Chapter II

REVIEW OF LITERATURE

A literature review is a body of text that aims to review the critical points of current knowledge including substantive findings as well as theoretical and methodological contributions to a particular topic. Its ultimate goal is to bring the reader up to date with current literature on a topic and forms the basis for another goal, such as future research that may be needed in the area. It gives an overview of what has been said, who the key writers are, what are the prevailing theories and hypotheses, what questions are being asked, & what methods and methodologies are appropriate and useful. As such, it is not in itself primary research, but rather it reports on other findings. The present reviews are based upon the available literature in respect to the study under investigation and therefore confined to the studies to which the investigator has accessed. All the relevant literature thus obtained by the researcher has been presented in this chapter to furnish necessary background material to evaluate the significance of the study.

The research scholar has made every possible effort to go through the literatures related to quality of life. The scholar has gleaned through almost every source like research quarterly, journals of various kinds, periodicals, encyclopedias, relevant book and e-resources. However, the scholar has also gone through the literatures of allied studies to collect the necessary information for making a proper shape of the study.

2.1 STUDIES ON QUALITY OF LIFE

     Hackman & Oldham (1976) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life. In contrast to such theory based models, Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including- Individual power, Employee participation in the management, Fairness and equity, Social support, Use of one's present skills, Self development, A meaningful future at work, Social relevance of the work or product, Effect on extra work activities. Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group.

     Warr (1979) investigated the quality of working life and considered a range of apparently relevant factors, including- Work involvement, Intrinsic job motivation, Higher order needs strength, Perceived intrinsic job characteristics, Job satisfaction, Life satisfaction, Happiness, and Self rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job Satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Robbins (1989) defined QWL as "a process by which an organization responds to employees needs by developing mechanisms to allow them to share fully in making the decisions their design their lives at work". QWL has been well recognized as a multi dimensional construct and it may not be universal or eternal. The key concepts captured and discussed in the existing literature include job security, better reward system, higher pay and opportunity for growth, participate groups, and increased organizational productivity among others.

Solomon et al. (1996) conducted a study on college basketball coaches (N = 8) and players (N=23) participated in a study that examined the relationship between the self-fulfilling prophecy and effective coaching. Variables analyzed were coach feedback, including differences between high- and low-expectancy players, and player perceptions of feedback. The Coaching Behavior Assessment System and J. L. Cole's (1979) Descriptive Analysis System were used to record coaching behavior during practices. Head coaches offered more mistake-related feedback while assistant coaches offered more reinforcement and encouragement. Head coaches provided more of all types of feedback to high-expectancy athletes. Results from a 28 item questionnaire indicated that high-expectancy athletes perceived their coaches more positively than did low-expectancy athletes. Overall, the findings suggest that college routines may not parallel effective coaching techniques as defined by the self-fulfilling prophecy.

Salminen & Liukkonen (1996) studied the coach athlete relationship and observed coaching behaviors were studied in 68 Finnish coaches and their 400 athletes. The relationship was measured by comparing coaches' and athletes'

evaluations of coaches' leadership styles with the Leadership Scale for Sports. Video recordings of coaching behaviors were categorized according to an established observation schedule. Coaches evaluated themselves as more socially supportive, rewarding, and instruction-providing and less democratic and autocratic than athletes rated them. The evaluations of female coaches about their democracy and autocracy were significantly nearer athletes' evaluations than those of male coaches. Individual sport evaluations were closer than those of team sports. Reported behaviors were both negatively and positively related to observed behaviors. Coaches' affective behavior and monitoring were negatively related to training, instruction, and democratic behavior. Negative feedback was related to autocratic behavior. When coaches' and athletes' ratings of training and instruction differed, the coaches' behavior was more emotional and negative. The more affective the coaches' behavior, the more different are coaches' and athletes' ratings of the social support and rewarding behaviors. Democratic coaching behaviors (attending to the opinions and emotions of athletes) were shown to have the best relationship with athletes' evaluations.

