

QUALITY OF WORK LIFE OF FEMALE EMPLOYEES: Literature Review

Mandeep Kaur

Research Scholar (Punjabi university, Patiala)

Abstract: Quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Attrition, employees commitment, productivity etc. depend upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, work life balance, welfare facilities, work environment, etc. An organization provides a better QWL then it develops the healthy working environment as well as satisfied employee. High QWL can give a result in better organizational performance, effectiveness, innovativeness, etc. Quality of work life is the corroboration between the employees and their organization it improves the family life as well as work life of the individual. This paper focuses and analyses the literature review on the quality of work life of females and their dimensions. The females also undergo for work pressure and for them the working condition changes, the attribute of family related aspects, socio-economic and psychological aspects bring changes in their physical, psychological level and which in turn affect their performance.

Key Words: Quality of work life, job satisfaction, Organization commitment, job security, participative management and salary.

Introduction: In every field like service, health, education, banking, manufacturing and tourism sector, quality of work life is becoming an essential issue to achieve the goals of the organization. QWL is the degree to which the working organization contributes to material and psychological well-being of its members (**Harrison, 1985**). Quality of work life is the confirmation between the employees and organization that improves the family life as well as work life of the individual. Today's organizations need to be more flexible to develop their workforce and enjoy their commitment. QWL and organizational commitment is an idea that concern with hierarchy of concepts that not only include work-based factors (job satisfaction, satisfaction with pay and relationships with colleagues) but also include life satisfaction and general feelings of well-being. QWL looks like umbrella under which employees or workers feel fully satisfied with the working environment and develop their wholehearted cooperation and help to the management to improve productivity and work environment. QWL is philosophical which depend on a set of principles that individuals are the most important asset in the Organization as they are dependable, reliable and fit of making commitments and they should be treated with pride and regard (**Straw & Heckscher,1984**).

Quality of work life has been defined by various thinkers on the subject in their own way. (Boisvert , 1977) QWL is a set of beneficial consequences of working life for the individual, organization and society. Hackman and Suttle (1977), concept and custom of QWL have broad

and various meaning, and many use QWL according to their own comfort. Hackman and Oldham (1980) further raise the constructs of QWL in relation to the interaction b/w work environment and personal needs. According to Business dictionary, “Degree to which employees can improve their personal lives through their work environment and knowledge.”

Objectives of the Paper

1. To find out the scope of the Quality of work life in the research area.
2. To find out the dimensions used most and least under quality of work life of female.
3. To examine the relationship between dimensions and quality of work life of female.

Results and Discussions

Results are taken from the research papers which have been done their research on the quality of work life of females and their dimensions. After doing deep study of the quality of work life of nurses which shows the methods of sampling, test used, respondent’s rate, method for data collection, research area and findings. List of the important research paper are discussed below:

David lewis et.al. (2001) studied on the extrinsic and intrinsic determinants of quality of work life. The objective of the research was to test whether extrinsic or intrinsic or prior traits test predict satisfaction with QWL of nurses. The variables used extrinsic traits: salary or other tangible, intrinsic traits: skills, level, autonomy and challenge, prior traits: gender and employment traits, co-workers, support, supervisor, treatment and communication. Survey was conducted in 7 different health care and respondents was 1,819/5486 staff (33%). Data was gathered from the circulate questionnaire and test applied for data analysis was regression method and factor analysis. The findings showed pay, supervisor style, commitment and discretion, all play a role in determining QWL. Nurses were less satisfied with these traits.

Sirgy, et.al. (2001) reported on the development of a new measure model (modification of Hackman and Oldham's model) of QWL based on both need satisfaction and spillover theories. The spillover approach to QWL said that satisfaction in one area of life may influence another area of life and need satisfaction Approach to QWL is that people have basic needs they seek to fulfill through work. The QWL model is designed to explain the determinants of satisfaction in the job life domain, satisfaction in other life domains, as well as overall satisfaction with life. The model didn't only capture need satisfaction but also employees' perceptions of organizational sources of need satisfaction. The survey results revealed strategic gaps in the organization's work environment, job requirements, supervisory behavior, and ancillary programs. QWL model helps management in identifying strategic gaps in the organization and take action to enhance the QWL of the employees.

