

The Concept of Quality of Work Life

Dipankar Patra^{1*}

ABSTRACT

The concept of Quality of work life (QWL) has been increasingly relevant across the world and across industries and it is relevant from both the organisation and the individual's point of view. In this document, the concept of quality of work life is discussed in relation to the definition, application, approaches and factors impacting an individual and organization. QWL needs to be measured to be effective. Various approaches and variables taken by researchers have been highlighted and the Work-Related Quality of Life scale has been discussed. As QWL is a multi-dimensional construct, this document also briefly addresses some related concepts like, Work place stress, Work-Life Balance, Job satisfaction and Subjective Well-being. Since this is an emerging concept, QWL is becoming increasingly relevant, especially with relevant to the Indian context.

Keywords: *Quality of Life, Quality of Work Life, Work Life Balance, Work Place Stress, Job satisfaction, Subjective Well being*

In the modern era of globalization, the nature of work organizations and its environment are changing radically, primarily due to factors like the incorporation of new technology, globalization, increased competition, privatization, etc. At the work place this is impacting an individual's job, safety, health, and well-being and is rapidly changing work design, conditions of work and the work environment. Such developments create new challenges for employees, which may have both positive and negative effect on their physical and psychological well-being. While this is obviously leading to demands for learning new skills and need for adapting to new types of work pressure, it also results in an unintentional negligence of the health and safety of the workers, often resulting in a variety of job behavioral problems and occupational diseases.

Quality of Work Life (QWL) is a multidimensional construct and both quality of work life and well-being especially at the work place have become important issues for organizational behaviour studies. There is a felt need for working on developing measures and improving variables of work to create more effective and happy employees. In terms of organizational HR practice, QWL involves acquiring, training, developing, motivating, appraising employees. In larger terms it provides a balanced relationship among work, non-work and family aspects of life.

¹Research Scholar, Department of Psychology, Annamalai University, India

*Corresponding Author

Received: May 17, 2022; Revision Received: September 28, 2022; Accepted: September 30, 2022

The Concept of Quality of Work Life

This concept of QWL is thus becoming more important with each passing day for employees as the older, traditional way of work no longer caters to the basic needs of people. Changes in living standards and working systems have led to the changes and diversifications even in basic needs feels Rethinam & Ismail, (2008). However, as a theoretical construct, it remains relatively unexplored and unexplained within the organizational psychology research literature and hence there is much scope of research in this field.

The importance of quality of work life in organizations

Initially, the concept of QWL concept was used only for job redesigning process by considering social- technical system approach. It was also based on management philosophy that adheres to physical and psychological well-being and reputation of employees and to change organizational culture (Ivancevich & Matteson, 1996). This was later broadened by including larger interventions as from an institutional point of view, organizations were quick to realize that the concept of quality has become more or less mandatory and a necessity. Successful organizations concur that the most important asset for the organization is high quality manpower and that the quality of human resources depends on their improved quality of working life which not only helps in the reduction of employee turnover, it provides them with a positive opinion regarding their quality of working life look for improved working conditions, productivity and products. While the role of QWL in organizations may vary, the obvious management support through the implementation of effective organizational policies accounts for the success of implementation of profitable QWL programmes.

Believed to have originated in the USA and UK which later spread to Norway, Netherlands, India and Japan (Davis & Trist, 1974), the concept of QWL is rapidly gaining significance and is drawing more attention. Countries actively participating in QWL are Sweden, Holland, Denmark, Switzerland, Australia, USA and of course India and some of the top companies practicing them are: General Motors, Ford Motors, Chrysler, BHEL (Hardware), TISCO, etc. During the 1970s this Quality-of-life movement was a loosely organized network of some academics which by the 1980s developed into an international grouping of trade union officials, HR managers, social scientists, etc. Historically, this was not confined to the working industry and spread to the family life also. Workers became aware of the latest development and standards in the work environment, safety measures and well-being. They understood that for QWL to be effective, a society should be free from exploitation, injustice, inequality and restrictions on the continuity of human development. Thus, QWL represented employee's awareness of their rights and trade union growth, especially in India.

QWL in India

Jayakumar, A Kalaiselvi, K. (2012) in their work has touched upon the effect of the concept of QWL in India especially in some of the companies like Hewlett-Packard, Smith Kline Beecham, American Express, Colgate Palmolive, Gillette, Dr. Reddy's Laboratories, Reliance and Maruti Udyog Limited, etc. They have highlighted some of the following key factors responsible for successful QWL movement in India:

- Changing profile of the Indian workers from illiterate, rural, low cast individuals to educated, urban and essentially belonging to upper strata of caste structure.
- Priority of human resources over other factors of production such as machinery, land, capital and the establishment of a separate HRD ministry by the Government of India.
- Over 10% workers in organized sectors are unionized who are more vocal for employee demands.

The Concept of Quality of Work Life

- They feel that QWL in India seems to be in practice involving a variety of operational systems like workers participation, job enrichment, quality circles, etc. According to Jain, Sangeeta (2004), in the Indian context the working conditions, opportunity to develop human skills and opportunity for career advancement can ensure better QWL.

They felt that QWL in India seems to be a practice involving a variety of operational systems like workers participation, job enrichment, quality circles, etc. Another researcher, Jain, Sangeeta (2004) mentioned that in the Indian context opportunity to develop human skills and opportunity for career advancement can ensure better QWL.

During recent times, however, the Indian workers and their Unions are now increasingly on the defensive largely because the work norms are imposed heavily on workers by employers and the priority has shifted from retaining jobs rather than focusing on improvement of QWL. In this context, the issue of study of QWL, especially in the Indian context seems all the more relevant. Although bureaucratic corruption and political interventions had impacted government organizations, privatization has created some avenues for unemployed youth by reducing the severity of the problem. There are room for adequate interventions by employers, unions, organisations as well as the government.

QWL in India can be improved through a variety of means. Thus, measures like education and training, employee communication at all levels, union participation, involvement in research projects, and appreciation of bringing a change in the existing environment can be crucial. QWL can be effective in the development and utilization of human resource through satisfaction of the worker's psychological needs for self-esteem, participation, recognition, etc. It has been unanimously accepted that an assured good QWL not only attracts young and new talent but also retains the existing experience ones.

What is Quality of Work Life (QWL)?

