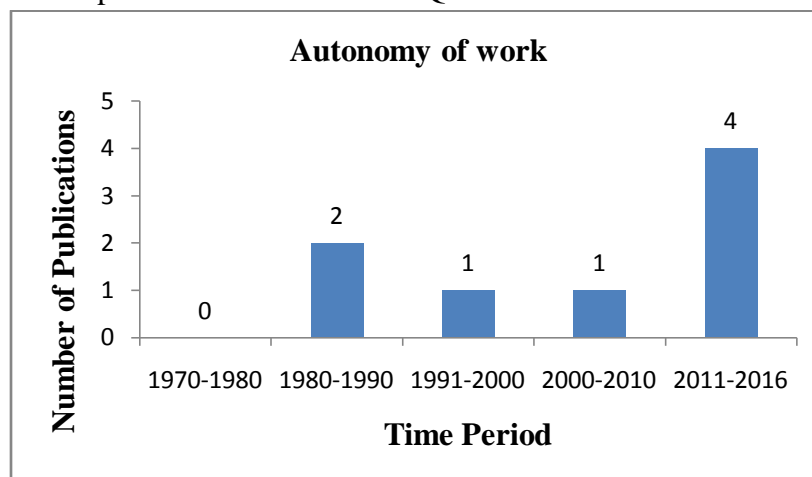


Figure 14. Autonomy of work Publications

15. Employee Attitude:

The attitudes of employees in the workplace can have a significant effect on the business as a whole. Attitude is one of the hidden, hard-to-measure factors that ends up being crucial to the success of a company. Whether for better or for worse, employee attitudes tend to have a drastic impact on the productivity of a business, both directly and through the effect on other job-related factors. Based on their attitudes toward work, employees feel more or less committed to the job. It should include following factors, Creativity, Satisfaction, relationship with Senior Management, Interpersonal Relations, Functional Expertise, Ability to Listening, Communication, Analytical Thinking, Mentoring, Teamwork, Adaptability, and Leadership styles.

Teryima, S. J., Faajir, A., & John, E. (2016), Sunmista, K. J., & Rajeswari, K. (2016), Indumathy.R. Kamalraj.S(2012), Saklani, D. R. (2004), Wyatt, T. A. & Wah, C. Y. (2001), Hoque, E. M., & Rahman, A. (1999), Chander, Subash and Singh, Parampal (1993), employee attitude has positive association with QWL

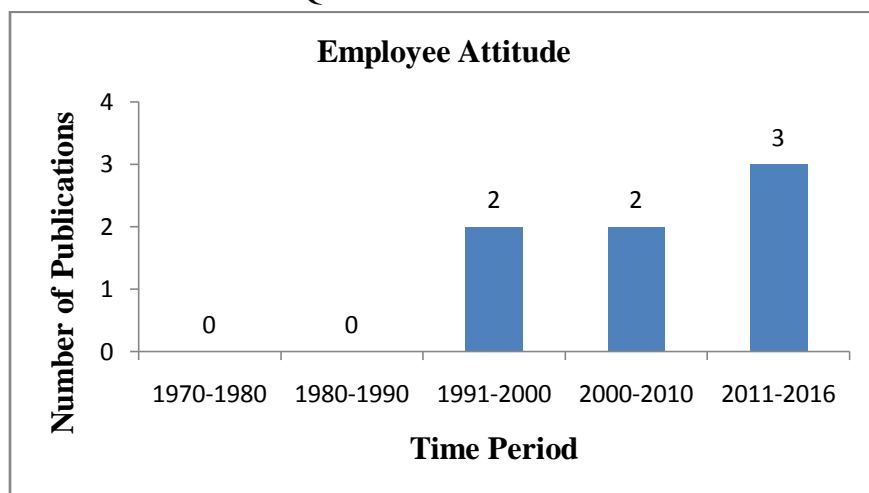


Figure 15. Employee Attitude Publications

16. Job Challenges/ Job responsibility:

Job challenges and responsibility includes the type of the work he/she is doing, what level of responsibility has been assigned.

