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Quality of Work Life: A Critical Literature Review and Research Agenda

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Abstract:
The main motto of this article is to analyse the literature on Quality of Work Life (QWL) and tried to find out the areas for further researches. The improvement of Quality of work life (QWL) has captured the imagination of managers and researchers alike. To achieve the quality of work Life, regular efforts required by the organizations which generally offers the employees more opportunities for their effective performance and satisfaction in life. To understand the literature of QWL a systematic process was followed to collect information through articles published in different Management Journals. To place the information collected for reference these articles were segregated in different sections like type and Period of Publication; Application area; Journals from National/International; Data collection methods; Statistical method used; Sampling technique and the factors of QWL. At the end of the research we will be in a position to analyze the required areas for research, implications and the limitations. To come to a conclusion, the research gaps were identified and acknowledged for further researches. Finally, in this paper, an attempt is made to review the literature on QWL to identify the concept and measurement variable/factors to evaluate impact of QWL on Employees performance.

Keywords: Quality of Work Life, Literature review, Data collection, Performance

1. Introduction
The increased complexity of today's environment poses several challenges to the organizations. Therefore, every organization is looking for ways to cause the employees to reach to the ability with their own intelligence which may be fulfilled through an appropriate QWL. The traditional way of thinking towards employee has to be replaced by not using as worker but as a Human resource which are to be developed. In order to deal with the excellent QWL, many studies highlight on the Employees dissatisfaction on work culture/environment or quality of work life. For the same a proper structure has to be designed which will indicate satisfaction of employees as well as their livelihood which results in effective productivity of the organization. Hence, the first step in this direction is to develop a Quality of work life which will results in performance. In this paper we will discuss the following things in a systematic way to understand the view points of the researchers and tried to suggest some important outcomes for further research.

1. What factors affect the Quality of work life?
2. How the Quality of work life factors can be measured?
3. What are the consequences of Quality of work life?

2. Research Methodology
An intensive literature review conducted to extract the common factors of Quality of Work Life. The choice of the articles reviewed was selected from the following renowned Journals. They are:
- Emerald
- Elsevier
- EBSCOS
- Sage Journals

The researcher had included only those research papers which were directly relate to the topic "Quality of work life", and not specifically to 'work life balance'. The reason being that the word 'QWL' had been used differently in different sectors. For instance, in Education the word 'Quality' is denoted by the word 'Performance', in healthcare it is 'patient', in corporate environment it is 'customer oriented' and so on.

Finally, the findings were discussed in two categories as Factors and outcome of QWL. The researcher has reviewed around 75 referred journals which were again reexamined by the researcher himself. The period of the literature studies was from 1995 to 2015.
- Details of the paper (author-journal-year of publication)
- Type of application/country (sample drawn)
- Methodology and sample details
- Objective of each study
- Findings

The summary of 75 Literature review shown in Table 1

#	Details of the paper	Year	Type/Country	Methodology	Objective	Findings	Factors/Facets
1	Tenth AIMS International Conference on Management /Prem Singh Khetavath,	2013	Public and Private Sector, AP	Empirical Study, primary and Secondary data based 101 banks in AP	1) To understand the Quality of Work Life among the employees of Public and Private sector organizations in the present global economic and business scenario;2) To study the organizational commitments and participative management practices among executives in public and private sector organizations.	Quality of Work Life is playing a prominent role in the employees' work life and organizations are more concerned about their human assets. As per the statistical analysis, all the variables studied, such as, Working conditions and work complexity, Organizational and interpersonal relations, Employees' involvement and commitment, Security and Growth feeling opportunities, have a significant difference between the employees of public and private sectors	1. Working conditions and work complexity;2. Organizational and interpersonal relations;3. Employees involvement and commitment;4. Security and 5. Growth feeling opportunities
2	International Journal of Business and Management Invention/R.Gayathiri, Dr. Lalitha Ramakrishnan	2013	Quality of Work Life – Linkage with Job Satisfaction and Performance	Descriptive study			1-Job design;2- Work environment and facilities;3-Job security;4-Health, stress and safety;5-Wages and rewards;6-Work life balance;7-Aesthetics and creativity;8-Conflict;9-Learning and development;10;-Learning and development;11-Job Satisfaction; **Performance Facets:**market performance, stakeholder value, and business sustainability as well as differentiating competitive capabilities in terms of service quality, delivery, employee knowledge, flexibility, and technological leadership
3	Hasan Dincer and Umit Hacioglu	2013	Performance evaluation with fuzzy VIKOR and AHP method based on customer satisfaction in Turkish banking sector	The fuzzy VIKOR and AHP method has been applied to analyze the performance levels, **factor analysis**	to evaluate the performance results of the banks in Turkey based on the level of customer service and satisfaction within an interdisciplinary frame	1-the performance results of the banks vary based on customer satisfaction level and ownership types.2-the facilities of the state-owned banks are suitable for meeting customer expectations, private bank's performance level is higher than foreign banks	Timing and functionality;Communication and interaction;Physical facilities;Competitive profits;Operational convenience
4	Nathalie Drouin, MarioBourgault	2013	Key dimensions and their impact on decision making and teamwork effectiveness, Canada	A two-step approach (qualitative and quantitative method) was used	investigates the dimensions of organizational support in distributed project teams that contribute most to the quality of dimensions of organizational support in distributed project teams that contribute most to the quality of the decision-making process and teamwork effectiveness in distributed project teams. Training and Tools are positively related to the quality of decision making in distributed teams.Training and Tools are positively related to teamwork effectiveness in distributed teams.	1-suggest that strategic staffing and training and tools provided to team members have a positive impact on the quality of decisionmaking and teamwork effectiveness.2-teams are perceived as vehicles for identifying and integrating various individual viewpoints and combining knowledge	Strategic Staffing :Quality of DMP;Training and Tools :Quality of DMP ; Team Autonomy : Quality of DMP; Top Management Monitoring : Quality of DMP; Top Management Monitoring (TMM) - Quality of DMP (QDMP); Strategic Staffing, Teamwork Effectiveness ;Training and Tools,Teamwork Effectiveness,Team Autonomy (TA) - Teamwork Effectiveness ; Top Management Monitoring (TMM) - Teamwork Effectiveness

No.	Authors	Year	Title	Method	Objective	Findings	Keywords
5	Seema Arif,Maryam Llyas	2013	Quality of work-life model for teachers of private universities in **Pakistan**	quantitative	to explore various dimensions of quality of work-life (QWL) as it affects the life and attitude at work of teachers of private universities in Lahore, Pakistan: (1) employee perception of working conditions; (2) employers' evaluation of job quality and its cost effectiveness; and (3) community views of meaningful work and purposeful jobs.	It was found that perceived value of work, work climate, work-life balance and satisfaction with relationships in life were the major factors which shaped work attitudes and employee perceptions of overall quality of work-life	Quality of processes,Work stress,Value of work,Empowermen,Work climate,Relationships in life,Work-life balance,Quality of work-life
5	Veronika Koubova and Aaron A. Buchko	2013	Life-work balance Emotional intelligence as a crucial component of achieving both personal life and work performance,USA	regression analysis	to develop a conceptual linkage between life-work balance and emotional intelligence (EI).	The level of EI is viewed as central to developing an individual's life-work balance, and the primary effect of one's personal life suggests that it is more appropriate to view work as a component of overall life satisfaction; hence the use of the term "life-work balance".	
6	Manuel F. Sua´rez-Barraza,Juan Ramis-Pujol	2013	Changing quality of life through the Personal Kaizen approach: a qualitative study	exploratory qualitative study,cross-case analysis case study research method	Personal Kaizen can serve as a means of incremental change to improve a person's quality of life in the physical dimension.H2. Personal Kaizen can serve as a means of incremental change to improve a person's quality of life in the psychological-behavioural dimension. H3. Personal Kaizen, in its individual segment, can represent a means to achieve a balanced life (Buddhism), with a purpose (telos), and an individual vision, distancing people from the extremes of daily life (bad habits)	cases of three persons who have implemented Personal Kaizen in their lives in order to change their quality of life. The authors cross the empirical data with the theoretical framework of Kaizen and quality of life and try to corroborate three hypotheses.	Physical: obesity;Psychological-behavioural:excessive smoker Work: lack of a clear individual vision to drive the subject towards greater personal development
7	Dincer,Hacioglu/Kybernetes,Vol. 42	2013	Performance evaluation with fuzzy VIKOR and AHP method based on customer satisfaction in Turkish banking sector,Turkey	The fuzzy VIKOR and AHP method,customer satisfaction competencies	to evaluate the performance results of the banks in Turkey based on the level of customer service and satisfaction within an interdisciplinary frame	1-The empirical results confirm that the performance results of the banks vary based on customer satisfaction level and ownership types 2-the facilities of the state-owned banks are suitable for meeting customer expectations, private bank's performance level is higher than foreign banks, foreign banks have the weakest performance results based on customer satisfaction level with a negative financial outcomes in local countries and finally, state-owned banks with their strong assets serve the customers in expected manner.	Timing and functionality,Communication and interaction,Physical facilities,Competitive profitsOperational convenience
8	Arif,Ilyas/ Quality Assurance in Education Vol. 21, 2013	2013	Quality of work-life model for teachers of private universities in, Pakistan	quantitative			employee commitment, engagement, job involvement and reputation of the university.

