INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

IJRCM

IJRCM

CONTENTS

FOUNDER PATRON

Late Sh. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana

Former Vice-President, Dadri Education Society, Charkhi Dadri

Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

Dr. BHAVET

Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR

Prof. S. L. MAHANDRU

Principal (Retd.), Maharaja Agrasen College, Jagadhri

EDITOR

Dr. PARVEEN KUMAR

Professor, Department of Computer Science, NIMS University, Jaipur

CO-EDITOR

Dr. A. SASI KUMAR

Professor, Vels Institute of Science, Technology & Advanced Studies (Deemed to be University), Pallavaram

EDITORIAL ADVISORY BOARD

Dr. CHRISTIAN EHIOBUCHE

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

Dr. SIKANDER KUMAR

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara, Mexico

Dr. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. A SAJEEVAN RAO

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

Dr. CLIFFORD OBIYO OFURUM

Professor of Accounting & Finance, Faculty of Management Sciences, University of Port Harcourt, Nigeria

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography: Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work**/**manuscript** *anytime* in **M.S. Word format** after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. infoijrcm@gmail.com or online by clicking the link **online submission** as given on our website (*FOR ONLINE SUBMISSION, CLICK HERE*).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1.   **COVERING LETTER FOR SUBMISSION:**

                                                                                                    DATED: _____

THE EDITOR

IJRCM

Subject: **SUBMISSION OF MANUSCRIPT IN THE AREA OF** _____.

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled '_____' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR	:
Designation/Post*	:
Institution/College/University with full address & Pin Code	:
Residential address with Pin Code	:
Mobile Number (s) with country ISD code	:
Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No)	:
Landline Number (s) with country ISD code	:
E-mail Address	:
Alternate E-mail Address	:
Nationality	:

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation **etc**. *The qualification of author is not acceptable for the purpose*.

NOTES:

a) The whole manuscript has to be in *ONE MS WORD FILE* only, which will start from the covering letter, inside the manuscript. *pdf. version is liable to be rejected without any consideration*.

b) The sender is required to mention the following in the **SUBJECT COLUMN of the mail**:

   New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.

d) The total size of the file containing the manuscript is expected to be below **1000 KB**.

e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.

f) *The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours* and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.

g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.

2. **MANUSCRIPT TITLE**: The title of the paper should be typed in **bold letters**, **centered** and **fully capitalised**.

3. **AUTHOR NAME (S) & AFFILIATIONS**: Author (s) **name**, **designation**, **affiliation** (s), **address**, **mobile/landline number** (s), and **email/alternate email address** should be given underneath the title.

4. **ACKNOWLEDGMENTS**: Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.

5. **ABSTRACT**: Abstract should be in **fully Italic printing**, ranging between **150** to **300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. *Abbreviations must be mentioned in full*.

6. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.

7. **JEL CODE**: Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aeaweb.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.

8. **MANUSCRIPT**: Manuscript must be in *BRITISH ENGLISH* prepared on a standard A4 size *PORTRAIT SETTING PAPER*. *It should be free from any errors i.e. **grammatical**, **spelling** or **punctuation**. It must be thoroughly edited at your end*.

9. **HEADINGS**: All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

10. **SUB-HEADINGS**: All the sub-headings must be bold-faced, aligned left and fully capitalised.

11. **MAIN TEXT**:

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:

INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

The manuscript should preferably be in *2000 to 5000 WORDS*, But the limits can vary depending on the nature of the manuscript.

12.   **FIGURES & TABLES:** These should be simple, crystal **CLEAR**, **centered**, **separately numbered** & self-explained, and the **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. *It should be ensured that the tables/figures are referred to from the main text.*

13.   **EQUATIONS/FORMULAE:** These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.

14.   **ACRONYMS:** These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.

15.   **REFERENCES:** The list of all references should be alphabetically arranged. ***The author (s) should mention only the actually utilised references in the preparation of manuscript*** and they may follow Harvard Style of Referencing. Also check to ensure that everything that you are including in the reference section is duly cited in the paper. The author (s) are supposed to follow the references as per the following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.

- Use (**ed.**) for one editor, and (**ed.s**) for multiple editors.

- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.

- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.

- The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.

- For titles in a language other than English, provide an English translation in parenthesis.

- *Headers, footers, endnotes and footnotes should not be used in the document. However,* **you can mention short notes to elucidate some specific point**, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

REVIEW OF LITERATURE ON QUALITY OF WORK LIFE: ANTECEDENTS AND OUTCOMES

Dr. K. G. SENTHILKUMAR
PROFESSOR
DEPARTMENT OF MANAGEMENT STUDIES
KGISL INSTITUTE OF TECHNOLOGY
COIMBATORE

ABSTRACT

To have a high-quality work life (QWL) is more than a desire, it is part of the overall strategic plan of any workplace. QWL is crucial in achieving the vision of becoming a long-term, reliable, and highly productive organization. QWL more specifically can be defined as a process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives. A unique characteristic of the process is that its goals are not simply extrinsic, focusing on the improvement of productivity and efficiency but they are also intrinsic, regarding what the worker sees as self-fulfilling and self-enhancing ends in themselves. The purpose of the present study is to identify and propose a list of few vital factors of QWL for the benefit of researchers and the organization. To achieve the purpose, the article published between the period from 2000-2017 were reviewed in a systematic way and presented in three segments viz., antecedents of QWL, attitudinal outcomes and behavioural outcomes of QWL.

KEYWORDS
quality of work life, attitudinal outcomes, behavioural outcomes, work life balance, productivity.

JEL CODES
J17, J28.

INTRODUCTION
Today's organizational environment is complex, turbulent, and dynamic in nature. In this environment, the competitiveness of an organization depends entirely on the retention of quality employees. Retention of employees is depending on how well the work environment satisfies their expectations. This is parallel to concepts such as 'humanization of work' and 'improvement of working conditions'. All of these represents the quality of work life which is vital to the success of an organization. Quality of Work Life is a concept of behavioural science and was introduced during the 1960s. The increasing body of research and the crucial academic concern in QWL comes out of the value of this concept in management science. Many researches have been conducted since its inception till date. Though it was introduced during the 1960s QWL is an emerging concept; which may be understood differently by different people depending upon their situations and differing roles. QWL is referred to as the "favourableness or unfavourableness of a total job environment for people" (Rethinam & Maimunah 2008).

OBJECTIVES
The objectives of this research are
1. to identify the dimensions/facets and explore differences in the QWL
2. to find out the impact of work life on attitudinal outcomes, and
3. **to diagnose the behavioral outcomes of QWL**

RESEARCH METHODOLOGY
As a review study, this research needed a collection of secondary data. As with any other type of research, the researcher was conscious of the importance of secondary data. In the preliminary stages, secondary data provided the researcher with information regarding the activities, scope, and opinions of other researchers and experts. The data also assisted the researcher in defining the study's variables and identifying the types of stakeholders involved in the investigation. The secondary data supplied important and relevant information to enhance the qualitative parts of the research findings. For this purpose, the secondary data was collected from all associated sources that included:
➢ Books related to quality of work life.
➢ Research journals, magazines and periodicals.
➢ Web sources such as websites.
➢ Libraries of reputed universities and institutes in and around Tamil Nadu

REVIEW OF LITERATURE ON ANTECEDENTS OF QWL
Most of the research studies begin by describing the antecedents/dimensions of work life. It is not believed that work life can be captured in a single measure, but rather that an array of dimensions must be considered. There is a plethora of literature highlighting those factors that are essential for the assessment of QWL. Several researchers have attempted to measure QWL in a variety of settings using combinations of various dimensions. Some factors such as job satisfaction, organizational commitment, job stress, job involvement, work role ambiguity, conflict, and overload were studied as alternative measures of QWL.

Wyatt & Wah (2001) examined the perceptions of the quality of work life among Singaporean employees with four dimensions. It is suggested that four dimensions of QWL viz., favourable work environment, personal growth and autonomy, nature of job, and stimulating opportunities and co-workers were shown to be significant to employees' QWL.

Saklani (2004) employed a thirteen dimensions model to analyze the QWL among non-managerial employees in India viz., adequate and fair compensation; fringe benefits and welfare measures; job security; physical working environment; work load and job stress; opportunity to use and develop human capacity; opportunity for career growth; human relations and social aspect of life; participation in decision-making; reward and penalty system administration; equity, justice and grievance handling; work and total life space (balance in life) and image of organization in the society (social relevance of work life).

