

## **Emerging Trend in Human Resource Management: Quality of Work Life**

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### **ABSTRACT**

*Work is an important part of an individual's life. At workplace an employee witnesses different experiences which not only affects his life but also the Organizational goals. The sum total of these experiences forms the Quality of work life of that individual and influences his health and well-being. An individual should be able to create balance between his work and non-work life in order to remain productive for the organization. This study is focused on exploring the perception towards Quality of work life among the employees working in large scale manufacturing plants in Aurangabad.*

**Keywords:** emerging trends, HRM, organisational goals, quality work.

### **INTRODUCTION:**

The Quality of work life (QWL) is relatively a new concept in the Organizational Behavior. The term Quality of Work Life began to be used in a broader perspective after the Arden house meeting in New York in 1972, which led to the formation of the International Centre for QWL (Gain and Ahmad, 1995) and the term was introduced by Dr. Louis Davis. Quality of Work Life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, Organizational and interpersonal relationships and its intrinsic meaning in an employee's life.

Quality of work life is becoming an important issue to achieve the goals of an organization in every sector whether it is education sector, service sector, banking sector, tourism sector, manufacturing sector. Quality of work life (QWL) builds in employees the feeling of security, pride, belongingness, democracy, ownership, responsibility and flexibility. The organizations have to realize that creating Quality of work life among the employees is the best way to retain the employees.

American Society for Training and Development [ASTD] (1979) created a 'Task Force' on the Quality of working life, which defined the concept as follows: "QWL as a process of work organization which enables its members at all levels to actively participate in shaping the organizations' environment, methods and outcomes. It is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life at work for the employees".

Quality of Work life can be referred as the degree to which the members of an organization are able to satisfy all their personal needs through the experiences they get in the working environment. The main focus of QWL is on the problem of creating a human work environment in which the employees are able to work in cooperation to obtain the organizational objectives. The major indicators of Quality of Work life are: job satisfaction, job involvement and their implications on productivity.

Quality of Work life is a philosophy which considers that employees are the most important resource as they have qualities such as sense of responsibility, trustworthiness, capability of making contribution through their work. So, it is important that they should be given value and treated with respect and dignity. There are various elements

that are seemed to be relevant with an individual's Quality of Work life which includes the task given, physical work environment, social environment inside the organization, the administrative system and the balance between work life and personal life.

Quality of Work life is mainly concerned with the work environment which means that if the environment provided to the employees is congenial and helps in the development of the human resource, they will be motivated and committed with their work and job roles. It can be also understood as the amount of favourableness or unfavourableness that is provided in the total job environment for the employees (Davis and Newstrom, 1985). QWL programs are methods by which we can achieve overall development of the employees by helping them develop their skill sets, improvement in the working conditions which are excellent for the employees and economic for the organization. The basic elements of any QWL programs are concerned with employees' job security, provision of equitable rewards, communication, Job Satisfaction and their participation in the decision making process.

Quality of work life in a broader context in the work place includes factors like job satisfaction, stress management, provision of opportunities, etc. The priority is to create balance between the career goals as well as the family goals of an individual. The career goals of an individual include getting promotions, monetary earnings and benefits; employment status, etc. Whereas, the family goals are pleasure, leisure, spend more time with family members, perform spiritual activities with family members, health, and education or career needs of family members. If we use this concept properly then it can reduce the gap between family and work of an individual and also helps in balancing between the demands of both.

According to Walton there are eight main criteria of Quality of work life and it formulates the framework of this concept. These criteria are as follows:

- Adequate and fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacities
- Future opportunity for continued growth and security
- Social integration in work organization
- Constitutionalism in the work organization
- Work and total life space
- Social relevance of work life

There are some barriers to Quality of work life of employees which may include resistance of the employees towards change in a work environment where they are habituated and comfortable working with the tools, plans, schemes, techniques that are developed by the management, lack of financial resources and willingness also inhibit the implementation of the culture leading to the Quality of work life.

The most important strategy to improve the Quality of work life of employees is by creating work related rules which will further help in maintenance of an orderly atmosphere which is pleasant and nurturing for the employees to work effectively and then there will be increase in the productivity level of the organization too. It will be also helpful in retaining the present talent of the organization and be committed towards their work and the organization.

## **LITERATURE REVIEW:**

According to a study carried out by Dr. Sathya Kumar J. and Vidya Rajaram Iyer entitled "Emotional Intelligence and Quality of work life among Employees in the Educational Institutions" there is a high correlation between Emotional Intelligence and Quality of work life among the teaching staff in comparison with the non-teaching staff. The reason behind it is that the teaching staff goes through various related literatures that make them to develop better understanding and enable them to cope up with the stress in their day-to-day life. Neerpal Rathi in his study entitled "Relationship of Quality of work life with Employees' Psychological well-being" found that a person's Emotional Intelligence is positively correlated with Quality of work life. It was found that women were marginally lower in EI and QWL as compared to men who participated in this study. And there was no considerable difference noticed between academic and non-academic teaching staff. It was also found that there is a positive and significant association between QWL and psychological well-being. In addition, this study reveals that QWL significantly predicts employees' psychological well-being. According to Mitchell W. Fields and James W. Thacker while conducting a study on "Influence of Quality of work life on company and union

commitment” finds the co-operation between union and company has an influence on the overall QWL. This study states that both company and union commitment increased after employees’ involvement in a joint QWL process and the underlying dynamics of these changes differ for union and company commitment. The study of P. Kameswara Rao and P. Venugopal on “Perceptual factors in Quality of work life of Indian employees” investigates the factors which affect the Indian employees the most and the results from the factor analysis suggests four dimensions of QWL and they are: Favorable work environment, personal growth and autonomy, nature of job, and stimulating opportunities and co-workers. The findings support conceptualization of factors involved in perceived QWL derived from different parts of the world. The study conducted by Boas Shamir and Ilan Salomon entitled “Work-at-home and the Quality of working life” states that work from home may lead to better Quality of work life. On the other hand this may also result in demotivation of employees due to the unfulfilled social needs of the employees and the relations that are formed in the organization are hampered and the employees can also suffer through psychological issues. In a study performed by Robert W. Rice, Dean B. Mcfarlin and Raymond G. Hunt entitled “Organizational work and perceived Quality of life: Towards a conceptual model” focused on the analysis of the manner by which work can influence the perceived Quality of work life of the employees that stress the psychology of it and can link perceived Quality of life to a very general case in daily life of human health and well-being of the employees. A study performed by Nikita Agnihotri and Praval Jain entitled “Effect of mid-life crisis on Quality of work life of R&D employees in India” focus on a sample which is in less focus by the researchers and it is the R&D sector of India and specifically focused on the R&D Organizations that are based in Delhi NCR region. The result showed that mid-life condition is negatively correlated with QWL of R&D employees. Arvind K. Birla, Madhu Jain, Zaineb Chisti and Girijesh Yadav conducted a research study entitled “Quality of working life among dual career women”. This paper focused on women as there is no particular study conducted for women in a scenario where women play an equal role in terms of career building. The results of this study showed that the type of profession and the type of sector i.e. public or private plays a great role in the QWL of women. This paper also suggests that women should be given equal opportunity in workplace and they should be provided with the facilities such as day care center for their kids, flexible working hours, work from home, contingent work relationship, etc. to improve their QWL.

#### **OBJECTIVES OF THE STUDY:**

1. To know the perception of employees towards Quality of work life.
2. To determine the factors influencing Quality of work life of employees in manufacturing industry.
3. To determine various dimensions of Quality of work life.
4. To know whether QWL leads to improved productivity of the Organization.

#### **RESEARCH METHODOLOGY:**

The primary data is collected using Questionnaire and the secondary data is collected using various books, articles, websites and journals. The region selected for this study is Aurangabad, Maharashtra. For the conduction of this study Walton’s Questionnaire was used as an instrument for collecting the data from the respondents, and this questionnaire was updated in the year 2010 so that it suits the current scenario of working. It consisted of three parts i.e. first section included 8 demographic questions and the second (10 questions) and third (36 questions) sections were related to the topic but were separated as two different likert scale was used for them. A list of LSIs was brought from the DIC office Aurangabad, Maharashtra which showed that there are about 173 LSIs present currently in this region of which my target was to collect data from approximately 20-30 of those LSIs. 32 organizations participated in the survey of which after cleaning the data there were 24 organizations considered for the study and 479 is the sample size. The method of collecting the primary data by using the questionnaire is convenience sampling method. The analysis if the data is done by single factor analysis method.

