

A STUDY ON MEASURING THE QUALITY OF WORK LIFE OF WOMEN EMPLOYEES WORKING IN IT COMPANIES IN THE MAJOR CITIES OF RAJASTHAN

Dr. Meera Mathur*
Aparna Soni**
Ritu Maheshwari***

ABSTRACT

The present study intends to measure the Quality of Work Life of women employees working in IT companies. As more and more women are entering in the IT industry in India, it is becoming increasingly important to empower women through appropriate measures in order to increase social, economical and political equity, participation in decision making, broader access to fundamental human rights, and improvements in health, education and safety. In this regard the concept of "Quality of Work Life" is re-emerging, where women employees are seeking out more meaning. Quality of Work Life is interpreted by women employees as equitable and fair treatment at the work-place, job safety and security, healthy and humane working conditions, and the balanced personal as well as professional life. The present study was conducted among the IT companies located in the major cities of Rajasthan. The sample size for the study was 100 women employees working in IT companies. The type of research undertaken for the study was descriptive in nature and the sampling technique adopted was Convenience sampling technique. Data for the study was collected through primary and secondary sources. The results of the study revealed that women employees in IT sector were very much dissatisfied with the long and odd working hours, job insecurity and inadequate salary package.

KEYWORDS: *Quality of Work Life, Women Employees, IT Sector.*

Introduction

• Quality of Work Life

The business world today is changing at the speed of light which causes the intensified competition among the business organizations. If organizations have to survive and grow amidst this fierce competition, they have to adapt fast to the changing environment. Human resource is the key factor that any organization should keep in mind if it has to survive in this global competition. Human resource is the most dynamic and valuable resource of the organizations, which decides the organization's success and failure in this competitive world. The success of any organization depends to a large extent upon the capability, competency, efficiency and level of development of human resources. Today, the organizations from small to large concentrate more on acquiring and retaining the most competent and contemporary work- force

* Professor, Faculty of Management Studies, Mohan Lal Sukhadia University, Udaipur, Rajasthan, India.

** Research Scholar, Faculty of Management Studies, Mohan Lal Sukhadia University, Udaipur, Rajasthan, India.

*** Junior Research Fellow, Faculty of Management Studies, Mohan Lal Sukhadia University, Udaipur, Rajasthan, India.

which helps them to survive in this competitive world. One such vibrant and dynamic tool which helps the organizations in gaining competitive edge is 'Quality of Work Life'.

Quality of Work Life (QWL) has become one of the most important issues these days in every organization as employees spend around one third of their lives at their workplace. Even beyond the working hours work occupies one's thoughts, determines one's schedule for the day, and contributes to one's social identity (Martel and Dupis, 2006). Hence, it becomes important to study about the Quality of Work Life as a vigorous phenomenon in all kinds of organizations.

The basic purpose of Quality of Work Life is to develop the work environment which is excellent for the people as well as for the economic health of the organizations. In recent years, the Quality of Work Life is becoming more important as a way to save the human and environmental values which have been neglected in favor of technological advancement of productivity and economic growth (Walton, 1975). Quality of Work Life is a collective responsibility of the management, employees, union leaders, government and the behavioral scientists.

Quality of Work Life is an 'individual' centric approach and its main focus is to offer good working conditions to employees in order to improve their satisfaction and well being. Quality of Work Life is a way of thinking about people, work and organizations and it creates a sense of fulfillment in the minds of employees and contributes towards greater job satisfaction, improving productivity, adaptability and overall effectiveness of an organization. It is a philosophy, a set of principles, which states that employees are the most meaningful resource in the organization and they should be dealt with dignity and respect.

Nadler and Lawler (1983) summarized the different meanings of the Quality of Work Life that have emerged throughout the years of the evolution of the term.

First Definition	1969-1972	Quality of Work Life = Variable
Second Definition	1969-1975	Quality of Work Life = Approach
Third Definition	1972-1975	Quality of Work Life = Methods
Fourth Definition	1975-1980	Quality of Work Life = Movement
Fifth Definition	1969-1982	Quality of Work Life = Everything

Table 1: Period wise definitions of Quality of Work Life

Quality of Work Life is something that each and every individual expects from his work in his life. Quality of Work Life is beneficial to both employees as well as employers. The presence of Quality of Work Life initiatives makes the employees feel safe and relatively well satisfied at the work place. Employees believe that Quality of Work Life enhances their job satisfaction by assigning meaningful jobs, ensuring job security, making provisions for adequate pay and benefits, providing safe and healthy working conditions, giving opportunities to develop human capacities, allowing participation in decision making and making provisions for grievance handling. Quality of Work Life initiatives are equally beneficial to employers also as they get flexible, satisfied, committed and motivated work force which is beneficial in determining organizations' competitiveness in this highly competitive world.

The term Quality of Work Life is related to the level of satisfaction or dissatisfaction with one's job or career. The employees who enjoy their jobs or careers are said to have high quality of work life experiences, whereas the employees who are unhappy with their jobs and whose demands are not fulfilled by their organizations are said to have low quality of work life experiences. Quality of Work Life is an approach which is viewed as an alternative to the control approach of managing people in an organization. The Quality of Work Life approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that employees perform better when they are given freedom to manage their work and are allowed to participate in decision making. QWL approach motivates the employees by satisfying not only their economic needs but also their social and psychological needs.

- **IT Sector in India and in Rajasthan**

IT industry is emerging as an important driver of economic change in India. IT industry in India has assumed a key role in placing India on the worldwide atlas. IT industry has assisted India to change its image from agribusiness-based economy to knowledge and skill based economy. IT industry has assumed a key role in changing India's appearance from a sluggish bureaucratic country to a property of pioneering business persons and an international player in offering world class innovative technology solutions and business facilities.

IT industry has helped the domestic economy to integrate with the world economy. It has made significant impacts on the lives of many people. It has also helped the people settled in far flung topographies to connect with the rest of the world. IT sector has given birth to e-governance practices like e-health, e-education, e-ticketing etc. which enable people to get an easy access to the various governmental services.

Rajasthan is a developing state in the field of IT sector. The State Government & RIICO have taken all the required initiatives to promote and develop this sector by way of creating infrastructure in terms of IT Parks, Communication Infrastructures, Earth Stations & Optical Fiber based Networks, availability of skilled and trained manpower through institutional set ups and also customized packages of incentives to this sector. The major players in the IT Sector present in the State are Genpact, Infosys Ltd., Infosys BPO, Deutsche Bank, Nucleus Software, Teleperformance, Compucom, EXL Services, Pratham Softwares, Metacube, V.G.L. Softwares, Cyberfuturistics, Back Office solution, e-Connect, A-3 Logics etc. Besides major players, large numbers of small software units are also working in various IT Parks in Rajasthan. The main business cities for the IT sector in Rajasthan are Jaipur, Jodhpur, Kota, Udaipur and Alwar. The capital city of Rajasthan is anticipated to become one of the major IT-BPM cities of the country. It is one of the cities that have all the ideal conditions for the expansion of the IT-BPM industry in India.

- **Review of Literature**

Subhashini and Gopal (2013) studied the Quality of Work Life of women employees working in Garment factories in Coimbatore district and also analyzed the relationship between productivity and Quality of Work Life. Results of the study revealed that women employees of the garment factories were dissatisfied with the salary, and health and safety measures provided by the factories. The study also indicated that increase in Quality of Work Life results in increase in productivity.

Delina and Raya (2013) in their study made an attempt to measure the work-life balance of working women. The study revealed that married working women found it very hard to balance their personal and professional life irrespective of the sector they are into, the age group they belong to, the number of children they have and their spouse's profession. The study also revealed that the IT sector working women face more difficulties in balancing their work and family life in comparison to academic and health sector. IT sector women are facing more of the working hours' related WLB problems in comparison to the other sectors' women.

In the view of **Ahemad et al. (2013)** career women are continually challenged by the demands of full-time work and the commitments and responsibilities at home. The authors suggested that by successfully achieving work-life balance, a more satisfied women workforce can be created which contributes to productivity and success in the workplace.

Nigade and Bhola (2014) in their study made an attempt to find out the impact of Quality of Work Life (QWL) on Quality of Life (QOL) of working women. The study revealed that physical environment and psychological conditions of employment play important role in predicting the Quality of Life of working women. Low supervisor and co-workers support, inadequate advancement opportunities, incompatible work schedule and poor work culture etc. lowers the degree of Quality of Work Life which causes stress and affects the health of working women which significantly lowers their Quality of Life.

Shanmugam and Ganapathi (2015) studied the Quality of Work Life among the women employees in Public sector banks in Coimbatore District. The study revealed that women employees in the public sector banks are highly satisfied with the salary and increments and they have high job security. It was also revealed by the study that adequate and fair compensation, safe and healthy working conditions, opportunities for development and social integration have a positive and significant impact on job satisfaction of women employees in public sector banks.

Krishnamoorthy and Vaanmalar (2016) studied the Quality of Work Life among women employees working in Textile Mills in Coimbatore District. The study concluded that women are gifted with multi-tasking abilities and this has become a burden to them due to lean availability work and life space. The authors recommended that adequate wages, health benefits, leave scheme benefits, proper resting and assistance etc. are needed to enhance the work ability and to achieve the life satisfaction among the women employees.

Zahoor (2016) studied the Quality of Work Life of Muslim women. The author suggested that Indian organizations should understand the societal expectations and family responsibilities of the Muslim

female professionals and they should also encourage the family-friendly practices. Indian organizations should ensure for various work-life requirements which would definitely help the Muslim women professionals to balance their work and family responsibilities.

- **Need of the Study**

It is noticed with pleasure that nowadays the women of our society are becoming working women. They are no more dependent on men. Their role is changing gradually. They are no more only mothers and home-makers. They are participating in both official and unofficial work. These dual responsibilities of women exert mental and physical pressure on them. A recent survey conducted by NASSCOM revealed that nowadays more and more women are entering in the IT sector in India. But we all are very much aware of the culture prevailing in IT sector in India. Indian IT sector is characterized by long and odd working hours, heavy work pressure, deadline for work accomplishment, inadequate salary and non supportive work culture at the work place. In comparison to other sectors, jobs in IT sector require profound contribution at the job environment, psychological attachment of mind and good physical fitness. On an average, IT employees spend around twelve to fifteen hours daily at the workplace which is around one third of our entire life. These all are the indicators of poor Quality of Work Life of women employees. Due to these reasons women employees are unable to balance their professional as well as personal life. They get stuck between the manifold responsibilities at the workplace and the daily routine tasks at home. Effectively creating work-life balance will eventually create more contented employees which contribute to success of business organizations. Employers can smooth the professional as well as personal life of the women employees by improving their Quality of Work Life. Hence, there is a need to measure the Quality of Work Life of women employees working in IT sector in order to fulfill their work demands.

Research Objectives

- To study the demographic characteristics of the women employees.
- To measure the satisfaction level of the women employees towards the measures adopted by IT companies to improve the Quality of Work Life.
- To suggest the suitable measures for the improvement of Quality of Work Life by highlighting the expectations of the women employees.

Research Methodology

- **Research Design**

The research design chosen for the study is descriptive in nature. The purpose of descriptive survey is to collect detailed and factual information that describes an existing phenomenon.

- **Sample Size and Sampling Technique**

The universe of the present study is the IT companies located in the Major cities of Rajasthan. The major cities selected for the study purpose are- Jaipur, Jodhpur, Udaipur, Kota and Alwar. Sample size for the study is 100 women employees working in IT companies. Convenience sampling technique has been adopted for drawing the sample.

- **Data Collection**

The primary data for the study was collected directly from the target respondents through structured questionnaire which consisted of "close ended questions". Secondary data for the study was taken from various journals, articles, magazines and websites.

- **Statistical Tools Used in the Study**

The collected data, after being coded, were analyzed through Statistical Package for Social Sciences (SPSS 16.0). Statistical techniques used in the study are Percentage analysis, mean, and weighted average. Then results and conclusions were drawn accordingly.

Data analysis and Interpretation

- **Test of Reliability**

The responses were collected from a well structured questionnaire designed to measure the Quality of Work Life of women employees working in IT companies in the five major cities of Rajasthan, namely- Jaipur, Jodhpur, