

# QUALITY OF WORK LIFE AND ITS COMPONENTS AMONG EDUCATORS IN UNIVERSITY LEVEL-A LITERATURE REVIEW

## Dr Kiran Das NaikEslavath\* Adnan Fadhil Khaleel\*\*

\*Assistant Professor, Research and Strategic Studies, Lebanese French University, Iraq. \*\*Director of Research and Strategic Studies, Lebanese French University, Iraq.

#### Abstract

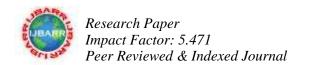
Quality of work life is turning into a basic issue to accomplish the objectives of theorganization in every sector/ association in each division. Whether it is training, tourism, service sector, assembling, banking/ managing an account and other segment. Quality of work life is about work condition, remunerate, hierarchical responsibility, acknowledgment participative administration, work life balance, welfare facilities, legitimate complaints dealing with, work fulfillment, and other. High quality of work life, can give an outcome in better organizational performances/ hierarchical exhibitions, viability and innovativeness/ imaginativeness. Quality of work life additionally influences the social obligation, this is on the grounds that Quality of work life can enhances the family life and in addition the work life of an individual, a few researchers have been directed a research on Quality of work life, yet a couple of studies are in scholarly area, thinking about the commitments of quality of work life in the ongoing occasions, a more thorough audit is endeavored here on scholastic segment, a writing survey is exhibited in four sections idea of quality of work life, survey of accessible writing on quality of work life, different components of quality of work life and adoption of quality of work lifecomponents to scholarly condition. In light of the review aconclusion is given. This research paper centers and dissect the writing audit on the quality of educators work life is legitimized.

Key Words: Quality of Work Life, Work Environment, Work Life Balance, Job Satisfaction.

#### Introduction

The idea of Quality of Work Life (QWL) has developed as an essential determinant of a model business. Wages and pay rates don't show how great the business is. It is the aggregate Quality of Work Life, wages and pay rates incorporate that is considered while rating business conditions. Powerful administration in this way, is likewise about guaranteeing better quality of work life to the working class. The pressure must be on how great are the aggregate living states of the working class as opposed to just the work atmosphere gave in the mechanical unit. Representative does not lead at work life as it were. Truth be told the off the activity life is similarly imperative. Some of the time, might be it is more essential since worker invests more energy off the activity than at work. Clearly, the quality of work will dependably must be an element of both whether the administrations like it or not. Keeping in mind the end goal to guarantee amazing execution the administrations need to give a high caliber of work life.

The term quality of work life (QWL) alludes to the positivity or unfavourableness of a vocation situation for individuals (Keith, 1989). Representatives at the gross-root level experience a feeling of dissatisfaction due to low level of wages, poor working conditions, ominous terms of business, cruel treatment by their bosses and so forth, though administrative staff feel disappointed with their states of business, between close to home clashes, job clashes, work weights, absence of opportunity in work, nonappearance of difficult work, and so forth. It implies High QWL is looked for through great supervision, great working conditions, great bundles and benefits and a fascinating, testing and compensating work. QWL endeavors are deliberate endeavors by associations to give representatives a more prominent chance to influence the manner in which they carry out their occupations and the commitments they make to the association's general viability. QWL has accepted expanding interest and significance in both industrialized and also creating nations of the world. In India, its degree is by all accounts more extensive than many work enactments (B.Bora, 2015).



Quality of work life can be characterized as the status of target conditions/status of living of workers at the work put. It is a capacity between target states of life and the emotional disposition. The condition in which the worker is presented to the working spot is work put condition (Panda et al, 2001). Quality of Work Life (QWL) is a thorough idea that incorporates a person's activity related prosperity and also the degree to which work encounters are fulfilling, satisfying and without push and other adverse individual outcomes (Lokanadhareddy et al,2010).

