

FACTORS AFFECTING QUALITY OF WORK LIFE AMONG NATIONALIZED BANK EMPLOYEES

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Abstract

As banking industries are becoming increasingly important to the economies of developed nations, the organizations affirm that their employees are the most valuable assets. If employees perceive an organization as offering a good Quality of Work in return for their contribution to an organization, then it is likely that employees will report higher levels of performance and job involvement. Quality of Work Life (QWL) can be defined as the satisfaction of an employee develops for his or her career, allowing them to enhance their personal lives through their work and work environment. Quality of Work Life in an organization is essential for the smooth running and success of its employees. Various factors affect an employee's Quality of Work Life. The objective of the present study is to identify the factors affecting the Quality of Work life of the employees in Nationalized Banks. Data was collected from 150 employees of Nationalized Banks in Indore (M.P.) India. Factor Analysis was used to identify the factors, which are contributing in Quality of Work Life. The study identified ten factors with the help of SPSS software namely: Organizational commitment, Healthy work environment, Motivational climate, Job redesign and compensation Career prospects, Fair compensation, flexibility, career development, Equity and Human Relations, Employees' Participation.

Key words- Quality of work life, Organizational commitment, Healthy work environment, Motivational climate, Job redesign ,Career prospects, Fair compensation, flexibility, career development, Equity and Human Relations, Employees' Participation.

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Conceptual Framework

“Quality of Work Life refers to the favorableness and un-favorableness of a job environment for the individual”¹, **Keith (1989)**. The basic purpose of Quality of Work Life is to develop work environment that are excellent for employees as well as for organization. It aims at healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organization. QWL, can be is measured by the feelings that employees have toward their jobs, colleagues, and companies, would ignite a chain effect leading to an organization’s growth and profitability in the end .Quality of Work Life is a process in which organizations recognize their responsibility to develop job and working conditions that are excellent for the employee and organization. “The concept of Quality of Work Life deals with the issue of how rewarding or satisfying the time spent in the workplace is. Quality of Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect” (**Straw & Heckscher 1984**). As **Flippo (1980)** mentions, “Quality of Work Life programmes include any improvements in the culture of the organization that will lead to the employees’ development and growth. Studies suggest that implementing such programmes will lead not only to a reduction in employee complaints and the number of absences from work but also to an increasing level of optimism and cooperation on work-related issue”. Quality of Work Life as “a process of joint decision making, collaboration and building mutual respect between management and employees”. It is concerned with increasing labor management cooperatives to solve the problems of improving organizational performance and employee satisfaction. Quality of Work Life is a measure of how good your work, is for you. Quality of Work Life is more than just job satisfaction or happiness at work, but the widest context in which an employee would evaluate his or her job. QWL is a process of work organization which enables its employees at all levels to actively participate in shaping the organization’s environment, methods and outcomes”. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of life, at work, for employees. “Quality of Work Life” is a reflection of the way of thinking about people, work and organization involving a concern for employees’ wellbeing and organization” (**Cummings & Worley, 2005**). Quality of Work Life is a multi dimensional term which provides a good work life balance and gives a qualitative boost to total work environment of any

organization (**Neerpal Rathi, 2010**). The success of any organization is dependent on how it attracts, develops, and retains its workforce. **Richard E. Walton (1973)** found that “Quality of Work Life idea is based on work humanization and social responsibility of the company. It involves the agreement of necessities and aspirations of the individual people, through the restructuring of the positions drawing new ways to organize the work, ally to a formation of teamwork with a better quality of life and an improvement of the organizational climate”. A working definition of Quality of Work Life proposed by **Huse et al. (1985)**, “Quality of Work Life accounts for the joint goals of employee fulfillment and organizational effectiveness and also incorporates the element of employee participation in decision making”. In the words of **Mansell and Rankin(1986)**, “Quality of Working Life is the concrete expression of a particular set of beliefs and values about people, about organizations and, ultimately about society”