Brooks & Anderson (2005) have developed the construct of QWL with four dimensions such as, work life/home life dimension, work design dimension, work context dimension, and work world dimension in the Health Care industry. Murrells et al (2005) emphasized that job characteristics, role states, group and organization characteristics and leader relations are generally considered to be antecedents of high quality of work life. Che Rose et al (2006) studied QWL in Malaysia and concluded that the most important predictor of QWL is organizational climate, followed by career achievement, career satisfaction and career balance.

Nasl & Dargahi (2006) studied the QWL of the Tehran University of Medical Sciences Hospitals' employees with fourteen key factors such as Fair Pay and Autonomy, Job security, Reward systems, Training and career advancements, Opportunities, Participation in decision making, Interesting and satisfying work, Trust in senior management, Recognition of efforts, Health and safety standards at work, Balance between the time spent at work and the time spent with family and friends, Amount of work to be done, Level of stress experienced at work, and Occupational health and safety at work.

Rethinam & Maimunah (2008) analyzed the QWL from the perspective of IT professionals with five dimensions viz., health and well-being, job security, job satisfaction, competence development and the balance between work with non-work life. Rastegari et al (2010) studied the QWL of the nurses with twelve dimensions

such as adequate and fair payment, safety and healthy working environment, continuous progression and safety in nursing profession, law abiding in the organization, satisfaction from the organization policy, work balance and total living space, suitable work volume, development of human capabilities, social cohesion in the labor organization, appropriate communications, participation and social importance of the nursing career.

Daud (2010) investigated the relationship between quality of work life and organizational commitment among employees in Malaysia with seven QWL dimensions namely growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration.

Most of the research studies investigated the employees' perception on QWL. Divergently, Stephen & Dhanapal (2011) analyzed the employers' perception on QWL in Small Scale Industrial Units in India with the QWL variables namely social support, interpersonal relationship, recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits.

Malini Nandi Majumdar et al (2012) investigated the relationship between quality of work life and its effect on job performance among employees of Indian telecom sector with variables such as organizational culture, workplace relationships i.e. relationship with superiors and among colleagues, training and developmental facilities, reward systems, fringe benefits, job security, autonomy, variations in work schedules.

Shoeb Ahmad (2013) argued that the health and safety, employment security, job satisfaction, occupational stress, work environment, work–life balance and human relations are the important elements of QWL. Organizations needs to pay attention to improve all these elements and strike a balance among them to make QWL effective and concluded that excellent QWL will result in happy and healthy employees who will contribute towards organizational productivity.

Mosadeghrad (2013) studied the level of QWL among hospital employees in Isfahan, Iran with the help of nine dimensions namely participation and involvement, job promotion, disturbance handling (management support), communication, motivation for work, job security, wages and salaries, job proud, and job stress. The results revealed that the overall QWL is explained by disturbance handling (management support), job proud and job security. The other variables were found to be influential factors in QWL.

Mejbel et al (2013) conducted an intensive literature review to find the drivers that can affect the QWL and identified the frequency of eight drivers in 15 selected research papers. The factors that investigated were: reward, benefits and compensation; job satisfaction; career development; top management involvement; communication; employee motivation; cohesion of work and life; and safety and security. The findings of the study revealed that the most frequent drivers were reward, benefits and compensation, followed by career development, communication, and safety and security respectively in order of frequency. The other drivers top management involvement, cohesion of work and life, job satisfaction and employee motivation were found to be less frequent in the literature review.

Yadav & Naim (2017) examined QWL of employees in Indian power sector. They identified seven dimensions of QWL namely supervisory support, freedom from stress, pay and benefits, Job satisfaction, collegial relationship, involvement and responsibility at work communication and job security.

The concept of faculty work life is very broad, encompassing a great number of variables. It is learned from the literature review that the faculty work life encompassed professional priorities, institutional support, and the quality of life. These three dimensions had been shown to be significant to faculty work life. These three dimensions were reconstructed as professional priorities and rewards, administrative relations and support, and benefits and services associated with the faculty member's appointment (Johnsrud & Rosser 2002).

Work Life of academic faculty can also be viewed with the work environment domains such as, role stress, job characteristics. Winter et al (2000) viewed QWL for academicians as an attitudinal response to the prevailing work environment and posited five work environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape faculty members' experiences, attitudes and behaviour. Apart from work environment, the organizational characteristic such as institutional type, resources and unit size were also viewed as dimensions of perceived quality of work life among faculty members and administrative staff (Johnsurd 2002).

Saad et al (2008) studied the quality of work life of faculty members of Razak University, Malaysia with the help of ten dimensions such as support from organization, work-family conflict, relationship with peers, self-competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. It is observed that all the dimensions on its own were a salient predictor of Job Satisfaction. But, the results of multiple linear regression test proved that only three dimensions namely meaningfulness of job, optimism on organizational change and autonomy were significantly related to Job Satisfaction.

Nirmala Kaushik & Manju Singh Tonk (2008) studied the relationship between QWL of teaching faculty and personality with eight dimensions of QWL advocated by Walton viz., adequate and fair compensation, safe and healthy working conditions, chance of growth, constitutionalism in the work organization, the social relevance of work life, total life space, social integration in the work organization and human progress capabilities. Three dimensions of personality viz., extroversion, agreeableness, conscientiousness was positively correlated with QWL. Mirkamalia & Thani (2011) also used Walton's theoretical framework for measuring faculty perception of QWL and revealed a significant relationship with job satisfaction among faculty members of University of Teharan.

Tabassum et al (2012) also explored the perception of the faculty members of private universities in Bangladesh about their QWL with the help of Walton's Model. The research study revealed a significant relationship between QWL and its dimensions. The results disclosed the existence of significant differences in the perception of QWL with gender and faculty/ department of the university. The study concluded that social relevance of work life, adequate and fair compensation, and constitutionalism were predictor variables of QWL among the faculty members in private universities. Hamidi & Mohamadi (2012) further confirmed in their causal-comparative study of QWL among technical and theoretical high school teachers in Kordestan province in Iran that the same eight dimensions were significantly related to teachers' efficiency.

Daud (2010) conducted a study to determine a set of factors that can adequately represent the conception of a quality of work life amongst academic staff in one of the leading public universities in Malaysia. This study investigated the perception of academic staff on QWL with the help of seven dimensions, viz. growth and development, participation, physical environment, supervision, pay and benefits, social relevance and workplace integration. These dimensions were shown to be significant to academic faculty work life in Malaysia.

Ganguly (2010), studied the nature of the perceived QWL of the university employees, and the nature of association between QWL and Job Satisfaction with the help of eight dimensions of QWL viz., work complexity, autonomy, personal growth opportunities, top management support, workers control, concerned about organizational performance, general happiness and personal relation to job. The results indicated that the dimensions such as autonomy, top management support and worker's control were perceived uncongenial and they have had certain amount of dilemma to comment on dimensions such as personal growth opportunities and work complexity, mainly bearing the potential involving a slight trend of negative opinion. It is also revealed that the Quality of Work life significantly contribute towards increasing satisfaction or dissatisfaction as experienced by the employees in their concerned job.

Bharathi et al (2011) studied QWL in teaching environment with the help of 16 dimensions divided into two sections as follows: adequate and fair compensation, safe and healthy working conditions, opportunities for development, opportunities for growth and security, Social Integration, Constitutionalism, Work and total life space, Social relevance and working life, QWL feeling, curricular aspects, teaching-learning and evaluation, research consultancy and extension, infrastructure and learning resources, student support and progression, organization and management and healthy practices. The results revealed no significant difference between sex, family, age, designation, various income levels, type of college, native place of the respondents and their perceived levels of overall quality of work life. On the contrary the study found the significant difference between the department, professional membership, length of service, of the respondents and their perceived levels of overall quality of work life. It is probed that there is a significant association between quality of work life total and quality of life in teaching environment total.

Natarajan & Annamalai (2011) examined the QWL of teaching and non-teaching members of Pondicherry University, Pondicherry with six factor model. It is elicited that the present job, working condition and work culture are highly influencing the QWL whereas present pay, promotion policy and supervising system is having moderate influence on QWL.

REVIEW OF LITERATURE ON THE ATTITUDINAL OUTCOMES OF QWL

Building on the studies that have identified the dimensions of QWL are those studies that attempt to determine the impact of work life on attitudinal outcomes. The results of several studies concluded that QWL is associated with job satisfaction. Stephen & Dhanapal (2011) examined the employers' perspective on QWL

and organizational excellence in Small Scale Industrial units. Ten important QWL factors have emerged as a result of their analysis. The most important QWL factor is social support, followed by interpersonal relationship and recognition. The other factors are recognition, autonomy, working environment, relationship with boss, working hours, governance by rule of law, role clarity and fringe benefits. The presence of these QWL factors in an organization enhances the employees' job satisfaction.

Yukthamarani Permarupan et al (2013) examined the relationship between the quality of work life, employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia with five dimensions of QWL namely fair and appropriate salary, working conditions, capacities at work, opportunities at work and organization climate. The intervening and dependent variables are job involvement and affective commitment respectively. The results indicated that working conditions, opportunities at work and climate organization had a relatively higher impact on job involvement and affective commitment.

Moghimi et al (2013) studied the relationship between organizational justice and QWL among employees in Qom Province public organizations. Results of the analyses revealed the significant positive relationships between organizational justice and quality of work life. Correlation analysis for the three components of organizational justice showed that three components of organizational justice had positive relations with QWL.

The literature review also exposed that several research studies conducted in teaching environment particularly private universities and schools, showed the association of QWL with some of the attitudinal outcomes.

Sirgy et al (2001) developed a new measure of QWL based on need satisfaction and spillover theories and posited that QWL positively influences organizational commitment, job satisfaction and life satisfaction. Saad et al (2008) attempted to find out the influence of employees' perception of work-life quality towards job satisfaction amongst employees of private university in Malaysia and reported that their perception toward QWL as a whole was proven to be directly related to job satisfaction. Further, concluded that the work life variables such as salary, perceived support of colleagues, satisfaction with the administration, work and non-work conflict have been proven to directly affect or are predictive of job satisfaction.

Narges Hasanmoradi (2011) investigated the relationship between the QWL and job satisfaction among the teachers of public and non-public schools in Tehran, Iran and concluded that there exists positive and significant correlation between QWL and job satisfaction. Tabassum (2012) investigated the interrelation between QWL dimensions and job satisfaction of faculty members in the private universities of Bangladesh and disclosed that all the dimensions of QWL are positively correlated with the job satisfaction of faculty members, which indicates that enhancement in the dimensions of QWL, can lead to increased amount of job satisfaction among faculty members.

Sasan Baleghizadeh & Yahya Gordani (2012) investigated the relationship between quality of work life and teacher motivation among secondary school English as a foreign language (EFL) teachers in Tehran, Iran. The results revealed that the respondents enjoyed a medium level of QWL, experienced a medium-to-low level of motivation and a significant relationship between motivation and QWL categories. Specifically, the QWL factors such as work conditions, chance of growth, social integration in the organization, and the use and development of capacities significantly improved the career motivation.

Kian-Sam Hong et al (2010) examined the relationships between QWL and work commitment, work stress and work satisfaction among permanent teachers at a government secondary school in Kuching, Sarawak, Malaysia and divulged that there exists a positive but weak relationship between work life quality and work commitment. Further added that by augmenting their Sense of Respect, Collegial Work, and by providing opportunity to Develop/use Skills and improving the teaching and learning Resources teacher's work commitment can be improved.

Daud (2010) examined the relationships between QWL and Organizational Commitment among academic members of private university of Malaysia. The results showed that participation and growth and development dimensions of QWL as significant antecedents to affective and normative commitment. Another dimension of QWL viz., supervision has a positive relationship with normative commitment. Yet other dimensions of QWL such as physical environment and pay and benefits have a significant positive relationship with continuance commitment.

It is divulged from this study that the satisfaction is major attitudinal disposition that is studied as an outcome of the quality of work life. It encompassed both job satisfaction and life satisfaction. Other attitudinal dispositions studied are Job stress, organizational commitment, organizational justice, career satisfaction and mental health.

REVIEW OF LITERATURE ON THE BEHAVIOURAL OUTCOMES OF QWL

The literature review demonstrated that there exist several research studies conducted in several industrial environment that showed the association of QWL with some of the behavioural outcomes.

Selahattin Kanten & Omer Sadullah (2012) investigated the relationship between the dimensions of QWL and employees work engagement among employees of a Marble firm in Turkey by employing Walton's dimensions of QWL. The results revealed that there exists a positive relationship between the dimension of QWL and work engagement. In particular the QWL dimensions such as Social relevance of work life, Safe and healthy working conditions, Adequate and fair compensation, Social integration, Opportunity for developing using human capacity and Constitutionalism have significant relations with work engagement. Apart from this, it is found from literature that QWL correlates with organizational and individual efficiency (Singh & Srivastav 2012).

