CHAPTER-2

Literature Review

It is important to perform a complete review of the literature available on the research topic before beginning the actual research study. This chapter aims to present a comprehensive report on the literature reviewed to understand different variables and constructs related to the study. The present chapter is an honest effort made by the researcher to define the most important parts of work life such as quality of work life, life satisfaction, and job satisfaction, by looking into the studies already conducted in this field. This is normally accomplished by analyzing different related aspects such as the models, methodologies, theories, and definitions provided and applied by the respected researchers, management thinkers, and behavioral scientists. A thorough investigation of literature is required for constructing the variables of the study in the best possible way.

Quality of Work Life (QWL)

QWL is demonstrated as a practice comprising unequivocal approaches that are employed for advancement of work (Ford, 1973). Walton (1975) indicates eight key factors relating to QWL. These are, unbiased compensation, secured work environment, human resource development, attractive career prospects, and integration with society, workplace safety, independent decision-making, and constitutionalism. The studies of Davis and Cherns (1975) show that, apart from developing the efficiency as a whole, QWL reflects the value and appreciation the employees receive from their organizations. It also reflects the importance that employees receive from their organizations. QWL as a subject is globally focused and continuously researched. The definitions of several researchers talk about different factors responsible for, or directly affecting QWL. According to the definition of Guest (1979), Quality
Quality of Work Life, Job Satisfaction, and Life Satisfaction

of Work Life is a comprehensive term that includes all possible aspects of job, including financial rewards and fringe benefits, organizational environment, organizational relationships, and interpersonal or social relationships. Thus, this definition of QWL itself narrates the existence of QWL on the background of a set of variable factors as stated above. The researchers have included several types of jobs and industries to investigate the impacts of QWL. Moreover, QWL is a process applied to employees, including their work in a given organizational environment (Nadler and Lawler, 1983). There are no specific perspectives on QWL. It varies from one employee to another depending on their job responsibilities, educational background, experience, and several such allied factors (Kiernan and Knutson, 1990). Wilcock and Wright (1991) studied the QWL in the knitwear section of textile industry in Canada. The researchers assessed several factors linked to QWL such as team integration, working environment, and constitutionalism. According to Chander and Singh (1993), major factors influencing the quality of work life of college instructors include decision-making power, the scope of career progression, training and development, and the persuasive opportunities. It helps in integrating organization, technology, and human resource for the overall improvement of organizational performance (Luthans, 1995). Gani and Ahmed (1995) observed a number of variables linked with QWL in a public sector unit. The research outcomes show that job safety, financial safety, good work environment, and attractive career prospects are the major expectations of employees. Piccinini (1996) argues that the corporations in Brazil have been focusing on health plans for employees; their training and development and providing higher remunerations to them. These all factors, the author opine are inherently related to QWL. In their research work, Lau and May (1998) used the features like job safety, prospects for development, aids, and remuneration, and gender equality along with openness and harmony for the evaluation of QWL.
Lewis et al (2001) studied the QWL in Hospital work-environment in Canada. The authors focused on both internal and external factors. The research outcomes categorize the remuneration structure and management style as the key influencers of QWL. These authors mentioned that health and wellbeing, financial safety, social and personal necessities, honors, and skills were the key determinants of the level of QWL in this industry. Wyatt and Wah (2001) studied QWL of the administrative officials in Singapore. The authors mention individual career growth, positive work environment, independence, opportunities, and work type are the key determinants of QWL. The research of Phusavat (2001) focused on the possible relationship between QWL and productivity. It was recognized that time is also an important factor in establishing these relationships. The impacts of QWL are more on the workers’ productivity than on the overall productivity of an organization. The research of Carayon et al (2003), examined the key determinants of the organizational environment that might increase the turnover of women employees in Information Technology Sector. The authors tried to study the impacts of work types and gender on different indicators of quality of work life. They also researched the link between job responsibilities and factors like, importance of task, deadline, autonomy, decision-making ability, feedback, and work pressure with QWL. The outcome of the study gives an idea that the workers in the IT sector, especially the women workers have different levels of expectations leading to job satisfaction than the non-IT workers. The research shows that gender has almost zero effect on QWL, autonomy and feedbacks are inherently associated with job satisfaction, and job pressure is linked to strain irrespective of gender and job types. The research outcome further shows that women are the most affected gender as far as the work-related pressure is concerned. As per Saklani (2004), the majority of employees in India count financial safety or good salary as the greatest motivator and key factors to QWL. The research work of less and Kearns (n.d) shows that the work environment
is the greatest motivator and a strong source of high-quality work life. Dargahi and Saragi (2006) opine that both financial and non-financial benefits are responsible for QWL.

As per the research of Garcia et al (2008), QWL is directly related to employees of an organization as far as the workers’ productivity is concerned. QWL takes into account the work life along with other essential changes for creating a healthy organizational environment. Understood as an important and fundamental feature, QWL has been accepted as an important factor since the literature available in this field portrays it as a positive mindset that is essential for quality work execution. It is relevant in delivering most of the worker’s ability to proceed and promote the organizational position. Satisfied and efficient employees are an organization’s asset. Anbarasan and Mehta (2010) did research work on QWL of sales executives descending from diverse industries such as banking and insurance, pharmaceutical, and FMCG. The researchers found five elements that symbolize job satisfaction and employee retention; these are job instigators, job-related obligations, job responsibilities, job consciousness, and job atmosphere. In India, it is yet to get the attention it deserves. Satisfaction in the workplace is directly proportional to the QWL (Islam, 2012).