No	Reference	Year	Title / Topic	Methodology	Objective	Findings / Discussion	Variables / Keywords
9	Drouin N,Bourgault.M/Journal of Management Development Vol. 32 No. 8/ 2013	2013	How organizations support distributed project teams Key dimensions and their impact on decision making and teamwork effectiveness,CANADA	A two-step approach (qualitative and quantitative method) was used	This study investigates the dimensions of organizational support in distributed project teams that contribute most to the quality of the decision-making process and teamwork effectiveness in distributed project teams.	strategic staffing and training and tools provided to team members have a positive impact on the quality of decisionmaking and teamwork effectiveness. Teamautonomy ismore salient and influential in fostering decision quality in a highly culturally diverse context	Degree of dispersion, variety of cultures, variety of work practices, variety of experience
10	Koubova V., A. Buchko/Management Research Review Vol. 36 No. 7, 2013	2013	Life-work balance Emotional intelligence as a crucial component of achieving both personal life and work performance,USA	Literature review,secondary data base,models	1-.incorporates this ambiguity by allowing for a reciprocal effect (i.e. family can positively or negatively influence one's performance in the work role, and work can positively or negatively influence one's performance in the family role) within the work-life balance framework; 2- shows how family and personal life dominates over work life in terms of emotional intelligence (EI) development; and 3- suggests that emotions coming from	The level of EI is viewed as central to developing an individual's life-work balance, and the primary effect of one's personal life suggests that it is more appropriate to view work as a component of overall life satisfaction; hence the use of the term "life-work balance	Family work life,EI,Work,
11	Pujol,Park/International Journal of Quality and Service Sciences Vol. 5 No. 2, 2013	2013	Changing quality of life through the Personal Kaizen approach: a qualitative study,SWEDEN	exploratory qualitative study	to explore how some people have applied Personal Kaizen to their personal lives in order to improve their quality of life. The research question that drives the study is: How do some people apply Personal Kaizen in order to improve their quality of life?	This paper analyses the cases of three persons who have implemented Personal Kaizen in their lives in order to change their quality of life. The authors cross the empirical data with the theoretical framework of Kaizen and quality of life and try to corroborate three hypotheses.	Physical: obesity,Psychological-behavioural: excessive smoker,Work: lack of a clear individual vision to drive the subject towards greater personal development
12	Current Research Journal of Social Sciences 4(5) /Josiah Roman Aketch, Odhiambo Odera et al	2012	Effects of Quality of Work Life on Job Performance: Theoretical Perspective sand Literature Review	desk research to review literature, Correlation Analysis	The role of QWL in organizational performance: Effects of QWL on job performance; Motivational aspect of management to performance	QWL was seen as "satisfaction or lack of satisfaction" and "dissatisfaction or lack of dissatisfaction" dimensions (Flanagan and Flanagan, 2002).	Job performance is often viewed as the degree to which employees execute their job tasks, responsibilities and assignments adequately (Ashforth and Sacks, 1996; Employees' commitment can be characterized by at least 3 related factors: a strong belief in and acceptance of the organization's goals and values; a willingness to exert a considerable effort on behalf of the organization and a strong desire to maintain membership in the organization (Mowday et al., 1982).
13	INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT/DR. GIRISH TANEJA	2012	BANK'S EMPLOYEES PERCEPTION ON QUALITY OF WORK LIFE AND ITS RELATION WITH JOB SATISFACTION IN MALWA REGION OF PUNJAB	Sample size–250/ Likert scale, t- test, factor analysis	Perception of employees towards factors of quality of work life is independent of level; Perception of employees towards job satisfaction is independent of organization;The employees level of job satisfaction w.r.t to QWL independent of organization.		

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14	Australian Journal of Business and Management Research/ Chandranshu Sinha,	2012	FACTORS AFFECTING QUALITY OF WORK LIFE: Empirical Evidence From Indian Organizations	Descriptive Research; Sample-100, Likert scale, correlation analysis	The three emerging factors were "relationship-sustenance orientation", "futuristic and professional orientation" and "self-deterministic and systemic orientation"			1. Job Satisfaction;2. Family-Responsive Culture;3. Employee Motivation;4. Organizational Support;5. Compensation------1. Career Development & Growth;2. Flexible Work Arrangements;3. Emotional-Supervisory Support;4. Rewards & Benefits
15	David Cegarra-Leiva, M. Eugenia Sa´nchez-Vidal	2012	Understanding the link between work life balance practices and organisational outcomes in SMEs The mediating effect of a supportive culture	empirical study	The greater the availability of WLB practices for employees in the The mediating effect of a supportive culture		that a WLB supportive culture mediates the effect of the availability of WLB practices on organisational performance	(1) quality of products, services and programmes;(2) development of new products and services;(3) ability to retain essential employees;(4) satisfaction of customers or clients;(5) relations among employees in general.
16	Dev Raj Adhikari, Dhruba Lal Pandey	2012	Decent work and work life qualityin Nepal: an observation	literature survey conceptual and descriptive	to review the situation of decent work (DW) and quality of work life(QWL) in the context of Nepal		although the country has been successful in reducing the number of people under the poverty line, there are challenges in meeting the DW goals.	(1) rights at work;(2) employment and income opportunities;(3) social protection; (4) social dialogue.
17	Bonsaksen /MENTAL HEALTH REVIEW JOURNALVOL. 17 NO. 1 2012	2012	Exploring gender differences in quality of life,NORWAY	A cross-sectional design,Mann-Whitney U-tests, Spearman's correlation coefficient,	to examine gender differences with regard to physical activity, psychiatric symptoms, and quality of life in patients with severe mental illness.	Women had lower levels of quality of life and trended towards being more depressed than men, whereas men had more global psychiatric symptoms. When controlling for depression in the participants, the bivariate relationships between male gender and higher quality of life were weakened. The findings indicate that the initial association between gender and quality of life may be mediated bydepression levels.		Functioning,Physical activity,Psychiatric symptoms,Quality of life,
18	Cegarra-Leiva, Sa´nchez-Vidal Cegarra-Navarro et al/Personnel ReviewVol. 41 No. 3, 2012	2012	Understanding the link between work life balance practices and organisational outcomes in SMEs,Spain	empirical study	1-to explore the impact of the availability of work life balance (WLB)practices on organisational outcomes in small and medium-sized enterprises (SMEs) mediated by the existence of a culture that supports WLB.		1-show that a WLB supportive culture mediates the effect of the availability of WLB practices on organisational performance.	(1) quality of products, services and programmes; (2) development of new products and services; (3) ability to retain essential employees; (4) satisfaction of customers or clients; (5) relations among employees in general