Malini Nandi Majumdar et al (2012) investigated the relationship between quality of work life and its effect on job performance among employees of Indian telecom sector i.e. employees of public and private telecom service provider companies in India and revealed that the overall QWL has a strong correlation with employee performance.

Korunka et al (2008) developed a conceptual model which hypothesized that quality of working life mediates the relations between job/organizational characteristics and turnover intention. It is also found that different dimensions of QWL result in distinctive effects on organizational and career commitments and turnover intentions (Tung-Chun Huang et al. 2007).

Mosadeghrad, AM (2013) investigated the relationship between QWL and turnover intention among hospital employees in Isfahan and divulged that QWL is negatively associated with turnover intentions. QWL is a major contributor to employee turnover intention. Regression analysis of data indicated that predictors of intent to leave were low motivation, organizational policies, job stress, poor communication, and lack of job security. Also found significant relationships between employees' turnover intention and their age, tenure, marital status and type of employment. An inverse relationship between employees' education level and turnover intention is found in this study. Employees in lower educational background are less satisfied with pay and more likely to leave. Temporary and casual employees are more likely to leave the hospital rather than fulltime permanent staff.

The literature review also brings to limelight that there are few research studies conducted in teaching environment particularly private universities and schools, that showed the association of QWL with some of the behavioural outcomes.

Johnsrud & Rosser (2002) explored the relationship between QWL, morale and intent to leave among faculty members with the help of multilevel structural model. It is revealed that the QWL perceptions of faculty members have a direct and powerful impact on their morale. Both perceptions of work life and morale have significant direct impact on the intent to leave. It is the quality of faculty work life that matters most to the morale of faculty members, and it is the level of morale that matters most to the intent to leave at the individual level.

Behzad Shahbazi et al (2011) investigated the relationship between QWL and performance of Department Chairpersons of Esfahan University in Iran and showed that QWL is positively related with performance. The results indicated that the performance is directly related to adequate and fair compensation, safe and healthy work environment, development of human capacities, growth and security, social integration and work environment, constitutionalism, work life space, and social relevance of work life. Among these dimensions of QWL, the developments of human capacities, social integration, constitutionalism, and work and life space were more effectively related to performance.

Aketch et al (2012) investigated the relationship between QWL and overall performance among Kenyan university academic staff and showed that a positive correlation exists between QWL and overall performance.

Sandhya Nair (2013) explored the relationship between the QWL and its effect on Organizational Citizenship Behaviour amongst college teachers. It is divulged from the report that there is a significant relationship between the QWL and the two dimensions of OCB such as altruism and conscientiousness.

CONCLUSION

The review of literature on antecedents of QWL suggests that QWL is a multifaceted paradigm, built upon a number of interrelated factors that seek meticulous consideration to conceptualize and measure. The antecedents can be categorized into two such as Job Characteristics and Work Characteristics. Job characteristics can be defined as a set of environmental variables that are widely thought to be important causes of employee affect and behavior. Work Characteristics can be defined as employees' perceptions of their organization in which they operate. These include work life balance, compensation, employee support services, leadership, and professional relationship.

It is learned from the literature that the behavioural outcomes most often studied are productivity, work engagement and intention to leave. Organizational citizenship behaviour is also studied in very few researches.