Chase et al. (1997) self efficacy is defined as a judgment about one's capability to successfully perform a task at given levels. This study investigated the relationship between coaches' expectations for their teams, ratings of opponents' ability, perceived control over outcome, perceived importance of success, and basketball performance. It also attempted to identify sources of coaches' team efficacy. Efficacy expectations (not to be confused with outcome expectations) were compared with team performance outcomes. Four collegiate women's basketball coaches completed questionnaires before 10 games. Anxiety and concentration dependent performance (e.g., free-throws and turnovers), were significantly correlated

with coaches' efficacy expectations. Perhaps these types of behaviors are emphasized more at training than others. Sources of coaches' efficacy revealed a relationship between coaches' perceived level of control and their level of efficacy. The higher a coach's level of control, the higher their efficacy level.

Ciapponi et al. (1998) examined if coaches' perceptions of athletes' abilities and improvement potential were flexible or stable, and whether the coaches' expectations predicated feedback. Coach feedback was classified by direct observation (Arizona State University Observation Instrument). Coaches ranked players on ability and improvement. Four high school basketball teams (N = 49) and their coaches served as Ss. Over time, coaches maintained flexible perceptions of athletes' improvements but expectations about ability remained stable. Early in the season, athletes expected to be low in improvement potential were issued more management feedback, while expected high improvers received more instructional feedback. However, late in the season, expected high improvers received both higher levels of management and instructional feedback than expected low improvers.

Amorose & Weiss (1998) boys and girls (N = 60), comprising age-groups of 6-8 years and 12-14 years, viewed video tapes of youth athletes attempting to hit a baseball or softball. Trials were followed by a coach who provided evaluative, informational, or neutral feedback. Ss rated each observed athlete's ability, effort, and future expectancy of success. Following successful attempts, both age groups rated praise higher than neutral and informational feedback as a source of ability information. When informational feedback followed unsuccessful attempts, athletes were rated highest, followed by neutral feedback and criticism. Based on open-ended

questionnaire responses the following were found. Older Ss used their own evaluation of skill levels more than a coach's response to form an opinion about an individual's performance competency. Younger Ss used both self-evaluation and coach's responses as cues to infer competency. Generally, younger Ss used a wider variety of cues to infer performance characteristics and quality while older Ss used more of their own decision-making qualities to influence opinions.

Allen & Howe (1998) examined the relationship between athlete ability and coach feedback with perceived competence and satisfaction among female adolescent athletes. Field hockey players (N = 143) reported their perceptions of coaches' use of feedback, their own playing competence, and satisfaction with the coach and team involvement. Coaches' ratings of athlete ability were obtained. The higher a player's ability and the more frequent coach feedback, the greater the relationship with perceived competence and player satisfaction. High levels of perceived competence were related to higher ability, more frequent praise and information, and less encouragement and corrective information. Frequent corrective coaching behaviors of skill errors were related to lower perceptions of competence. Encouragement most likely was interpreted as helping behaviors, and more of it indicated lower levels of perceived competence and ability.

Martin et al. (1999) preferred coaching styles of children and their parents were assessed using a revised form of the Leadership Scale for Sport (SLSS). Children ranged in age from 10 to 18 years and competed in summer youth sport leagues. At least one parent within each family answered the scale. Gender differences were revealed. Boys preferred an autocratic coaching style that involves dependent decision

making and stresses personal authority slightly more than did fathers. In contrast, girls preferred an autocratic style slightly less than did mothers. Girls were more likely to want a coach that allowed athletes to assist in making decisions pertaining to practices and games than were boys. Collectively, boys and girls preferred coaching behavior that allows greater decision making by athletes than did parents. Also, boys and girls preferred coaching behavior characterized by a concern for the welfare of individual athletes, positive group atmosphere, and warm interpersonal relations with athletes more than did parents.

Kenow & Williams (1999) conducted a study was to explore whether: (a) coach-athlete compatibility is significantly related to athletes' perceptions and evaluations of coaching behaviors, (b) whether compatibility mediates the relationships of anxiety and self-confidence with athletes' perceptions of coaching behaviors, and (c) compatibility, trait anxiety, state anxiety, and/or state self-confidence can significantly predict athletes' perceptions of coaching behaviors. Non-scholarship collegiate basketball players (N = 68) completed the Coach Behavior Questionnaire (CBQ). The CBQ consists of 28 items of which 20 yield important information. Anxiety was measured with the Sport Competition Anxiety Test and the Competitive State Anxiety Inventory-2. Compatibility was measured on a specially devised, scaled checklist. Trait anxiety, state cognitive and somatic anxiety, state self-confidence, and compatibility were significantly related to athletes' evaluations of coaching behaviors. Compatibility and state cognitive anxiety significantly predicated athletes' evaluations of coaching behaviors. A stepwise multiple-regression analysis showed that coach-athlete compatibility and athlete's

cognitive anxiety were the best predictors of how an athlete perceives coaching behaviors.