Literature Review

Natarajan C. and Kiruthika V.(2013) in their study “Factors Contributing Quality of Work Life of employees in Select Magnetite Companies: An empirical Study” revealed 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 magnetite companies in Salem district”. **Islam Mohammad Baitul (2012)** in his study of “Factors Affecting Quality of Work Life: An Analysis on Employees of Private Limited Companies in Bangladesh” found “factors that have an impact on Quality of Work Life of employees of private limited companies in Bangladesh. Factors like work load, family life, transportation, compensation policy and benefit, working environment and working condition and career growth have significant influence on Quality of Work Life”. **Sinha Chandranshu (2012)** in his study of “Factors Affecting Quality of Work Life: Empirical Evidence from Indian Organizations” found the factors of quality of working-life experiences in organizations. The study focused on “employees holding middle managerial positions in various organizations. 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”. Their results indicated 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”. **Subramaniam B. L. Sairam and Saravanan R. (2012)** in their study of “Empirical Study on Factors Influencing on Quality of Work Life of Commercial Bank Employees” conducted in the Coimbatore city of Tamilnadu, the sample size 100 and it has been collected from 23 branch networks of public and private sector commercial banks and found that “the employees are facing poor work life quality in the work place and suggested that banking companies ought to pay more attention on bringing more work life quality policy and its implementation”. **Skinner and Ivancevich (2008)** argued that “Quality of Work Life is associated with adequate and fair compensation, safe and healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and workflow, better union-management cooperation, and less structural supervision and development of effective work teams”. **Hsu and Kernohan (2006)** carried out a descriptive study with a convenience sample. They selected 16 focus groups, each containing 3-5 registered nurses with at least 2 years of experience in one medical centre and five regional hospitals. They identified “56 Quality of Work Life categories and fitted into 6 dimensions namely, socio-economic relevance, demography, organizational aspects, work aspects, human relation aspects and self-actualization. Major issues emphasized by focus groups are managing shift work within the demands of family life; accommodation; support resources; and nurses’ clinical ladder system and salary system”. **Ellis and Pompili (2002)** identified “a number of factors contributing to job dissatisfaction and Quality of Working Life, including: Poor working environments, Resident aggression, Workload, inability to deliver quality of care preferred, Balance of work and family, Shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor/peers, Role conflict, Lack of opportunity to learn new skill”. **Wah et al. (2001)** examined “four dimensions, which according to them constitute the QWL of employees. These include: (i) a favourable working environment, (ii) personal growth and autonomy, (iii) rewarding nature of the job, and (iv) perception of stimulating opportunities and co-workers”. **Donaldson et al. (1999)**, identified and studied the following dimensions of QWL and found “them to be important predictors of overall organisational effectiveness: Work environment, job satisfaction, co-worker satisfaction, quality of supervision

and job security”. **Rao (1992)** contended that those factor which influence that “importance of a particular need to an individual and those, which satisfy or frustrate that need determine Quality of Work Life. The Quality Work of Life is determined by interactions of personal and situational factors. The factors that influence and decide the Quality of Work Life are: Attitude, Environment, Opportunities, Nature of the job, People, Stress level, Career, prospects, Challenges, Growth and development, Risk involved and reward”. **Baba and Jamal (1991)** listed “factors what they described as typical indicators of Quality of Working Life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. They also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of Quality of Working Life”. **Bruce,Will(1989)** examined the Quality of Work Life and job satisfaction of municipal clerks employed in cities in the United States. “Results of factor analysis produced 12 distinct dimensions of Quality of Work Life: total life space, supervisory relations, treatment as an important person, adequate compensation, safe and healthy working environment, socially relevant jobs, involved and informed employees, development of human capacities, good relations with co-workers, absence of stress, constitutionalism, and variety in the job. Results from 646 respondents revealed that the highest ranked Quality of Work Life factor related to the worker's ability to balance home and work and that only 56% of the respondents were able to achieve this balance satisfactorily. These findings suggest that the municipal work place is a highly demanding climate for which training should include skills in time management. A significant relationship was found between "adequate and fair compensation" and job satisfaction”. **Kirkman(1989)** suggests that “in the future work society, the drive for more humanitarian treatment both in and out of the work will increase. There are three distinctive elements of Quality of Work Life related interventions: (1) a concern about the effect of work on people as well as organizational effectiveness, (2) the idea of worker participation in organizational problem solving and decision making and (3) the creation of reward structures in the workplace which consider innovative ways of rewarding employee input into the work process such as gain sharing, etc.” **Sekaran (1985)** has examined the Quality of Work Life in the Indian (Nationalized) banking industry as “perceived by organizational members at different organizational levels and in different job positions. She found that Quality of Work Life in the banking profession is not high. The recruitment of overqualified personnel for rather routine job,

inequitable reward system which de-motivate the better performing employees, frustration experienced due to lack of alternative job avenues, scarce chance of promotion, alienation from work etc. are pointed out as the reasons for poor Quality of Work Life in banks. The study suggests that greater decentralization, more autonomy, power and control will facilitate the individual banks to recruit the right people, design the jobs as best, and reward employees based on performance and thus enhance the Quality of Work Life in banks”. **Walton (1975)** proposed “eight major conceptual categories relating to QWL as (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 and (8) social relevance of work life”.