Teryima, S. J., Faajir, A., & John, E. (2016), Mogaddam, A., & Azad, N. (2015), Stephen, A. (2012), G NaslSaraji, H Dargahi (2006), Saklani, D. R. (2004), Chander, Subash and Singh, Parampal (1993), Levine, M. F., Taylor, J. C., & Davis, L. E. (1984), Chander and Singh, (1983), study show the association between Job Challenges/ Job responsibilities with QWL

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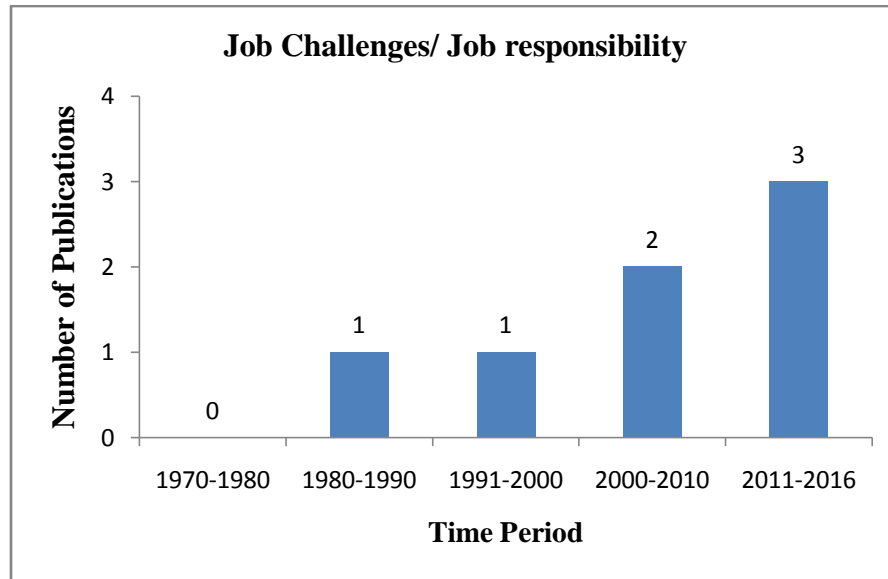


Figure 16. Job Challenges / Job responsibility Publications

17. Training and Development:

Training and development is an organizational activity aimed at bettering the performance of individual and groups. QWL is ensured by the opportunities provided by the job for the development of the employees and encouragement given by the management to perform the job, having good conditions to increase personal empowerment and skills. It includes Objective of training program, Effectiveness of training, Training regarding interpersonal skills, Sufficiency of training program, Frequency of training program.

Nanjundeswaraswamy, T & R, D. (2015). Swamy, D. R. (2013), G NaslSaraji, H Dargahi (2006), Lau RSM, Bruce EM (1998) Chander, Subash and Singh, Parampal (1993), Chander and Singh, (1983), Training and development has positive impact on QWL

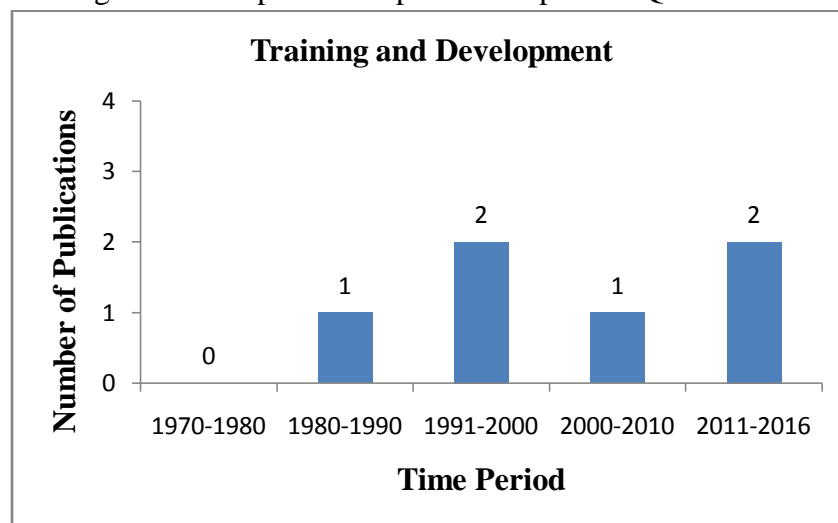


Figure 17. Training Development Publications

18. Adequacy of resources:

Resources should match with stated objectives, otherwise, workforce will not be competent to achieve the predefined objectives. This results in employee dissatisfaction and lower QWL. According to Chelte, adequacy of resources has to do with enough time and equipment, adequate information and help to complete assignments. It includes Communication channel, Facilities, Communication system in the firm.