Quality of work Life is concerned with humanizing the working life of an individual where emphasis is put on the human factor. It significantly refers to issues of favorableness' or favourableness of a job environment and includes among other issues the development of jobs that are excellent for people as well as for production. Gopinath, R. (2019) takes the context further when he contends that quality of life is a "mixture of real interest in human values in today's society with the realization that everyone is devoting more mature time to work, thus expanding time, material and impartial resources of this endeavour". Thus, QWL is all encompassing and is related to employee's overall mental, physical, psychological and even spiritual needs.

QWL as a subset of QOL

Sirgy (2001) felt that quality of life domains is set hierarchically in a person's consciousness where the general quality of life is at the top and all other domains of quality of life, like the quality of work life are situated subject to individual. It was soon realized that focusing on improving QWL to increase the contentment and satisfaction of employees can result in various advantages for both employees and organization.

Quality of working life is interrelated and interdependent with and is inseparable from other areas of quality of life which determines an individual's satisfaction in multiple ways and may include areas such as an individual's social life, education, development, and opportunities for self-realization, material welfare, health and well-being, guarantee for employment, career planning, competence development, life and work balance, job

The Concept of Quality of Work Life

satisfaction, development of employee skills, wages, health, safety and the improvement of the physical conditions, etc. It also highlights on areas such as stress and burnout and thus, is influenced by an individual's physical and mental health, degree of independency, the social relationship with the environment and other factors. In broader terms, the evaluation of quality of life depends on an individual's value system and most often, an individual's quality of working life directly influences the quality of his or her life value (Jayakumar, 2012). Thus, QWL is a subset of the concept of total quality of life and thus it is of paramount importance to establish a correlation between the two concepts.

Definitions of QWL

Earlier definitions of QWL centered around the concepts of job satisfaction and mental health (Walton, 1973; Cummings and Vorley, 2009). Similar concepts such as quality of work and quality of employment had been used earlier in the same sense as QWL which later gave rise to the concept of job quality.

In lay man terms, QWL is a synthesis of the work place's strategies, processes and environment, which stimulates employee's job satisfaction. Thus, there is a dependency on the working environment which can contribute to employee satisfaction. A satisfied employee likewise participates and engages productively in the work place. The Wikipedia describes it as a person's broader employment related experience that includes both motivating factors and hygiene factors. The motivating factors are the ones that make ones' job experience a positive one and hygiene factors which if lacking are more associated with dissatisfaction. Thus, an individual's Quality of Work Life can be understood as being influenced by their experience of work as well as various other factors related to work such as their personality, feelings of general wellbeing, and home life. As we shall see, QWL covers more than just job satisfaction or stress; rather, such aspects are seen as part of the bigger picture.

The term "Quality of Work Life" has different connotation to different persons. Let us go through how some of the definitions of Quality of work life have evolved chronologically. We find the first definitions of QWL from Cohen and Rosenthal (1980) who viewed it as an intentional effort to bring out increased labour management and co-operation to jointly solve the problem of improving organizational performance and employee's satisfaction. Robbins (1989) defined QWL as "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". The English researcher G. James (1992), viewed QWL from the following three different perspectives:

1. As a target - i.e., to improve the working place and the environment more comfortable, etc.
2. As a process - i.e., which combines the needs of the employees and the goals of the organization
3. As a philosophy where an individual is valued as an asset that can be nurtured through knowledge, experience Feldman (1993), etc. where individuals are viewed for their contribution, skills, knowledge, experience and commitment to the organization.

Feldman (1993) defined QW in relationship between employees and the total working environment. Newstorm and Davis (1997) viewed it as the degree which employees meet their important personal needs through work. Lau et al, (2001) preferred to view QWL in relation to a favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security, and career growth opportunities. Almost

The Concept of Quality of Work Life

similarly, Sirgy et al. (2001) defined QWL as the individual's job satisfaction of work life. Considine (2002) viewed QWL as a synthesis of work place strategies, processes and the environment that stimulates job satisfaction. Thus, an individual's quality of working life directly influences the quality of his or her life value.

The European Foundation for the Improvement of Living and Working Conditions (2002) related QWL to job satisfaction, job acceptance, motivation, health, security, safety, productivity, job security, skill development, well-being and balance between work and non-work life. The human dimension of QWL was echoed in the works of Carayon et al. (2003) who also regarded QWL as the quality of the relationship between employees and their work environment in addition to the technical and economic aspects. In recent times, Serey (2006)'s definition of QWL emphasized the need for meaningful and satisfying work while Reena & Jayan (2012) emphasized on the concept of growing efficiency as a byproduct of development. Thus, while some researchers like Jayakumar & Kalaiselvi (2012) concluded that QWL provides a perfect balance between work, non-work and family aspects of life, there were other researchers like Gayathiri & Lalitha Ramakrishnan (2013) who felt that defining quality of life was indeed difficult although there was some sort of agreement on the definition of subjective well-being.

Applications and approaches of QWL

Human resource is an asset to any organisation and to sustain in the competitive market, organizations are increasingly focusing on maintaining skilled employees. Various intervention measures such as flexible time, job enrichment, job enlargement, autonomous work group culture help organizations to enhance status of QWL in employees. These programmes ensure full use of a worker's potential by assuring greater involvement from the employees. There are lesser sick leaves which is an indirect form of significant net savings in a country's economy (Tasho, Jordan & Robertson, 2005). At the employee level, QWL programme also provided opportunities for active involvement of employees in decision making process.

Regular assessment of quality of working life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Indeed, QWL has been shown to be linked to productivity as is evident in the works of Judge et al. (2001).

Approaches and factors impacting QOL

Researchers have varied approaches on the subject of QWL. Originally the concept of QWL was focused on the individual, may be due to the development of new technology (Davis & Trist, 1974). While some researchers have focused on the relationship between work environment and work performance, others have concentrated on general well-being (Huzzard, 2003).

Among the various models of QWL, the most significant ones were those by Walton (1973) and Hackman & Oldham (1975). Sirgy et al. (2001) attempted to define quality of work life based on Maslow's hierarchy of quality of needs involving both lower order and higher order needs.

Interestingly, Brock (1993)'s approach to Quality of work life had the following 3 dimensions. They are:

The Concept of Quality of Work Life

- Normative ideals – based on religious, philosophical and other systems. These relate more to the social indicator's tradition in social science and cater neither to the subjective experience of people nor does it depend on the fulfilment of wishes.
- Individual satisfaction of preference – based on one's view of life with respect to individual resources, desires and economic capability.
- Personal subjective experience – based on subjective wellbeing of an employee.