The QWL is an agreeable instead of tyrant, transformative and open as opposed to static and unbending; casual as opposed to control bound; unoriginal as opposed to robotic; shared regard and trust as opposed to scorn against one another (Rao V.S.P, 2009). Since the birthplace of the term in mid-1970, quality of work life has turned into a vital matter of worry in work associations (Saklani D.R, 2003). The expression "Refinement of Work", "Mechanical Popular government", "quality of work life" and "take part work" are reciprocally used to indicate a similar sense. The center of these ideas in the estimation of regarding the worker as an individual and stressing his advancement and inclusion in work choices. These ideas are near the HRD ideas (UdaiPareek, 1997). Katzell et al, 1975 saw that a worker issued to appreciate a high caliber of working life when he

- (1) Has constructive inclination towards his activity and its future prospects
- (2) Is roused in the activity and perform well, and
- (3) Feels his working life fits well with his private life to manage the cost of him a harmony between the two as far as his own qualities one of the significant issues being looked by the creating and the created nations in the quality of work life of a larger part of representatives occupied with beneficial interests.

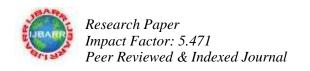
The issue isn't only one of the accomplishing more prominent human fulfillments however it likewise goes for enhancing profitability, versatility and generally speaking viability of associations. QWL is in excess of a sheer work association development which centers on professional stability and monetary development to the representatives. In this mechanical life, workmen achieve house after fulfillment of their wild occupation with most elevated pressure. Person can't be contrasted and machines. They have their own particular motivations, impulses, feelings. Boss should outline a vocation which suits the requirements of workmen not the innovation. By utilizing Quality of Work Life (QWL) worker's potential can be utilized to most extreme degree. It guarantees more prominent support and association of workers, makes work less demanding and enhances quality and proficiency (B.Bora et al, 2015).

#### **Review of Literature**

Several researches have been conducted on QWL, but a few studies are in the academic sector. The results from these researches are on observations of the earlier researches on academic sector.

The four noteworthy determinants of QWL, i.e. basic leadership specialist, development and improvement, acknowledgment and gratefulness, and limited time roads were missing and the educators might want a domain that incorporated these determinants (Chandar et al,1993). Importance of occupation, positive thinking on authoritative change and self-rule are altogether identified with Job Satisfaction of representatives in a Private Higher Learning Institution. The examination led in Tiruchirappalli city confine universities uncovers that there is a critical relationship between quality of worklife of educators and working condition of instructors (Saad et al, 2008).

An investigation on the college workers uncovered that there is a positive connection between work fulfillment and QWL measurements. QWL altogether contributes towards expanding the activity fulfillment or disappointment relying on the representative's negative or positive view of QWL measurements (Ganguly R, 2010). Employees demonstrated positive occupation fulfillment and would keep on remaining in a similar activity just in the event that they have open door for development and improvement alongside authoritative notoriety, budgetary variables. Toward this path the significant reason for disgruntlement was observed to be progression opportunity, hierarchical glory and money related components. So the school organization must give due weightage to these elements as respondents have considered these variables in charge of holding them in their present employments (Shariqabbas, 2010). On the off chance that the OWL of instructors is beneath normal then



its resultant effect will be on educating and research work and these are the reason for the advancement of any general public. QWL and Quality of life has a noteworthy relationship in instructing condition. Research did in scholastic part demonstrates that QWL of school educators is in low level (Bharati and kumar, 2011).

QWL programs give chance to development and improvement by encouraging preparing to the workers which therefore builds work fulfillment. QWL is worried about making work condition which is favorable and suitable. There is a huge connection between work fulfillment, self-awareness, and group viability even in the scholarly division (R.Jayan, 2012). QWL has coordinate holding on for efficiency, as enhanced QWL will eventually prompt higher profitability and employment fulfillment (Alireza et al, 2012). QWL of academicians, especially in the Private Technical Institute, isn't in a superior condition. Factors, for example, compensation and wages biasness between same qualified representatives, progression open door for development is low, pay and professional stability issues are seriously influencing the association with organization and academicians, disappointment in regards to leave adaptability and so on are in charge of low QWL of respondents (Vishwakarma et al, 2013). A high QWL is required for the development of both the representatives and the organizations.

