

Employee's Quality of Work life in Pharmaceutical Industry – A Factor Analysis

R. Sarumathi, Vidyadhar Reddy Aileni, Mohammed AbbasAli

Abstract: *This study aims at “Quality of Work Life” with collected perceptions on several occupational cultures relating to human factors, to create prominent advancements by considering the effective responses and it will explore the relationship of different parameters among the quality of work life of the employees who are working in pharmaceutical industry in Hyderabad. The sample was taken from three major organisations that plays vital role in the industry by using proportionate sampling method. The pre constructed and close ended questionnaires were distributed among the respondents for the data collection. The collected data was analysed with frequency distribution, Pearson’s correlation analysis, and student t-test and then found that most of the quality of work life factors are inter-related.*

Keywords: *Fair compensation, health and safety, job satisfaction, pharmaceutical industry, Quality of work life, work and life balance.*

I. INTRODUCTION

The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its work force. Today's organizations need to be more flexible hence, they are equipped to develop their workforce and enjoy their commitment. Therefore organizations are required to adopt strategies to improve the QWL in order to satisfy both the organizational objectives and employee needs.

II. LITERATURE REVIEW

Quality of work life is a recent day topic of organizational psychology; some of the elements that are relevant in defining an individual's quality of work life would include the task, the physical work environment, social environment within the organization, administrative system and relationship between on life and off the job (Che Rose et al., 2006). His study further concluded that the most important predictor of quality of work life is organizational climate, followed by career achievement, career satisfaction and career balance. A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick, 2003). The quality of work life had an effect on Employees life and working environment. Quality of work life provides for the balanced relationship among work, non- work and family aspects of

life. Quality of working Life is enabling members at all levels to actively participate in shaping the organization environment, methods and outcome. Delamotte and Walker (1974) have indicated that emphasis have been made in the humanization of work which includes the need to protect the worker from hazards to health and safety. Katzell et.al (1975) have observed that an employee may enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, to stay on the job and performs well. A report by quality of work life taskforce in George Mason University in Virginia, USA assess the quality of their employees work lives and identified that the major source of stress in work and aspects of satisfaction /dissatisfaction of work affected the quality of work life of their employees'. Glasier (1976) has revealed that quality of work life implies job security, good working conditions, adequate and fair compensation and more even equal employment opportunity all together. Walton (1973) has stated that the major conceptual areas have to be identified viz., adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration for understanding quality of work life.

Quality of work life has a positive and significant relationship with employee's job satisfaction (Zohurul Islam et al., (2009)).QWL is positively related to organizational identification, job satisfaction, job involvement, and job effort and job performance; and negatively related to personal alienation (Efraty et al., (1990)). The quality of work life is less than average when the motivation was high despite dissatisfaction in salaries paid (Emadzadeh, et al., (2012)). The relationship between organizational commitment and quality of life and also its dimensions were affective, continuance and also normative were proved (Asgari, et al., (2011)). The relationship between the QWL and productivity suggested that managers should adopt appropriate policies to promote the QWL to enhance productivity (Nayeri, et.al (2011)). There is a strong relationship between ethics and work–life balance and the ethical leadership creates a work environment that nurtures work–life balance to employees, thus influencing employees to behave ethically at work (Deloitte and Touche (2007)). Quality of work life and job satisfaction is very significant for ensuring sustained commitment and productivity from the employees of an organization and also found a strong association between quality of work life and job satisfaction (Sameer Ahmad Shalla et al (2013)). The following factors are determining the quality of work life i.e., Job Satisfaction, Family-Responsive Culture, Employee Motivation, Organizational Support, and Compensation (Chandranshu Sinha (2012)).

The maximum employees were generally satisfied with their jobs. The job factors were related to level of perception

Revised Version Manuscript Received on January 12, 2017.