REFERENCES

1. Aketch, JR, Odhiambo Odera, O, Paul Chepkuto & Ochieng Okaka, 'Effects of Quality of Work Life on Job Performance: Theoretical Perspectives and Literature Review', Current Research Journal of Social Sciences, Volume No. 4 (2012), Issue No. 5 (May), pp. 383-388.
2. Behzad Shahbazi, Sadegh Shokrzadeh, Hossein Bejani, Emad Malekinia & Davod Ghoroneh, 'A Survey of relationship between the quality of work life and performance of Department Chairpersons of Esfahan University and Esfahan Medical Science University', Procedia - Social and Behavioral Sciences, Volume No. 30 (2011), pp. 1555 – 1560. https://doi.org/10.1016/j.sbspro.2011.10.302
3. Bharathi, PS, Umaselvi, M & Kumar, NS, 'Quality of Work Life: Perception of College Teachers', Indian Journal of Commerce & Management Studies, Volume No. 2 (2009), Issue No. 1 (January), pp. 47-65.
4. Brooks, BA & Anderson, MA, 'Defining quality of nursing work life. Nursing Economics', Volume No. 23 (2005), Issue No. 6 (June), pp. 319 – 326.
5. Che Rose, R, Beh, LS, Uli, J, & Idris, K,_Quality Of Work Life: Implications of Career Dimensions', Journal of Social Sciences, Volume No. 2 (2006), Issue No. 2 (February), pp. 61-67.
6. Daud, N, 'Quality of Work Life and Organizational Commitment Amongst Academic Staff: Empirical Evidence from Malaysia', International Conference on Education and Management Technology (ICEMT 2010) pp. 271-275.
7. Ganguly, R, 'Quality of Work Life and Job Satisfaction of a Group of University Employees, Asian Journal of Management Research, Volume No. 1(2010), Issue No.1 (Januray) pp. 209-216.
8. Hamidi, F & Mohamadi, B, "Teachers' quality of work life in secondary schools". International Journal of Vocational and Technical Education, Volume No. 4 (2012), Issue No.1 (Januray), pp. 1-5.
9. Johnsrud, LK, & Rosser, VJ, —Faculty members' morale and their intentions to leave: A Multilevel explanation‖. Journal of Higher Education, Volume No.73 (2002), Issue No.4 (July), pp.518-542.
10. Johnsrud, LK, Measuring the quality of faculty and administrative work life: Implications for College and University Campuses. Research in Higher Education, Volume No. 43 (2002), Issue No.3 (March), pp. 379–395.
11. Kian-Sam Hong, Kok-Wah Tan & Suraini Bujang, Relationships Between Work Life Quality of Teachers with Work Commitment, Stress and Satisfaction: A Study In Kuching, Sarawak, Malaysia, Jurnal Teknologi, Volume No. 52 (2010), Issue No.1 (May), pp. 1–15.
12. Korunka, C, Koonakker, P & Carayon, P, 'Quality of working life and turnover intention in Information Technology work', Human Factor and Ergonomics in manufacturing', Volume No.8 (2008), Issue No. 4 (April), 409- 423.
13. Malini Nandi Majumdar, Debosmita Dawn & Avijan Dutta, Impact of quality work-life on job performance: A case study on Indian telecom sector. International Journal of Arts & Sciences, Volume No.5 (2012), Issue No.6 (June), pp. 655–685
14. Mejbel, AA, Almsafir, MK, Siron, R & Alnaser, ASM, The Drivers of Quality of Working Life (QWL): A Critical Review. Australian Journal of Basic and Applied Sciences, Volume No.7 (2013), Issue No.10 (October), pp. 398-405.
15. Mirkamalia, SM & Thani, FN, "A Study on the Quality of Work Life (QWL) among faculty members of University of Tehran (UT) and Sharif university of Technology (SUT)". Procedia - Social and Behavioural Sciences, Volume No.29 (2011), pp. 179 – 187.
16. Moghimi, SM, Kazemi, M, & Samiie, S, Studying the Relationship between Organizational Justice and Employees' Quality of Work Life in Public Organizations: A Case Study of Qom Province. Iranian Journal of Management Studies, Volume No.6 (2013), Issue No.1 (January), pp.117-143.
17. Mosadeghrad, AM, Quality of Working Life: An Antecedent to Employee Turnover Intention. International Journal of Health Policy and Management, Volume No.1 (2013), Issue No.1 (January), pp. 43-50.
18. Murrells, T, Clinton M. & Robinson, S, —Job satisfaction in nursing: Validation of a new instrument for the UK‖. J. Nurs. Manag., Volume No.13 (2005), Issue No.4 (April), pp. 296-311.
19. Narges Hasanmoradi, Relationship between the quality of work life and job satisfaction among the teachers of public and nonpublic schools in Tehran. International Journal of Arts & Sciences, Volume No.4 (2011), Issue No.25, pp. 279–285.
20. Nasl, SG, & Dargahi. H, "Study of Quality of Work Life (QWL)". Iranian J Public Health, Volume No.35 (2006), Issue No. 4 (April), pp.8-14.
21. Natarajan P, & Annamalai C, A Study of Quality of Work Life in Pondicherry University, Puducherry. Advances in Management, Volume No. 4 (2011), Issue No.5 (May), pp. 46-51.
22. Nirmala Kaushik & Manju Singh Tonk, Personality & Quality of work life, The Icfai journal of Organizational Behaviour, Volume No.7 (2008), Issue No.3 (March), pp. 34-46.
23. Rastegari, M, Khani, A, Ghalriz, P, & Eslamian, J, Evaluation of quality of working life and its association with job performance of the nurses. IJNMR/Autumn, Volume No. 15 (2010), Issue No. 4 (April), pp. 224-228.
24. Rethinam, G. S., & Maimunah, I, "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals". European Journal of Social Sciences, Volume No.7 (2008), Issue No.1 (January), pp. 58-70.
25. Saad, HS, Samah, AJA, & Juhdi, N, "Employees' Perception on Quality Work Life and Job Satisfaction in a Private Higher Learning Institution", International Review of Business Research Papers, Volume No.4 (2008), Issue No.3 (March), pp.23-34.
26. Saklani, DR, Quality of Work Life in the Indian Context: An Empirical Investigation, Decision, Volume No. 31 (2004), Issue No.2 (February), pp. 101-135.
27. Sandhya Nair, GS, A Study on the Effect of Quality of Work Life (QWL) on Organizational Citizenship Behaviour (OCB) – WithSpecial reference to College Teachers is Thrissur District, Kerala. Integral Review- A Journal of Management, Volume No. 6 (2013), Issue No. 1 (January), pp. 34 – 46.
28. Sasan Baleghizadeh &Yahya Gordani, Motivation and Quality of Work Life among Secondary School EFL Teachers. Australian Journal of Teacher Education. Volume No. 37 (2012), Issue No.7 (July), pp. 30-42.
29. Selahattin Kanten & Omer Sadullah, An empirical research on relationship quality of work life and work engagement. Procedia - Social and Behavioral Sciences, Volume No. 62 (2012), pp. 360 – 366. https://doi.org/10.1016/j.sbspro.2012.09.057
30. Shoeb Ahmad, "Paradigms of Quality of Work Life". Journal of Human Values, Volume No.19 (2013), Issue No.4, pp.73-82.
31. Singh, T, & Srivastav, SK, "QWL and Organization Efficiency: A Proposed Framework", Journal of Strategic Human Resource Management, Volume No.1 (2012), Issue No.1 (January), pp. 1- 13.
32. Sirgy, MJ, Efraty, D, Siegel, P, & Dong-Jin Lee, A New Measure of Quality of Work Life (QWL) Based on Need Satisfaction and Spillover Theories. Social Indicators Research, Volume No.55 (2001), Issue No.3 (March), pp. 241–302.
33. Stephen, A, & Dhanapal, D, Quality of Work Life and its impact on Organizational Excellence in Small Scale Industrial Units: Employers Perspectives. The Journal - Contemporary Management Research, Volume No.5 (2011), Issue No. 2 (February), pp. 55-67.
34. Tabassum, A, Rahman, T, & Jahan, K, "An Evaluation of the Quality of Work Life: A Study of the Faculty Members of Private Universities in Bangladesh". ABAC Journal, Volume No. 32 (2012), Issue No. 3 (March), pp. 36-57.