Jain Bindu and Swami Yashik(2014) in their investigation uncovered that QWL in Indian scholarly segment is of low level. An arranged change in the working condition is required to enhance QWL in scholastic area. Preparing, overhaul of work, workshops for information improvement and self-improvement, significant investment in basic leadership, change in advancement conspire and so on are a portion of the courses through which we can enhance QWL. Enhanced QWL is useful for both the worker and foundation so it's the shared obligation of the two. QWL of educators at scholarly division is beneath fulfillment and required consideration and execution of viable measures to change it. The real issues with respect to QWL in scholarly segment are: I. Roads for development and advancement not tasteful. ii. Limited time angles are not attractive. iii. Educator's interest in basic leadership is underneath fulfillment. iv. Professional stability is there however Job fulfillment is absent. v. Occupation contribution is inadequate.

- i. The level and number of assignment with respect to personnel ought to be expanded and it ought to be same at school and college level.
- ii. There must be straightforwardness and conclusive job of instructors in basic leadership groups of organization since educators are the part divide foundation, as well as the vital instrument in the usage of various arrangements, principles and directions.
- iii. Autonomy of the establishment ought to be kept up regarding its different measurements, for example, enlistment, choice, encircling of general polices, rules control and so forth.
- iv. Regular introduction/supplemental classes, workshops, course, symposium and so forth ought to be composed for instructors up degree on current patterns, techniques, procedures, teaching method of training.
- v. "Personality evaluation test" for choice of new staff ought to be thoroughly directed.
- vi. The organization ought to compose wellbeing related projects for instructors so as to give them better QWL.

Tanushree Bhatnagar and HarvinderSoni(2015) in their investigation on the effect of quality of work life on work fulfillment has been contemplated in view of the statistic factors of sexual orientation, age and work understanding of instructors. The strategy for this examination is illustrative research and the review was directed among 100 teachers in Udaipur city. Results demonstrate that there is a connection among QWL and employment fulfillment. DebasisPani (2015) in their examination endeavored to see how different free factors like nature of occupation, Stress Level, Work Independence, Job Security, Career Prospects, Safety and Health Work Conditions, Opportunity for development and security and Total life space emphatically impact the reliant factor i.e., by and large QWL encounters of resources working in different private designing universities. The examination uncovers that Opportunity for Growth and Security factor have bigger effect on generally QWL encounter, whereas Nature of occupation, Job security and life space has direct effect and the rest factors has less



effect on by and large QWL encounter. Finding of the examination additionally shows that general QWL encounters don't change altogether because of age and sexual orientation.

Despite what might be expected, the consequences of the examination led by Mehrotra and Khandelwal (2015) in their examination on the relationship of statistic factors (sexual orientation and pay) on QWL of showing representatives in private specialized foundations in Bareilly Region, India uncovered a huge relationship among QWL and statistic attributes (sex and compensation) of the workers. They presumed that female workers are happier with their QWL than male representatives. They saw that female representatives are more fulfilled than male workers, the chi square test affirms that the statistic variable sexual orientation and compensation have a relationship with one another and along these lines with the Quality of Work Life of Teaching staff in Private specialized organizations. The example comprises of 110 showing representatives of a specialized foundation.

O.P.Singh and S. K. Singh (2015) saw that the present examination would be of key significance to instructive establishments to distinguish the basic factors that could improve educator's activity fulfillment, responsibility, and execution level. Consequently, higher instructive specialist should find a way to sort out a favorable and suitable work culture and condition at higher instructive level in which each educator works in a very much characterized way for their own particular brilliance and for institutional adequacy moreover. In another examination directed in India by Elamparuthy and Jambulingam (2016) on 230 school educators' impression of QWL working in 18 universities situated inside the "Tiruchirappalli and Kumbakonam" city limits. The outcomes demonstrate that the level of QWL of school educators is low. Their outcomes additionally show that there is a noteworthy contrast in QWL discernments according to length of administration of the respondents however no huge distinction exist in QWL recognitions a for every sex, age, assignment and wage levels of the respondents.