Objectives

- To explore the factors which contribute in Quality of Work Life.

Research Methodology

Research type: Exploratory

Universe: Bank Employees of Nationalized Banks of Indore (M.P.) District.

Sampling unit: Managerial and Non Managerial Employees (Clerks, Officers, and Managers) of Nationalized Banks of Indore (M.P.) District.

Sample size: 150 employees

Sampling Technique: Convenient

Tool for data collection: Scale of QWL has been used for data collection which was developed by Dr. Santosh Dhar, Dr.Upinder Dhar and Dr. Rishu Roy. Reliability and Validity of the scale is 0.89 and 0.94 respectively.

Tool for data analysis : Normality, Reliability and factor analysis has been applied with the help of Statistical Package for Social Sciences (SPSS version 17.0) .

Result and Discussion

Reliability Test- Reliability test has been made for testing the reliability of data with the help of Coefficient (Cronbach Alpha). Reliability of data is (.958) (**see annexure 1**) which is excellent,

according to different theory of reliability value above 0.6 is appropriate, low value below the 0.5 implies that reliability may not be appropriate.

Factor Analysis- The results of extraction of QWL factors- Bartlett's test of sphericity and Kaiser-Olkin (KMO) measure are adopted to determine the appropriateness of data set for factor analysis. High value (between 0.5 to 1) of KMO indicates that the factor analysis is appropriate, low value below the 0.5 implies that factor analysis may not be appropriate. In this study, the result of Bartlett's test of sphericity (0.00) and KMO (0.896), (see **annexure 2**) indicates that the data are appropriate for factor analysis. Principal Component Analysis was employed for extracting factors followed by Varimax rotation. The number of factors to be extracted was finalized on the basis of "Latent Root Criterion" i.e., factors with Eigen values greater than 1 have been selected. All factor loadings greater than 0.40 have been considered for further analysis. Ten factors were extracted, which accounted for 67.214 percent of total variance. These factors are as below-

Factor 1: Organizational commitment - The first factor has been named as Organizational commitment with a total factor load 8.255 and 37.522 percentage of variance. It is constituted of twelve items i.e. 17,15,16,23,19,8, 10, 22,18, 41, 11,7. These items are "Employees have strong commitment to organization goals", "Employees tend to have positive feelings towards themselves", "Employees tend to have positive feelings towards their jobs", "Mutual trust is prevalent in the organization", "Physical and psychological health is considered important", "Policies of the organization are in true with social integration", "Efforts are made to improve productivity through improvements in human inputs", "Higher quality and quantity of output of goods and services is ensured", "Opportunities are created for greater growth and development of the individual as a person and as a productive member of the organization", "Adequate opportunities are given to develop new skills and abilities at work", "Employees are able to satisfy important personal needs through their experience in the organization", "Emphasis is laid on the development of human capacities".

Organizational Commitment is the function of inherent sincerity of an individual, which develops the capacity to work hard and give good results even in poor and adverse

circumstances. Effective managers consider commitment as both the aspects of individual and institutional importance in which a person with commitment towards the job with sincerity and honesty and efficiently sustain hard work which gives him internal satisfaction of pulling his optimum strength into work with genuineness. **Steers (1977)** concluded, “Commitment was significantly and inversely related to employee turnover.” According to **Arthur (1994)** when organizations seek to foster a philosophy of commitment, then the likelihood of an employee searching for employment elsewhere is lowered. **Owens (2006)** had a similar finding that “employees that had a higher level of commitment also had a higher level of turnover cognitions”. **Baba and Jamal (1991)** also listed organizational commitment as “typical indicators of Quality of Working Life”. “Organizational commitment has been given considerable attention, most likely because the concept of a committed employee holds many implications for organizations. For example, committed employees have been characterized as those individuals who attend work daily, protect organizational assets, share organizational goals, and remain with an organization through both good and bad times” (**Meyer and Allen, 1997**). Research has provided support for this view of the “committed” employee by demonstrating that commitment to the organization has a strong, negative relationship with turnover (**Mathieu & Zajac, 1990**). **Chander and Singh, (1993)** also conducted study on Quality Work Life and found that employee commitment as a factor of Quality of Work Life.