Maghaminejad, F., & Adib-Hajbaghery, M. (2016). Nanjundeswaraswamy, T & R, D. (2015). Swamy, D. R. (2013) Anand Pawar,(2013),Chander, Subash and Singh, Parampal (1993), has positively associated with QWL

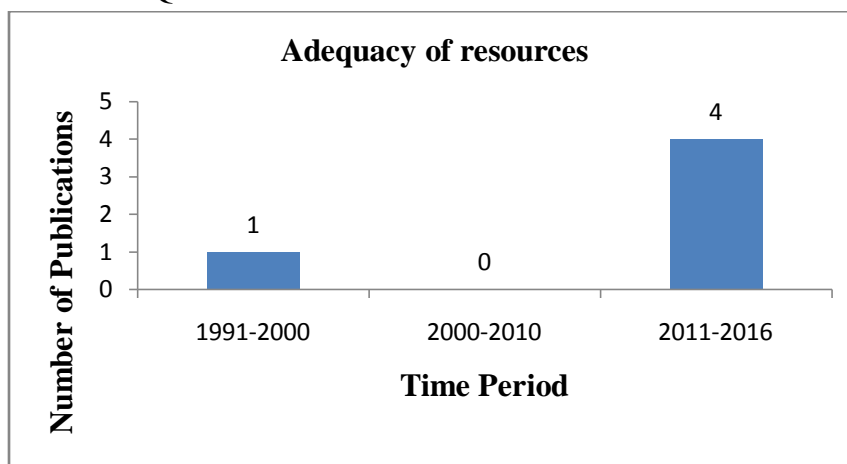


Figure 18. Adequacy of resources Publications

CONCLUSION

QWL is a dynamic multidimensional constructs that include reward systems, training, career advancements opportunities, participation in decision making, employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self esteem, self expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment. Job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non-work life. Each researcher used different components to measure the Quality of Work Life of employees in their study. By considering the available literature based on the frequency of usage of the components by different researcher and changed situation in labor market, following eighteen components are most predominant components that address the QWL of employees. They are Work environment, Job satisfaction, Opportunities For Growth And Advancement, Adequate and fair compensation, Emotional Intelligence, Organizational commitment, Organizational culture, Relationship and co operations, Job security, Occupational stress, Leadership styles, Nature of Work, Facilities, Autonomy of work, Employee Attitude, Job Challenges/ Job responsibility, Training and Development , Adequacy of resources.

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Table 1. Predominant Quality of Work Life Components

SI No	Components	Number of Publications
1	Work environment	43
2	Job satisfaction	39
3	Opportunities For Growth And Advancement	31
4	Adequate and fair compensation	29
5	Emotional Intelligence	21
6	Organizational commitment	18
7	Organizational culture	18
8	Relationship and co operations	18
9	Job security	13
10	Occupational stress	11
11	Leadership styles	10
12	Nature of Work	10
13	Facilities	8
14	Autonomy of work	8
15	Employee Attitude	7
16	Job Challenges/ Job responsibility	7
17	Training and Development	6
18	Adequacy of resources	5

Acknowledgments

The author appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interests

The author declared no conflict of interests.

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How to cite this article: T Nanjundeswaraswamy, M Sandhya (2016), Quality of Work Life Components: A Literature Review, *International Journal of Indian Psychology*, Volume 3, Issue 4, No. 75, ISSN:2348-5396 (e), ISSN:2349-3429 (p), DIP:18.01.042/20160304, ISBN:978-1-365-50727-4