Sirgy (2001) suggested that the key factors in quality of working life are - Need satisfaction based on job requirements, Need satisfaction based on work environment Need satisfaction based on supervisory behavior, Need satisfaction based on ancillary programmes. Organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life.

Bearfield (2003) used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories.

David et al. (2005) assessed the frequency of good and poor sport behaviors as perceived by young athletes, parents, and coaches. A secondary goal was to examine related sportspersonship attitudes. A total of 803 young athletes in the fifth through eighth grades, representing 10 different sports, completed a behavioral and attitudinal

survey, as did 189 of their parents and 61 of their coaches. The sample was drawn from three regions of the United States. Specific behavioral and attitudinal frequency data suggest that there are significant ethical problems occurring in many youth sport programs. Results are discussed in relation to the concepts of collective norms and moral atmosphere.

Mjaavatn (2006) examined differences in conversation patterns linked to physical activity and achievements in sports in adolescents. Norwegian adolescents (N = 918; 13 -15 yr) answered a questionnaire about their conversation with peers, coaches, teachers and parents around participation in sports and physical activity in general. The study included all students in grade 8-10 in six randomly sampled schools representing three different counties in Norway. Thirty percent of the adolescents did not participate in organized sports. Around 10% were rarely physically active outside school classes. Yet only 1 % of the students say they never talk to friends about physical exercise. Those who compete in sports like talking about sports with coaches and friends better than talking to parents. On a Likert scale (1-5) where 1 was "*never talk*" and 5 was "*talks frequently*", 31.3 % of the active boys and 32.7 % of the girls reported frequently talking with their coach about competitions and training. 34.3% of the boys and 32.3% of the girls said they frequently talked to their friends about these topics. 24% of the boys and 15.2% of the girls talked frequently with their father about sport activities, 10.5 % of the boys and 15.2 % of the girls talked frequently with their mother. Only 1.2 % of the active adolescents reported they frequently talked to their teachers at school about sports. Young athletes (8%) reported they never had a conversation with their coach about organized training, 11% never talked about competitions, and 17% never talked about training on their own.

There was a strong correlation between the number of training hours a week, the frequency of conversations with the coach, and athletes' satisfaction with their sport achievements. Those who most frequently reported they had conversations with their coach were those most satisfied. The correlation is stronger among girls than among boys. This difference could be linked to the gender of the coach because in Norway, few female coaches deal with boys while many deal with girls. There were more conversations between athletes and coaches in individual sports than in team sports. For example, 54.5% of girls and 44% of boys participating in cross country skiing reported they frequently discussed training with their coaches, while in soccer 30.9% of boys and 30.7% of girls reported doing so.

Rochita (2010) the quest for improved productivity through human resources has its beginning in the early 1900's. F. W. Taylor's scientific management principles created a new awareness regarding human resources , who were earlier considered as mere instruments of production ready to work from dawn to dusk under whatever conditions and being motivated by the lure of money. From then – onwards research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine better productivity with job and employee satisfaction. The concept of Quality of Worklife (QWL), has originated from the continuous research process. The term QWL was introduced by Louis Davis (1972) at the first International Quality of Work Life Conference held in Toronto. It made its appearance in India around mid 70's.

Juozas & Ceslovas (2010) analyzed the attitude of sport coaches and sportsmen-students, who have participated in the SELL (Finland, Estonia, Latvia, Lithuania) games to sport psychology and the work of a sport psychologist. The research was performed in two directions: an analysis of specific literature and a questionnaire of sportsmen (based on the unique methodology of Martin et al, 2002), which allows determining tolerance to sport psychology, confidence in a sport psychologist, openness of respondents and links of cultural peculiarities. The survey showed that the coaches were not unanimous regarding the issues of the status of sport psychology and the work of a sport psychologist. Sportsmen-students indicated being tolerant, open and trusting in sport psychology and the work of a sport psychologist; however, in practice only 13 from 126 respondents had experience in consulting with a sport psychologist.