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT   4

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

35. Tung-Chun Huang, John Lawler, & Ching-Yi Lei 2007, ―The Effects of Quality of Work Life on Commitment and Turnover Intention‖, Social Behaviour and Personality, Volume No.35, Issue No.6 (June), pp. 735-750.

36. Winter, R, Taylor, T. & Sarros. J, "Trouble at mill: quality of academic work life issues within a comprehensive Australian university," Studies in Higher Education, Volume No. 25 (2000), Issue No.3 (March), pp.279-294

37. Wyatt, TA, & Chay, YW, Perceptions of QWL; A study of Singaporean employees' development. Research and Practice in Human Resource Management, Volume No.9 (2001), Issue No.2 (February), pp. 59-76.

38. Yadav, M., &Naim, M. F. Searching for quality in the Quality of work life: an Indian power sector perspective. Industrial and Commercial Training, Volume No.49 (2017), Issue No.4 (April), 164–174. http://doi.org/10.1108/ICT-01-2017-0003.

39. Yukthamarani Permarupan, P, Al- Mamun, A., & Saufi, RA., Quality of Work Life on Employees Job Involvement and Affective Commitment between the Public and Private Sector in Malaysia. Asian Social Science, Volume No. 9 (2013), Issue No. 7 (July), pp. 268-278.

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT 5

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail **infoijrcm@gmail.com**.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-
Co-ordinator

DISCLAIMER

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT   II

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/