According to Easton and Laar (2013), developing and deploying processes for psychological balance in the work life can maintain high quality work life. The authors further opine that career and job satisfaction, friendliness and overall comfort, work and personal life balance, limitations and pressure at work, and the organizational environment itself remain responsible for QWL. Hosmani and Shambhushankar (2014) looked into the impact of QWL on the performance of the employees. The research outcomes show that QWL has a direct impact on job satisfaction of employees, which in turn affects the work performance. Benefits, rewards, and security directly affect employee performance. Another research, almost the same as the above one, was carried out by Rubel and Kee (2014). The research outcomes show that behaviors of the seniors, job responsibilities, perception about the job and organizational
environment, and work-life balance are the prime reasons behind high-level performance of the employees.

In India QWL has been getting increasing attention due to the constant interaction of some industries with diversified factors such as scarcity of skilled labor force, scarcity of resources, ecological dangers, social responsibilities, and international interactions. The increasing market competition, scarcity of skilled employees, increasing competition due to technological changes, and an increasing number of women in the workforce have been contributing significantly to the increasing relevance of QWL (Kaur, 2016).

The research conducted by Kaur (2016) shows how to perceive the basic idea of work-life balance? The employer and employees of an organization both try hard to better the quality of work life to make effective resource utilization mechanism. QWL normally refers to motivation, experience, integration, friendliness, commitment, and satisfaction of an employee with the job and the organization. QWL helps to maintain a balance between personal and professional life and also ensures organizational productivity and organization performance. The key factors that decide and show immense influence on QWL are responsibilities, challenges, career prospects, environment, people, and risk involved at work. From an organization’s perspective, QWL is a matter of organizational practice. It involves training and development, employee motivation, attractive benefits, and good communication. The study concludes with the saying that relative facilities, compensation policy, and career growth may lead to contented employees and professional mindset that ensures enhanced productivity and positive work culture.

The literature analyzed while conducting this research work, estimates that there are some clear parameters available for understanding the QWL in a working environment but QWL requires the multidimensional theory to understand its levels of effectiveness at different
organizations. The concept of job safety, higher salary, good remuneration system, health and wellness issues, career prospects, employer-employee relationship, and employee-employee relationship are accepted as the most prominent parameters to understand the levels of QWL in different organizations. Focusing on the key determinants for QWL such as job satisfaction and personality, a close examination of the literature reveals that employees QWL is not a matter of a few disciplines like compensation and organizational culture but goes beyond it to include the factors as stated above. As such, QWL is a comprehensive or an all-inclusive term that encompasses a wide array of variable factors that give rise to a substantial assortment of concepts, practices, and methodologies. Based on these concepts, practices, and methods, the objectives of an organization are built for offering a high QWL. Employees’ experience with organizations is directly related to these objectives. The management possesses high interest in meeting these objectives. QWL is a widely ranged practice. This practice has the capability to reinforce the workplace facilities and work culture of the organization as a whole. If properly implemented, it makes the employees happy and decreases their attrition. It also enhances the commitment level of employees, resulting into a high-performing organization. The literature analyzed has focused on the positive impact of QWL on the business relationship, job satisfaction, efficiency, and compensation based on the organizational work environment, decision-making ability, employees’ career prospects, job safety and security, and employee commitment. QWL helps to alleviate team management and employer-employee relationships. Thus, QWL makes a workplace easy and interesting for the employees. It has been understood through analysis of literature that QWL helps in alleviating the workforce ability since it appreciates the employees’ contribution, publicly making employees proud and more committed. It develops a congenial workplace atmosphere, where employees would love to come and work. For comprehensive and recognizable development and high competence, the contribution of QWL cannot be ignored.
Swamy et al (2015) observe that the concept of QWL has been getting global attention in the current business environment. The organizations and institutions are dealing with a wide array of day-to-day issues closely associated with human resource. The authors opine that the problems related to HR are the most conspicuous problems and every organization should accept this matter as HR related issues affect the organizational performance the most. As such, QWL construct is a multidimensional construct that attracts several variables. The authors conducted a survey of 1092 employees in a number of SMEs in the southern region of India. These employees were working in different SMEs engaged in mechanical manufacturing. From the study, the researchers concluded that QWL is the most obvious issue among the employees.

Researchers have described various factors responsible for shaping QWL in different work environments. Swamy et al (2015) argue that proper implementation of a number of factors like job enlargement, job enrichment, flexible timing, organizational culture, organizational relationship; group work ethics, etc. determine the overall status of QWL in an organization. Sharma and Verma (2013) surveyed QWL in several SMEs in Indore, India. The researchers found that job satisfaction, workplace physical environment, compensation, career growth, communication, and employee motivation are the most prominent factors directly affecting the QWL of the employees in those SMEs. The researchers say that these factors are mostly absent in most of these SMEs; hence, the turnover rate is quite high. Walton proposed a model where they mention eight dimensions of QWL.

**Safe and Healthy Working Environment**

Several researches work as the works of Taylor et al (1984); Lawler and Mirvis (1984) mention workplace safety as the most prominent factor of QWL. The importance of the work environment or condition cannot be ignored, as the impact of the absence of safe working condition could be easily understood. If the working condition is not safe enough, the
employees show dissatisfaction that affects the overall organizational performance. Absence of safe working condition also increases absenteeism and turnover.

Various terms have been used by researchers at different point of time to mention the relationship between QWL and workplace environment. Wyatt and Wah (2001) discuss the importance and basic construct of a favorable work environment. Saraji and Dargahi (2006) discuss occupational health and workplace safety of the employees. Overall, researchers and experts, as obvious from the literature, acknowledge that employees should be given a friendly and safe work environment. They also approve that over the years, employees and their unions in different Industries have been promoting and demanding favorable working conditions for physical and mental health and wellness. Hosseini (2010) shows through his research that safe and healthy workplace keeps job satisfaction level of employees high. According to Gaurav (2012), employees want different facilities that can make their personal and social life easy and comfortable. The research opines that unavailability of these facilities creates dissatisfaction that lowers QWL. Once dissatisfaction prevails, several other issues like stress, lower productivity, and poor employer-employee relationship surface. The researcher further adds that when the employees are given a favorable and friendly working environment, the outcomes become positive as the productivity and performance of employees improves remarkably.

Ways to create a healthy workplace environment

Healthy and happy employees are actually a manifestation of positive work culture and productive HR. Employees who enjoy coming to their workplace daily and love to remain engaged with different responsibilities, are the most valuable assets of the company’s (Gallagher et al, 2001a). Employers always need to keep in focus this aspect of the organization; otherwise, resentment in various forms starts affecting the organization. In the end, it deteriorates organizational performance and blunts competitiveness.
Here are some significant ways that help to develop a safe and healthy work environment or working conditions:

a. **Promoting wellness:** The management can arrange regular health and wellness programs, where employees can get some good tips to keep themselves and their family members healthy. Regular yoga sessions or aerobic classes can also be arranged to keep the employees engaged in health and wellness activities. These kinds of sessions have immense positive impacts on the HR (Perrow, 1984).

b. **Engage with eminent personalities:** In every organization, we could find some personalities that inspire others to work more actively. These personalities can be represented before the groups or departments to interact with the employees for discussion about work and social aspects. It is often found that these kinds of interactions help to develop positive attitude among the employees (Wiegmann et al, 2004).

c. **Fair employee policy:** A company must have a clear-cut employee policy. Employees should be aware of this policy. Transparency in assigning job responsibilities, transferring the employees, career prospects, etc. keep the employees happy. If the policy or some part of this policy is changed for any reason, such information should be made available to the employees (Cooper, 2000).

d. **Teaching healthy eating habit:** Healthy eating habit can protect the health of the employees and enhance their workability. Companies can arrange programs for imparting knowledge of healthy eating habits. Companies can also think of providing only healthy food items in the canteens.
e. **Team Building activities:** Team building and teamwork are basics of high performance as no employee in an organization works alone. Strong bonding with co-workers or colleagues increases employee efficiency to a great extent (Fan et al, 2014).

f. **Physical hygiene:** Working in a hygienic office environment always has huge positive effect on employees. It enhances work efficiency and organizational performance. If the office does not get enough sunlight, the management should ensure that sufficient lights are arranged. The computer or machinery needs to be dust and dirt free. The office floor needs to be cleaned regularly, so also the washrooms.

**Adequate Income and Fair Compensation**

Every employee in an organization is entitled to compensation benefits according to the compensation act, regardless of who is at fault for any workplace injury. The insurance compensation of the employees normally covers a wide range of compensations such as accidental death and disability, rehabilitation, medical expenses, etc. Different organizations provide different kinds of insurances; however, they all need to abide by the related law and government rules in this matter. Walton (1974) raised the question, does the compensation received in certain job, bear a proper connection with the compensation received in another job? There should be a compensation rulebook for the workers that they can follow or question the management in case of discrepancy (Antel, 2006).

**Opportunity to use and develop Human Capacitates**

The supervisors may continue to observe the employees’ performance and give them appropriate feedback for improvement. Remedial measures may be employed instantaneously considering this feedback. This kind of occupation environments, increase the foundation of information, causing a better perception of the method in which occupation is related to
supplementary rehearse of supervisory rank along with an improved competence of resolving the matters. In a situation like this, the workers usually achieve the interactive and reasoning repertoire for foretelling, organizing with uncertain difficulties, consequently decreasing the likelihood of inopportune QWL (Rethinam and Ismail, 2008). Improvement of the QWL will happen if occupation permits adequate freedom as well as command to employees. The workforce needs to be provided with an opportunity for employing their talent, competencies, and innovativeness in creating and applying the operation (Trehan, 2010).

**Opportunity of Growth and Security**

Core ambition exists in every worker for professional progress. Hence, the opportunities offered for developing the employees in corporate, by providing promotional ranks, facilitate the improvement of QWL. Occupational collateral denotes guarantee regarding a person’s employment (Maes and Van Der Doef, 1999). Many of administrations or organizations have strived for statistical and efficient strength that caused requirements as well as exigencies for novel and renewed kinds of proficiency and talents along with the alterations in agreements of employment. The organizational firms showed increase in the concern in workers’ occupation according to secure or interim agreements reasonably commissioning workforces based on long-term unspoken agreements (Saraji and Verma, 2000). Furthermore, the economizing stayers have to function in an improved manner with reduced type of reserves; increased burden of work along with uncertainty about the performance is estimated as being typical (Saraji and Verma, 2006).

**Social Integration in Organizations**

Workers set up a sense of belongingness towards their employment. The prejudice seen among the employees, according to demographics like age, cast, gender, religion, and so on may function as an obstacle in the method of integration based on community. The workforces
usually advance the dignity as a result of social integration, which increases the QWL. The capacity of achieving individuality of self-respect is affected by these physiognomies in individual workplace situation (Walton, 1974).

**Total Life and Work Space**

Few workers are required to work for late hours. This surely influences the QWL since they stay away from their homes for longer hours. A majorly significant facet of QWL for the bosses as well as the workers’ is the relationship among family-life and work. Through enhancing spirited settings, it is difficult to differentiate work and family life. Workers these days are extra likely to assert a strong demand for having pleasant surroundings, sustainable work equilibrium, domestic life, as well as leisureliness. The requirement for strategies in several nations, have been suggested at the universal extent. It is quite important for administrative companies to assist their workers for offering professional equilibrium along with the non-working hours. (Lewis, 1997).