Duffy et al. (2010) the strategy of the International Council for Coach Education (ICCE) has placed the development of sport coaching as a profession at the core of the mission of the organization. The authors examine the basis for this aspiration against criteria associated with established professions, taking into account the unique features of sport coaching. It is concluded that, at a global level, sport coaching does not meet a number of the traditional hallmarks of a profession, primarily due to its current position on key descriptors such as purpose, knowledge base, organization and ethics. In addition, the lack of fit of traditional 'right to practice' provisions within the established professions is identified as problematic. Sport coaching status categories include volunteer coach, professional coach, and the preparatory category of pre-coach. It is suggested that sport coaching should define its future identity as a blended professional area, operating within the wider field of sport

and physical activity. A series of actions is proposed to advance the international agenda, as part of an on-going process of professionalization. The implications for the future research and the strategy of ICCE are also identified.

Chan et al. (2011) assessed the relative impact of social influences initiated by coaches, parents, and peers on children and adolescent athletes' motivational patterns, involving self-rated effort, enjoyment, competence, and competitive trait-anxiety. Questionnaire data were collected from 408 youth swimmers (aged 9-18 years). Results of multi-group structural equation modeling analyses generally showed that compared with athletes in the adolescent age-group, the social influence from mother was stronger in childhood, and that from peers was greater in adolescence. The coach was more influential for athletes' effort and enjoyment in childhood, and competence in adolescence. Age appeared to moderate the impact of social influence from significant others on young athletes' sport experiences.

Mohiadden & Hussein (2011) quality of work life (QWL) is not only one of the most important domains in peoples' lives, but also affects and shapes many of the components of the general/ total quality of life (wellness) of organizational members, as well as other peoples at the community, national, regional and even global levels. There has been ample research studying QWL, but very little attempts have been made to link QWL with general wellness/ well – being. As peoples everywhere suffer from the many unfortunate and sad crises and outcomes brought by organizations, QWL deserves more intensive and in-depth research, especially examining QWL linkage with whole well – being. This paper attempts to provide a framework of guidelines to help organizations create and develop high QWL that can enhance and

promote the welfare, goodness and total wellness, not only of organizational members, but also all other stakeholders and the broader societies at community, national and global levels. Thus, developing and nurturing among organizational members not only good organizational citizenship behavior, but also good national and even global citizenship behavior.

Nanjundeswaraswamy & Swamy (2012) a high quality of work life is essential for organizations to continue to attract and retain employees. QWL is a process in which organizations recognize their responsibility to develop job and working conditions that are excellent for the employee and organization. An effective leader influences the followers in a desired manner to achieve goals. It is evident from the literature different leadership styles may affect organization effectiveness and performance. The interventions of QWL will effectively utilize the employee potentials by ensuring great participation and involvement of workers. This paper focuses and analyses the literature findings which involves QWL and Leadership styles.

Chandranshu (2012) explored the factors of quality of working-life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations. The Cronbach's alpha of the questionnaire was found to be 0.862& Pearson correlation was 0.924 (p<0.001). The factor analysis of the component 'quality of working-life experiences' led to the extraction of 3 factors from various organizations. The three emerging factors were "relationship-sustenance orientation", "futuristic and professional orientation" and "self-deterministic and systemic orientation". The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a

unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses.

Mozafar et al. (2012) investigate the relationship between religious attitudes and organizational justice of professional sports coaches in Iran. 293 of Iran's professional sports coaches were totally selected as the sample. The research method was correlational and to measure religious attitudes and organizational justice, organizational justice questionnaire and researcher made questionnaire (Rego and Cunha, 2006) were used respectively. Alpha Cronbach of the made questionnaire in a manual study was 0.91; to check for normal distribution of the data, Kolmogorov Smirnov test and to analyze the data statistical methods of Pierson correlation coefficient and multiple correlation were used. Results indicated that religious attitude and its components have a significant and positive correlation with each of the components of organizational justice. Mode of the relationship between religious attitudes and organizational justice components which is obtained as the result of this study can have a significant role in the cognition and knowledge of the managers in order to take measures to improve the religious attitudes and perceptions of organizational justice in the coaches.