No.	Author/Source	Year	Topic	Methodology	Objectives	Findings	Variables
19	Adhikari,Hirasawa et al/Employee Relations Vol. 34/ 2012	2012	work life Quality, NEPAL	Literature review,secondary data base,	(1) concept of DW and QWL; (2) institutional mechanism for DW and QWL; (3) status of DW and QWL in Nepal; and	there is rising dissatisfaction among employers and employees in the present economic and political circumstances, they are interested in short-term benefits.	Job difficulty,Social life at work,Employees' needs,Work-related decisions,Satisfaction and innovation,national economic and social conditions, poverty level, employment situation and income generation
20	World Journal of Social Sciences/Tabassum, rehman et al.	2011	Commercial Banks/Bangladesh	Sample size-100(50 M and 50 F),Likert scale, Nan-parametric (mann Whitney U and Wilcoxon T-test)	1-explore whether there is any significant difference among local private and foreign Commercial bank employee's Perception over QWL Issues; 2-investigate which factors affect overall perception of QWL of the foreign commercial bank employees; 3- examine the problem areas of QWL in the private commercial banks in Bangladesh;	The study revealed significant differences in overall QWL and the determinants of QWL i.e. compensation, work and life space,development of human capacities, safe & healthy working environment, flexibility in work schedule and job assignment, and employee relations.the local private commercial banks should try to eliminate these differences to improve the overall QWL among the employees.	(1) adequate and fair compensation;(2) safe and healthy working conditions;(3) immediate opportunity to use and develop human capacities;(4) opportunity for continued growth and security;(5) social integration in the work organization;(6) constitutionalism in the work organization;(7) work and total life space
21	Adhikari and Gautam/SEBON Journal -V/2011	2011	Organisational performance -Nepal	descriptive cum explorative	what is the status of hard and soft HR practices at Nepalese workplaces;What are the new mandates for HR professionals with a view to enhance the degree of compliance and commitment at workplace? What could be the typology framework to address low-high degree of compliance and commitment related issues for improving organisational performance?		
22	Journal of Social and Development Sciences/ Razaq,Yameen,Sabir et al.	2011	Employee performance/Pakistan	theoretical framework and hypothesis	1-Employee's performance is positively influenced by the level of CSR actions;2- Quality of work life increases the performance of employees; 3- Organization structure positively affect to the employee's performance.	they establish how epoche can be perceived as a hub linking and	abstract, calculable;
23	Mian Zhang,Rodger W. Griffeth and David D. Fried	2011	Work-family conflict and individual consequences,CHINA	tested hypotheses with structural equation modeling,Correlation, factor analysis	to examine the relationship between two forms of work-family conflict – work-family conflict and family-work conflict	1-Work-family conflict was positively associated with emotional exhaustion.2-Family-work conflict was negatively associated with life satisfaction and affective commitment	Life satisfaction;Emotional exhaustion;Affective commitment;Turnover intentions;Control variables

No	Source	Year	Title	Methodology	Objectives / Research questions	Findings / Results	Variables / Keywords
24	Roland K. Yeo and Jessica Li	2011	Working out the quality of work life,UK		What can managers do to help to improve their employees' quality of work life and how could this improvement be realized in the formof career development for employees?	matrices will be useful for managers to work out the quality of work life for their employees in practical and realistic ways. career development also influenced by internal and external factors and can potentially lead to either an individual or organizational level of impact	Psychological safety † Self versus others † Private versus public life † Self-sufficiency † Openness † Critical and suspicious of others † Trust † Lack of meeting points between personal goals and those of the work team † Ability to handle feedback constructively † Self-confidence External factors Environmental disturbance Stimulus-response catalyst :† Management conflict :† Management support;† Fragmented team dynamics † Collaborative climate† Lack of welfare support † Reward and recognition † Too much "crisis" from ongoing and
25	Yu Ru Hsu	2011	Work-family conflict and job satisfaction in stressful working environmrnt,TAIWAN	Questionnaire survey, Correlation, Hierarchical regression	to examine the moderating effects of perceived supervisor support (work environment variable) and internal locus of control (personality variable) on the relationship of work-family conflict with job satisfaction. Work-family conflict has a negative effect on job satisfaction. Specifically, Taiwanese correctional officers who perceive a higher level of work-family conflict will experience less job satisfaction.	Results show that work-family conflict has a negative effect on job satisfaction. Perceived supervisor support and internal locus of control not only have direct effects on job satisfaction but also significantly moderate the relationship between work-family conflict and job satisfaction	Work-family conflict,Perceived supervisor support,Internal locus of control, job satisfaction
26	Juniper,Bellamy et al Leadership & Organization Development Journal Vol. 25 / 2011	2011	Testing the performance of a new approach to measuring employee well-being, UK	Impact Analysis (IA) – a proven, clinical methodology used to create disease-specific HRQL instruments/Kendall Tau correlations (t) for ranking of impact scores between call centre roles	1-to test the performance of two generic scales designed to evaluate employee well-being against a new well-being scale constructed for a specific sector; call centres.	Items referring to how people considered their work impacted on health were grouped either into the Physical Health (PHY) or Psychological Health (PSY) domain. Interpersonal Relationships (REL) considered associations between colleagues. Advancement (ADV) described opportunities for training and promotion and Workplace Facilities (FAC) captured perceptions relating to call centre accommodation, air conditioning and food-related amenities.	FAC - Having inadequate facilities that allow you to eat healthily during your shift HWI - Plans with family and friends being affected by the shift system JOB - Having to do a job where there is little variation/ challenge ORG - Perceiving the organization to be more target led than [customer] led PHY - Feeling stiff because of the long spells you have to sit PSY -Experiencing high levels of stress because of your targets REL - Having insufficient opportunities
27	Yeo, Jessica Li/HUMAN RESOURCE MANAGEMENT INTERNATIONAL DIGEST/2011	2011	Working out the quality of work life,US	QWL Matrix,Career development Matrix	1-What can managers do to help to improve their employees' quality of work life and how could this improvement be realized in the formof career development for employees	cognitive passivity, psychological safety, environmental disturbance and stimulus-response catalyst. These are, in turn, characterized by internal and external factors, and determined by the level of impact between high and low.On the other hand, the career development dimensions are determined by endogenous, exogenous, strategic and competitive carriers. These are also influenced by internal and external factors and can potentially lead to either an individual or organizational	Organizational culture,Leadership,Communication,Teamwork,Job identity,Performance,Rewards and recognition,Training and development
28	Bowen, Privitern et al/JOURNAL OF AGGRESSION, CONFLICTAND PEACE RESEARCH/2011	2011	Work place Violence, USA	public health model	to help develop and apply integrated models and methods of best practice that can prevent and manage workplace incivility (WPI) and workplace violence (WPV).	1-understanding WPI and violence as reactions to a combination of internal and external stressors is key to interrupting these violent responses. 2-management must instruct staff how to teach and reinforce appropriate social and communicative behaviours in order to replace those behaviours leading to WPV and WPI.	Cue source/type Internal External Motive Personal gain (acquisition) Harm the stimulus/antecedent (escape) Premeditation Yes No Impulsivity Low High Emotion Calm Angry Moral cognition Actions morally discounted Actions justified or deserved