QWL is a concept consisting of a large number of inter-related elements. Potential QWL-related elements and variables would form a long list and some of the most common broad elements agreed by researchers are: appropriate, adequate and fair compensation, safe and healthy working environment, developing individual capacity, development and security opportunities, social integration, constitutionalism, total living space and social relevance (Walton, 1973; Beach, 1980, Cummings and Worley, 1997; Bowditch and Buono, 1994).

In addition to these, others have included some other factors like: the structure and organization of the work, technology, industrial relations, participation, job satisfaction and motivation, employment security, social justice and social security, continuing education, business requirements, administrative behaviour, utilities (Sirgy et al., 2001), participating organization, social facilities, in-service training, the balance of authority and responsibility, organizational structure, union participation (Eaton, 1990).

Yet, there are researchers highlighting on the work factors such as: fair compensation, safe and hygienic working and psychological conditions, knowledge and opportunities to realize one's skills, social integration and relationship, life and work balance, work planning and organization (Van de Looij, 1995).

That working life concepts may vary according to the organisation and employee group was highlighted by Cooper & Mumford (1979). They stressed on both basic extrinsic job factors (wages, hours and working conditions) and the intrinsic job notions of the nature of the work itself as crucial to quality of work life. They acknowledged the importance of other factors like - individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. The relevance of both extrinsic and intrinsic factors was also emphasized in the work of Mirvis and Lawler (1984).

A range of relevant factors involving quality of work life was first expressed in the works of Warr et al. (1997). They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. These factors included work involvement, intrinsic job motivation, high order need strength, job satisfaction, life satisfaction, happiness, self-rated anxiety, etc. His work reflected evidence of a moderate association between total job satisfaction and total life satisfaction and a less strong, but significant associated with self-rated anxiety.

An exhaustive list of indicators of working life was listed by Baba and Jamal (1991) and also explored routinization of job content. The indicators used: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

The Concept of Quality of Work Life

Psychological microclimate is the main factor influencing both employees' satisfaction with job and loyalty for organization. It is worth highlighting that supervisor-leader is the most responsible for the quality of such microclimate. Problems concerning relations with leader and colleagues as well as adequate appreciation and evaluation of accomplished tasks are the major forces influencing working life quality.

Stress on the working environment was given by some (Gilgeous, 1998; Arts, 2001; Juniper, 2002; Schoepke, 2003) who included factors like: consideration of work (material and non-material); emotional state (appreciation, esteem, stress, self-motivation, job satisfaction, safety for job); learning and improvement (career opportunities, acquisition of new knowledge and skills); social relationship in the organization ("relations" with colleagues and supervisors, delegation, communication, command, division of work); self-realization (career opportunities, involvement in decisions making, etc.); physical state (stress, fatigue, burn-out, work load) and Safety and work environment.

Arts (2001) highlighted on physical and psychological results of work which affect the employee. They include: job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress, work load, burn-out, etc. He felt that a high level of quality of working life (QWL) induces the employee's loyalty to the organisation and a decision to work in it. Van de Looij (1995) on the other hand, suggest to involve in this concept of other work factors like fair compensation, safe and hygienic working and psychological conditions, knowledge and opportunities to realize one's skills, social integration and relationship, life and work balance, work planning and organisation. On similar tone, researchers (Akranavičiūtė & Ruževičius, 2007; Brown et al., 2004; Van de Looij, 1995) stressed on work areas like employees' health and well-being, guarantee for employment, career planning, competence development, life and work balance, and others.

Measurement of quality of work life

Fundamentally, an integrated evaluation of quality of life must include all the domains and components, including quality of working life. Quality of working life need to be managed, measured and evaluated. But the evaluation must be both by subjective and objective criterion (Juniper, 2002). We know that the subjective criteria exist in the individual's consciousness and researchers identify them from subjective responses of employees. Objective criteria on the other hand are those that can be measured, counted, monitored. There could be, however, certain barriers to the implementation of QWL. According to Jayakumar (2012) following are some of the barriers to implementation of QWL:

- Resistance to change both by management and employees.
- Perceived cost of implementation
- Continuous increase in QWL may result in less productivity, i.e., after a certain level the productivity will not increase in proportion to the increase in QWL.
- Widespread unhappiness due to comparison with colleagues.
- Regional prejudice
- Skepticism about the performance appraisal system and promotion criteria.

From the literature review it is identified that many researchers used different instruments and variables to measure. Quality of work life is multidimensional construct. It is gaining more attention due to many researchers have considered different variables which are related to job satisfaction, job security, wages etc. However, there are many other critical factors which contributes to QWL which includes physical, physiological and social factors. For

The Concept of Quality of Work Life

instance, Warr et al. (1979) developed 8 measures considered relevant to the diagnosis and evaluation of QWL from the psychological point of view. They are: work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness and self-rated anxiety.

Sirgy et al. (2001) set out to develop a comprehensive measure of QWL based on need satisfaction and spillover theories (Maslow 1954, Herzberg 1966). While the need satisfaction theory argues that people have basic needs they seek to fulfil through work, the spillover approach to QWL suggests that satisfaction in one life domain (e.g., work) affects satisfaction in another (e.g., home-life). In order to test these theories, Sirgy et al. (2001) measured a number of factors: job requirements, work environment and organizational commitment.

Rose et al., (2006) used three exogenous variables (career satisfaction, career achievement and career balance) to measure the status of QWL in managers of free trade zones in Malaysia.

Nasl Saraji and Dargahi (2006) identified QWL variables, such as: fair pay and autonomy, job security, health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, balance between the time spent at work and with family and friends, level of stress experienced at work, amount of work to be done, occupational health and safety at work.

Mehdi Hosseini et al, (2010) concluded that the career achievement, career satisfaction and career balance are the most significant variables to achieve good Quality of Work Life. They also included: fair pay, growth opportunities and continuing promotion improves staffs' performance which in turn increases QWL of employees.

Normala and Daud (2010) investigated the relationship between QWL and organizational commitment among employees in Malaysian firms and zeroed into the 7 QWL variables: physical environment, growth and development, participation, supervision, social relevance, pay and benefits. In the same year, Ebrahim Kheradmand et al., (2010) explored the relationship between Quality of Work Life and Job satisfaction of employees in a company in Iran using variables: satisfaction with fair payment, safe healthy working environment, opportunity for continuous growth, social relationships in organization, balanced role of work, social coherent in the work organization, regulations and rule orientation, developing human capacities.