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of quality of work life and overall job satisfaction. The factors “work environment”, “Security and Opportunities.”, “Caring & Recognition” explained the variability among the employees’ level of perception of QWL and overall job satisfaction (Jayaraman S (2014)). A planned change in the working environment is required to improve QWL. Training, redesign of work, workshops for knowledge enhancement and personal growth, valuable participation in decision making, modification in promotion scheme etc. are some of the ways through which we can improve quality of work life. Improved quality of work life is beneficial for both the employee and institute so it’s the mutual responsibility of the two (Jain Bindu et al., (2014)). A committed, knowledgeable, loyal and satisfied employee is the most important success factor for any organization. So the main priority should be to attract and retain qualified staffs. Failure to achieve this goal means loss of efficiency, growth and decline of organization position (Seyed Mohammad Moghimi et al., (2013)). There was significant relationship between quality of work life and the productivity of manpower (Adel Salavati et al., (2013)). There was significant relationship between quality of work life programs and quality of life. The most influence factors were work environment followed by job facets. The result also indicated that there was a positive and significant relationship between quality of work life programs and quality of life. The most influence factors were emotional wellbeing, personal development, social inclusion and interpersonal relations (Hassan Narehan et al. (2013))

III. OBJECTIVE OF THE STUDY

The study aims to explore the relationship of different parameters (QWL factors) among the quality of work life of the employees who are working in pharmaceutical industry in Hyderabad.

IV. IMPORTANCE OF THE STUDY

The quality of work life refers to the favorableness and un-favorableness of a job environment for people. In general, employee’s expectations will be differed from person to person, industry to industry, country to country, time to time. Hence, QWL measurement is very important for any healthy industry. Desirable quality of work life can make happy employees, happy employees can be happy individuals, happy individuals can make happy families, happy families can make happy societies, happy societies can make happy and prosperous nation. Financial performance cannot be sustained unless the non-financial underpinnings of employee satisfaction, innovation, productivity, and product quality and customer service are established. Conversely, an individual whose life is dominated by a single dimension, viz., work to the exclusion of everything else, is the building block of an unhappy family and society.

Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. The BNET business dictionary defines quality of work life as the extent to which employees can enhance their personal life through their work

and their environment.

At first glance, the term “quality of work life” may seem unclear. But if we look closer, we may realize we already have an answer. Improving the quality of life is a fundamental principle of the most successful pharmaceutical companies any time. In fact, customers “quality of life” is in the mission statements of major pharmaceutical companies like Sanofi, Pfizer, Glaxo Smith Kline and Merck. When thinking of retention, it is the same mission that transcend to the employees’ quality of work life. Quality of work life is one key to unlocking the door to employee retention. By improving the quality of work life, employee’s needs, wants and expectations are aligned with the companies. In the highly regulated pharmaceutical industry, jobs have become more stressful and complicated. Although the pharmaceutical industry has lower turnover rates as compared to other industries, the cost of turnover is much greater. The employees’ will look to balance work life and personal life in their employment. Employees’ whose employer is not supportive and understanding of their personal lives are often dissatisfied, demotivated and disengaged. At some point, their inability to balance work and personal lives will become overwhelming and they might leave the organization. More companies are beginning to understand that supporting employee’s personal growth may also prove beneficial to business. Programs that promote work and personal life balance are tuition reimbursement, flexible-time and on-site child care including rewards and recognition. Every company is unique and its employees are unique, therefore, work life balance initiatives should be tailored to the specific needs of the employees’. By recognizing employees’ with both professional and personal rewards, productivity and company commitment will become grounded. Understanding the importance of a balance between work life and personal life can mean the difference between being “the best company to work for” and “the worst company to work for”.

The greatest impact on the cost of doing business in the past 20 years has been employee turnover. Talent management and retention policies are important and losing top talent to the competitor has pushed firms to dramatically restructure their hiring, on boarding, and knowledge sharing processes. Most organizations are still struggling with what to provide to their employee’s to build loyalty. In the 1980’s employee’s looked for performance pay. In the 1990’s employee’s looked for job security. Employee’s need change as society changes, yet there has always been one common theme i.e., employees are always looking for something more out of their job. Halfway through this decade, employee’s clearly want quality of work life.