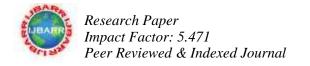
AbdulkadirMohamudDahie et al. (2017) used advantageous inspecting to gather 95 surveys from University of Somalia in Mogadishu, Somalia. These respondents were given a poll three primary build which estimating general prosperity, vocation and occupation fulfillment and working conditions. Be that as it may, the investigation found that general prosperity, vocation and occupation fulfillment and in addition great working condition workplace have critical effect on quality of work life. The prime target of Malarkodi et al, (2017), examine is to basically visualizes the different parameters deciding Quality of work life among the resources. Engaging examination Design and advantageous inspecting strategy embraced for this investigation. 200 example measure from the aggregate populace decided for this investigation. Employees have communicated their sentiment that the administration needs to make important strides for organizing legitimate work stack models to be offered to the resources.

MadhuriSitaram Ban and U.V.Panchal(2017) saw that passionate knowledge will enable a representative to encounter better work – life balance. High self – mindfulness causes a person to screen the activities and endeavor to correct it whenever required, mindfulness controls a person to calibrate the activity execution style and turn out to be more satisfactory and socially networked. Assist it likewise enables workers, to utilize their feelings to encourage execution by guiding them toward Constructive exercises and enhancing individual execution. Any individual exceedingly fit in this measurement would have the capacity to urge him or herself to improve the situation ceaselessly and coordinate his or her feelings in positive and beneficial headings.

Shanmugapriya. I and J. Vijayadurai(2017) communicated that today jobs of ladies have changed a considerable measure contingent on their profession all through the world. Because of monetary requests, temperate status, instruction successful utilization all are real job for ladies speakers. This investigation finishes up execution, fulfillment, push alleviation all could be principle results in quality of work life for a working ladies teacher in schools.

## Iii. Qwl Components In Academic Sector

Various endeavors have been made to recognize different measurements of this idea. "Some have underlined the change in working conditions prompts better quality of life, while others feel a reasonable remuneration and



employer stability ought to be accentuated" (Mirza S Saiyadain ,1995). Luthans (1985) perceives the reason as "to change the atmosphere at works with the goal that the human – innovative – hierarchical" interface prompts a superior quality of work life.

# RechardE.Walton (1973), clarifies quality of work life as far as eight wide states of business that comprise attractive QWL. He proposed similar criteria for estimating QWL. The conditions/Criteria include:

- 1. Adequate and reasonable pay,
- 2. Safe and solid working conditions,
- 3. Opportunity to utilize and create human limits,
- 4. Opportunity for vocation development,
- 5. Social incorporation in the work drive,
- 6. Constitutionalism in the work association,
- 7. Work and quality of life and
- 8. Social pertinence of work.
  - Dr. Saklani(2003) has picked thirteen measurements for breaking down the idea of QWL viz.,
- 1. Adequate and reasonable pay,
- 2. Fringe advantages and welfare measures,
- 3. Job security,
- 4. Safe and sound physical condition,
- 5. Work load.
- 6. Opportunity to utilize and create human limit,
- 7. Opportunity for proceeded with development,
- 8. Human relations,
- 9. Participation in basic leadership,
- 10. Reward and punishment framework.
- 11. equity, equity and complaint taking care of,
- 12. work and add up to life space, and
- 13. Image of association in the general public.

Analysts utilized diverse segments to quantify the Quality of Work Life of representatives in their investigation. Nanjundeswaraswamy and Sandhya(2016) have inspected different papers, and have proposed another arrangement of QWL segments to gauge the level of QWL of workers in the changed situation. As per them, by considering the accessible writing in light of the recurrence of use of the parts by various specialist and changed circumstance in labor showcase, eighteen segments are most prevalent segments that location the QWL of representatives.