Alireza Bolhari et al., (2011) used Waltons' QWL questionnaire to measure the level of QWL in Information technology staffs in Iran, comprising of 24 questions in eight categories: adequate and fair compensation, safe and healthy work environment, growth and security, constitutionalism, social relevance, total life space, social integration, development of human capacities.

Mirkamali, and Thani (2011) used modified form of Walton's factors questionnaire to determine the Quality of Work Life among faculty members of University of Tehran and Sharif university of technology. This questionnaire comprises the following variables: Adequate and fair compensation, Safe and healthy working, Opportunities for continued growth and security, Constitutionalism in the work organization, The social relevance in

The Concept of Quality of Work Life

work life, Overall life space, social integration and cohesiveness, Human progress capabilities.

Behnam Talebi et.al., (2012) examined the relationship between the employees QWL and effectiveness in service organization like banking sector using 7 QWL variables: healthy and secure work environment, salary and benefits, job security, autonomy at work, providing the basis for skills education, and determining the job development direction.

Jayakumar (2012) suggests 4 primary measures to improve the quality of work life. They are: QWL through employee involvement, QWL through quality circles, Socio technical systems and autonomous work groups.

Research carried out by Anwar et al., (2013) revealed that, the most frequently used QWL drivers are: reward, benefits and compensation, followed by career development, communication, and safety and security respectively in order of frequency. Also, important QWL drivers were top management involvement, cohesion of work and life, job satisfaction and employee motivation which are not considered in many of the research.

Nitesh Sharma and Devendra Singh Verma (2013) examined the QWL existence in Small Scale Industries in Indore and identified 7 Quality of Work Life variables: good working environment, job satisfaction, chance of growth, fair compensation, employees' motivation, and communication flow, flexible or suitable working time. Literature review reveals that the many other researcher used some of the independent variables to analyze Quality of Work Life of employees: demography, designation, age, experience, gender, and educational qualification, size of the firm, turnover and salary.

Godina Krishna Mohan and Kota Neela Mani Kanta (2013) examined the variables that play a vital role in influencing the QWL in the manufacturing organizations in the state of Andhra Pradesh, India. The variables selected were: working conditions, inter personal relations, trust among employees, autonomy and freedom, participation in decision making, career advancement, training, superior support, safety conditions, top management support, conflict management, amenities, performance linked pay system, communication, implementation of organizational policies, participative management, transparency system, nature of job, rewards and recognition, value system and job satisfaction.

Nanjundeswaraswamy and Swamy (2013) used 9 components to measure quality of work life of employees in private technical institutions: work environment, organization culture and climate, relation and co-operation, training and development, compensation and rewards, facilities, job satisfaction and job security, autonomy of work and adequacy of resources.

Subhashini and Ramani Gopal (2013) used 8 dimensions to evaluate status of QWL of women employees working in selected garment factories in Coimbatore district of Tamil Nādu: Relationship with co-worker, Opinion about workload, Health and safety measures, Satisfaction about feedback given, Opinion about working hours, Training programs given by the organization, Opinion about Respect at workplace, Grievance handling procedure.

Elamparuthi (2014) used 15 QWL variables to measure the level of QWL of employees in SSIs: working environment, safety, job security, stress, motivated by superior, Job allows to use my skills, promotion opportunities, provide enough, treated with respect, working hours,

The Concept of Quality of Work Life

job allows to be productive, is training opportunities helpful, salary satisfaction, employee motivation, proud to be part of industry.

Measurement Scales

The most used scale is the Work-related quality of life scale (WRQL). QWL aims to capture the essence of an individual's work experience in the broadest sense and is influenced by the direct experience of work and by the direct and indirect factors that affect the experience. From organizational policies to personality, from feelings of general wellbeing to actual working conditions, an individual's assessment of their quality of work life is affected as much by their job as what one brings to the job.

This scale assesses the extent to which the employee is satisfied with the fundamental resources, working conditions and security necessary to do their job effectively. Physical working conditions influence employee health and safety and thus the QWL. In a final assessment, WRQL scale with a low score indicates that, generally, one may be substantially less satisfied with one's work life in one or more areas than most people which might require reviewing for a change in plan for the better both at the organizational and the individual level. While most scores are however, in the average range, consideration of the subscale scores may help one identify areas requiring positive changes in one's working life so that one feels good about life in general. A desirable high score, on the other hand, indicate that quality of working life is good and satisfying.

It is a 23-item psychometric scale for measuring perceived quality of life of employees as measured through the following six psychosocial factors (Van Laar et al., 2007). Following are the 6 sub scales:

- The **Job & Career Satisfaction (JCS) scale** - The JCS scale reflects an employee's feelings about, or evaluation of, their satisfaction or contentment with their job and career and the training they receive. It reflects the extent to which one is content with one's job and prospects at work and covers various issues like clarity of goals and role ambiguity, appraisal, recognition and reward, personal development career benefits and enhancement and training needs. It also deals with other features like clarity of goals and role ambiguity, appraisal, recognition and reward, personal development career benefits and enhancement and training needs.
- The **General well-being (GWB) scale** - It is suggested that general well-being both influences, and is influenced by work. Mental health problems, predominantly depression and anxiety disorders, are common, and may have a major impact on the general well-being of the population This scale assess the extent to which an individual feels good or content in themselves, in a way which may be independent of their work situation. The sub scale assesses issues of mood, depression and anxiety, life satisfaction, general quality of life, optimism and happiness. Thus, it reflects overall psychological well-being and general physical health aspects.
- The **Stress at Work sub-scale (SAW)** - Work pressures and demands can be a positive of aspect of our work experience, providing challenge and stimulation, but, where we see them as excessive and beyond our ability to cope, we are likely to feel overloaded and stressed.
This reflects the extent to which an individual perceives they have excessive pressures, and feel stressed at the work place. The SAW factor is assessed through items dealing with demand and perception of stress and actual demand overload.