No.	Author/Journal	Year	Topic/Country	Methodology	Objectives	Findings	Variables/Keywords
29	Juniper, Bellamy, White/Leadership & Organization Development Journal Vol. 25 No. 4/2011	2011	Measuring Employee Well being (Call Centre)-UK	clinical models,Impact Analysis (IA),HRQL instruments	1-to test the performance of two generic scales designed to evaluate employee well-being against a new well-being scale constructed for a specific sector; call centres.	1-that existing scales were substantially insensitive to aspects of work that were perceived to be important and troubling to call centre employees and could therefore provide incomplete accounts of employee well-being	Team leaders,Technical CCA,CCA
30	Yu Ru Hsu/International Journal of Manpower Vol. 32 No. 2/ 2011	2011	Work-Family Conflict, TAIWAN	Questionnaire surveys,Hierarchical regression analysis	1-Work-family conflict has a negative effect on job satisfaction2-Perceived supervisor support has a positive effect on job satisfaction3-Perceived supervisor support moderates the effect of work-family conflict on the job satisfaction	1-correctional officers experience some degree of work-family conflict in their work setting 2-perceived supervisor support could moderate the relationship between work-family conflict and job satisfaction 3-internal locus of control serves as an important moderator.	Work-family conflict,Perceived supervisor support,Internal locus of control,Job satisfaction,
31	Frank Pol/International Journal of Productivity and Performance Management Vol. 60 No. 4,/2011	2011	work plaace Innovation- Netherlands	Evaluation research	1-to describe the need for workplace innovation policies and practices in Europe and evaluate programs that already have been developed	1-Evaluation research shows that simultaneous improvement of performance and quality of working life is possible under certain conditions such as the participation of employees in change projects.	Optimised health protection,Less comopensation for sick people,Consultation relevant for practice,Productivity increase,Reduced absenteeism,Increased customer satisfaction,Quality and innovation,Better position on the labor market/Increase in turnover,Increase in profits,Innovation Productivity,New clients,Reputation
32	Ian Smith/Library Management Vol. 32 No. 1/2, /2011	2011	Organisational quality and change,Australia	Kotter's eight-step model of change and Doppelt's seven-point "wheel of change"	1-quality enhancement initiatives to achieve organisational fitness for purpose.	Managing change is thus inherent in organisational quality enhancement – change and quality go hand-in-hand.	ADRI (Approach, Deployment, Results,Improvement),Kotter's "eight step" change model;"wheel of change" model"
33	Mallika and Ramesh/International Journal of Management/2010	2010	Private vs. Public- Tamilnadu, India	Descriptive Research Design, Experience survey for data,Regression and correlation analysis,R- test, R2 test	1-To measure the level of Job satisfaction among public vs. Pvt Bank employees,2-To find out the factors contibuting towardsJob satisfactionof public and Pvt. Sector bank employees 3-To find out relationship between job satisfaction and contributing variables.	To increase their satisfaction, pvt sector banks need to improve job security..Majority of the pvt sector banks employees perceive medium and low level of job satisfaction.	Job involvement, org commitment,org climate influences the Job Satisfaction,job,salary, policy,attitude towards coworkers,stress level,working conditions,interest and challenges

No	Author / Source	Year	Title	Method	Objective	Results	Findings	Variables / Factors
34	Bridget Juniper, Pat Bellamy and et al	2010	Testing the performance of a new approach to measuring employee well-being, UK	Clinical method	to test the performance of two generic scales designed to evaluate employee well-being against a new well-being scale constructed for a specific sector; call centres.		1-content validity and internal reliability were satisfactory	Perceiving the organization to be more target led than [customer] led Having to read your emails during your break times or before/after your shift ;3 Having to book holiday so far in advance Ability to plan ahead with friends and family is restricted because of the rostering system restricted because of the rostering system restricted because of the rostering system
35	Bridget Juniper, Pat Bellamy and Nicola White	2010	Testing the performance of a new approach to measuring employee well-being,UK	clinical models	to test the performance of two generic scales designed to evaluate employee well-being against a new well-being scale constructed for a specific sector; call centres.	existing scales were substantially insensitive to aspects of work that were perceived to be important and troubling to call centre employees and could therefore provide incomplete accounts of employee well-being		Having inadequate facilities that allow you to eat healthily during your shift ;Plans with family and friends being affected by the shift system;Having to do a job where there is little variation;Perceiving the organization to be more target led than [customer] led;Feeling stiff because of the long spells you have to sit;Experiencing high levels of stress because of your targets
36	Beham,Drobnic/Journal of Managerial Psychology Vol. 25 No. 6/ 2010	2010	Satisfaction with work-family balance, Germany	online survey, Hierarchical multivariate regressions	to examine the relationships between various work demands and resources and satisfaction with work-family balance	1-Perceived high organizational time expectations, psychological job demands and job insecurity were found to be negatively related to employees' satisfaction with work-family balance.2-Social support at work and job control revealed positive relationships with satisfaction with work-family balance		Satisfaction with work-family balance,Organizational time expectations,Psychological job demands,Job insecurity,Negative work-to-home interference,Job control,Social support at work,Controls
37	Halkos and Bousinakis/International Journal of Productivity and Performance Management Vol. 59 No. 5./ 2010	2010	The effect of stress and satisfaction-GREECE	two stage cluster sampling, Factor analysis	1-to investigate the effects of stress and job satisfaction on the functioning of a company. 2-we could deduce that these two problems are not correlated.	1-increased stress leads to reduced productivity and increased satisfaction leads to increased productivity. 2-Energetic and active individuals affect productivity positively.		Agriculture and related,Fish farming,Manufacturing (food-drinks) Manufacturing (Tobacco),Manufacturing (textile-leather),Manufacturing (chemicals),Constructions Retail trade,Cars trader –leasing,Telecommunication – internet,Financial services Insurance,Vehicles and equipment,Information technology Other sectors,Education KMNO,Health KMNO
38	Paul Lyons/DEVELOPMENT AND LEARNING IN ORGANIZATIONS/2010	2010	Performance templates, USA	qualitative study	1-explains the functioning of P-Tand how P-T has proved to be effective in certain organizational settings, mostly sales.2-The concept serves several purposes among which are collaborative learning, performance improvement, skill training, manager and employee development; and the purpose of the promotion of partnerships among managers, trainers, and employees	1-employees trained in the creation and application of performance templates are more effective in performance and interactions with customers than employees trained in more conventional methods.		1. Identify critical performance events (CPE). 2. Decide which CPE to include in the training work. 3. Plan and design the training activities to house CPE performance in templates. 4. Use the templates on-the-job. 5. Individual reflection on template application; reporting. 6. Adjust and improve the templates.

No.	Author/Source	Year	Title	Methodology	Objective	Findings	Variables
39	Md-Sidin,Sambasivan et al./Journal of Managerial Psychology Vol. 25 No. 1, 2010	2010	work-family Conflict and QWL,Malaysia	SEM-(Structural Equation Modeling)based approach,	1-to link work-family conflict, quality of work and non-work lives, quality of life and social suppor	1-work-family conflict has relationship with quality of life; quality of work life and non-work life are "partial" mediators between work-family conflict and quality of life 2-Work-family conflict has significant negative relationships with quality of work and non-work lives and quality of life.	Work-family conflict and quality of non-work (family) life,Work-family conflict and quality of life,Role of social support,
40	SHALINI SHEEL; DR BHAWNA KHOSLA SINDHWANI	2009	CAREER GROWTH OPPORTUNITIES: A LITERATURE REVIEW		establish a relationship between QWL, employee performance and career growth opportunities.	(i) an opportunity to realize one"s potential and utilize one"s talents, to excel in challenging situations that require decision making, taking initiative and self-direction; (ii) a meaningful activity perceived worthwhile by the individuals involved; (iii) an activity in which one has clarity of role necessary for the achievement of some overall goals; (iv) a feeling of belongingness and pride associated with what one is doing and moreover doing it well	high quality of work life is essential for organizations to continue to attract and retain employees. 1-Fair and appropriate compensation 2- work conditions 3-Use and development capacities 4-Chance of growth and Security 5-Social Integration in the spciety 6-Constitutialism;7-work and the total space of life 8-Social relevance of the work of life
41	ILO Conference on 'Regulating for Decent Work, Geneva	2009	Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone	descriptive statistics, chi-square test and regression analysis, sample-216, Likert scale	to identify the relationship between QWL and employees satisfactions as well as QWL and organizational performance		OP = f { QWL, JS, WAGPOL, COMPOL, Union}JS = f{QWL, OP, WAGPOL, COMPOL, Union) OP = Organizational Performance;WAGPOL = Company wage policy;COMPOL = Company policy
42	Ce'line M. Blanchard, Maxime A. Tremblay, Lisa Mask et al.	2009	A combination of workenvironment factors and individual difference variables in work interfering with family, CANADA	Multiple regression analysis	1-to examine the relative impact of work environment factors (i.e. work stressors and support variables) on WIF and emotional exhaustion. 2-to tease apart the effects of the three support variables (i.e. support from the supervisor, support from the organization, and co-workers' supportive behaviors) on WIF and emotional exhaustion.	1-positive links between task-related stressors and WIF 2-negative links between perceived support from the organization and WIF	Work stressors;Emotional exhaustion;support from the supervisors; support from the organization,;co-w orkers' supportive behaviors
43	International Journal of WorkplacaeHealth Management,,Vol2 No.1, 2009/Blanchard, Tremblay et,al	2009	A combination of work environment factors and individual difference variables in work interfering with family, CANADA	Descriptive statistics and inter-correlations among variables, Multiple regression analyses	1-To examine the relative impact of work environment factors (i.e. work stressors and support variables) on WIF and emotional exhaustion. 2-to tease apart the effects of the three support variables (i.e. support from the supervisor, support from the organization, and co-workers' supportive behaviors) on WIF and emotional exhaustion.	Reduced failure rate,Quality and innovation,Better position on the labor market	Demographics: Work setting,Work status (i.e. full-time, part-time),Number of children Work environment factors;Task-related stressors,Work significance-related stressors,Support from the supervisor,Support from the organization,Co-workers' SB