Table-1: QWL factors from past research thinks about in Academic Sector

Chander, Subash and Singh,	Adequacy of resources, employee attitude, Autonomy of work, Facilities,
<b>Parampal</b> (1993)	Leadership styles, Job security, Occupational stress, Nature of Work, Job
	Challenges/ Job responsibility, Training and Development, Relationship
	and co operations, Organizational culture, Organizational commitment,
	Adequate and fair compensation, Opportunities for Growth and
	Advancement, Job satisfaction, Work environment.
Kershaw C(1994	Work load ,communication, support, Recognition
G NaslSaraji, H Dargahi (2006)	Training and development, work environment, Opportunities For Growth
	And Advancement, Adequate and fair compensation, Organizational
	commitment , Job security, Facilities, Autonomy of work , Job
	Challenges/ Job responsibility, Health and Safety, Employee Satisfaction



T.S.Nanjundewaraswamy&Swamy	Work environment, Organization culture and climate, Relation and co-
D.R (2013)	operation, Training and development, Compensation and Rewards,
	Facilities, Job satisfaction and Job security, Autonomy of work,
	Adequacy of resources.
Karimi, O., Daraei, M. R.,	Job security, Work environment , Opportunities for Growth and
<b>&amp;</b> Farajzadeh, F. (2015)	Advancement, Adequate and fair compensation, Emotional Intelligence,
	Organizational culture, Job security
Maghaminejad, F., & Adib-	Work environment, Adequacy of resources, Job security, Relationship
<b>Hajbaghery</b> , <b>M.</b> (2016).	and co operations, Organizational culture, Adequate and fair
	compensation, Opportunities for Growth and Advancement, Job
	satisfaction.
Hamidi,Y.,Mohammadi, A.,	Organizational culture, Job satisfaction
Soltanian, A. R., & Mohammad	
Fam, I. (2016)	
MehdiHosseini,	Adequate and fair compensation, Opportunities For Growth And
GholamrezaMehdizadehJorjatki	Advancement.
(2010)	

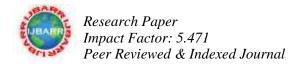
There were couple of analysts' led concentrates to dissect the QWL of Academic segment over the world. The accompanying looks into on QWL segments in scholarly segment is the primary investigation are appeared underneath in Table: 1 as indicated by sequential Order.

#### **Conclusions**

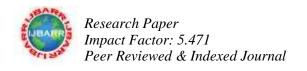
It very well may be seen from the previously mentioned investigations led in different hierarchical settings in scholastic conditions all the more particularly in various nations and social foundation obviously confirm that Quality of Work Life hones have positive ramifications at work put. The investigations forcefully substantiated the significance of QWL in sharpening positive workplace conduct and states of mind like occupation fulfillment, Organizational duty, diminished truancy and feelings of anxiety, worker prosperity, commitment in work and even enhanced execution. Thus, it tends to be reasoned that Quality of Work Life hones triggers positive workplace encounters in representatives, academicians in particular. Different Researchers utilized distinctive segments to gauge the Quality of Work Life of representatives in their investigation in Academic Sector specifically. It tends to be inferred that even to Academic segment, the accompanying 18 segments are most transcendent segments that location the QWL of workers. They are Adequacy of assets, Adequate and reasonable pay, Autonomy of work, Emotional Intelligence, Employee Attitude, Facilities, Job Challenges/Job duty, Job fulfillment, Job security, Leadership styles, Nature of Work, Occupational pressure, Opportunities For Growth And Advancement, Organizational responsibility, Organizational culture, Relationship and co activities, Training and Development and Work condition.

#### References

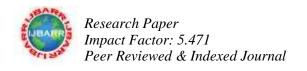
- 1. Abdollahi, B. & Pour-Moazzen, O.,(2013), Examining the relation between emotional intelligence and the employees' quality of work life at the Jondi-Shapour University of Ahvaz, Iranian Journal of Development and Change Management, Vol. 15, pp. 915, published in Persian.
- 2. AbdulkadirMohamudDahie, Ali Abdi Mohamed and Hassan BedelKhalif(2017), Examining factors affecting the Quality of Work Life of Lecturers: Case study from University of Somalia in Mogadishu, Somalia, International Journal of Advance Engineering and Research Development (IJAERD) Volume 4, Issue 4, April-2017, p. 1117-1124
- 3. Afsar,S.T. (2014). Impact of the Quality of Work-life on Organizational Commitment: A Comparative Study on Academicians Working for State and Foundation Universities in Turkey. International Journal of Social Sciences,3(4), 124-152.