The Concept of Quality of Work Life

- The **Control at Work (CAW)** - Perception of control is generally associated with various aspects of work, including the opportunity to contribute to the process of decision making that affects one and perception of control can strongly affect both an individual's experience of stress and their health. Control at Work reflects the level to which one can exercise what one considers to be an appropriate level of control within the work environment This subscale addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work. It is influenced by issues of communication at work, decision making and decision control.
- The **Home-Work Interface scale (HWI)** - A poor work-life balance can have negative effects on one's well-being. HWI is related to work life balance and measures the extent to which an employer is perceived to support the family and home life of employees in relation to his responsibilities at work. The issues that appear to influence employee HWI include adequate facilities at work, flexible working hours and the understanding of managers.
- **Working conditions (WCS)** - A large proportion of most people's lives are spent at work. But all too often, we tend to see work as something we just have to put up with, or something we don't expect to enjoy. Working condition encompasses the fundamental resources, working conditions and security necessary at the working environment. This also includes aspects of the work environment such as noise and temperature, shift patterns and working hours, pay, tools and equipment, safety and security. Dissatisfaction with these aspects can have a significantly adverse effect on the overall WRQL score.

Other scales

There are few other qualities of work life scales which also have good validity and reliability. Thus, **The Brief Index of Affective Job Satisfaction (BIAFJS)** contains 4 items and unlike other job satisfaction measures is comprehensively validated for consistency reliability and other criteria.

Earlier, Sevastos (1996) converted the two bipolar scale of Warr (1990) into four monopolar scale in his doctoral dissertation. The scale was concerned with how their job has been making the participants feel over the past few weeks (Sevastos, 1996).

Another relatively new measure on QWL is the **Work-Related Quality of Life (WRQL) Scale** developed by Van Laar and friends (2007). This scale measures work and non-work QWL and also stress in the workplace. It is concise and psychometrically strong, valid and reliable (Edwards and friends, 2009; Darren Van Laar and others,2007).

Some Allied Concepts of Quality of work life

Quality of working life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with colleagues, but also factors that broadly reflect overall life satisfaction and general feelings of well-being. Thus, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in quality of working life.

Authors differ in their views on the core constituents of QWL (e.g., Warr et al. 1979, Sirgy et al. 2001). It has generally been agreed however that QWL is conceptually similar to

The Concept of Quality of Work Life

employee well-being, but differs from job satisfaction which solely represents the workplace domain (Lawler 1982). In this section, we will cover related concepts of QWL, like Work life balance, Subjective well-being, Work related stress and Job satisfaction.

Work Life Balance

Work and family, the two pivotal areas in our lives, are often in conflict, often as a result of work pressure. Other factors such as conflicting interests and over socialization in the community also contributes to a disruption in the work -life balance. The analysis of the scientific literature on the concept of the quality of working life (QWL) and on the factors which have an impact on the quality revealed that the aspect of the balance of work and personal life (BWPL) is extremely relevant from both the theoretical and practical points of view.

In his article, Pichler (2009) mentions the concept of the balance of work and personal life suggested by U. Byrne (2005) is like juggling the five aspects of our life: work, family, friends, health, and the spiritual condition. This list, however, can be expanded to include leisure time, cultural entertainment, and the maintenance of ties with relatives, other favourite activities, hobbies, etc.

The balance of work and personal life impact differently for people who have stable jobs and those whose job is of a temporary nature like those of freelancers where the balance depends primarily on the nature of work and income. As a corollary, it can be deduced that when there is excessive 'free' time for one's personal life, the employee is not necessarily content because this can simply mean that one does not have sufficient work and income to live that personal life adequately. It has also been seen that creative employees are much more tolerant to excess workloads (overtime and doing additional jobs), or have fewer requirements as to the quality of their personal life – which, naturally, suffers as a result of their work.

To understand better the concept of work life balance is the need to understand the work family conflict (WFC) which is a discrepancy between certain social roles: of employee, bread-winner, custodian, as well as father, mother or spouse (Rode et al., 2007; Greenhaus & Beutell, 1985). It has been observed that conflict of work and family is one of the root causes of leaving one's job. The work-to-family conflict reveals how strongly working conditions impact and restrict the individual's family life; as well as how often family life has to be adjusted to the working conditions.

It is interesting to note that the family boundary is more permeable than is the work boundary and an individual tend to report a greater degree of work interface than family interference with work. Greenhaus & Buetell (1985) highlights 3 type of following work family conflicts:

- Time-based: occurs when time spent on activities in one role inhibits the fulfillment of responsibilities in another role.
- Strain based: occurs when pressures from one role impede the fulfillment of obligations in another role.
- Behaviour-based: occurs when behaviours necessary to fulfill one role are incompatible or incongruent with behaviours required in another role.

Research in this direction oversees the investigating the cause and outcomes associated with work family conflict which can be associated with work outcome (job satisfaction, organizational commitment, intention to leave, etc.), family outcome (family and marital

The Concept of Quality of Work Life

satisfaction, etc.) and physical and psychological health outcomes (depression, physical health complaints, substance abuse disorder, etc.).

Job Related Affective or Subjective Well-Being

Affective or subjective wellbeing according to Diener & Larsen (1993) is a broad-based category of phenomena that includes “people’s emotional responses, domain satisfactions, and global judgments of life satisfaction”. They feel that affective well-being includes the frequent experience of positive affects and occasional experience of negative effects.

We had mentioned earlier that the concept of quality is multi-dimensional. It encapsulates a range of perspectives from work-based factors (job satisfaction, satisfaction with pay, satisfying relationship with colleagues) as well a general well-being. Unlike unidimensional measures, multi-dimensional affective well-being is capable of capturing subtleties, complexities and changes in the experience of work (Briner, 1997).

It has generally been agreed however that quality of working life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain and in practice affective psychological state indicates whether people feel good or not at work (**Robertson and Cooper, 2011**). people’s emotional responses, domain satisfactions, and global judgments of life satisfaction”.

Quality of work life and Stress

Overall, the concept of mental health includes elements like subjective well-being, perceived self-efficacy, autonomy, competence and recognition of the ability to realize one’s intellectual and emotional potential, etc. It has been demonstrated that employees who work under safer and healthier workplace with improved physical and psychosocial work environment are relatively more satisfied and psychologically healthy than those who work under pressure and stress prevailing conditions.

Loscocco, K. A. & Roschelle, A. N. (1991), in their work have seen that work-related stress and the relationship between work and non-work life domains https://en.wikipedia.org/wiki/Quality_of_working_life - cite_note-15 are key factors that should conceptually be included in quality of working life. Also, another study revealed that high level of work control is directly related to a positive health and work-related outcomes (Mullarkey, Wall & Jackson, 1997). An understanding of job-related stress and the relationship with quality of work life is recognized as a key factor in understanding employees’ dissatisfaction, lower productivity, absenteeism and turnover (Cummins, 1990; Spielberger & Reheliser, 1995). Studies indicate that occupational stress has become one of the most frequent causes of health problems for people at work.