#### **LIMITATION:**

Every research that is conducted has some or the other limitations to it and for this study the limitations are as under:

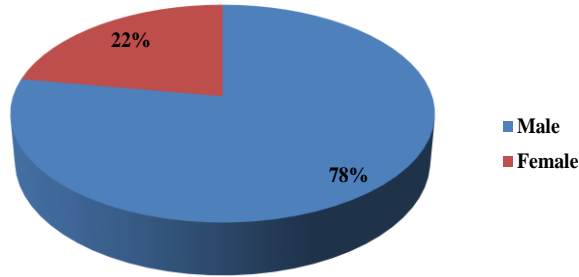
1. The size of the data might not be sufficient so that the findings could be made general of this study.
2. The region selected for this study was Aurangabad, Maharashtra so there is possibility that the findings might not be applicable for other states or regions.
3. This study was conducted on large scale manufacturing industry so it might not be applicable or generalized with other industries.

4. There is possibility of having error while collecting the data as the universe for this study was 173 LSI's but only 24 plants was the study area.

**DATA ANALYSIS & INTERPRETATION:**

**Gender-wise profile of respondents:**

Sr. No.	Gender	No. of Respondents
1	Male	372
2	Female	107
	<b>Total</b>	<b>479</b>

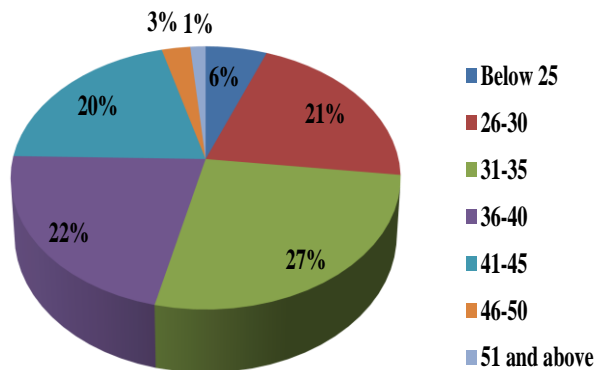


**Graph No. 1**

It is observed in the above data that, 372 respondents are male, whereas respondents belonging female category are 107.

**1. Age-wise profile of respondents:**

Sr. no.	Age	No. of Respondents
1	Below 25	28
2	26-30	101
3	31-35	128
4	36-40	104
5	41-45	98
6	46-50	13
7	51 and above	7
	<b>Total</b>	<b>479</b>

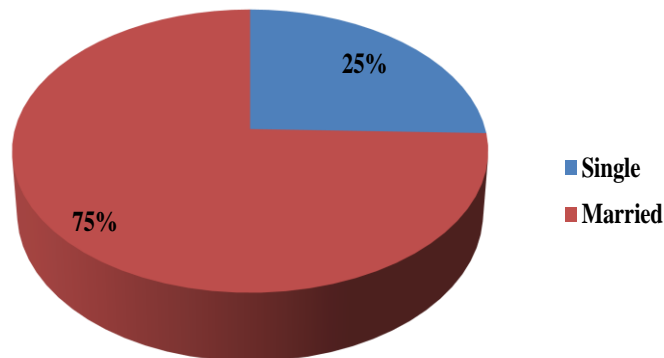


**Graph No. 2**

The above table shows age wise respondents profile. It reveals that 128 respondents belong to the age group 31-35 .whereas the respondents from age groups 26-30 are101 and 36-40 are 104 respectively. The respondents from age group 41-45 are 98. Amongst the total respondents only 13 and 7 are from age bracket 46-45 and 51& above.

**2. Marital status of respondents:**

Sr. No.	Marital Status	No. of Respondents
1	Single	122
2	Married	357
	<b>Total</b>	<b>479</b>

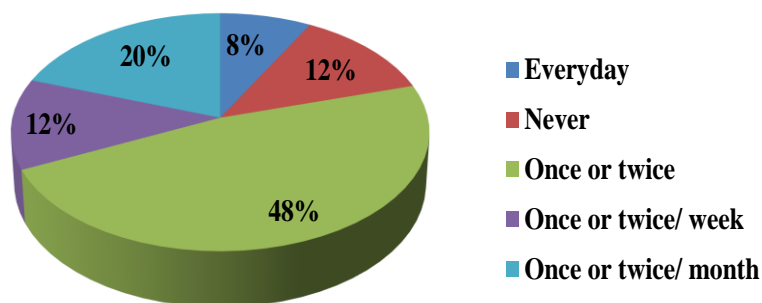


**Graph No. 3**

The above table shows the marital status wise respondents profile. There are 357 married respondents and 122 are single.