- 4. Ahmadnejad, M., Hassani, M., Sepehrian Azar, F., &Shojaiee, K., (2012), Surveying the relationship between Emotional Intelligence and Working Life Quality with Job.
- 5. AlirezaGhasemizad and Mozhgan Amirian zadeh(2012), A Study of the Relationship between Teachers and Principals' Spiritual Leadership, Quality of Work Life, Job Satisfaction and Productivity, American Jou. of Sci. Res., 49, 11-20
- 6. BalaramBora (2015), Quality of Work Life-An Overview, Management Today, Vol.5, No.4, p.184-191.
- 7. BalaramBora, S. Das and V. Murthy (2015), "Quality of Work Life A Literature Review," International Journal in Management and Social Science, Vol. 3, Issue 3, p. 106-115.
- 8. Barzoki, A. S., &Sarand, V. F (2015) Investigating the Relationship between Organizational Justice, Organizational Commitment and Staff's Quality of Work Life (Case Study: Islamic Azad University employees Shabestar).
- 9. Besharat, M. A. (2007). "The impact of Emotional Intelligence on the Student's Quality of Social Relations". Iranian Journal of Psychological Studies, No. 3, published in Persian.
- 10. Bharathi P.S. Umaselvi and SenthilKumar (2011), Quality of Work Life: Perception Of College Teachers, Hallmark Business School, Trichy, Tamilnadu, India, Paper No. 27868, posted 6. 10:44 UTC.
- 11. Bindu Jain and Swami Yashika(2014), Quality of Work Life with Special Reference to Academic Sector, Research Journal of Management Sciences, Vol. 3(1), 14-17, January (2014).
- 12. Chander, Subash and Singh, Parampal (1993), "Quality of work life in a University: An Empirical Investigation", Management and LabourStudies, Jamshedpur: XLRI, Vol.18, No.2, pp. 97-107.
- 13. Chander, Subash and Singh, Parampal (1993), "Quality of work life in a University: An Empirical Investigation", Management and LabourStudies, Jamshedpur: XLRI, Vol.18, No.2, pp. 97-107.
- 14. David lewis et al (2001), extrinsic and intrinsic determinants of quality of worklife, leadership in health sciences, MCB university press, 14(2).
- 15. DebasisPani (2015), A Study on Quality of Work Life with Special Reference to Private Engineering College Teachers in the District of Rayagada, Journal of Management and Science, Vol.5. No.3, p. 81-90
- 16. Eghtesadi, S. (2013). "Relation between Emotional Intelligence and Quality of Work Life with Self-Efficacy among the employees of Education Department at the urban district No. 3 in Shiraz". MA dissertation in Persian, Islamic Azad University of Marv-Dasht, Faculty of Psychology and Educational Sciences.
- 17. Elamparuthy, D., &Jambulingam, S. (2016). A study on quality of work life of college teachers' perception. International Journal of Research in Management 1(6).
- 18. Farahbakhsh, S. (2012). "The role of emotional intelligence in increasing quality of work life in school principals". Procedia Social and Behavioral Sciences, 46: 31 35, Available online at www.sciencedirect.com.
- 19. G NaslSaraji, H Dargahi (2006), "Study of Quality of Work Life (QWL)", Dept of Health Care Management, School of Allied Medicine, Tehran University of Medical Sciences, Iran. Iranian J Publ Health, Vol. 35(4), pp.8-14.
- 21. Hamidi, Y., Mohammadi, A., Soltanian, A. R., & Mohammad FAM, I. (2016). Organizational Culture and Its Relation with Quality of Work Life in University Staff. Journal of Ergonomics, 3(4), 30-38.
- 22. Hannif Z., Burgess J. and Connell J., the Quality of Work Life in Call Centres A Research Agenda. Prato, Italy: Proceedings of 2006 ACREW Conference, (2006). Jou. OfOrganisationalBehaviour, V (1), 26-31 (2006).
- 23. Kalantari, P.; MohammadiMoghani, H.; Taghibigloo, N. &Honari, H. (2012). "The Relationship between Emotional Intelligence and Physical Education Teachers Working life Quality in Zanjan". International Journal of Basic Sciences & Applied Research, Vol., 1 (2), 30-34.