V. RESEARCH METHODOLOGY AND COLLECTION OF DATA

The quality of work life factors used in the study were derived from the past literatures and conceptual frame work. The factors found from the literature survey were adequate and fair compensation, health and safety working conditions, availability of resources, opportunity for career growth, job security, working time, work life- balance, work itself, reward system, participation in decision making, supervisory

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behavior, and job satisfaction respectively.

A descriptive cum diagnostic design has been adopted for this study. The universe of the study included the employees who are working in pharmaceutical industry, Hyderabad. A total number of 424 respondents were selected from three major organizations and implemented for the study by using proportionate sampling method. However, only 364 questionnaires were collected after several reminders. Collection of data was self-administered to determine the level of quality of work life and the questionnaire was developed through literature review and a mix and match approach was undertaken to modify the sentence or complete withdrawal wherever necessary to suit the local context. The questionnaire focuses on twelve dimensions (parameters) of Quality of work life and has totally 56 close ended questions with 4 point scale. The pilot survey was conducted before taking large sample and the reliability of the tools was tested and found to be 0.72 and passed. Hence, an attempt is made to find out the relationship between the Quality of work life variables by using the correlation analysis and t test.

VI. SAMPLE DESIGN

The data was collected with a constructed questionnaire comprises 56 questions of 12 parts with 6 major demographic figures from three different groups (company's).

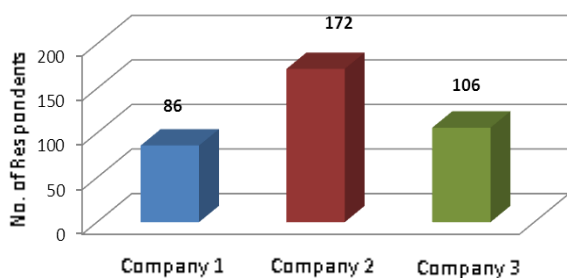


Fig1. Company wise sample count

VII. DATA ANALYSIS AND INTERPRETATIONS

Data was collected with a questionnaire of 56 questions (including demographic factors) from 364 samples. The total number of 48 questions (about QWL) sub divided into 12 groups, each group that defines a specific characteristic in this whole survey (population). So data assessed for these calculations was taken from the group wise (Parameter wise) sum. Testing the correlation between the parameters (12 sections listed in the questionnaire) prepared for the proper combinations listed in the below tables. These parts of calculations are strongly confirmed by the statistical student t-distribution procedure. Here t-test procedure used for testing the significance of the obtained correlation coefficient. In this correlation assessment a total number of 66 combinations were selected and calculated results presented below.

Note: $\sum(N_i-1)+(N_i-1-1)+\dots$

$$=11+10+9+8+7+6+5+4+3+2+1=66, \text{ where } i=12$$

Here, the Null hypothesis (H0) was framed as not significant (NS) and the Alternative hypothesis (H1) was taken as significant(S). In the following table and the interpretation was made with the calculated T-test value and the table value. According to the T-test the comparisons of

parameters which were accepted null hypothesis, it will show the result as not significant which was understood that is having strong relationship between the both parameter and it means that the positive or negative changes in the parameter1 will change the parameter 2. If the result is significant the alternative hypothesis was accepted, which means that the both parameters are not interrelated and there is no correlation between the parameters 1&2 (I).

VIII. DISCUSSIONS AND FINDINGS

From the past literatures and data analysis, it found that the quality of work life factors was influencing the employee's quality of work life in different conditions and various industries. Thus, this study aimed at the relationship between the factors of Quality of work life.

The relationship between the quality of work life dimensions (adequate and fair compensation, health and safety working conditions, availability of resources, opportunity for carrier growth, job security, working time, work and life balance, work itself, reward system, participation in decision making, supervisory behavior and job satisfaction) was tested by using Pearson's correlation analysis and student t test. The adequate and fair compensation was analyzed with three facets they are, employees opinion about their current earnings with their job is make them happy compared to similar job. Regarding compensation > 90% of the respondents were happy and when it was extended to know whether it is sufficient to meet their family expenses 35% of respondents expressed their unhappiness as their current income is not sufficient to meet their family expenses and when it was extended about their fringe benefits stated that >50% of the respondents responded that they are happy. It is also found that the adequate and fair compensation was not significant with work & life balance, but it was more significant with the other 11 qualities of work life dimensions which analyzed by using t-test and it shows the importance of monetary benefits towards work and life balance. Chandranshu Sinha (2012) also confirmed that the compensation for their work is an influencing factor about quality of work life.