**3. Analysis of respondents' opinion whether they give up their meal and other breaks to complete work:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	38
2	Never	60
3	Once or twice	228
4	Once or twice/ week	59
5	Once or twice/ month	94
	<b>Total</b>	<b>479</b>

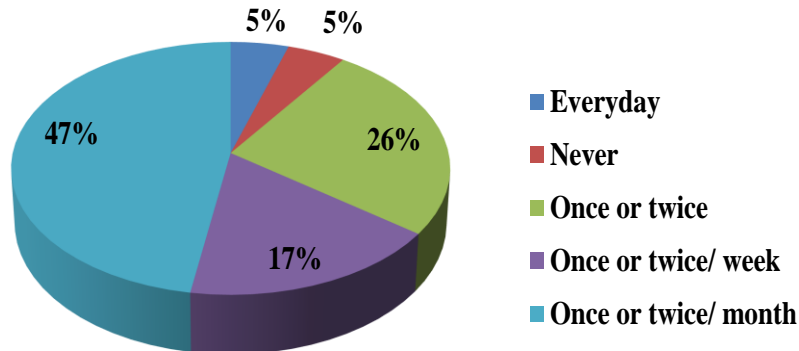


**Graph No 4**

The above table shows the respondents opinion about whether they skip their meals and other breaks for the completion of their work when they are at their workplace. Amongst the total respondents the majority which amounts to 228 accepted that they skip their meals and other breaks once or twice. Whereas, 94 respondents accepted that they skip their meals and other breaks once or twice a month. 59 respondents said that they had to skip their meals or other breaks once or twice a week. While 94 respondents have accepted that they have to skip their meals or other breaks once or twice a month. The no of respondents skipping their meals or other breaks daily 38. Whereas the no of respondents never skip their meals or other breaks in order to complete their work are 60.

**4. Analysis of respondents’ opinion whether they help their co-worker who had too much to do:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	23
2	Never	23
3	Once or twice	123
4	Once or twice/ week	83
5	Once or twice/ month	227
	<b>Total</b>	<b>479</b>

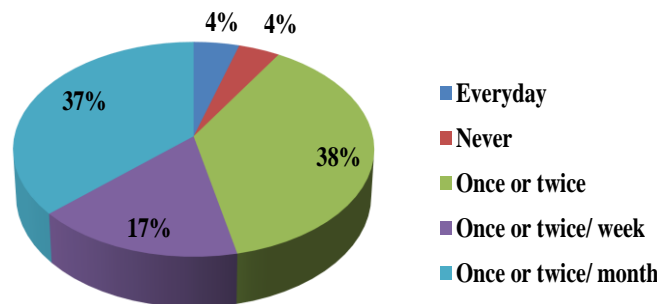


**Graph No. 5**

The data presented above shows respondents opinion whether they help their co-worker. Out of the Total respondents a majority i.e. 227 have accepted that they help their co-worker once or twice a month whereas 123 respondents have accepted that they help their co-worker once or twice. Respondents who help their co-worker once or twice a week are 83. While respondents help their co-worker daily as well as who never help their co-workers are 23 respectively.

**5. Analysis of respondents’ opinion on helping co-worker to learn new skills or shared job knowledge:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	22
2	Never	20
3	Once or twice	181
4	Once or twice/ week	80
5	Once or twice/ month	176
	<b>Total</b>	<b>479</b>