**Social Relevance of Work Life**

The commercially based businesses, which are usually engaged in reimbursing their accountabilities based on society, add to the QWL (quality of work-life). In case of any issue, it does not care for any responsibility based on society, the employees of these companies do not anticipate an improved QWL (quality of work-life). Uncontrolled effluence and products of inferior quality, along with corrupt attempts of occupation, are signs of inferior QWL; e.g., does the employee comprehend or thinks of the corporation as being communally accountable for its merchandise, methods marketing, waste dumping, occupation systems, along with partaking in governmental campaigns (Walton, 1974)? Moreover, the socially conscientious nature, then, comprises an extensive variety of activities such as the provision of charitable
corporations, moral conduct, handling the workers impartially, along with lessening the harm caused to the atmosphere (Markham, 2010)

Constitutionalism

"A complex mixture of attitudes, trends, and ideas of actions explaining the principle that the government authority derives from and is limited by a body of fundamental law." is known as Constitutionalism. Which entitlements are enjoyed by the workers, along with the manner in which they may guard such privileges? Broad disparities are there with regards to which the administrative principles revere individual discretion, endures opposition, obeys elevated ideals of impartiality in allocating recompenses, along with providing for outstanding procedure in total work-associated affairs (Walton, 1974). Every worker needs to be allowed an amount of freedom like individual discretion, entitlement of expressing, right to be treated equally etc.

QWL And Job Satisfaction

Job satisfaction is an employee is feeling of accomplishment as well as accomplishment on the job. This is typically supposed to being openly associated to productivity along with individual welfare. Job satisfaction suggests performing a job that is enjoyed by one, doing it properly, along with being compensated for their exertions. Job satisfaction additionally denotes fervor and contentment with their job. Job satisfaction is the key component, which leads to appreciation, profits, promotion, along with the achievement of additional objectives, which demonstrate, the course towards a feeling of achievement (Kaliski, 2007). Job satisfaction is the respect, which people hold in their current job. Public’s intensity of job satisfaction can fluctuate from utmost gratification to intense disappointment. Along with having viewpoints about their jobs, people also have opinions with regard to a range of job
features; such as the kind of work, they are involved in, their colleagues, directors and juniors as well as their salary (George et al., 2008).

The significance of such features maybe comprehended through the observation of the candid association that exists among the QWL (quality of work life) to enthusiasm in the workers’ that is ultimately observed as causing an improved efficiency for the business (Danna and Griffin, 1999).

Bruning (2004) handles the issue of QWL in double-earning households: A research in reference to the families from the north (lower) of Michigan earning on double basis, operating in 14 of the institutes have partook in the study, accompanied by healthcare agents of edification, banking, healthcare, travel, insurance, as well as industrial businesses. A gage (Likert-type) was employed to examine opinion of 278 associates specifying how accommodating 18 employees to improve the disparity in work-life. The review device calculated the level of commitment of the worker towards the institute as well. Topics were categorized according to the levels of administration or corporation-based commitment, which can be modest, low, as well as high according to their rejoinders towards the commitment level review matters. T-tests examining the average disparity were directed to evaluate the variance according to employees score.

Elisaveta (2005) performed an investigation on connotation between QWL observations and job satisfaction. The relationship exploration demonstrated association between QWL and life satisfaction with a large extent of reviewing the qualities correlating job: command, logistic satisfaction, knowledge and preparation regarding occupation; satisfaction with prospect for an increment of awareness and experiences; satisfaction with motivation and imbursement; work nature satisfaction, having upkeep of interrelationship; satisfaction with supervisory style; satisfaction with the interaction regarding work between
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contemporaries, supervision as well as management; and satisfaction gained through the management of work for development as well as value of institute. The overall satisfaction was demonstrated and deemed as a patent variability factor regarding attribute of work existence. This outcome of the research maintained cognizance about the information of job satisfaction, which may effortlessly substitute the QWL processes. The outcomes of this research denote the need for a resultant enhancement of attributes associated with the job along with their continuing variation of individual features/qualities for realizing a better efficiency in the industry.

The awareness of QWL, among workers within the academia/institute was researched by Saad et al (2008). The examination denotes that every QWL variable by itself is a significant predictor of job satisfaction.

Nimalathasan and Ather (2010) discussed the relationship between QWL and job satisfaction. Overall, 133 educational specialists (Assistant Professor, Associate Professor, Lecturer, and Professor) were selected from 8 private academies situated in Chittagong of, Bangladesh on a stratified haphazard specimen basis. The research outcomes showed that the private academies do not comprise of facility regulations, vocational development plans, scholarships, and advantageous operational atmosphere and research amenities. Because of such restrictions, the research outcomes have countered the queries of the study. Through the matrix of association, the maximum positive rate of association among QWL and job satisfaction along with every QWL feature were discovered to have positive effect on job satisfaction. The conclusions provided some observations to improve the QWL as well as job satisfaction amongst the educational specialists in Bangladeshi private academies. Which meant reflecting on the features such as ingenuity of the job, job advantages for household, job security along with propositions and vocational advancements that would suggestively advance Quality of Work Life (QWL) and Job Satisfaction in Bangladeshi private universities?
Several researches have recognized the huge impact of worker enthusiasm on the standards of job satisfaction, while the stages of enthusiasm have a huge impact on the production and commercial organizational functioning. A considerable effect exists regarding the workers’ awareness of the kind of their work along with the general degree of job satisfaction. The compensation (monetary) has an effect on the workers’ overall job satisfaction (Aziri, 2011).

Tabassum (2012) chiefly targeted at judging the correlation between scope of QWL and job satisfaction amongst the faculty associates in academies of Bangladesh, through a quantitative review of 72 round-the-clock faculty associates. These outcomes are quite harmonious to texts affirming the QWL association with its 69 sizes. Impartial recompense in addition to satisfactory constitutionalism within the functioning institute, demonstrates a progressive association along with job satisfaction. Prospects of developing along with the usage of the human capabilities, usually demonstrates the smallest (positive) association with job satisfaction of the associates of faculty. This type of constructive association typically offers an effort at improving the dimensions of QWL, which may suggestively improve job satisfaction for associates of faculty.