There are some contributing factors which impact work stress and have adverse psychological effects. They include time pressure, and heavy responsibility for human or economic concerns, monotonous work, shift work and work under perceived threat which lead to psychological stress and overload. Recent research on the changes in work time schedules shows that prolonged work hours and work shifts have detrimental effects on employees’ well-being (Spark, Cooper, Fried, and Shirom, 1997).

Ellis and Pompli (2002) stressed on factors like poor working environments, resident aggression, workload, inability to deliver quality of care preferred, balance of work and family, shiftwork, lack of involvement in decision making, professional isolation, lack of

The Concept of Quality of Work Life

recognition, poor relationships with supervisor/peers, role conflict and lack of opportunity to learn new skills.

Also, factors like ambiguity, role conflict, job insecurity, under and over promotion relates to various degrees of stress (Caplan & Jones, 1975; Van Sell, Brief & Schular, 1981). Non participation of workers (Margolis, Kroes & Quinn, 1974; Spector, 1986) or insufficient participation in decisions related to work can also lead to stress (Karasek & Theorell, 1990). Kornhauser (1965) stresses that poor mental health of an employee can directly related to unpleasant working condition, necessity to work fast, expend a lot of physical effort, and inconvenient work hours. According to report from WHO (2004), inadequate, inconsiderate or unsupportive supervision, poor relationship with coworkers, bullying, harassment and isolation increases the risk of a mental health problem. Masoud Birjandi et.al (2013) demonstrated a positive relationship between the components of quality of work life and manager's performance.

Other factors are lack of effective communication, restriction on behaviour and rigid rules and regulations. Psychological problems have been found to be arising from poor ergonomic conditions are increasingly apparent in industries (Grandjean, 1983). Thus, there exists significant relationship between occupational health and mental health of the employees.

Mental health problems have an impact on employers and businesses directly through increased absenteeism, reduced production and increased costs. At the individual level, stress may also result in adverse psycho-physiological states such as increased heart rate and blood pressure (French & Caplan, 1970), high serum cholesterol heart diseases, cerebral stroke, diabetes Miletus, respiratory illness, peptic ulcer, somatic complaints and mortality rates. Many experiences sleep disturbance, depression, somatic complaints, tension, anxiety, low self-esteem, dissatisfaction with life etc. Shehadeh and Shain (1990) found that job-related stresses are significantly related to heavy alcohol consumption and thus, lead to increased risk of poor health. Thus, according to Killian (2004), the quality of work life is negatively impacted by the level of work place stress and burn out. Although a high perceived occupational health significantly negatively correlates with mental ill-health, low occupational health does not significantly associate with the symptoms of mental ill-health.

It has been generally observed that social support from colleagues, development of joint problem-solving skills and assistance from supervisors play an important role in both the perception of stressors and the impact of stress on mental health outcomes (Kortum & Ertel, 2003). Hackman and Oldham (1976) focused on psychological growth needs as critical to quality of work life and identified some critical factors such as skill variety, task identity, task significance, autonomy and feedback.

Job satisfaction, Job dissatisfaction and Quality of Life

Job satisfaction theories highlight the distinction between job satisfaction and dissatisfaction in quality of working life. Herzberg et al., (1959) had identified separate "Hygiene factors" and "Motivator factors" to distinguish between the separate causes of job satisfaction and job dissatisfaction. Thus, the common motivating factors are intrinsic to the job like job content, the nature of the work, the work responsibility and the prospects of career advancement and the obvious hygiene factors also called dissatisfaction-avoidance factors include interpersonal relationships, salary, working conditions, job security and company policy and administration. In reality, QWL not only includes work-based factors such as job satisfaction, but also the broader non-work factors that affect how the employee approaches and is

The Concept of Quality of Work Life

influenced at work, including general life satisfaction and feelings of well-being (Danna & Griffin 1999), the relationship between work and non-work life domains (Loscocco & Roschelle, 1991) and work-related stress (Killian 2004).

Earlier, Lawler and Porter (1966) opined that an individual's experience of satisfaction or dissatisfaction can be substantially rooted in their subjective perception which puts emphasis on different points. In recent times, Noor and Abdullah (2012) gave more importance to job satisfaction and demonstrated significant relationship between QWL and Job satisfaction.

CONCLUSION

There is enough awareness generated with respect to the improvement of the quality of work life across organizations, especially as the expectations from the employee is increasing. The humanization nature at the work place is being increasingly stressed by researchers as it is able to handle the needs of the individual and the organisation better. At the individual level too, Quality of work life ensures handling of work-related stress and better work life balance. There is ample scope of research in this direction, especially in the Indian context.

REFERENCES

- Akranavičiūtė, D., Ruževičius, J. (2007). Quality of life and its components' measurement. *Engineering Economics*, 2, p. 43-48.
- Anwar, A. M., et.al. (2013). The Drivers of Quality of Working Life (QWL): A Critical Review, *Australian Journal of Basic and Applied Sciences*, 7(10), pp.398-405.
- Arts, E. J., Kerksta, J., Van der Zee (2001). *Quality of working life and workload in home help*. Nordic College of Caring Sciences, p. 12-22.
- Baba, VV and Jamal, M (1991). "Routinisation of job context and job content as related to employees' quality of working life: a study of psychiatric nurses". *Journal of Organisational Behaviour*. 12. 379-386.
- Behnam Talebi, B., M. PakdelBonab, G. Zemestani and N. Aghdami, (2012). Investigating the Relationship between the Employee's Quality of Work Life (QWL) and Their Effectiveness in Banking. *European Journal of Experimental Biology*, Vol. 2(5): 1839-1842.
- Birjandi, M. Birjanidi, H., Sharafi, A. & Mihandoost, R. *The relationship of Quality of work life and performance of the managers of SMEs of Shiraj Industrial Town: Case study in Iran*, 1(2), 21-28.
- Bowditch, J. L., Buono, A. F. (1997). *A Primer on Organizational Behavior*. USA: Wiley
- Bolhari, A. Rezaeean, A., Bolhari, J., Bairamzadeh, S. & Soltan, A. A. (2011). The Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs, *International Conference on Computer Communication and Management*, Vol. 5, IACSIT Press, Singapore.
- Briner, R.B. (1997) *Beyond stress and satisfaction: Understanding and managing emotions at work*. Paper presented at the Occupational Psychology Conference, Blackpool.
- Brock, D. (1993). *Quality of life in health care and medical ethics*, in M. Nussbaum and A. Sen (eds.), *The Quality of Life* (Clarendon Press, Oxford), pp. 95–132.
- Brown J., Bowling A., Flynn T. (2004). Models of Quality of Life: A Taxonomy, Overview and Systematic Review of the Literature. European Forum on Population Ageing Research.
- Byrne, Una (2005). Work-life balance: Why are we talking about it at all? *Business Information Review*, 22(1).
- Carayon, et al. (2003): Quality of working life among women and men in the information technology workforce. In *Proceedings of the Human Factors and Ergonomics*