Factor 2: Healthy Work Environment - The second factor has been named as Healthy work environment with a 7.329 percentage of variance. It is constituted of 8 eight items 44,38,42,45,40,43,41, 39. These items are “Employees of the organization know their jobs well”, “Employees in general have a sense of accomplishment”, “Innovation is encouraged”, “The relationship between employees and work environment is healthy”, “Employees tend to stay for fairly a long time with the organization, Employees in general find their work stimulating”, “Adequate opportunities are given to develop new skills and abilities at work”, “Seniority and merit both get due weight age at time of promotion”.

Relationships among the employees is an indicator of healthy work organization. Therefore, opportunities must be provided for formal and informal interactions. creating a healthy physical, social and psychological work environment is a core business goal. Employer should encourage workers to take responsibility for their own health, safety and wellness and contribute to creating a healthy work environment. **Donaldson et al. (1999)**, identified “Work environment

as a dimensions of QWL”. **Wyatt and Wah (2001)** examined “favourable working environment constitute the QWL of employees. Research shows that healthy people working in a healthy environment are key to business success. That’s because a healthy workplace improves productivity and reduces employers’ costs”. **Mohammad Baitul Islam (2012)** stated that “working environment has an impact over Quality of Work Life of the employees”.

Factor 3: Motivational climate The third factor has been named as Motivational climate with a 4.108 percentage of variance. It is constituted of 4 four items 34, 33,35,9. These items are “Motivational climate is created by rewarding good performance both formally as well as informally”, “Suggestion schemes are effectively implemented”, “Employees in general are satisfied in the organization”, “The work is having a balanced role in one’s life considering the requirement of leisure”.

Motivation Climate can be defined as a person’s drive to take an action because that person wants to do so. People act because they feel that they have to. However, if they are motivated they make the positive choice to act for a purpose – because, for example, it may satisfy some of their needs. **Arts et al. (2001)** focused on the motivational climate as a indicator of QWL. The general perception is that people leave organization for higher pay. This hypothesis, though intuitively quite appealing, is often not sufficient in describing the entire picture with regard to sales force turnover. Because the Hawthorne studies (19th century) have already proved long back that money is not the only motivator (**Mayo 1960**), where as other environmental factors also play a significant role for employee motivation and performance. It is important to recognize that individuals have unique motives for working (**Haim 2003**) and quite often it is complex to know what motivates employees (**Mishra & Gupta 2009**). Though there is no universally accepted definition of the term QWL, yet there is consensus in the research literature that QWL involves a focus on all aspects of working life that might conceivably be relevant to worker satisfaction and motivation, and that QWL is related with the well-being of employees (**Davis and Cherns 1975, Nadler and Lawler III 1983, Ryan 1995, Sirgy et al. 2001**).

Factor 4: Job redesign - The fourth factor has been named as Job redesign which is constituted of 4 four items 25,24,21,26. These items are “Work redesign innovation are disseminated in the

organization”, “Pay and benefits are revised from time to time”, “The accidents are rare in this organization”, “Reward system is operating in the congruent way in the organization”.

Job redesigning motivates the employees and enhances the Quality of their Work Life. It increases their on-the-job productivity and encourages them to perform better. Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion. According to **Balu (2001)**, also identified “Job redesign and Job enrichment” as a factor of Quality of Work Life. Whenever a job is changed, a manager has a chance to increase both the Quality of the employees’ Work Life and their on-the-job productivity. The purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee. **Sanyal and Singh (1982)** ascertained that the term improving the Quality of Working life is concerned with improving the work satisfaction of employees as an effective corporate motivational strategy. It is sought to be achieved through re-orientation and redesigning of job. **Strauss (1982)** suggested that “through job enrichment work becomes more interesting and challenging. The degree of job performance also determines the Quality of Work Life. The design of a job may help an individual to improve his own effectiveness and satisfaction among several other things. Therefore, the claim that the job itself is an important contributory factor towards Quality of Work Life cannot be overlooked nor over emphasized”.