QWL embodies a group of ideologies, which describes that the individuals are thought to be highly momentous administrative sources, as they are considered to be, conscientious and possess the ability to make an important and huge contribution; thus, they need to be handled with dignity and esteem (Mehdi Pakdel Bonab et al, 2012). QWL usually comprises a huge amount of prospects for offering contribution, dynamically for functioning in a group for the preparations in addition to the approaches for solving difficulties, which offer reciprocal benefit to businesses or workers’ in accordance to the procedure of employment, organization and collaboration. Individuals conceive QWL as a group of procedures or tactics, like high-participation, job enhancement, along with independent work group, which functions with the
belief of improving the output and gratification of employees. Workers as well as companies recognize the significance of QWL from the administrative viewpoint.

Pansoo and Kim (2013) asserted that facilities that are client-based are essential for private as well as civic commercial subdivision. For improving the value of facility along with retaining the clienteles, the corporation needs to ensure their staffs’ job satisfaction. This research investigates the job satisfaction along with its effect on the value of facility, client devotion, as well as client satisfaction. The language associated with Job satisfaction partially influenced the value of facility. Valuations according to operation, reimbursement, along with association with colleagues, significantly affect the value of facility, whereas association with superintendent, job subject, along with location of work atmosphere, had not much momentous effect.

As stated by Desti and Sasikumar (2014) several features such as Quality of Communication, Worker Motivation, Professional Developmental Progress, Flexible Work Supervision, Extrinsic Recompenses, Domestic Receptive Culture, Industrial Environment as well as Job Satisfaction are the QWL determinants in Minor Businesses. The QWL achieved via acknowledgement, as well as concern towards these important constituent features, has additionally been linked to improved degrees of fulfillment, participation, enthusiasm, as well as commitment by particular employees.

In the rivalling international age, the worker based QWL is deemed significant for enticing gifted clever workers (MN Sandhya and T.S Nanjundeswaraswamy, 2016). Huge amount of publications by renowned writers replicates the grey zone of concern. Some of the writers have done several of the appraisals on QWL texts during previous years. Nevertheless, contributions of QWL during the current age, offers a further wide-range of evaluation. Within this research, MN Sandhya et al (2016), has studied the QWL constituents which would aid the
academics, HR officials, along with the academicians for looking closely at the development, applicability and, progress of QWL constituents. The suggested asset of QWL constituents’ aids in measuring level of QWL personnel in the current alteration situation. A structure as such bears a decent Work Atmosphere, Independence of Work, Prospects for Development along with Progress, Organization styles, Sufficiency of Assets, Job Satisfaction, Reasonable and Satisfactory Recompense, Administrative Principles, Administrative Obligation, Worker Outlook, Co-operations and Relationship, Job Safety, Emotional Intellect, Job-related Stress, Trait of Occupation, Amenities, Job Accountability/Job Encounters, Teaching and Improvement.

**Job Satisfaction**

Job Satisfaction typically signifies a combined attempt of the negative as well as the constructive spirits of the workforce for their job. Within a commercial association, once the employees are active, they show their wishes, requirements, as well as proficiencies, which inevitably regulate their degree of prospects for a decent QWL. Job Satisfaction elucidates the level or amount to which the prospects of an individual are compared with the actual rewards. It is associated intimately with the conduct of an individual in the workplace, demonstrating a content fulfilled life (Davis et al., 1985).

QWL, as well as Job Satisfaction may be described as a degree, to which a person achieves rewards as well as appraisals from the high-ranking supervisors mainly about inherent enthusiasm (Statt, 2004). Between one another, Job Satisfactions and QWL associate to aim for dealing with the outlook and approach of individuals regarding their jobs. Encouraging and Favourable outlooks regarding the work specify job satisfaction, comprising a finely established QWL (Armstrong, 2006). An employee’s feeling of accomplishment for a decent quality of life along with accomplishment in the job, according to the necessities, which are
regulated by job satisfaction. It normally observes the open association with efficiency along with the welfare of the person. It denotes accomplishing or executing a job motivated by gratification, performing it well, along with being awarded in an incessant style according to the attempts of the person. Job satisfaction contextual to QWL suggests enthusiasm and happiness with an individual’s occupation. Job satisfaction creates the chief constituent, which results in accomplishment, earnings, acknowledgement, as well as promotion aiming for heading in the direction of a sense of accomplishment (Kaliski, 2007).

Yet the Adverse and Unfavourable outlook regarding the work denotes a QWL as well as job discontent. Job Satisfaction is deemed to be as assortment of principles as well as sensation that individuals feel regarding their present job. The scope of job satisfaction can fluctuate from the situation of ultimately gratified, to severely discontented QWL (George et al, 2008). Thus, Job Satisfaction becomes a multi-layered as well as compound notion that appears differently to diverse individuals. Job Satisfaction contextual to QWL is typically associated with enthusiasm and accomplishment, yet the trait of these types of association is unclear. Enthusiasm is different from Satisfaction. Job Satisfaction epitomizes a core situation that is greater than the approach of a person. It might, as an example, be associated with an individual sense of accomplishment, either quantitative or qualitative (Mullins, 2005).

QWL incorporates all of the facets of a person’s occupation comprising wage as well as offers of work safety, acknowledgements, functioning situation, appreciation, association-based relational growth, etc., along with its effect on their life and work. It may be additionally resolved that QWL, typically deals with life enhancement not just at workplace rather the life out of work as well. An institute or business is usually comprises people possessing the abilities, aptitude, as well as talents generating spirited advantage for it. Various utilities of an administrative institution are implemented, prearranged, and efficiently protected by HR. The HR supervision has a significant part to play for novel prospects for endorsing development
for the institute as well as the person. Using the Quality of Work Life, the institution/business performs in the consistent course. Currently, occupations have dire (challenging) nature in a manner where it misbalances the family and work life because of clashes and job burden. For retaining, as well as enticing workers, an administrative institute needs to create an improved QWL. The administrations through the adoption of a decent QWL ensure to form top-outstanding situation of operation along with a decent job for their employees. Thus, QWL aims to produce a setting of operation in which the workers or the employees can perform in cooperation along with understanding the notion, thus performing properly for accomplishing the purposes of the institute.

Aziri (2011) described the process of Job satisfaction as the utmost complicated subjects, encountered by administrators about the procedure of handling their corporation workers. Majority of the exploration researches have established a huge effect on output, thus signified several effects on administrations and corporate-based accomplishments. Nevertheless, inopportunistly, the process of job satisfaction is yet to get broader awareness neither from the supervisors of huge companies nor by the academics.

Jiaxi Peng (2014) conducted a research on mediator role in work satisfaction and the methodology was based on self-evaluation scale. It was observed from the study that work satisfaction and organizational devotion show the impact of CSE on work exhaustion. It can also be observed from the study that the focus was on cultivation and promotion of their positive CSE for decreasing the worker’s exhaustion. Allan Cheng et al (2016) conducted a research for studying the influence of exhaustion on work satisfaction and turnover intention. It was observed from the research that there was a considerably moderate impact of generation on relation between work satisfaction and mental burnout. David et al conducted a research too on work satisfaction and turnover in the certain Nigerian community. It was based on the
information gathered from the respondents with the use of survey forms. The information was studied with the use of statistical frequencies, percentage, and weighted mean.

Devassheesh et al (2016) conducted a research on mental labour necessities that play a part in surface acting. The research was based on two perspectives, which are professional needs and intra-psychic procedure where the relation with work satisfaction was studied. Results of the research have shown a positive relation between professional needs and work satisfaction and a negative relation between surface acting and work satisfaction.

Zablah (2016) introduced a relation framework between consumer satisfaction and the employee’s job satisfaction. The research here is based on multisource information of the consumers and retail stores. The information helped in assessment of relationship between work and consumer satisfaction. In the results of the research, an inverse relation was observed between them.

Simmons et al (2017) conducted a research on job satisfaction of jail county correctional officers and it was useful in preserving a secure atmosphere for the personnel and convicts. The research is based on theory of Herzberg’s Motivation Hygiene, a concept that is helpful in knowing about job satisfaction. Information evaluation of the research is based on multiple regressions and correlations. Outcomes of both evaluations show efficient results on the motivators and hygiene predictors about work satisfaction.

Boamah (2018) put forth the transformational leadership impact on job satisfaction and patient security. The research was primarily held for studying the impacts of nurse managers. Random sample of acute care nurses were gathered to do the cross-sectional examination in this study. Structural equation modelling was implied to test and the outcomes of the testing showed that there was a considerably positive impact on workplace and promotion of security of patients and nurses.
Impacts of QWL on job satisfaction

Just as blood circulation is the fundamental process so that the body can operate properly, job satisfaction is necessary so that the soul and mind are often in a healthy state. Working states can be changed from day to day and working effectiveness keeps getting poorer at the same time. Overloads, both mental and physical, lack of working approaches, working mechanisms and methods might lead to professional displeasure along with decrease in productivity (Johnson et al, 1978). QWL covers all the factors of a person’s work that are development, work security, appreciation, working states, pay and allowances, social relation, awareness, etc. and the impact on an individual’s personal life. Thus, it is safe to state that QWL is primarily related to enhancement in professional life as well as personal life.

Walton (1975) mentioned the factors that affect the QWL are:

1. Safe and Healthy Working conditions.
2. Adequate and Fair compensation.
3. Total life space.
5. Social Integration.

John and Schermerhorn mentioned that there could be enhancement in QWL through some factors like individual objectives, supporting rights of a person, proper pay, achievement of
individual objectives, and being the product of the work standards. QWL usually results in a significant motivation, flexibility, and reliability in workforce.

Johnson and Shin (1978) mentioned that Quality of work life (QWL) displays the asset-based proprietorship that is vital for the fulfillment of self-awareness, individual needs, self-realization, and fulfilled correlation between each other. In any case, a precise parity in quality of work life (QWL) can create increasingly authoritative efficiency. A worker who is fulfilled can give his/her 100 percent in endeavors and commitment to the organization.

The best four significant QWL determinants, for example are, specialist-based decision-making, the procedure of advancement and development, promotional avenues, thankfulness and acknowledgment. The instructors/businesses might want a protected situation that incorporates every such determinant. The programs of QWL give an incredible accommodation to improvement and development by encouraging its workers that naturally helps job satisfaction. QWL focuses on making working conditions friendly and favorable. There is a significant connection between progression, job satisfaction, and execution of group even in the scholarly division. An abnormal state of QWL is typically required for the improvement and development of both the workers' and the establishments (Kalleberg, 1977).

The clarification made by Bruce and Lau (1998) proposes QWL as the procedures of working environment; the environment and activities that keep up and advance the dimension of employee-based satisfaction clearly marked improvement in the state of working life for both the association and the employees. The QWL level is commonly observed to be connected with a decent or abnormal state of job satisfaction on a few parts of working personal satisfaction (Wright and Wilcock, 1991). The QWL (Lawler and Nadler, 1983) usage of a few projects help to improve representatives' execution, duty, and satisfaction that further diminishes the willful turnover and non-attendance. The interest of representatives' or laborers
in the choices of association prompts increment in job satisfaction that diminishes truancy. The accomplishment of association could be assessed by the inclusion and exclusion of the workforce (Keener and Wrong, 1996). In this way, the administration enhances the innovation, capital, and workforce.

**Mechanism of Life Satisfaction**

The procedure of life satisfaction signifies the general evaluation, dependent on the outlooks and feelings of a person's life at a certain point based on the time ranging from a negative to a positive part. It is viewed as one of the three fundamental symbols of comfort: positive impact, negative effect and a fulfilled life (Diener, 1984). In spite of the fact that based on current satisfaction of life, the conditions are regularly evaluated in the specialist researches done by Suh et al (1999) which likewise incorporates the prominent focus under the hypothesis of life satisfaction: a need and want to change a person's life; past satisfaction; future-based satisfaction; and key view-purposes of other individuals based on judgment" (Beutell, 2007).