In addition to all salary benefits, human health and safety has been considered as most important factor to achieve a high quality of work life among the selected companies. In the present study, six questions were raised about the health and safety working conditions. It is observed that almost all the respondents have agreed that their work conditions are found to be good with respect to health and safety environment. It also noted that both employee and employer are working together to ensure the better health and safety working conditions. The response about their general health was noted to be good and all the participants have either agreed or strongly agreed with respect to health and safety working conditions among the studied companies with complete management support.

I. Pearson's Correlation and Student T-Test Analysis

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Parameter 1	Parameter 2	Corr(r)	T-test	Prob	T-crit	Status
Adequate and fair compensation	Safe and healthy working conditions	0.498	10.922	<0.001	1.97	SIG
	Availability of resources	0.291	5.783	<0.001	1.97	SIG
	Opportunity for carrier growth	0.169	3.266	0.0012	1.97	SIG
	Job security	0.393	8.143	<0.001	1.97	SIG
	Working time	0.432	9.124	<0.001	1.97	SIG
	Work and life balance	0.075	1.425	0.1551	1.97	NS
	Work itself	-0.180	3.487	<0.001	1.97	SIG
	Reward system	0.116	2.219	0.0271	1.97	SIG
	Participation in decision making	-0.501	11.011	<0.001	1.97	SIG
	Supervisory behavior	0.408	8.510	<0.001	1.97	SIG
	Job satisfaction	-0.227	4.437	<0.001	1.97	SIG
Safe and healthy working conditions	Availability of resources	0.178	3.445	<0.001	1.97	SIG
	Opportunity for carrier growth	0.352	7.156	<0.001	1.97	SIG
	Job security	0.775	23.328	<0.001	1.97	SIG
	Working time	0.340	6.869	<0.001	1.97	SIG
	Work and life balance	0.237	4.632	<0.001	1.97	SIG
	Work itself	0.028	0.529	0.5968	1.97	NS
	Reward system	0.109	2.081	0.0382	1.97	SIG
	Participation in decision making	0.062	1.189	0.2353	1.97	NS
	Supervisory behavior	0.107	2.052	0.0409	1.97	SIG
	Job satisfaction	-0.055	1.048	0.2952	1.97	NS
Availability of resources	Opportunity for carrier growth	0.633	15.571	<0.001	1.97	SIG
	Job security	0.547	12.427	<0.001	1.97	SIG
	Working time	0.630	15.426	<0.001	1.97	SIG
	Work and life balance	-0.588	13.839	<0.001	1.97	SIG
	Work itself	0.325	6.547	<0.001	1.97	SIG
	Reward system	0.701	18.681	<0.001	1.97	SIG
	Participation in decision making	0.211	4.117	<0.001	1.97	SIG
	Supervisory behavior	0.576	13.390	<0.001	1.97	SIG
	Job satisfaction	-0.171	3.296	0.0011	1.97	SIG
Opportunity for carrier growth	Job security	0.629	15.402	<0.001	1.97	SIG
	Working time	0.807	25.966	<0.001	1.97	SIG
	Work and life balance	-0.605	14.447	<0.001	1.97	SIG
	Work itself	0.393	8.130	<0.001	1.97	SIG
	Reward system	0.627	15.333	<0.001	1.97	SIG
	Participation in decision making	0.334	6.743	<0.001	1.97	SIG
	Supervisory behavior	0.443	9.390	<0.001	1.97	SIG
	Job satisfaction	0.229	4.480	<0.001	1.97	SIG
Job security	Working time	0.478	10.366	<0.001	1.97	SIG
	Work and life balance	-0.126	2.413	0.0163	1.97	SIG
	Work itself	0.223	4.358	<0.001	1.97	SIG
	Reward system	0.502	11.058	<0.001	1.97	SIG
	Participation in decision making	0.330	6.660	<0.001	1.97	SIG
	Supervisory behavior	0.315	6.308	<0.001	1.97	SIG
	Job satisfaction	0.089	1.694	0.0911	1.97	NS
Working time	Work and life balance	-0.678	17.561	<0.001	1.97	SIG
	Work itself	0.095	1.809	0.0713	1.97	NS
	Reward system	0.577	13.457	<0.001	1.97	SIG
	Participation in decision making	-0.066	1.259	0.2089	1.97	NS
	Supervisory behavior	0.608	14.560	<0.001	1.97	SIG
	Job satisfaction	0.082	1.574	0.1163	1.97	NS
Work and life balance	Work itself	-0.260	5.126	<0.001	1.97	SIG
	Reward system	-0.417	8.719	<0.001	1.97	SIG
	Participation in decision making	0.037	0.701	0.4836	1.97	NS
	Supervisory behavior	-0.346	7.011	<0.001	1.97	SIG
	Job satisfaction	-0.330	6.659	<0.001	1.97	SIG