Gunnarsdottir (2005) in his thesis discussed about nurses' working environment and its relationship with nurse job satisfaction, nurse burnout and nurse assessed quality of patient care in an Icelandic hospital(LSH).The Support at the unit level, adequate staffing and good nurse-doctor working relationships are variables that predict nurse and patient outcomes. The results showed that working place factors, nurse job results are ideal and burnout is less in Icelandic nurses compared to nurses in five different nations. It is suggested that intrinsic job motivation, independent nursing practice, high educational background and supportive working environment of Icelandic nurses may add to their quality of working life and the quality of care they give their patients. The major contribution from this study is to re-accentuate the critical part of supportive frontline management, adequate staffing and good nurse-doctor working relationships and to indicate the importance of intrinsic job motivation. Five new sub-scales to the key instrument are revealed, also, a revised demonstrates on key determinants of nurse and a patient result is developed.

J.Gnanayudam&AjanthaDharmasiri (2008) studied Influence of quality of work life on organizational commitment by investigated on unsatisfactory level of commitment among female workers in medium and large organizations in the apparel industry in Sri Lanka. A convenient sampling technique was adopted for the research. The sample size was limited to 87 workers and Pearson correlation used for data analysis. The result showed that QWL has a positively significant relation with the commitment and moderator effect of HRDC on the relationship between QWL and Commitment.

Smith, et.al. (2011) in their article explored the impacts on women of the shifting boundaries b/w the work and family in the 'new economy' in western neo-liberal societies and also highlight the differences b/w women in dual-earner households and lone parents that how both the situations struggle to resolve Contradictions between economic and social reproduction. This study conducted in which localities where all policies associated with neo-liberalism that 'encourage' mothers to enter paid work. Finding suggested that most of the employed mother has to face conflict b/w paid and unpaid work; they are most likely to seek flexible working conditions (work from home and work part time). The first power dynamic depends on the likely invasive dominance of the economic and the second power dynamic depends on governing at a distance via individual autonomy and sense of responsibility. Support to mothers (maternity support), children (child benefit, child tax credits, child trust funds and the Education Maintenance Allowance), training programs, flexible working conditions and housing are expected to improve the women's QWL.

T. Ayesha et.al. (2011)have done worked on QWL among male and female employees of private commercial banks in Bangladesh to find out there is any significant difference among male and female bank employee's perception over QWL issues. Researcher adopted convenient sampling to data gathering over a sample 192 employees and factor analysis and consistency Wilcoxon analysis, Mann –Whitney- U test and Bartlett test for analyzed data. The dimensions of QWL

used job design, employee relation, working environment, socialization efforts, adequate and fair compensation, opportunities to develop human, growth and development, flexible work schedule, job assignment, work and total life span and in demographic factor age , gender and experience was used. Finding of the research showed male employee's perception differs from the female employees its means management of banks are more concerned about the job design of the male employees. The second finding about perception said that male's perception more positive compared female's employees except in the terms of socialization.

S. Mortazabi (2012) investigated the Role of the Psychological Capital on Quality of Work Life and association performance. Data was gathered from nurses of four hospitals in which two hospitals were public and two hospitals were private. The Sample size was 207 nurses which were chosen from random sampling method and Self-efficacy, Hope, Resiliency, Optimism, Belonging Needs, Survival Needs and Knowledge Needs are treated as exogenous variables and Psychological Capital & QWL are treated as endogenous variable. Researcher used scale means, reliability and inter-scale correlations for data analysis. The most important factors that plays significant role is Psychological Capital of human resource of that associations. Research shows that Psychological Capital is a more state-like factor than personality traits and QWL has positive and significant connection with organization performance.