The hypothesis of life satisfaction is a psychological, mostly appraisal of outlooks and sentiments of a person's life at a point in time and is generally considered to be an alluring point (Fahey and Smyth 2004, Praget et al, 2010, Sziics et al, 2010). As asserted by Drobnic et al, (2010) Quality of Work Life prompts life satisfaction; there is an affiliation that lies between job conditions and general dimensions of life satisfaction. Job satisfaction is the connection or interceding variable between Quality of work life and life satisfaction. This investigation gives observational proof of the connection between nature of work life and general life satisfaction. High caliber of work life appears to originate from self-governance at work and generously compensated job. Dull exhausting job and job instability, prompts job dissatisfaction and this job dissatisfaction by implication influences general life satisfaction.
Jussi Suikkanen (2011) presents the well-known hypothesis of Whole Life Satisfaction that relies on well-being. As per him, an individual is glad when he/she makes a decision that satisfies the perfect arrangement of life. Fred Feldman figures a novel hypothesis on Whole Life Satisfaction; the model pursued by Michael Smith’s advice-model of desirability rouses the proposition. In light of such a model, an individual is glad when a reasonable and educated theoretical translation regarding him/her would examine that the coordinates the precise and best life-plan for the individual. The new Whole Life Satisfaction hypothesis speaks of an adaptable model that can stay away from the greater part of the issues. The significant variables that add to a fulfilled life are not yet observed completely and the individual weight given to every one of the elements for the most part fluctuates from one territory to other. In any case, the examination has discovered that they fall likely into four primary classes orderly (Veenhoven, 1996):

1. Life chances
2. Flow of experience
3. Evaluation of life
4. Course of events

The fluctuation-based investigations in a total fulfilled life between two unique countries/nations have demonstrated that the conditions of living had an extraordinary impact (Veenhoven, 1996) over the normal estimation of life-satisfaction. These prospecting nations will have an incredibly higher range of normal satisfaction than the poorer nations or countries; on closely resembling premise, the nations with better prospects of job get a decent fulfilled life than the countries where the rate of joblessness is immense (Helliwell et al, 2017).

As per several researches, Education is regarded as a fascinating domain in context to life satisfaction. According to the differences between various nations, it is usually seen that
most of the countries that have exceptional educating platforms, experience a higher satisfaction level. Verbakel and DiPrete (2008) mentioned that there is generally a direct link between the state of working and total life satisfaction process, with centrality of employment for high-level of quality, we speculate that the satisfaction of life increases with working hours and gains in personal satisfaction from contracting working hours. These studies and claims can be additionally substantiated by the ongoing pattern wherein an expanding number of associations, firms, ventures, production lines, and so forth are focusing on simultaneous enhancement of both, profitability of work and the nature of working life for its employees.

Veenhoven (1996) in the study expressed that the meaning of ‘quality of life’ indicates two of the essential implications: 1) considering the fundamental need for going through good time, and too good practice of living. At social level, only the first implication is usually significant. When one state that the general population of QWL in a nation is poor, it implies that important conditions required are not adequate for example, medical-services, adequate sustenance and lodging are deficient which implies that the nation isn't competent to sustain its natives and is unable to provide them enough basic amenities, which is the responsibility of the State). At the individual level, the meaning of quality of work life (QWL) can take both the implications. When one states that the individual does not have a decent quality of life, it implies he/she lacks the essential things or potential because of which the individual does not flourish. This maybe true to a certain extent but cannot be fundamentally justified in case of affluent who still encounter difficulty.

Diener (1984) conducted a literature review in 1967 regarding the wellness policy that covered the mean value of SWB life satisfaction, healthy impact, as well as pleasure in casual aspects, concept, and assessment. Maximum SWB estimates are interrelated with one another moderately with a solid and sufficient temporal intrinsic consistency as well as reliability. The
idea of happiness across the world is substituted by more particular and structured ideas in conceptualizing evaluation tools based on theoretical foundation. A number of dimensions or aspects estimate SWB and these can be compacted at a different analytical level. Prominent psychological happiness concepts are recommended and they usually cover pain, pleasure, activity, and bottom–up vs. top–down, as well as hypotheses regarding assessment. Moreover, it is important to associate closely with all sorts of studies and hypotheses.

Veenhoven (1996) describes such aspects as ‘presumed’ the quality of work life (QWL) respectively. In this regard, life satisfaction is a major dimension of the ‘possibile QWL. It after being associated with the indicators of physical and psychological wellness represents the degree of people’s existence and establishment. The recurrent information of life satisfaction is utilized in different aspects such as QWL measurement, recognition of good life situations, policy-assessment, supervising social development and so on.

Maximum studies have been done in the realm of Quality of Work Life (QWL), factors influencing QWL, work contentment along with their interrelation with service sector, private and public corporate companies, wellness sector etc. Although the small industry sector of the Indian economy has not been properly investigated in terms of, QWL and very few research papers are available on that part. Another aspect of the earlier studies is that they mostly paid attention to the views of supervisors, managers, or staff in regard to Quality of Work Life, work contentment and life satisfaction dimensions.

Hence, estimated Walton Model aimed this current research at engaging the staff of the MSMEs of Indian states (Himachal Pradesh) as well as to measure the impact of Quality of Work Life. This specific model is constituted by eight factors, such as: Health and Safety provisions, Sufficient Income and Adequate Compensation, Immediate Scope or Chance to Develop and Utilize the Human Capacities, Future Opportunity for Security and Development,
Social Integration in Work companies, Work Organization Constitutionalism, Total Life Space, Social Importance as well as the Work of Life Timossi.L et al (2008); Kashani (2012). In addition, many other scholars utilize this particular Walton model in research on the Quality of Work Life (QWL).