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Pearson's Correlation and Student T-Test Analysis

Parameter 1	Parameter 2	Corr(r)	T-test	Prob	T-crit	Status
Work itself	Reward system	0.411	8.580	<0.001	1.97	SIG
	Participation in decision making	0.186	3.605	<0.001	1.97	SIG
	Supervisory behavior	0.100	1.911	0.0568	1.97	NS
	Job satisfaction	0.102	1.954	0.0515	1.97	NS
Reward system	Participation in decision making	0.279	5.534	<0.001	1.97	SIG
	Supervisory behavior	0.723	19.925	<0.001	1.97	SIG
	Job satisfaction	-0.072	1.376	0.1696	1.97	NS
Participation in decision making	Supervisory behavior	-0.113	2.159	0.0315	1.97	SIG
	Job satisfaction	0.005	0.100	0.9206	1.97	NS
Supervisory behavior	Job satisfaction	-0.449	9.574	<0.001	1.97	SIG

Corr (r): Correlation coefficient; T-test: statistical value; Prob: Probability; T-crit: T-tabulated

The opinion of the participants with respect to mental health (in days per month) was evaluated among the studied companies. The factors considered for mental health include stress, depression, and problems with emotions. It is noted that percent respondents exhibited as "Below 5 days" is considered to be good, which was observed with more than 80% of the respondents. The response about their job and health, most of the respondents (>90%) confirmed that their job is not affecting their health. Though, the safety working conditions had relationship with work itself, participation in decision making and job satisfaction hence they were not significant; however, other parameters like adequate and fair compensation, availability of resources, opportunity for career growth, job security, working time, work life balance, rewards system and supervisory behavior were significant with safety working conditions (t-test). The safety working conditions are also an important factor to increase the employee job satisfaction confirming that the job satisfaction is not only depends up on the monetary benefits.

The availability of resources is considered to be a main factor to get the job done. It is noted that >90% of the respondents are getting enough help and information to get the job done. Almost all the respondents agreed that they obtain enough help and equipment to get the job done and the t-test proved that the availability of resources was significant with all parameters used for the study. The opportunities for carrier growth was measured and observed that >60% of the respondents agreed that the chances for promotion is found to be good. Most of the respondents agreed that there are more opportunities to develop their own skills and special abilities. The respondents (>60 %) also accepted that they get training opportunities to do the job safely and competently. The factor, opportunities for carrier growth were significant with all QWL factors which were used in the study (t-test).