No.	Reference	Year	Title/Country	Method	Objectives	Findings (process)	Findings (outcome)	Variables
44	Juniper,White, Bellamy/International Journal of Workplace Health Management Vol. 2 No. 3, 2009	2009	Assessing employee wellbeing.,UK	FA and IA,exploratory research	to compare factor analysis (FA) with an alternative approach known as impact analysis (IA) in determining items for a questionnaire to measure employee wellbeing.		FA and IA gave rise to considerably different assessments.	WWBA overall,Psychological health,Engagement Direction and understanding,Impact outside of work Advancement,Physical health,Workplace environment Relationships at work,Control Workload
45	Elise Ramstad/International Journal of Productivity and Performance Management Vol. 58 No. 5/ 2009	2009	Promoting performance and the QWL,Finland	empirical,Cluster analysis	(1) To find out whether the groups differ with regard to their: . WOM practices; and . development processes. (2) To determine whether there are any similarities and differences between the groups' WOM practices. (3) To ascertain how the WOM practices are put into effect, that is, their development process.	...organization, i.e. implementation of practices is associated with simultaneous improvement in performance and the QWL2-employee participation in planning and implementation phase, close collaboration during the process, the methods used by the experts and external networking were related to simultaneous outcomes at workplaces3-systemic application of WOM practices is positively related to simultaneous improvement, even though it was not possible to separate any clear clustering between the various practices that could...		productivity of work;. quality of goods and services; . quality of operations;. flexible customer service; and . smoothness of operations.
46	Kumar,Tat Kee et al/Managing Service Quality Vol. 19 No. 2./ 2009	2009	Critical factors in delivering service quality in Banks,Malaysia	SERVQUAL model,factor analysis	1-to determine the critical factors to accessing the level of service quality of banks	1-there are significant differences between the respondents' expectation and their perceptions. 2-both competence and convenience are the major short fall faced by the Malaysian banking industry.		tangibility, reliability, competence and convenience
47	Alain Lepage/The TQM Journal Vol. 21 No. 2, /2009	2009	QWL as sustainability, FRANCE	voice of the customer,Markov model	1+aims to document a QoL study on health area that focused on validating its theoretical role as an attribute of sustainability, itself one of the two Makovian reverse processes in the political system.	1-shows confusions between QoL, wellbeing, health, happiness and liberty,inducing the research to analyze its effects in the sustainability and the policy definitions.		Aggregation for quality of life's measurement,The gross national happiness,Health and quality of life,Human development and quality of life,
48	Harjinder Singh Deol/Journal of Intellectual Capital Vol. 10 No. 1./ 2009	2009	Intellectual capital of Indian banks, CANADA	case study	1-to propose that the development and use of intellectual capital (IC) elements by firms is contingent on the effect of the strategic environment on them. 2-	1-Government-, private- and foreign-owned banks used and developed different elements of IC (structural, human and relational capital) in response to the change in their strategic environment due to the reforms. These responses appear to be contingent on firm history and the initial endowments of IC.		brevity, human, structural and relational capital

49	50	51	52	53
Marks,Huzzard/Journal of Human Resource Costing & Accounting Vol. 12 No. 3./ 2008	Wilkinson/Structural Survey Vol. 26 No. 2, 2008	Kinman,Jones/Journal of Managerial Psychology Vol. 23 No. 3./ 2008	Indian Management study Journal	Eric Fay¨ and Philippe Riot
2008	2008	2008	2007	2007
Creativity and workplace attractiveness, UK	Work Life balance in surveying profession,Australia	over-commitment and work-life conflict,UK	A Study of Organisational Role Stress and Job Satisfaction Among Executives in Punjab	Phenomenological approaches to work, life&responsibility
observations and interview data	questionnaire survey	cross-sectional study,Descriptive statistics,Correlation analysis	Sample-100,50 male and 50 female;Random Convinent sampling	Husserl's phenomenology in criticizing management techniques
to investigate the notion of attractive workplaces in the specific context of creative professional employment.	1-to establish and illustrate the levels of awareness of work-life balance policies within the surveying profession in Australia and New Zealand. 2-	1-to test an expanded ERI model in predicting work-life conflict (WLC) in university employees.	To study Organisational role stress and Jobsatisfaction among various executives in the whole State of Punjab.• To compare the executives of Public and private sector on the basis of these two variables in Punjab. • To compare the men and women executives on the basis of above mentioned two variables.	organizations, they argue how phenomenology can provide us with an approach that can be helpful in assessing our present situation as well as getting a renewed perception concerning work and life provides one as a human being an opportunity to analyze the causes of one's malaise and identify better ways to live one's life.
creative needs remain important components of the attractive workplace, but increasingly also of importance are the extrinsic rewards of an acceptable work-life balance as the age profile of the technology worker changes and technology stagnates.	1-research provides evidence that awareness of the issues and options is unevenly spread amongst professional surveyors in the region. 2-to provide a benchmark for the profession based on the members ofthe RICS in Australia and NZ.	1-A significant two-way interaction (effort £ reward) and some evidence for a three-way interaction effort reward over-commitment) are observed. 2-Perceived schedule flexibility and work-life integration also make significant contributions to the variance in WLC	In case of Organisational Role Stress, the results of public sector executives are better then private sector executives. The scores of Job satisfaction explain that the executives in public sector feel more comfortable with their jobs. Organisational role stress and job satisfaction indicates a negative relationship and explains that if stress level is high, job satisfaction level will be low or vice-versa.	introducing the work of other researchers
Flexibility and independence in IT work,Creativity and organizational identity,	Flexible work hours,Job share,Part time working,Remote working Compressed hours,Time off in lieu,Term time working,Package of options Career break	long working hours;. too much administrative paperwork;. lack of support;. obtaining research funding and finding time for research;. frequent interruptions;. rapid change;. poor leadership and management;	Individual attributes : adequate and fair compensation; safety and health conditions at work; opportunity to use and develop one's capacity; further opportunity for continuous development and safety; social integration in the working organization; constitutionalism/policy in the work organization; the work and total space of life and the social relevance of workers' life	. outside of ourselves; and distant "objectives".