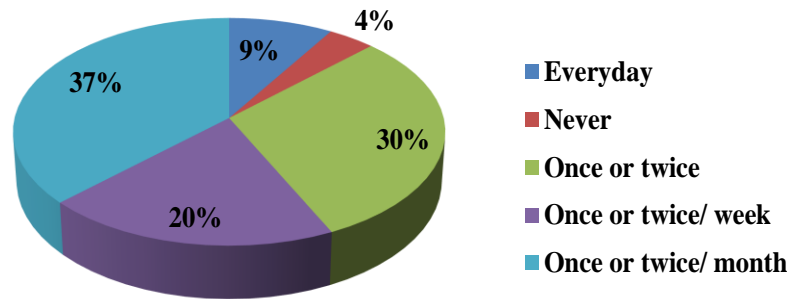


**Graph No. 6**

The data presented above shows respondents’ opinion whether they help their co-worker in learning new skills or sharing job knowledge. Out of the Total respondents a majority i.e. 181 have accepted that they help their co-worker once or twice in learning a new skill whereas 176 respondents have accepted that they help their co-worker once or twice in a month. Respondents who help their co-worker once or twice a week are 80. While respondents helping their co-worker daily as well as who never help their co-workers are 22 and 20 respectively.

**6. Analysis of respondents’ opinion whether they helped new employees get oriented to the job:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	42
2	Never	19
3	Once or twice	145
4	Once or twice/ week	95
5	Once or twice/ month	178
	<b>Total</b>	<b>479</b>

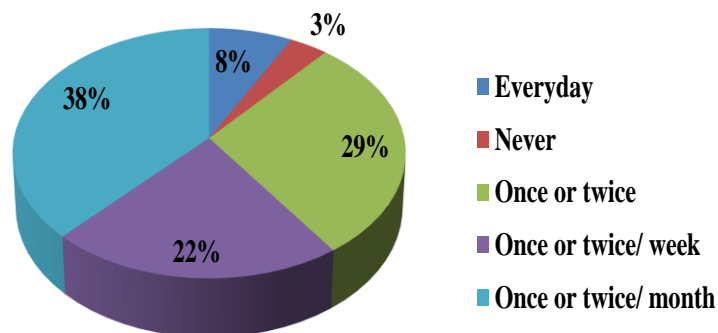


**Graph No. 7**

The above data reveals the analysis of respondents’ opinion that shows their willingness in helping new employees in getting oriented in their new jobs. As per the data we can observe that majority of respondents i.e. 178 helps new employees in getting oriented once or twice/ month. 145 respondents agreed for the same that they do it every once or twice. While 95 of the respondents does the same once or twice/ week. Only 42 respondents does it every day and 19 respondents never help new employees in getting oriented in their new jobs.

**7. Analysis of respondents’ opinion whether they like to offer suggestions to improve how work is done:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	37
2	Never	17
3	Once or twice	139
4	Once or twice/ week	104
5	Once or twice/ month	182
	<b>Total</b>	<b>479</b>



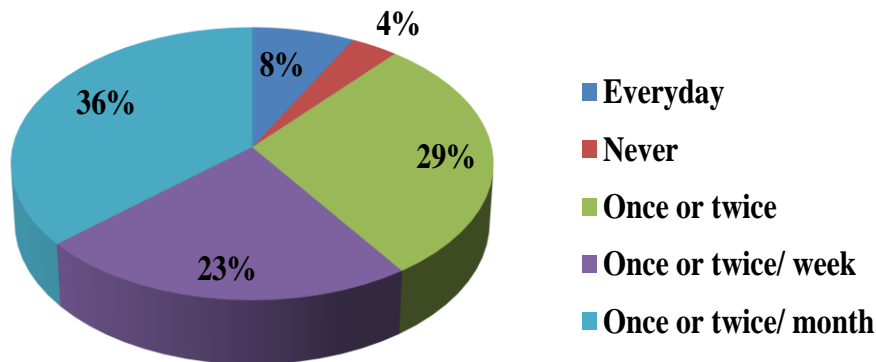
**Graph No. 8**

The above data presents the analysis of respondents’ opinion regarding offering suggestions that can help improve the way the work is done. 182 respondents out of the total population agreed that they like to give suggestions every once or twice/ month which can improve the method of doing work. About 139 respondents said that they like to do the same every once or twice. Following to that 104 respondents like to suggest once or twice/ week.

Only 37 respondents like to suggest on everyday basis while 17 respondents are not interested to give any suggestions which will be helpful in improving the work done.

**8. Analysis of respondents’ opinion whether they take out time to advice, coach, or mentor a co-worker:**

Sr. no.	Opinion	No. of Respondents
1	Everyday	37
2	Never	17
3	Once or twice	140
4	Once or twice/ week	110
5	Once or twice/ month	175
	<b>Total</b>	<b>479</b>

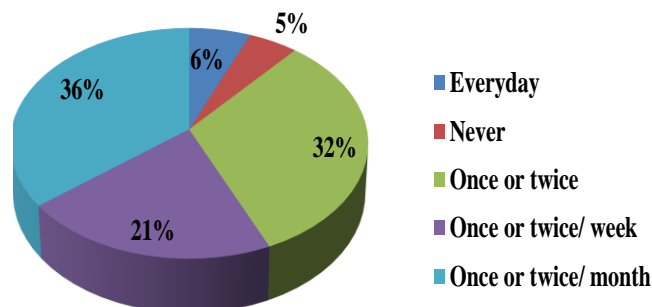


**Graph No. 9**

The data presented above shows the respondents’ opinion whether they take out time to advice, coach or mentor a co-worker and it is observed that majority of respondents i.e. 175 out of 479 agreed that they take out time to advice, coach or mentor a co-worker every once or twice/ month. Following to this 140 respondents likes to do the same every once or twice and 110 respondents does the same every once or twice/ week. Only 37 respondents does the said every day whereas 17 of the respondents never take out time for advising, coaching or mentoring their co-workers.

**9. Analysis of respondents’ opinion whether they work on weekends or other days off to complete a project or task:**

Sr. No.	Opinion	No. of Respondents
1	Everyday	30
2	Never	24
3	Once or twice	154
4	Once or twice/ week	100
5	Once or twice/ month	171
	<b>Total</b>	<b>479</b>



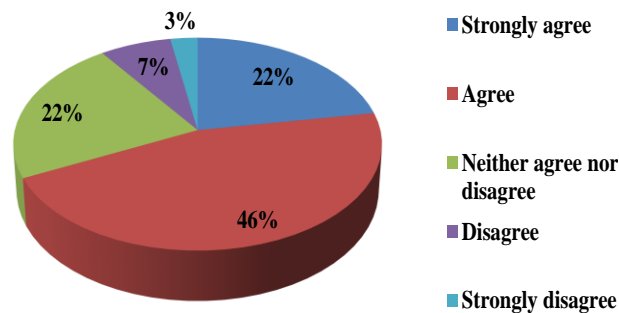
**Graph No. 10**



The above data presents the respondents’ opinion whether they work on weekends or other days off to complete a project or task and we can notice that 171 respondents do it every once or twice/ month whereas 100 respondents do it every once or twice/ week. There are 154 respondents who works on weekends or other days off to complete a project or task. While 30 respondents do it every day and rest 24 respondents never work on weekends or other days off for completing their projects or tasks.

**10. Analysis of respondents’ opinion whether they are confident that they could deal efficiently with unexpected events:**

Sr. No.	Opinion	No. of Respondents
1	Strongly agree	107
2	Agree	218
3	Neither agree nor disagree	107
4	Disagree	34
5	Strongly disagree	13
	<b>Total</b>	<b>479</b>

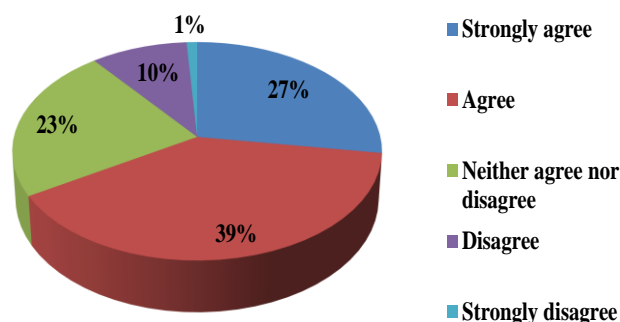


**Graph No. 11**

The above data represents the opinion of the respondents whether they are confident that they could deal efficiently with any unexpected events and we can observe that majority of respondents i.e. 218 agreed that if they face any unexpected event then they are able to deal with it efficiently and confidently. Following that 107 respondents strongly agree for the said view but there are 107 respondents that neither agree nor disagree. Very less number of respondents i.e. 34 and 13 that disagree and strongly disagree for the same.