Employee's job security was measured and quoted that most of the respondents (>80%) agreed that their job security is found to be good and also expressed that there are difficulties to find a new job with another employer with the same income and benefits. More than 40% of the respondents have refused the concept that employees need strong trade unions to protect their interest. According to the t-test it was significant with all parameters used in the study except job

satisfaction and the result shows that the factor job security can influence the employee's job satisfaction. Hence, the both factors were found to be correlated. The QWL factor working time was analyzed with the following facets and noticed that >73% of the respondents are working up to 10 hours per day. The respondents of ~20% are working more than 6 days per month as extra hours in addition to their regular work schedule and most of the participants (~80%) are working 1 or 2 additional working days in addition to their work schedule and same is being demanded by the employer. The employees are not allowed to change their starting and quitting time on daily basis i.e. they don't have flexible work hour and found to be significant with all parameters used in the study except work itself, participation in decision making and job satisfaction.

Most of the respondents agreed that they rarely work from home and conformed that taking time to take care of personal or family matters is somewhat hard during work hours (as and when required). It is noticed sometimes that their job interfere in their family life and family demands also interfere in their job sometimes. It is observed that most of them (>90%) are getting above 2 hours of time to relax and pursue activities after work hours. The respondents (>60%) expressed that they sleep only 4-6 hours per day. Work and life balance and all other parameters were significant except adequate and fair compensation and participation in decision making because they were not significant according to the t- test. Deloitte and Touche (2007) revealed in their study that ethical leadership creates a work environment that nurtures work-life balance to employees. All the respondents have agreed that they are learning new things from their job. More than 90% of the respondents have agreed that their job required them to work very fast. It is also noted that > 65% of the respondents confirmed that they do have enough time to get the job done. More than 80% of the participants agreed that they have too much work to do everything well. In addition, they also expressed that they know exactly what is expected of them. Almost all the respondents (~97%) either agreed or strongly agreed that the job allows them to use their skills and abilities. More than 80% of the respondents agreed that they are treated with respect at their work place.

They also expressed that their work is stressful sometimes, but some of them claimed they work in stress free

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environment. According to the t-test there was a relationship found between work itself and health and safety working conditions, Supervisory behavior, working time and Job satisfaction.

Regarding the factor reward system, the respondents (~93%) have stated that they are praised by their employer when they perform their job well. In addition, they are entitled additional bonus, pay increase and promotions upon their accomplishments at their work place and the t-test resulted that all parameters were significant with reward system except job satisfaction. It is noticed that >65% of the respondents agreed that they have a complete freedom on deciding their own work plan; however ~35% of the participants have not aligned. Most of the respondents (>90%) have accepted that they work as team and among them >80% of them agreed that they work as part of a team very often, and also confirmed that they take part in decision making as well. However, other participants deferred with the above opinion on decision making (part of the team). The participation in decision making was not significant with health and safety working conditions, working time, work and life balance and job satisfaction.

Supervisory behavior was analyzed and noted that ~90 % of the respondents exhibited that supervisor is helpful to perform their job. It is also noted that the relationship between employee and management at their work place is found to be healthy and good (~90% respondents). The participants (~70%) have confirmed that and they do not have any conflict with his/her colleagues at their work place. Though, the supervisory behavior was significant to all parameters except work-itself. Finally, the job satisfaction was measured and found that almost all the respondents confirmed that they are either somewhat satisfied (96.2%) or very satisfied (3.8%) with their job. It is also noted that 42.3% of the respondents have been working with current employer is below one year. Whereas, 23.1% of the participants are working for 1- 3 years and the remaining respondents (34.6%) confirmed that are working since 3-5 years. It is observed that 19% of the participants expressed their desire to join new company and others (>50%) are not interested in changing their job currently. Zohurul Islam et al., (2009), Efraty et al., (1990), and Chandranshu Sinha (2012) revealed that quality of work life has a positive and significant relationship with employee's job satisfaction. According to the t-test, the job satisfaction was significant with all the parameters which were used in the study except health and safety working conditions, job security, working time, work-itself, reward system and participation in decision making. Hassan Narehan et al. (2013) found that there was a positive and significant relationship between quality of work life programs and quality of life. The most influence factors were emotional wellbeing, personal development, social inclusion and interpersonal relations.

Finally, it could be found from the study that most of the QWL factors are inter related they are adequate and fair compensation, work life balance, health and safety working conditions, work itself, participation in decision making, job satisfaction, job security, working time, supervisory behavior, and reward system.

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