54	55	56	57	58
S. MILLS/company pension schemes,2007	Newton, Leckie and al.IJSE /2007	Fiona Moore/Employee Relations Vol. 29 No. 4,/ 2007	Hyman,Summers/Employee Relations Vol. 29 No. 4, 2007	Ken Roberts/,Employee Relations Vol. 29 No. 4,/ 2007
2007	2007	2007	2007	2007
JOB DESIGN,New York	The Quality of Working Life,	Work-life balance in an MNC,UK	Work and life,Scotland	Work-life balance-problem & outcomes- UK
Literature review	administrative records, sample survey, interview	ethnographic study, including in-depth interviews, participant-observation and archival research.	semi-structured interviews	Descriptive study
1-to suggest that this abdication of responsibility is unnecessary and misguided 2-to provide a general backcloth for the other more specialized articles on job design in this issue.	1-inevitably faced with a rather chastening experience of exposure to unfamiliar ground, particularly if, as in the present case, their training is largely confined to a single discipline.	1-to compare and contrast the workers and managers of an Anglo-German MNC, focusing on how each group attempts to maintain an acceptable work-life balance.	1-to assess the influence of different forms of organisational representation on the provision of work-life balance employment policies.2-whether employees have a voice over work-life issues and, if so, how instrumental this voice is in helping to establish family-friendly employment policies within organisations.	1-to consider why work-life balance has become a major issue,and the likely outcomes of the widespread dissatisfaction with current work schedules.
1-+democratication and autonomy in the workplace 2-to consider new forms of job design merely as steps taken to motivate people is more often than not restrictive and misleading'	(1) respiratory and coronary disease resulting from a workplace poorly ventilated and a job too strenuous or worrying—see Evan[94] and Friss[108]; (2) alcoholism and drug abuse (perhaps leading to absenteeism), resulting from alienation—see Wulf[451] and Rogers and Calbert[341];	1-the bulk of the company's work-life balance initiatives focus on the managers,and the managers display greater loyalty to the company, the workers are better able to achieve work-life balance.2-Neither group displays a more positive attitude to their work; however, the managers focus more on achieving status and the workers on personal satisfaction.	Employees do influence work-life balance issues in the financial services sector, and work-life balance initiatives had greater breadth, codification and quality where independent unions were recognised.	complaints about time pressure are unrelated to hours actually worked. The sources of the widespread dissatisfaction with current work schedules will lie in a combination of other trends – increased labour market participation by women, work intensification, the spread of feelings of job insecurity, more work being done at odd hours, the spread of new information and communication technologies, free time increasing more slowly than spending power and aspirations, and relatively long hours becoming most common among employees (and the self-employed) in
(a) People — those employed in an organization; (b) Technology — buildings, machines, procedures; (c) Materials — the physical substances or information symbols on which a work system acts	macro, micro, industry, firm, or individual,Access to Work,Net Attractiveness of the Employment Package,Perceptions, Attitudes and Responses,Actors and their inter-relationship,	Flexibility and stratification,policy and practice,Job satisfaction and company loyalty,	family-friendly arrangements,family-friendly provisions and flexible working practices,	Higher rates of labour market participation by women.,Work intensification..More widespread feelings of job insecurity,Working at odd hours,New technology,Free time increasing more slowly than people's incomes and spending aspirations,

59	Joseph S. Rabianski/Journal of Corporate Real Estate Vol. 9 No. 1, 2007	2007	quality of life in corporate,USA	personal survey technique	1-To provide a method for the corporate real estate director to gather information about the quality of life (QOL) desires of key employees at a new corporate location.	1-The publicly disseminated QOL rankings in popular magazines about metropolitan areas provides only marginally important information for the corporate officer in charge of making a relocation decision, because the information is not directly linked to the employees who will be affected by the move.	individual, family, household or community unit of analysis; . subjective or objective measures; . formative or reflective indicators; and . academic or popular press studies.
60	Hughes,Bozionelos/Personnel Review Vol. 36 No. 1, 2007	2007	Job dissatisfaction,UK	qualitative, Semi-structured interviews,exploratory	to explore the views of male workers in a male dominated occupation on issues that pertain to work-life balance.	1-It emerged that work-life imbalance was not only a source of concern, but also that it was the major source of dissatisfaction for participants .2-Furthermore, participants made a clear connection between problems with work-life balance and withdrawal behaviours, including turnover and non-genuine sick absence.	whether issues related to work-life balance were of concern to these individuals; . the relative importance of work-life balance concerns over other sources of concern and dissatisfaction for these professionals; and . the perceived link between concerns that relate to work-life balance and withdrawal attitudes and behaviours, including absenteeism and turnover.
61	Gan, Clemes and et al/International Journal of Bank Marketing Vol. 24 No. 6,/ 2006	2006	electronic banking in New Zealand	mail survey,Logistic regression	to examine consumers' choices between electronic banking and non-electronic banking in New Zealand.	the output from the logistic regression indicates that the service quality, perceived risk factors, user input factors, employment, and education are the dominant variables that influence consumers' choice of electronic banking and non-electronic banking channels.	Service quality dimensions(eliability,responsiveness,assurance), Perceived risk factors (Social,time,Physical,financial,psychological), User input factors (control, enjoyment, Intension)
62	Garg, rastogi/Journal of Management Development Vol. 25 No. 6, /2006	2006	motivating employees' performance, INDIA	conceptual model	to identify the key issues of job design research and practice to motivate employees' performance.	a dynamic managerial learning framework is required in order to enhance employees' performance to meet global challenges	(1) skill variety; (2) task identity; (3) task significance; (4) autonomy; and (5) feedback./(1) experienced meaningfulness; (2) experienced responsibility; and (3) knowledge of results.
63	Sumukdas,/International Journal of Quality & Reliability Management Vol. 23 No. 2, 2006	2006	EI: a hierarchical conceptualisation,USA	survey data,partial least squares (PLS)	to study the effect of employee involvement (EI) practices on quality comprehensively.	support a hierarchical conceptualisation of EI practices. Some practices are found to be more effective than others, yet even the less effective EI practices serve a supportive purpose.	. participation in work decisions; . consultative participation; . short-term participation; . informal participation; . employee ownership; and . representative participation.

No.	Source	Year	Title	Methodology	Objectives	Findings	Variables
64	JorgensenEmerald Group Publishing Limited/2005	2005	Attract, retain and innovate,Australia	literature review	Proposes the adoption of six strategic objectives around which to build a workforce policy architecture for the future	A workforce model that supports organizational growth and development, characterised by attributes that are associated with knowledge society work is proposed. These include: trends that alter the balance of the social structure; social and human capital growth; lifelong learning; a policy emphasis on the self; workplace flexibility; and the development of an organizational identity as a preferred corporate employer.	Quality and balance,Procedures,Compensation,People,Work,Opportunity
65	Riecken,Yavas/The International Journal of Public sector Management/2001 vol. 17	2001	Improving quality of life in a region - A survey of area residents and publicsector implications,USA	Subjective, Objective approach, 7-point scale survey based	1-to determine the importance of factors on which people rely in choosing a place where to live and their assessment of a local area in USA 2- to determinerelevant publicsperception, satisfactions and evaluationof their community that better translateinto feelings or experiences.	1-Crime, Infrstructureand health comes under Keep up good work 2-Economy, Education, housing- needs concentration/ 3-Transportation and Art and culture rated as low priority.	Art and cullture,Crime,Economy, Education,Health, Housing,Infrastructure,leisure, Transportation Number one committee,ad hoc group composed obusiness, governemnt and civic leaders- the other measures include personal income, employment rate,number of school/hospitals
66	Howard C. Carlson/Education & Training, April, 1981	1981	Quality of work life model,America	case study,QWL Model	It focuses on the work organization as a miniature "society" and, therefore, as the place to begin to evolve social change through qualitatively better lives for people and their institutions.	this model conceives of the different transition stages as being hooked together in an ongoing development proces	Building block stage – the development of individuals and groups. – Bridging stage – the development of organic structures and mechanisms, reaching from individuals across groups to new potentials for the organization. – Becoming stages – the never-ending development of organizations and society.
67	Cary L. Cooper,Employee Relations 1, 4 /1979	1979	Improving the Quality of Working Life, Manchester	case study	1-What gains can be made from attempts to humanise the work place?	we need for the development of these activities in the Work Research Unit of the Department of Employment, which was formed by a tripartite committee of the TUC, CBI and Government. There is great potential benefit from such a unit, particularly in stimulating and encouraging experimental work structures in manufacturing industries.	autonomous work groups, greater worker participation and quality of working life improvements
68	BM College of Management and Research, Indore) / Bhopatkar and Nema		Service sector,Indore	Exploratory Research Design /Sample Size-100,Likert Scale, correlation, Descriptive statistics	...To study the relationship between quality of work life and organizational commitment in service sector in Indore. 2-To study the effect of quality of work life on organizational commitment in service sector;3-To study the effect of quality of work life on concern for the organization dimension of organizational commitment in service sector in Indore.4-To study the effect of quality of work life on identification with the organization dimension of organizational commitment in service sector in Indore	employees with favorable quality of work life are more committed and maintain a long term relationship with their organizations as compared to those with unfavorable quality of work life.life has also shown significant effect on concern for organization dimension of organization; commitment but it does not produce any significant effect on identification with organization dimension of organizational commitment.	