The Concept of Quality of Work Life

- Society*, 46th Annual Meeting, Baltimore, p. 1379-1383. Toronto: University of Toronto.
- Cohen, R. and Rosenthal, E. (1980). Should Union Participate in Quality of Work Life Activities: The Quality of Work Life- the Canadian Scene. *School education quality Colligan: Smith & Hurrell, 1977.*, Vol. 1, No. 4, pp. 7-12. [3]
- Considine, G., Callus R. (2002). The Quality of Work Life of Australian Employees – the development of an index. *University of Sydney*.
- Cooper, C. L.; Mumford, E. (1979). *The Quality of working life in Western and Eastern Europe*. Westport, Conn: Greenwood Press, 1979. 348 p.
- Cummins, R. (1990). Job stress and the buffering effect of supervisory support. *Group and Organizational Studies*, 15, pp.92-104.
- Cummings, T.G. and Worley, C.G. (2009) *Organization Development & Change*. 9th Edition, South Western Cengage Learning, Mason.
- Davis, L. E., & Trist, E. L. (1974). Improving the quality of working life: Sociotechnical case studies. In J. O'Toole (Ed.), *Work and the quality-of-life resource papers for work in America* (pp. 246-279). Cambridge: MIT Press.
- Diener, E. & Larsen, R.J. (1993) The experience of emotional well-being. In M.Lewis and J.M. Havilland Durup (1996) (Eds), *Handbook of emotions*. New York: Guildford Press.
- Ebrahim Kheradmand, E.; Mohammadreza Valilou, M. & Alireza Lotfi, A. (2010). The relation between Quality of Work Life and Job Performance. *Middle East Journal of scientific research*, Vol 6(4), pp. 317-323
- Elamparuthi, S., J. (2014). Significance of Quality of Work Life in Small Scale Industries, Employees in Cuddalore, *European Journal of Commerce and Management Research*, 3 (1), pp. 26-31.
- Feldman P.H (1993). "Work life improvements for home care workers: Impact and feasibility", *The Gerontologist*, 33(1), pp. 47
- G Nasl Saraji and H Dargahi(2019). Study of Quality of Work Life (QWL), *Iranian J Publ Health*, Vol. 35, No. 4, 2006, pp.8-14
- G Nasl Saraji and H Dargahi(2019). Study of Quality of Work Life (QWL), *Iranian J Publ Health*, Vol. 35, No. 4, 2006, pp.8-14
- Gayathiri, R. & Ramakrishnan, L (2013). *Quality of work life – Linkage with Job satisfaction and performance*. 2(1).
- Gilgeous, V (1998). Manufacturing managers: their quality of working life. *Integrated Manufacturing Systems*, Vol. 9, p. 173-181.
- Gopinath, R. (2019). Quality of work life among the employees of LIC. *International Journal of Scientific Research & Review*. 8 (5), 373-377.
- Grandjean, E. (1983). *Ergonomics and health in offices*. Philadelphia, PA: Taylor & Francis.
- Greenhaus, G. & Beutell, N., J. (1985). Source of Conflict between Work and Family Roles. *The Academy of Management Review*, 10(1), pp. 76-88.
- Hackman, J.R., Oldham, G.R. (1980). *Work redesign*. Reading, M.A: Addison-Wesley.
- Herzberg F. (1966) *Work and the Nature of Man*. World Press, Cleveland. Hsu M.Y. & Kernohan G. (2006) Dimensions of hospital nurses' quality of working life. *Journal of Advanced Nursing*, 54, 120–131.
- Herzberg F, Mausner B, & Snyderman B., (1959). *The Motivation to Work*. New York: Wiley.
- Huzzard, T. (2003). The Convergence of the Quality of Working Life and Competitiveness. *Arbetsliv-Omvandling*. National Institute of Working Life: Sweden

The Concept of Quality of Work Life

- Ivancevich, J.M., & Matteson, M.T. (1996). *Organizational Behaviour and Management*. Irwin.
- Jain, Sangeeta. *Quality of Work Life of Indian Industrial Workers*. Deep & Deep Publications, New Delhi, pp. 420-422.
- Jayakumar, A. & Kalaiselvi, K. (2012). Quality of work life among employees of LIC. *International Journal of Scientific Research and Review*. 8(5), 2019, pp373. ISSN NO: 2279-543X
- Jayakumar, A. & Kalaiselvi, K. (2012). Quality of work life: an overview. *International Journal of Marketing, Financial and Management Research*. 1(10). ISSN NO: 2277-3622
- James, G. (1992). Quality of Working Life and Total Management. *International Journal of Manpower*, Vol.13, No. 1, p. 41-58.
- Judge, T. A., Thoresen, C. J, Bono J. E., & Patton G. K. (2001). The job satisfaction – job performance relationship: a qualitative and quantitative review. *Psychological Bulletin*; 127, 376–407.
- Juniper, E. F. (2002). Can quality of life be quantified? *Clinical and Experimental Allergy Reviews*, Vol. 2, p. 57-60.
- Karasek, R., & Theorell, T. (1990). *Healthy work: Stress, productivity and the reconstruction of working life*. New York: Basic Books.
- Killian J.G. (2004) *Career and technical education teacher burnout: impact of humor-coping style and job-related stress*. Dissertation. PhD Thesis, Southern Illinois University, Carbondale.
- Kortum, E., & Ertel, M. (2003). Occupational stress and well-being at work: An overview of our current understanding and future direction. *African Newsletter on Occupational Health and Safety*, 13, pp. 35-38.
- Krishna Mohan, Godina & Kota, Neela Mani Kanta (2013). Quality of Work Life: An Application of Factor Analysis, *SUMEDHA Journal of Management*, (3) pp.4-12.
- Kronhauser, A. (1965). *Mental health of the industrial worker*. New York: Wiley.
- Lau, T., Y.H., Wong, K.F., Chan, and M., Law. (2001). Information technology and the work environment does it change the way people interact at work. *Human Systems Management*, Vol. 20(3), pp.267- 280.
- Lawler, E. and Porter L, (1966). Managers' pay and their satisfaction with their pay. *Personnel Psychology*. XIX.
- Lawler E.E. (1982). Strategies for improving the quality of work life. *American Psychologist*, 37, 486–493.
- Loscocco, K. A. & Roschelle, A. N. (1991). Influences on the Quality of Work and Nonwork Life: Two Decades in Review. *Journal of Vocational Behavior*, 39, pp. 182-225.
- Margolis, B.L., Kroes, W.H., & Quinn, R. A. (1974). Job stress: An unlisted occupational hazard. *Journal of Occupational Medicine*, 16, 654-661.
- Maslow A.H. (1954) *Motivation and Personality*. Harper, New York. McLain D.L. *Academy of Management Journal*.
- Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010). Quality of work life (QWL) and its relationship with performance. *International Journal of Caring Sciences*, 8 (2). 295.
- Mirkamali, S. M., & Thani, F. N. (2011). A study on the quality of work life among faculty members of University of Tehran and Sharif University of Technology. *Procedia-Social and Behavioral Sciences*, 29, pp. 179-187.
- Mirvis, P. H., & Lawler, E. E., (1984). Account for the Quality of work life. *Journal of occupational behaviour*, 5, pp 197-212.