Jayakumar & Kalaiselvi (2012) quality of work life Movement initially a loosely organized network of a few dozen academics in the early 1970's, the QWL Movement had grown by the 1980's into an international grouping of trade union officials, personal managers and social scientist generally. QWL will have direct and indirect relationship with the economic and social well-being of large portion of population which lies beyond the domain of Industry. Improved QWL naturally helps

to improve the family life of the employees and world also improves the performance of the Industry/ enterprises. This article reviews the meaning of QWL, various definition of QWL and determinant of QWL based on the reviews. Improving the Quality of Work Life, barriers and Issues of QWL described. However, there is positive and significant relationship between QWL and employees' job satisfaction. QWL practice involves acquiring, training developing, motivating and appraising for the best performance of the employees as per Organizational objectives. QWL provides for the balanced relationship among work, non-work and family aspects of life. We therefore, have undertaken this study influence of workers QWL.

Abhishek (2013) Quality of Working Life" is a term that had been used to describe the broader job-related experience an individual has. Quality of Working Life is not a unitary, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. More recently, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in Quality of Working Life. The holistic and eco-systemic conception views the world as an open, living system and emphasizes the interaction and interdependence of all phenomena, which implies that the individual organism always interacts with its physical and social environment. In a study of quality of work life, one could adopt an eco-systemic approach and try to list all possible variables, catalysts and influences with which someone could interact and which could contribute to his/her general state of being. One could also try to find and elaborate on a quality, which researchers have not yet exhausted, as a possible

variable. However, perhaps it is as important to acknowledge that there are certain concerns that all people have in common, at least to some degree.

Aboulfazl et al. (2013) investigated the relationship between perceptions of coaching behavior and quality of work life among athletes competing in the 2012-13 Iranian track and field league. An applied descriptive-survey method was used. Statistical population composed of all athletes participating in Iran's track and field league 2012-13 (n=150). 136 subjects were selected as the sample by using a random sampling technique. The personality, leadership scale for sports (LSS), and quality of work life questionnaires were used to collect data. Cronbach's alpha values were calculated for the leadership styles (α =.718) and quality of work life (α =.785) questionnaires. Research hypotheses were analyzed through Kolmogorov– Smirnoff (K-S), Freidman, Pearson correlation coefficient, independent samples and one-sample t-tests. The correlated t-test indicated no significant difference between the quality of work life and the subscales before and after the competition season ($P \geq$ .05). Various coaching behaviors were ranked by the Friedman test and a significant result was obtained (p= .001). Training and instruction had the highest mean ranking from Athletes' views. Pearson correlation test showed a significant relationship between coaching behaviors and quality of work life (p=.02). The one sample t-test revealed significant differences between the hypothetical and observed means of the quality of work life before and after the season (p= .04). Regarding this result, the acceptable quality of work life is not reached for the Iranian T& F athletes. As found, some coaching behaviors can affect athletes' quality of work life. Coaches should adapt appropriate behaviors to help athletes meet their occupational needs.

Gayathiri & Lalitha (2013) the increased complexity of today's environment poses several challenges to hospital management during the next decade. Trends such as changing organizational structures, increased knowledge and specialisation, interdisciplinary collaboration, advancement of technology, new health problems and health care policy, and sophistication in medical education have a part to play. All these affect the nursing profession and skill requirements as well as their commitment to performance in hospitals. In view of this, hospital management has to ensure quality of life for nurses that can provide satisfaction and enhance job performance. In this paper, an attempt is made to review the literature on quality of life to identify the concept and measurement variables as well its linkage with satisfaction and performance**.**

Pallavi (2013) in this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills. Hence, development can be said as a continuous process whereas training has specific areas and objectives. So, every organization needs to study the role, importance and advantages of training and its positive impact on development for the growth of the organization. Quality of work life is a process in which the organization recognizes their responsibility for excellence of organizational performance as well as employee skills. Training implies constructive development in such organizational motives for optimum enhancement of quality of work life of the

employees. These types of training and development programs help in improving the employee behaviour and attitude towards the job and also uplift their morale. Thus, employee training and development programs are important aspects which are needed to be studied and focused on. This paper focuses and analyses the literature findings on importance of training and development and its relation with the employees' quality of work life.

Sandhya (2013) explored the relationship between the Quality of Work Life (QWL) and its effect on Organisational Citizenship Behaviour. The report findings are based on the review of literature on the relationship between the QWL & OCB combined with a survey among College Teachers in and around Thrissur Dist. Based on the findings, the report also offers an insight and advice on the ways to enhance the QWL among College Teachers. According to Ray Kroc "The Quality of an Individual is reflected in the standards they set for themself", it is also a realised fact that the quality of human inputs are the greatest asset to any organization. Thus this paper aims to contribute to the academic community and add on to the existing body of literature relating to the effect of QWL on OCB.

Yukthamarani et al. (2013) examined the relationship between the quality of work life (QWL), employees' job involvement and affective commitment among the employees of the public and private sector organizations in Malaysia. A total of 334 middle management level employees were selected to participate in this study. QWL was measured with five dimensions which are 'fair and appropriate salary', 'working conditions', 'capacities at work', 'opportunities at work' and 'organization climate'. The intervening and dependent variables are job involvement and affective

commitment respectively. The results indicated that working conditions, opportunities at work and climate organization had a relatively higher impact on 'job involvement' and 'affective commitment'. Findings of this study contributed to the knowledge and understanding of the effect of the selected factors, which leads to better understanding among the practice for both public and private organizations in Malaysia towards attainment of a superior level of efficiency to thrive in an ever competitive business world.

Fapohunda (2013) the factors affecting quality of work life have substantial roles to play in satiating the needs of the employees. It is about how people can do their work better and also how the work can motivate them to do better. This study evaluates the perceptions and experiences of quality of work life in Nigeria using fifteen indicators of quality of work life and 300 employees in four establishments in Lagos Nigeria. The survey instrument was a questionnaire administered in a field survey spanning two months between July and August 2013. The response rate was 280 (93.3%) of which 152 (54%) were men and 128 (46%) were women. The results indicate that most of the workers do not give highly positive ratings though some of the indicators had more positive assessments. For some indicators, there were significant gender gaps while others had similar levels of agreement or satisfaction. Organizations must maintain and improve the quality of work life in their establishments. There must be more commitment to investing in human resources who contribute significantly to sustained organization performance. To gain competitive advantage in organizations must be concerned about their human resources who are their most important assets and take consistent and steadfast measures to improve them and employ high-quality work-life experiences.

Khalid & Balaji (2014) quality of Work Life (QWL) of employees in any organization plays a very vital role in shaping of both the employees and the organization. The objective of this research is to highlight the prominence of training and development programmes adopted in manufacturing industries encompassing the private and public sectors and the impact that it exerts on the quality of work life of employees in these sectors. It is assumed that employees who undergo T & D programme either in private or public sectors enjoy better QWL. Here a comparative study among the employees of private and public manufacturing industries is carried out to measure the QWL of employees in these respective sectors. Hence the research concludes that the QWL enjoyed by the employees of private industries is superior to the QWL of employees of public industries.

Surya Kumar & Shani (2014) the paper aims to measure and identify the quality of work life among the employees at Metro Engineering. The empirical base is formed by survey among the employees by taking a sample size of 120. The factors include personal data, Information about the job, organizational work life, job vs. personal life.

Natarajan & Kiruthika (2014) New and faster technology, redefined values, and shifting customer demands are changing the way businesses operate in the 21st century. To attract and retain employees, companies need to be exploiting those points of convergence and continuously work with employees to redesign the work, eliminate job stress, increase job autonomy, provide learning and training opportunities and to handle such problems, quality of work life of employees is required. In this context, the researchers have made an attempt to study the factors contributing quality of work life in the magnesite companies in Salem district. This

study is empirical in nature based on survey method. The first-hand information for this study has been collected from the human resource departments of the select magnesite companies. As an essential part of the study, the primary data were collected from 497 employees with the help of questionnaires. The findings of the study reveals that there is no significant relationship among the acceptance level of the respondents belonging to different genders, age groups, educational status, monthly salary, length of service and company they belonging to towards factors contributing to quality of work life of employees in select magnesite companies in Salem district. Female respondents, respondents in the age group above 55 years, respondents having H.Sc qualification, respondents belonging to monthly salary of Rs.15001-25000, executives, respondents with the length of service of 16-20 years and employees of SRCL have higher acceptance level towards factors contributing to quality of work life of employees in select magnesite companies in Salem district. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for improved quality of work life.