#	Author/Journal/Year	Year	Title	Research design	Objectives	Findings	Factors
69	Khushboo Dhoshi/IJRM/2015	2015	A comparative study on Quality of work life and it's impact on Job satisfaction of private bank employees with special reference to ICICI and HDFC Banks, Rajkot	Exploratory Research design/Sample size 200/ T-test, regression, correlation analysis	1-To identify various factors of quality of work life 2-to study the impact of QWL on job satisfaction of employees	Less correlation between QWL and Job satisfaction, working patteren is good still improvement is needed.	Long working hours, work pressure, Flexible working condition, Nature of Job, Career opportunities, Productivity,
70	D. manjula Suresh kumar/JRCM/2014	2014	Analysis of QWL of employees of private sector commercial banks	Descriptive research design /Discriminant analysis/	To analyze the influence of QWL on employess job satisfaction, bank wise job satisfaction level	Thre is a need to improve all the factors taken together.most of the employees are dissatisfied with the organisation.	Supervision,Working condition, pay and benefits,interesting and challenging job,organization culture,
71	M. Thamizhsvi/IJBARR/2015	2015	Effect of job satisfaction on QWL and job performance-A comparative study between private and publicsector banks, bangalore	Descriptive research design/Questionnaire/300	1-To evaluate and analyze on quality of work life among employees in selected private and public sector banks in Bangalore. 2-To investigate the existence of any association between quality of work life job stress and job performance.	The QWL factor highly satisfaction, private stor employees shows work stress.. public sector aremore happy than to the private sector employee.	compensation packages, sound management policies, more structured job design, and career development prospect
72	Barkha Gupta/JIRAM/2014	2014	A comparative study of QWL inb nationalised and private banks	Explorative research design/ Questionnaire/300/ t-test,ANOVA	1-to compare the Quality of Work life of the Employees of the Nationalized and Private Banks	Employees working in the private sector are young, having dioffterent mindset to social life.	Complex working culture, t ime pressure, pay benefits, job security
73	Frank Pot		Workplace innovation for better jobs and performance, netherland	Descriptive study	1-to describe the need for workplace innovation policies andpractices in Europe and evaluate programs that already have been developed	Evaluation research shows that simultaneous improvement of performance and quality of working life is possible under certain conditions such as the participation of employees in change projects.	1-Optimised health protection, 2-Less comopensation for sick people,3-Consultation relevant for practice,4-Productivity increase,5-Process optimisation,Reduced absenteeism,Increased customer satisfaction

74	Author/Journal/Year	Application Area/Country	Instrument/Statistical Method/ Sampling Details	Objectives	findings	Dimensions/Factors
75	A. Viljoen,SABR/2014	2014 QWCareer Development,Kuwait	qualitative study,Thematic and textual analysis	to examine what employees perceive as positive and negative aspects of their work, and how these affect their perceptions of the quality of work life (QWL) and their career development decisions.	1-Career development support, flexibility and autonomy in job design as well as flexibility in career development planning emerged as positive career development strategies that would affect employees' perceptions of QWL./(1) Need satisfaction from work and environment – internal and external tension. (2) Need satisfaction from job requirements – private and public tension. (3) Need satisfaction from supervisory behavior – self and otherness tension. (4) Need satisfaction from ancillary programs – present and future tension	(1) need satisfaction from work environment; (2) need satisfaction from job requirements; (3) need satisfaction from supervisory behavior; and (4) need satisfaction from ancillary programs.

Table 1: Lit Erature Review of Quality of Work Life

3. Results

3.1. Distribution of articles in terms of Period wise application area
The following table will highlight the studies being done on different application areas. From the table it is clear that the sectors like Industry, General, corporate and private sector has been studied by many researchers while the other sectors as healthcare, education, IT, banking or like, which are very important are paying lesser attention towards their outcomes. Further almost all sectors signify that, over the years the importance to QWL and its performance of employees being accepted in all sectors covered in the study.

Sl.No.	Sector	1996 - 2000	2001 - 2005	2006 - 2010	2011 - 2015	Total	Contribution (%)
1	Banking	1		1	10	12	16%
2	Service Sector		1		4	5	7%
3	Agriculture		1	1		2	3%
4	Industry			1	10	11	15%
5	IT				1	1	1%
6	Education		1	1	4	6	8%
7	Food and Beverage				1	1	1%
8	Insurance				2	2	1%
9	Environment			1	1	2	3%
10	Social			1	1	2	3%
11	Corporate		1	1	4	6	8%
12	Manufacturing		1		7	8	11%
13	Garments			1	1	2	3%
14	SMEs		1		4	5	7%
15	General	1		1	8	10	13%
	Total					**75**	100%

Table 2

3.2. Distribution of Articles in Terms of Journals
The journal wise distribution of articles is shown in the following table. From the table it is clear that none of the journals had published maximum articles on QWL and Its impact on employee's performance in banking sector (as per th**e** requirement of the research agenda of this paper). Out of the 56 journals mentioned in the table.3, only 12 journals had published more than one article. These journals were Quality of work life of corporate (3), work life balance of Banking (4); Working quality of healthcare (3); quality of work in manufacturing (2); quality of life in education universities (3); Quality of work life and satisfaction of service sector (3) likewise. Apart from the four articles of quality of work life in service sector, health care, education and banking had contributed most of the publications of articles on QWL, which shows that mainly the service sectors have the Quality of work life.

S. No	Name of Journal	No. of Articles
1	International Journal of Engineering Research and Applications (IJERA)	1
2	International Journal of Industrial Ergonomics (IJIE)	1
3	International Journal of Service Industry Management(IJSIM)	1
4	Elsevier	3
5	International Journal of Multidisciplinary Research(IJMR)	1
6	Australian Journal of Basic and Applied Sciences(AJBAS)	1
7	Journal of Social and Development Sciences(JSDS)	1
8	World Journal of Social Sciences (WJSS)	1
9	International Journal of Economics and Management(IJEAM)	1
10	Australian Journal of Business and Management Research(AJBMR)	3
11	International Journal of Business and Management Invention(IJBMI)	1
12	International Journal of research in commerce, Economics and management(IJRCEM)	1
13	World Applied Sciences Journal(WASJ)	1
14	International Journal of Quality and Service sciences(IJQSS)	1
15	Mental Health Review Journal(MHRJ)	1
16	Journal of Organizational Change Management(JOCM)	2
17	International Journal of Productivity and Performance Management(IJPPM)	1
18	Journal of Managerial Psychology(JMP)	1
19	International Journal of public sector Management(IJPSM)	3
20	NPRDC	1
21	Current Research Journal of Social Sciences(CRJSS)	1
22	Research Journal of Management Sciences(RJMS)	1
23	International Journal of Applied Psychology (IJAP)	1
24	Journal of Social Sciences(JSS)	2
25	Indian Journal of Fundamental and Applied Life Sciences(IJFALS)	1
26	International Journal of Managerial Studies and Research (IJMSR)	2
27	International Journal of Trade and Commerce(IJTAC)	1
28	International Journal of Advanced Research(IJAR)	1
29	International Journal of Research in Engineering & Technology(IJRET)	2
30	International Journal of Marketing, Financial Services & Management Research(IJMFSMR)	1
31	Australian Journal of Basic and Applied Sciences(AJBAS)	1
32	International Journal of technological exploration and learning (IJTEL)	1
33	Prudence Journal of Business Management(PJBM)	1
34	The International Journal of Management and Research(IJMR)	3
35	Shiv Shakti International Journal in Multidisciplinary and Academic Research (SSIJMAR)	1
36	Southern African Business Review(SABR)	1
37	International Journal of Latest Research in Science and Technology(IJLRST)	1
38	International Journal of Advanced Research in Management and Social Sciences(IJARMSS)	2
39	Advances in Management & Applied Economics(AMAE)	1
40	Journal of Business, Economics& Finance(JBEF)	1
41	American International Journal of Social Science(AIJSS)	1
42	The International Journal of Business & Management(IJBM)	2
43	ASIAN JOURNAL OF MANAGEMENT RESEARCH(AJMR)	1
44	International Journal of Research in Management(IJRM)	4
45	International Journal of quality research(IJFQR)	1
46	International Journal of Current Life Sciences(IJCLS)	1
47	Guru Journal of Behavioral and Social Science(GJBSS)	1
48	International Journal of Physical and Social Sciences(IJPSS)	1
49	Global Research analysis(GRA)	1
50	European Journal of Experimental Biology(EJEB)	1
51	Asian Social sciences(ASS)	1
52	International Journal of Advancements in Research & Technology(IJART)	3
53	International Journal of Organizational Behaviour & Management Perspectives(IJOBMP)	1
54	Journal of American Science(JAS)	1
55	International Journal of Global Business and Management Research(IJGBMR)	1
56	Iranian Journal of Public Health(IJPB)	1
	Total	**75**