The Concept of Quality of Work Life

- Mullarkey, S., Jackson, P.R., Wall, T.D., Wilson, J.R., & Grey-Taylor, S.M. (1997). The impact of technology characteristics and job control on worker mental health. *Journal of Organizational Behavior*, 18, 471-489.
- Nanjundeswaraswamy, T.S. & Swamy, D., R. (2013). Quality of work life of employees in private technical institutions, *International Journal for Quality Research*, 7(3), pp 431-441.
- Newstrom, J. W., & Davis, K. (1997). *Organizational behavior: Human behavior at work*. New York, NY: McGraw-Hill.
- Normala, Daud, (2010). Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms, *International Journal of Business and Management*. Vol.5 (10), pp. 75–82
- Noor, S. M., & and Abdullah, M. A. (2012). Quality of work life among workers in Malaysia. *Procedia – Social and Behavioural Sciences*, 35, 739-745
- Reena & Jayan, (2012). Role of Quality of work life on the job attitude and personal effectiveness of Engineering College Teachers. *Academicia*. 2 (6), 121-134.
- Rethinam, G.S. and Ismail, M. (2008). Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals. *European Journal of Social Sciences*. 7, 1, 58-70.
- Robbins, S. P. (1989). *Organizational Behavior: Concepts, Controversies, and Applications*. NJ: Prentice Hal.
- Robertson, I., T., & Cooper, C. (2011). *Well Being, productivity and happiness at work*. Palgrave, Macmillan.
- Rode, J. C., Rehg, M. T., Near, J. P., Underhill J. R., (2007). The Effect of Work/Family Conflict on Intention to Quit: The Mediating Roles of Job and Life Satisfaction. *Applied Research on Quality of Life*, Vol. 2, No. 2, p. 65-82.
- Rose, R. C., Beh, L., Uli, J., & Idris, K. (2006). Quality of work life: implications of career dimensions. *Journal of Social Sciences*, 2(2), pp.61.
- Schoepke, J., Hoonakker, P., Carayon, P (2003): Quality of working life among women and men in the information technology workforce. In.: Proceedings of the Human Factors and Ergonomics Society, 46th Annual Meeting, Baltimore, p. 1379-1383.
- Serey, T.T., (2006). Choosing a Robust Quality of Work Life, *Business Forum*, 27(2), 7-10.
- Sharma, N. & Verma, D. S. (2013). Importance Of Quality of Work Life in Small Scale Industries for Employees. *International Journal of Latest Research in Science and Technology*, 2 (2), pp. 153- 156.
- Sevastos, P. P. (1996): Job-related affective well-being and its relation to intrinsic job satisfaction. Unpublished PhD Thesis. Curtin University.
- Sevastos, P. P. (1996): Job-related affective well-being and its relation to intrinsic job satisfaction. Unpublished PhD Thesis. Curtin University.
- Sevastos, P.P. (1996). *Job related affective well-being and its relation to intrinsic job satisfaction*. Unpublished PhD thesis. Curtin University.
- Shehadeh, V., & Shain, M. (1990). *Influences on wellness in the workplace: a multi-variate approach*. Ottawa, ON: Minister of Supply and Services Canada (Cat. H39-188/1990 E).
- Sirgy, M. J., Efraty, D., Siegel, P & Lee, D. (2001). A new measure of quality of work life (QWL) based on need satisfaction and spillover theories. *Social Indicators Research*, 55, 241-302.

The Concept of Quality of Work Life

- Spark, K., Cooper, C., Fried, Y., & Shirom, A. (1997). The effects of hours of work on health: A meta-analytic review. *Journal of Occupational and Organizational Psychology*, 70, pp. 391-408.
- Spector, P.E. (1986). Perceived control by employees: A meta-analysis of studies concerning autonomy and participation at work. *Human Relations*, 39, 1005-1016.
- Spielberger, C.D., & Reheliser, E. C. (1995). Measuring occupational stress: The job stress survey. In R. Crandall and P.L. Perrewes (Eds), *Occupational stress: A handbook* (pp: 51-69). Washington, D.C.: Taylor & Francis.
- Subhashini & C. S. Ramani Gopal (2013). Quality of work life among women employees working in garment factories in Coimbatore district, *Asia Pacific Journal of Research*, 1 (12), pp.22-29.
- Tasho, W., Jordan. J. & Robertson, I. (2005). *Case study: Establishing the business case for investing in Stress prevention activities and evaluating their impact on sickness absence levels*. HSE Research Report: 295.
- Van de Looij, F. (1995). Not just money: quality of working life as employment strategy. *Health Manpower Management*, 21, 27.
- Walton, R. E. (1973). *Quality of work life: what is it?* Sloan Management Review, 15(1), 11-21.
- Warr, P, Cook, J and Wall, T (1979). Scales for the measurement of some work attitudes and aspects of psychological well-being. *Journal of Occupational Psychology*. 52, 129-148.

Acknowledgement

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

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Dipankar, P. (2022). The Concept of Quality of Work Life. *International Journal of Indian Psychology*, 10(3), 1984-2002. DIP:18.01.203.20221003, DOI:10.25215/1003.203