Radha Yadav & Ashu Khanna (2014) quality of work life is becoming an imperative issue to achieve the goals of the organization in every sector whether it is education, service sector, banking sector, tourism, manufacturing, etc. Attrition, employees commitment, productivity etc. depend upon the dimensions of Quality of work life i.e. job satisfaction, organizational commitment, reward and recognition, participative management, work life balance, proper grievances handling, welfare facilities, work environment, etc. An organization provides a better QWL then it develops the healthy working environment as well as satisfied employee. High QWL can give a result in better organizational performance, effectiveness, innovativeness,

etc. Consequently, to contribute better life for all those peoples whom organizational members serve and with whom they deal and interact. Today, quality of work life also affects the corporate social responsibility. Quality of work life is the corroboration between the employees and their organization it improves the family life as well as work life of the individual. This paper focuses and analyses the literature review on the quality of work life and their dimensions.

Amir (2014) Main purpose of this study is to determine the relationship between the quality of work life and human resource development of the teachers of Saveh city. Method of this study is correlation type. Statistical population involved all teachers who were 1307 members. Sample volume was 246 members that estimated based on Morgan table. It was selected by random sampling method. Gathering tools of data were the researcher made questionnaire to evaluate human resource development and Walton's standard questionnaire of quality of work life. Cronbach" s Alpha is used to measure the reliability of questionnaires. It is (0.833) for human resource development and (0.88) for quality of work life. Gathered data analyzed by SPSS Software and LISREL in two separate sections of descriptive statistics and inferential statistics (Pearson correlation coefficient, Structural Equation Modeling). Findings indicated there is not a significant relationship between qualities of Work life and human resource development.

Hassan et al. (2014) in this study, the researchers examined the relationship between quality of work life (QWL) programs and quality of life (QOL) among employees at multinational companies in Bintulu, Sarawak, Malaysia. In addition, the study examined the element s of quality of work life (QWL) programs as a contributing factor to quality of life (QOL) that can influence employee productivity. The participants consisted of 179 employees currently working at multinational

companies in Bintulu, Sarawak. The respondents were randomly selected and the data were gathered through t he distribution of questionnaires. Descriptive statistics showed that there were more female than male employees, mostly were fairly young, around 29 years old and below and majority of them hold position as general employee in the multinational companies. The study found that there was significant relationship between quality of work life (QWL) programs and quality of life (QOL). The most influence factor on quality of life (QWL) were work environment followed by job facet s. The result also indicated that there was a positive and significant relationship between quality of work life (QWL) programs and quality of life (QOL). The most influence factors were emotional well being, personal development, social inclusion and interpersonal relations. Therefore, the researcher highly recommend those multinational companies to plan an excellent quality of work life (QWL) programs by focusing on particular service element s that will further enhance the overall quality of life (QOL) of employees. As a conclusion, the researchers found that quality of work life (QWL) programs influence quality of life (QOL) of employees in organization. The researchers provided recommendations for future research to be implemented using different population, qualitative research, using other element s of QWL programs and QOL as well as in different sectors such as hotel industry.

2.2 SUMMARY

The review of literature helped the investigator to spot out relevant topics and variables. Further the literature helped the investigator to frame the suitable hypothesis leading to the problems. The latest literature also helped the investigator to support his finding with regard to the problem. Further the literature collected in the study also helped the research scholar to summarize his study. The researcher has presented the

reviews in the related subjects by depending upon the highly authentic sources. Each review has been written in details in related to my subject. Finally the researcher puts to an end to this chapter after giving all relevant details to each reviews of this chapter.

The reviews were presented under the sections such as quality of life. All the research studies presented in the section proved that there is relationship between quality of life among the different levels of coaches. The research studies reviewed were collected from journals available in the websites and some university libraries.

Based on the experience gained through review of the studies, the investigator formulated suitable methodology to be followed in this research, which is presented in Chapter III.