Table 3

3.3. Period-wise Distribution of Articles in terms of Data Collection Method and Sampling
The following table shows the period wise distribution of data. The outcome of this shows that among 75 studies, 62 (83%) studies had gathered the information through   survey and Questionnaire method. The survey and Questionnaire method is the simplest way to obtain the reliable responses.

	1995 - 2000	2001 - 2005	2006 - 2010	2011 – 2015	Total	Contribution
Questionnaire Method	2	4	10	17	33	53.22%
Survey		3	6	9	18	29.03%
Web based Questionnaire		2	3	4	9	14.52%
Case study		1		1	2	0.32%
Total					**62**	

Table 4

		1995-2000	2000-2005	2005-2010	2010-2015	Total	Contribution
1	Convenience sampling	2	4	10	14	30	50
2	Simple Random Sampling		2	9	6	17	28.33
3	Purposive Sampling		1		2	3	5
4	Cross Sectional Sampling	1		1		2	3.33
5	Judge mental			2	3	5	8.33
6	Cluster sampling			1	2	3	5
						60	

Table 5: Sampling techniques used

Apart from it, 34.28% articles were conceptual in nature, and 15.72% articles had empirical in nature. Only 35.67% studies had specified the sampling technique applied in the study. These techniques are: *convenience sampling* (50.00%), *purposive sampling* (5.00%), *random sampling* (28.33%), *Cluster sampling* (05.00%) and *cross sectional* (3.33%). Hence the outcome of this section underlines that survey, Questionnaire method and convenience sampling technique are the most applicable methods dealing with QWL factors.

3.4. Period-wise Distribution of Articles in terms of Statistical Method
The distribution of the statistical method of 23 empirical studies (excluding case studies) is depicted in Table 5. The results of the table reveal that, over the years the statistical methods like *factor analysis, confirmatory factor analysis (CFA), Correlation analysis, regression analysis, Chi-square test, t-test and structural equation modeling (SEM)* have been widely adopted and applied by most of the researchers in different application areas.

Statistical Techniques used	1995 – 2000	2000- 2005	2005 - 2010	2010 - 2015	Total	Contribution
Factor Analysis	1	2	6	10	19	21.84
Regression Analysis		1	10	12	23	26.44
Correlation Analysis	2	1	9	14	26	29.89
Confirmatory Factor Analysis (CFA)		2			2	2.30
ANOVA			2	2	4	4.60
SEM			1	1	2	2.30
Chi square test		1	2	4	7	8.05
t-test			2	2	4	4.60
Total	3	7	32	45	**87**	

Table 6
*Note: *Percentage contribution is percentage of studies using that particular statistical method.*

3.5. Selection of the Variables
To finalize the various factors of QWL the researcher has studied all the variables appeared in the previous studies. As we know that for different sectors different factors have been considered, the researcher after analyzing all those aspects considered the following factors by taking Banking industry into the mind set.

3.5.1. Factors of Quality of work Life
Different studies have highlighted diverse Factors of Quality of Work Life. These Factors of Quality of Work Life are shown:

Factors	Reference Articles
Adequate and Fair Compensation	**Walton and Frenandes (1996);** R. Gayathiri, Dr. Lalitha Ramakrishnan,2013;Namrata Sandhu and Rahul Prabhakar,2012; Tabassum, A., Rahman, T., &Jahan, K.(2010)
Flexible Work Schedule	Lokanadha Reddy. M, Mohan Reddy.P ;2010; Tabassum, A., Rahman, T., &Jahan, K.(2010); Namrata Sandhu and Rahul Prabhakar,2012; Harish.K, Subashini K,2014;
Safe and Healthy working Condition	Walton and Frenandes (1996);Dr.Karl Albrecht,2013; R.Gayathiri, Dr. Lalitha Ramakrishna,2013; D.R.Swamy,T.S.N,2015; GAURAV DEEP RAI, 2015;
Opportunity to develop human Capacities	Lokanadha Reddy. M, Mohan Reddy.P ;2010; Tabassum, A., Rahman, T., &Jahan, K.(2010); Namrata Sandhu and Rahul Prabhakar,2012;Dr.Karl Albrecht,2013
Employee relation/Friendliness	Walton and Frenandes (1996); Namrata Sandhu and Rahul Prabhakar,2012;D.R.Swamy,T.S.N,2015
Job Design	Lokanadha Reddy. M, Mohan Reddy.P ;2010; Tabassum, A., Rahman, T., &Jahan, K.(2010);R.Gayathiri, Dr. Lalitha Ramakrishnan,2013;Pooja Gupta, Rimpi Gupta,2013
Constitutionalism/Legitimacy	Walton and Frenandes (1996); Tabassum, A., Rahman, T., &Jahan, K.(2010); Selahattin Kanten a, Omer Sadullahb 2012; R.Gayathiri, Dr. Lalitha Ramakrishnan,2013
Communication	Wan and Chan (2012);R.Gayathiri, Dr. Lalitha Ramakrishnan,2013; D.R.Swamy,T.S.N,2015
Organisation Climate	Tabassum, A., Rahman, T., &Jahan, K.(2010);Namrata Sandhu and Rahul Prabhakar,2012; DR. GIRISH TANEJA,LALITA KUMARI,2012;R.Gayathiri, Dr. Lalitha Ramakrishnan,2013; D.R.Swamy,T.S.N,2015
Employee Motivation	Tabassum, A., Rahman, T., &Jahan, K.(2010);Dr.Karl Albrecht,2013;D.R.Swamy,T.S.N,2015; GAURAV DEEP RAI, 2015; Nitesh Sharma, 2 Dr. Devendra Singh Verma
Future Opportunity for Growth and Security	Walton and Frenandes (1996);Tabassum, A., Rahman, T., &Jahan, K.(2010);R.Gayathiri, Dr. Lalitha Ramakrishnan,2013; D.R.Swamy,T.S.N,2015

Table 7

3.6. Conclusions and Agenda for the Future Research
From the above analysis the researcher concludes that the identification of the measures of Quality of work Life is indeed a difficult task, though there is a sort of common agreement on its concept of employee well being. In order to identify the Factors and outcome of QWL, this study has reviewed 75 studies published between 1995 and 2015 in selected online databases. There exist many qualitative studies on QWL, but only few studies had focused on the measurement issues of QWL and impact on performance of the employees., Previously many studies had proposed different types of models but the main drawback from those models was that, they had either focused on the specific sector focusing on job satisfaction of the employees. Through present research work of Quality of work life will give a new direction to the banking sector and it will help in retaining the most competent employees in the organization. Further the researcher will also assess how Good Quality of work life motivates employees to perform and make the organization a profitable one with special reference to private sector banks.

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