Sorabsadri & Conrad goveas (2013) studied on sustainable quality of work life and job satisfaction among female employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi- square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees' perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

Swarupa (2013) in her thesis discussed the comparative study of QWL of doctors in public and private hospitals in twin cities of Andhra Pradesh. The main aim of the study to find out factors that affects QWL of doctors and their influence on demographic variables and compare the QWL of doctors in public and private hospitals. The data is collected by interview and Questionnaire (N=516). The major factors identified were work environment, compensation and comfort, working conditions, support personnel, professional growth and hospital image. The findings showed that all variables have significant relationship with QWL of doctors working in public and private hospital. The finding suggests that Commitment of doctors in such process may build their certainty and trust towards organization. The findings also support doctors income has significant relationship with QWL. The QWL improved by providing day care services for the children of women doctors during working hours by providing 'in service facility', pay for additional task and extra benefits who work in remote areas.

G.S. Sandhyair (2013) studied the effect of quality of work life on organizational citizenship behavior – with special reference to college teachers in Thrissur district, Kerala. The dimensions of QWL were used for study: Adequate and fair compensation, Growth and Safety, Safe and Healthy Environment, Social Relevance, Social Integration, development of human capabilities, Constitutionalism & Total Life Span and 2 dimensions of OCB: Altruism (helping co-workers) and conscientiousness (job dedication) was used as variables. The sampling method utilized in this study is purposive sampling which implies samples were selected by the researcher. For the data analysis T-test was used. The results showed that there is a significant effect of the QWL on the OCB between Men and Women. The women showed higher level of conscientiousness (Job dedication) when compared to men and another one is a significant relationship between the Quality of Work Life and Organizational Citizenship Behavior dependent on Altruism (helping co-workers).

Hoonakker, et.al. (2014) examined the factors related to work environment that influence women employee's commitment to the organization, satisfaction with job and the turnover of women in the IT workforce. The data collected from a sample of 1,110 employees of a single organization. The study was based on Hackman and Oldham (1975) job diagnostic model. The study analyzed the factors that effect on high turnover and QWL of women in the IT workplace and examined the impact of gender and job type on QWL and other job factors. Job diagnostic model is a survey in which job characteristics like feedback, skill variety, task significance, task identity, and autonomy are measured. The study found that there were a little bit differences in QWL for women and men and for IT and non IT workers both. The task identification plays a critical part in anticipating QWL for women in the IT work force. The reasonable objectives, measurable and changeable properties of the job, support the desired psychological states to produce internal work motivation. The authors suggested that job should be designed to obtain certain characteristics that create conditions for high work motivation, performance and satisfaction.

Premalatha (2015) in his thesis analyzed the factors, performance, association and relations of quality of work life of women employees in the software industry in Chennai city. The study was based on the sample of 372 women working in four software companies (Wipro, TCS, Polaris Software Lab and Infosys Technologies) are selected as respondents of the questionnaire. The study found that women employees of software companies in Chennai are satisfied with their QWL at a moderate level. The results of the analysis of the performance of employees highlighted that it has a positive significant relationship with all the factors of QWL and association between the QWL, job performance and demographic factors of the respondents reveals that all the demographic factors are not influencing the QWL and the job performance of employees. The software companies must take continuous care of the QWL and work on other factors like Job security, safety, feedback, week-end holidays, and training.

Conclusion

After the study of literature review on quality of work life, it is clear out that an organization cannot get efficiently and effectively outcomes from the employees' without QWL. QWL is important for employees' as well as it is necessary for organization to achieve the growth and profitability in the market. QWL firms achieved more profitability than other non QWL firms. Revenue growth and profit depend upon the loyalty of the customer and customer loyalty depend upon the customer satisfaction which directly connected to the services provided by the employees' and employees' satisfaction depend upon the dimensions of QWL those has been given by the organization. In QWL, supervision plays an important role in the individual trait as well as organizational commitment. Most research of QWL has done on the academic section which showed faculty relations and community services is the most positive elements in faculty's work life and in present scenario highly satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about the QWL and its related dimensions compared to experienced teachers. It means a fresher are the most happiest than the experienced employees but in IT sector there is a positively significant relationship between the work experience and QWL on the other hand there is no significance relation between experience and career growth and development. From the above study it is concluded that the respondents differ in their opinion about Adequate and Fair Compensation factor, which is the dominant determining factor of the quality of work life of the employees. Hence it is suggested that the concerned authorities of the private sector undertakings may consider this factor to increase the quality of work life of the women employees in the study area.

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