**11. Analysis of respondents’ opinion whether they are encouraged to develop new skills:**

Sr. No.	Opinion	No. of Respondents
1	Strongly agree	131
2	Agree	187
3	Neither agree nor disagree	110
4	Disagree	46
5	Strongly disagree	5
	<b>Total</b>	<b>479</b>

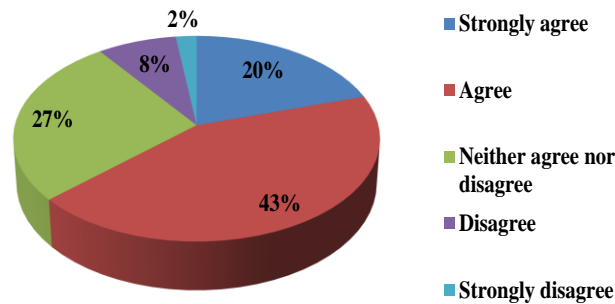


**Graph No. 12**

The information in the above table and graph represents the data of respondents’ opinion whether they are encouraged for developing new skills or not. By this data we can interpret that 187 respondents agreed with the view that they are encouraged for developing new skills and following that 131 strongly agree for the same. 110 respondents neither agree nor disagree and the respondents who disagree or strongly disagree for encouragement in developing new skills are 46 and 5 respectively.

**12. Analysis of respondents’ opinion whether they are involved in decisions that affect them in their own area of work:**

Sr. No.	Opinion	No. of Respondents
1	Strongly agree	97
2	Agree	206
3	Neither agree nor disagree	128
4	Disagree	38
5	Strongly disagree	10
	<b>Total</b>	<b>479</b>

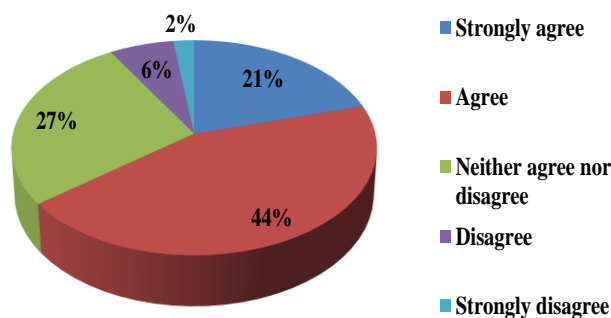


**Graph No. 13**

The data presented above shows the respondents’ opinion whether they are involved in decisions that affect them in their own area of work and we can observe that majority of respondents i.e. 206 agree that they are involved in the decision making that affect them in their own area of work. 97 respondents strongly agree for the same while 128 respondents neither agree nor disagree for the said. Only 38 respondents disagree and 10 respondents strongly disagree which means they are not involved in the decisions that affect them in their own area of work.

**13. Analysis of respondents’ opinion on satisfaction with life:**

Sr.no.	Opinion	No. of Respondents
1	Strongly agree	99
2	Agree	210
3	Neither agree nor disagree	129
4	Disagree	31
5	Strongly disagree	10
	<b>Total</b>	<b>479</b>

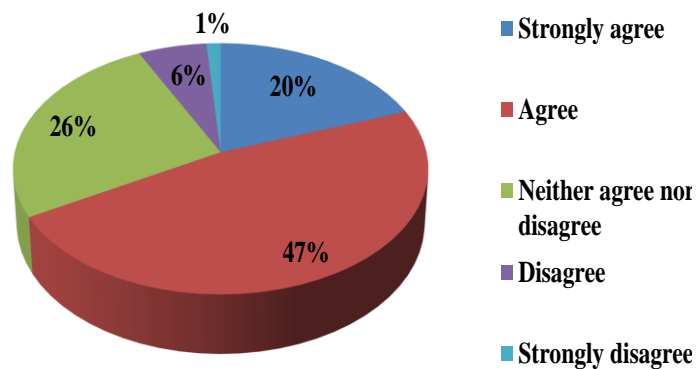


**Graph No. 14**

The above data shows the respondents’ opinion on satisfaction with life and it is observed that 210 respondents agree and 99 respondents strongly agree that they are satisfied with their life. There are 129 respondents that neither agree nor disagree for the said view. The respondents who disagree and strongly disagree for the same are 31 and 10 respectively.

**14. Analysis of respondents’ opinion on satisfaction with the career opportunities available for them in the current organization:**

Sr. no.	Opinion	No. of Respondents
1	Strongly agree	93
2	Agree	227
3	Neither agree nor disagree	124
4	Disagree	29
5	Strongly disagree	6
	<b>Total</b>	<b>479</b>

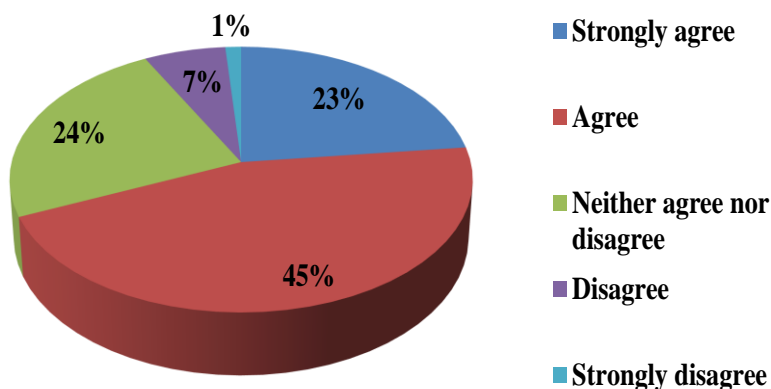


**Graph No. 15**

The data in the above table represents the opinion of the respondents on satisfaction with the career opportunities available for them in the current organization and we can observe that 227 respondents agreed that they are satisfied with the career opportunities available for them in the current organization and 93 respondents strongly agree for the same. 124 respondents neither agree nor disagree regarding the said view. The respondents who disagree and strongly disagree are 29 and 6 respectively which means they are not satisfied with the career opportunities available for them in the current organization.

**15. Analysis of respondents’ opinion on satisfaction with the overall Quality of their working life:**

Sr. no.	Opinion	No. of Respondents
1	Strongly agree	111
2	Agree	217
3	Neither agree nor disagree	114
4	Disagree	31
5	Strongly disagree	6
	<b>Total</b>	<b>479</b>



**Graph No. 16**

The above information shows the respondents' opinion on satisfaction with the overall Quality of their working life. It is observed that majority of respondents i.e. 217 agreed that they are satisfied with their overall Quality of work life and 111 strongly agreed for the same. 114 respondents neither agree nor disagree that they are satisfied with their overall Quality of work life. Only 31 respondents disagreed and 6 respondents strongly disagreed which means they are not satisfied with their overall Quality of work life.

### **CONCLUSION:**

The perception of the employees regarding Quality of work life is an important determinant. A high Quality of work life is essential for all organizations to continue to attract and retain employees and it will positively nurture a more flexible, loyal and motivated workforce which leads to increase the employee retention in organizations. It is necessary to understand that having an idea regarding the level of Quality of work life an employee is having will make the organization work in a better direction which will be beneficial for both the employee as well as the organization. The benefit for the employee will be that he will be able to create a balance between his work and non-work life, and the organization will be benefitted by gaining more profits as they will be making their employees more efficient.

The work environment, autonomy, belongingness towards Organization, development opportunities, trainings, flexibility, and provision of adequate resources, recognition & Acknowledgement are the most important factors and leads to developing a culture with higher Quality of work life. The Organizations can make some changes in its HR policies to better provide resources and facilities to its employees to satisfy the higher order needs of its employees. In this way, the organizations can provide higher Quality of work life to its employees. More trainings should be provided for time management and stress management, as we have seen that respondents have to work over time and sometimes even on weekends and holidays.

QWL expresses a clear way of thinking about people, their work, and other organization in which their career is fulfilled. QWL helps in establishing a clear objective that high performance can be achieved with high job satisfaction. Unclear targets and objectives and poor communications can contribute to dissatisfaction and eventually lead to poor work performance.

The other methods for increasing the QWL of employees that might come as the result of this study are: Job enrichment, Job enlargement, job rotation, counselling, Mentoring, considering personal issues of the employees, creating safety and healthy working condition, providing fair salary and compensation, Flexi timing, flexible work, organizing office trip, family engagement trip, common lunch, party, yoga, meditation, gym, Stress management workshop, offering membership in clubs and associations, outbound training, etc.

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