- 24. Karimi, O., Daraei, M. R., &Farajzadeh, F. (2015). Analyzing the impact of Emotional Intelligence EI on the employees' Quality of Work Life QWL Case Study Central bureaus of Agricultural Bank in Tehran. Jurnal UMP Social Sciences and Technology Management Vol, 3(2).
- 25. Katzell R.A.et al. (1975), "Work Productivity and Job Satisfaction", the Psychological Corporation. New York
- 26. Keith, Human behaviour at work: Organisationalbehaviour, 1989, Ed.11. New Delhi: Tata McGraw-Hill Publishing Co. 244-254,
- 27. Kershaw C., Teacher's perception about their quality of school life. Paper Presented at the annual meeting of the Mid-south Educational Research Association, New Orleans, LA.(1994).
- 28. Lam P., Work Life, career commitment and job satisfaction as Antecedents of career withdrawal cognition among teacher interns(1995)
- 29. Lokanadha Reddy. M and Mohan Reddy.P (2010), "Quality of work life of employees: Emerging Dimensions", Asian Journal of Management Research, pp. 827-839.
- 30. Luthans Fred (1985), "OrganisationalBehaviour' Fifth Edition, McGraw Hill International Editions, New York, p. 273
- 31. MadhuriSitaram Ban and Dr.U.V.Panchal(2017), A study of Quality of Work Life of engineering institute faculties, International Journal of Engineering Sciences & Management Research, Ban\*, 4(6): June, 2017], p.79-82.
- 32. Maghaminejad, F., & Adib-Hajbaghery, M. (2016). Faculty Members Quality of Work Life in Medical Education in Kashan University of Medical Sciences in 2012. Nursing and Midwifery Studies.
- 33. Malarkodi. K, Prasanna. S., Renukadevi R.(2017), A Critical Study on Quality of Work Life Among Faculty Members of Higher Educational Institutions In Private Engineering Colleges, International Journal of Latest Engineering Research and Applications (IJLERA) ISSN: 2455-7137 Volume 02, Issue 04, April 2017, PP 55-60
- 34. Mehdi Hosseini, GholamrezaMehdizadehJorjatki (2010). "Quality of work life (QWL) and its relationship with performance", University Of FirouzkouhBranch, Tehran.
- 35. Mentz K., Change and the quality of work life of teachers in rural schools of South Africa. Paper presented at the annual meeting of the American Educational Research Association, Seattle (2001), Mid-South Educational Research Association, New Orleons, LA. (1994).
- 36. Mirza S Saiyadain (1995), "Human Resource Management", Tata McGraw Hill Publishing Company Limited, New Delhi, p. 130
- 37. O.P.Singh and Sandeep Kumar Singh(2015), Quality of Work Life of Teachers Working in Higher Educational Institutions: A Strategic Approach towards Teacher's Excellence, International Journal of Advance Research in Computer Science and Management Studies, Volume 3, Issue 9, September 2015, p. 180-186
- 38. Panda, N., Pal, A.K. and Saxena C.N.C. (2001), "Quality of life for socio-economic development", ENVIS Monograph, No. 7. March., pp. 65 66.
- 39. Quality of Work Life Task Force, George Mason University, Quality of Work Life survey, George Mason University Website, http://www.gmu.edu/qwl/survey.html(2000).
- 40. Rajeev Mehrotra and Vinay Khandelwal(2015), Association of Demographic Variables (Gender and Salary) On Quality of Work Life of Teaching Employees in Private Technical Institutions in Bareilly Region, International Journal of Education and Science Research Review, Volume-2, Issue-2, p.1-6
- 41. Ramazani, A. &Nazarian-Madvani, A. (2013). "The relation between Emotional Intelligence, Physical Readiness, and Quality of Work Life among the university students". Applied researches in sports management, Vol. 2, No. 2, pp. 85-98.
- 42. Rao V.S.P and Hari Krishna V (2009), "Management", Excel books, New Delhi, p. 623
- 43. Reena Jayan, Role of Quality of Work Life on the Job Attitude and Personal Effectiveness of Engineering College Teachers, Academicia, 2(6), (2012).
- 44. RethinamGunaSeelan and Ismail Maimunah, Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals, European Jou. ofSoci. Sci., 7(1), 58-70 (2008).