Peterson et al (2005) measured the life satisfaction using three parameters: to be happy that is a pleasure, through engagement and through meaning. Each of these three parameters predicts life satisfaction.

Poor ratings represent a lower level of life satisfaction and differentiate between the emptiness and fullness in terms of life. Fernandez et al (2017) researched about the habitat situations as well as life satisfaction through the aspect called residence associated happiness. As per the findings of the research, the psychological situation of health and wellness are based on both, the intrinsic and extrinsic factors of residence, apartment, and society. Older individuals were asked about their life satisfaction with respect to their houses. The results manifest that residential satisfaction or pleasure is dependent on the qualitative aspects of the physical features of the residential house.

Woo et al (2015) analyzed the impact of regional people on tourism growth, holistic qualitative features of life as well as life satisfaction. Here five separate travel destinations were chosen along with their inhabitants. As per the empirical results, the developmental values of tourism affect life satisfaction in both materialistic and non-materialistic aspects. Pivot et al (2008) narrated the evaluation method to estimate life satisfaction as Satisfaction with Life Scale. It was used to evaluate the life satisfaction element of subjective wellness. The upcoming attitude or behavioral aspect, as well as suicidal thinking, can be anticipated by means of the SWLS mark that is associated with psychological wellness.
Diener et al. (2009) researched the cross-cultural association of life satisfaction and self-confidence of college going youths. For them, friends, family members, as well as financial aspects were used to measure life satisfaction.

**The Importance of Life Satisfaction**

The idea of life satisfaction is immensely important for one’s life. It can make a person joyful, happy and exert a beneficial effect on that person’s general wellness (Jacob et al, 1980). Life satisfaction is closely associated with the scientific study of positive psychology that is based on the recognition of plus points or advantages alongside its establishment as it acts as a buffering agent against the psychopathological growth issues (Veenhoven, 1988). Kids in middle school who possess low life satisfaction become aggressive or violent, have knife or guns in bag, and take part in physical fights or drug abuse (Valois et al, 2001). In this regard, life satisfaction acts as a buffer to resist the unhealthy impacts of depression, stress, development along with psychopathological behavior (Suldo and Huebner, 2004).

As per the study, the degree of life satisfaction depends on someone’s wellness, lie anxiety issues, addiction (smoking or drugs), chronic health problems, obesity, pain, physical activity, insomnia etc. (Balluz et al, 2008) however, the wellbeing and life satisfaction are directly proportional to each other.

The contentment degree is estimated through the indicators that signify a person’s positive and negative moods. Usually, a healthy attitude towards life assessment has an association with delightful and accomplished life. On the other hand, an unhealthy attitude or negativity towards life is attributed to sadness, depression, stress as well as unhappiness (Maltby et al, 2009). Decreased amount of life satisfaction is shown in massive negative results (drug and substance abuse, alcoholism, showing aggression, violence, psychopathological indications such as being anxious, depressed, no or low level of confidence, isolation,
loneliness, low self-efficacy, as well as physical indicators of health (for example, lack of proper nutrition). Such a low level of life satisfaction results in external or internal forthcoming attitudes like drug or substance dependence or abuse (Suldo et al, 2007; Sun and Shek, 2010).

The satisfaction of life is a vital element, when it comes to reducing or eliminating behavioral issues among younger generations (Sun and Shek, 2010).

As per the study and findings of Younger, Francis, McFarlane, Wilks, and Gordon Strachan, (2014), stressful aspects or depression shows to be a major cause behind gaining risky attitudes among younger generation people. A plethora of such symptoms in association with depression are usually represented by means of massive risk attitudes, such as intense and early sexual activity, use of alcohols, drug abuse as well as becoming violent. On the other hand, positive life satisfaction (Ye et al, 2014) is represented through growth in wellness, intra- and interpersonal or academic aspects, and showing interest.

Moreover, the scholars of Chapman University have performed another empirical work. They asserted that the life satisfaction procedure is associated with reduced mortality risk. Further, the ambiguous or fluctuating concept of life satisfaction exerts a negative or deleterious impact on wellbeing and longevity (Segerstrom et al, 2015).

**Measurement of Life Satisfaction**

In the mid-1960s, the hypothesis of life fulfillment actually was believed to be estimated in both goal and outside structures; the synchronous estimations of pulse or pulse were estimated in a target and outer way. In view of different investigations of such a theme/subject, it winds up huge proof that estimates life fulfillment in a goal, which is full of trouble (Benjamin et al, 1995).

In spite of the fact that the procedure of life fulfillment is for the most part interlinked with specific factors like relationship quality, a wellspring of pay, wellbeing conditions, and
every individual may weight such sort of factors in an unexpected manner in comparison to the others. A person with weakness, low wellspring of salary, and few of the cozy connections have an abnormal state of life fulfillment then an individual with a spotless and clear riches, wellbeing, and a large number of the companions (McDowell, 2006)

The examination done by Bruce Headey et al (1993) introduced that there is no such target route for estimation of a fulfilled life from an external point of view. How one would endeavor to quantify the existence fulfillment on outer premise either by the grins in number or by the proportion of chuckling to the tears or by the move recurrence for euphoria. On the off chance that this strategy sounds negligible, at that point you are totally right; it appears to be senseless because of the distinctions in individual articulation dependent on the person's identity and feelings, it is silly to think about that one can quantify a fulfilled life from outside/external outer district. In this way, it legitimately pursues an accurate proportion of fulfilled life, it must be emotionally gotten, and the most widely recognized sort of strategies for estimating incorporate, meetings, polls, and reviews.

Research Gaps

The past examinations have concentrated on Quality of Work life in instructive part, medicinal services segment and administration division. Restricted writing is accessible on QWL of little and medium endeavors. There is not any examination that mirrors the linkage between Quality of work life, Job fulfillment, and Life fulfillment of representatives working in little and medium undertakings.