Factor 5: Career prospects - The fifth factor has been named as Career prospects is constituted of 4 four 37,30,31,27 items . These items are “Most of the activities at work are challenging and interesting”, “Promotion scheme provides a uniform distribution of promotion opportunities throughout the organization”, “Promotion scheme is such that it conveys to employees in advance what avenues available”, “Intergroup meeting are around to reduce the destructive effect of inter group conflicts”. **Rao (1992)** also contended “career prospects as factor of QWL. Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win

situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance. If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill”.

Factor 6: fair compensation - The sixth factor has been named as fair compensation is constituted of 2 two items 5,6. These items are “People are given adequate and fair compensation.”, “Safe and healthy environment is ensured.

Compensation is the remuneration received by an employee in return for his/her contribution to the organization. It is an organized practice that involves balancing the work-employee relation by providing monetary and non-monetary benefits to employees. Compensation is an integral part of human resource management, which helps in motivating the employees and improving organizational effectiveness. Fair and sound compensation helps the employees in maintaining a socially desirable standard of living. The strategic role of the compensation system has been increasingly important to organization. The effectiveness of skilled employees is likely to be limited if they are not motivated to perform. One of the means that organizations can use to enhance employee motivation and performance is to provide performance-related compensation **(Delaney and Huselid, 1996)**. **Robbins S. (1998)** argued for the need to view adequacy and fairness of compensation that allows for the development of positive feeling for addressing the financial needs of employees. If employees not received proper and adequate payment then their Quality of Work Life decreased. Compensation is directly proportional to the quantum of work, working-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled employees and even political stability and economic policies of a nation. Employees should be managed properly and motivated by providing best remuneration and compensation as per the industry standards.

Factor 7: Flexibility - The seventh factor has been named as flexibility a total factor load and percentage of variance. It is constituted of 4 four items . These items are 2,1, 3,4. These items are “Efforts are made to democratize the work place”, “People want to improve life at work”, “Individuals are facilitated to have influence and control over what they do and how they do it”, “The organization responds to employees’ needs positively”. Employees are given the freedom of decision making. In such a group the workers themselves plan, coordinate and control their activities. Flexible working hours (flex- time), staggered hours, reduced work week, job sharing, part-time employment and other types of alternative work schedules provide freedom to employee in scheduling their work. Flexible work arrangements (flexitime and telecommuting) are thought to contribute to job motivation and dedication. They also enable the employee to use time more efficiently by scheduling activities in a way that suits his or her situation best. Telecommuting actually saves the employee time, as it saves time commuting that cannot be used for work or family activities. Following the conflict approach, flexible work arrangements pay off most among parents as they have heavier demands for which they need time and energy to balance multiple roles. Previous studies, however, have shown that flexible work arrangements can have disadvantageous side effects because they blur the boundaries between family and work, thus increasing work-family conflict (**Desrochers, Hilton, & Larwood, 2005**).

Factor 8 : Career development-The eighth factor is constituted of 3 three items 36,29,32 . These items are “Employees are required to use a wide range of abilities in the organization”, “Human dignity and growth are promoted in the organization”, “Employees who have necessary ability and willingness to climb the hierarchy are identified”.

Career development is the lifelong process of managing progression in learning and work. The quality of this process significantly determines the nature and quality of individuals’ lives: the kind of people they become, the sense of purpose they have, the income at their disposal. It also determines the social and economic contribution they make to the communities and societies of which they are part. 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. **Royuela et al. (2007)** also proposed career development as a factor of Quality of Work Life. Opportunity for career advancement and

growth personality improves commitment. Career planning, counseling second careers, etc, help to meet expectations of achievement oriented employees .Meaningful career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL. It is a known fact that most professionals leave an organization due to lack of career growth. An active career development initiative by a company is a key retention tool to keep the best talent within its fold. “It is one of the greatest motivators to keep an employee happy and engaged. But does career planning and development of employees actually make a difference to the productivity of a worker? Most organizations think so, and consider it a part of their critical human resource strategy. From the employees’ point of view career development initiative gives them a clear focus about their career track, the blind spots that they have to overcome and the final goal to be reached. This focused approach works to their advantage from their everyday work to long-term aspirations. The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market” (Moses, 1999).

Factor 9: Equity and Human relations - The ninth factor has been named as Equity Human relations is constituted of 3 three items 12, 20,13. These items are “Sharing of the income and recourses of the organization is equitable”, “The organization has low absenteeism and turnover”, “Labour-management collaboration is prominently felt”.

Equity is about ‘creating a fairer organization climate, where everyone can participate and has the opportunity to fulfill their potential. When employees recognize that disparities exist within the organization and view inequality as an injustice that must be redressed, that organization has a strong culture of equity. While fostering a culture of equity can be challenging, it can have significant benefits for an organization. When an organization values a culture of equity, the staff shares a definition of equitable care and places high value on its delivery, which can yield concrete benefit. If the employee perceives inequality, he or she he will act to correct the inequity. The employee may lower productivity or reduce the quality of their job. Many times inequities can lead to an increase in absenteeism and even resignation of an organization (Greenberg, 1999). However, a strong culture of equity will not only build the foundation for

ongoing success, it can help to secure tangible resources, like money and time. All employees should consider in organization as equitable importance. All should have equal right to share income and recourse. Everyone is treated fairly, and that diversity amongst groups and individuals is valued and respect. Policies and practices are designed not to discriminate against any individual or group. Equity in a workplace means everyone receives fair treatment. There is a transparency to cause and effect, and everyone knows what to expect in terms of consequences and rewards. When equity exists, people have equal access to opportunities. It sets up an advantageous environment for both the employees and the employer. **Taylor (1979)** more pragmatically identified the essential component of Quality of Working life as fairness and equity. When employees who give similar inputs receive similar outcomes then they feel equality in organization.. When the rewards differ for the same degree of effort, employees view the situation as inequitable. That inequities harm employee motivation.

Factor 10: Employees' Participation- The tenth factor has been named as Employees' Participation which is constituted of 1 one item 28 . "This item is Superiors encourage participation in crucial work". A process by which subordinate employees, either individually or collectively, become involved in one or more aspects of organizational decision making within the enterprises in which they work is called employees participation. Consequent benefits for the employer spring from the assumption that employees will want to work harder and more efficiently as a result of greater organizational commitment, which in turn stimulates greater employee flexibility and quality of output. The employer also benefits from the opportunity to harness workers' knowledge and experience. Employee will know the most efficient way of organizing their work, resulting in optimum productivity (**Cooke, 1994**), and management will benefit from the addition of 'valuable information about work tasks and the ability to access employee talents in decision making (**Jones, 1987**). Thus employees participation in management help to improve QWL.

Conclusion

Quality of Work Life in an organization is essential for the smooth running and success of its employees. While requirements for a high Quality of Work Life vary from person to person, certain factors are generally required for anyone to have a high Quality of Work Life. These

minimum factors are the equivalent of health, food and shelter for standard quality of life; however, they are more specific to careers or jobs. For example, to have a high Quality of Work Life, generally a person must be respected at work. Co-workers and senior level employees must treat them fairly and politely. The work must not cause the employee any physical discomfort or mental anguish. The employee must feel as though he is doing something enjoyable. The worker must feel the salary he is paid is sufficient for the work he is doing. Finally, the employee must feel valued or appreciated, as though he is doing something of importance for the company. No doubt in today's scenario, many factors like, changing demographics of the work force, increasing expectation of the employees and greater stress level are posing major challenges to the organizations but if these issues handled strategically then organization can reap the desired benefits so maintain

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ANNEXURE:**Annexure 1****Reliability Statistics**

Cronbach's Alpha	N of Items
.958	45

Annexure 2**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.896
Bartlett's Test of Approx. Chi-Square Sphericity	4.087E3
df	990
Sig.	.000

Annexure 3**Factor Analysis Summary**

Factors	Items	Item Load	Factor Load	Eigen Values	% of Variance
Organizational commitment	17,15,16,23,19,8, 10, 22,18, 41, 11,7	.766, .758, .689, .618, .607,.580,.574, .522, .547,.546, .460, .432	6.553	16.112	35.805
Healthy work environment	44,38,42,45,40,43,41, 39	.806, .794, .688, .671, .668, .616, .516, .455		3.298	7.329
Motivational climate	34,33,35,9	.712, .652, .592, .477		1.849	4.108

Job redesign	25,24,21,26	.656, .600, .570, .550		1.814	4.031
Career prospects	37,30,31,27	.658, .646, .480 , .408		1.508	3.350
Fair compensation	5,6	.739, .522		1.355	3.011
Flexibility	2,1, 3,4	.770 , .689, .566, .544		1.179	2.619
Career development	36,29,32	.679, .623, .496		1.093	2.430
Equity and Human relations	12, 20,13	.629, .496, .438		1.033	2.296
Employees 'participation	28	.468		1.006	2.235