- 45. Richard E. Walton (1973), "Quality of Working Life, What Is It?" Sloan Management Review, Vol. 15, No.1, p. 11 21
- 46. Rishu Roy, Impact of quality of work life on job performance: A study of print media employees, The Icfaijou. Of Organiational behavior, V(1), 26-3(2006)
- 47. Rose RaduanChe, BehLooSee, UliJegak and Idris Khairuddin, An Analysis of Quality of Work Life (QWL) and Career-Related Variables, American Jou. of Applied Sci., 3(12), 2151-2159 (2006).
- 48. Saad , Samah&Juhdi.(2008), Employees 'Perception on Quality Work Life and Job Satisfaction in a Private Higher Learning Institution, 4(3), pp.23–34.
- 49. Saklani D.R (2003), "Quality of Work Life: Instrument Design" Indian journal of Industrial Relations, Vol. 38, No. 4, April, p. 480 503
- 50. Sawhney, M. M., & Khatri, M. P. (2016). Quality Of Work Life In Educational Institutes. Trans Asian Journal of Marketing and Management Research, 4(7and8). www.ijcrt.org© 2017 IJCRT | Volume 5, Issue 4 November 2017 | ISSN: 2320-2882
- 51. IJCRT1704190 International Journal of Creative Research Thoughts (IJCRT) www.ijcrt.org 1476
- 52. Shanmugapriya. I and Dr. J. Vijayadurai(2017), Quality of Work Life of Women Lecturers in Engineering Colleges in Southern Districts of Tamilnadu, International Journal of Latest Engineering and Management Research (IJLEMR), Volume 02 Issue 02, PP. 64-69.
- 53. Shariq Abbas S.M., PremiVandana and JyotiAnant, Job Satisfaction In Management Faculties Of A Metropolitan And Proximate Area: A Study Of Private Colleges, IJRCM, Yamuna Nagar, 1(1) 13-28 (2010).
- 54. T S Nanjundeswaraswamy&Swamy D R (2013), Quality of Worklife of Employees in Private Technical Institutions, International Journal for Quality Research, 7(3) 3–14.
- 55. T.S. Nanjundeswaraswamy& M Sandhya (2016), Quality of Work Life Components: A Literature Review, International Journal of Indian Psychology, Volume 3, Issue 4, No. 75, p.12-36.
- 56. Tabassum, A., Rahman, T., & Jahan, K. (2012). An Evaluation of the quality of work life: a study of the faculty members of private universities in Bangladesh. ABAC Journal, 32(3).
- 57. Tanushree Bhatnagar and Dr. HarvinderSoni(2015), Impact of Quality of work life on Job satisfaction of School Teachers in Udaipur city, IOSR Journal of Business and Management (IOSR-JBM) Volume 17, Issue 3.Ver. II (Mar. 2015), PP 10-14
- 58. UdaiPareek and J. Venkateswara Rao (1997), "Designing and managing Human resources systems", Oxford & IBH publishing company (Pvt.) Ltd, p. 235
- 59. Vishwakarma A.C., Lakhawat P.S. and Poonam (2013), Study on quality of work life among academicians of private technical educational institutions: allahabad city, uttarPradesh, IRJMST, 4(3), 51-60.
- 60. Yousefi, F. & Safari, H. (2009). "Examining the relation between Emotional Intelligence with Work Life and its components". Psychological Studies Alzahra faculty of psychology and educational sciences, Vol. 5, No. 4, available in Persian at www.sid.ir.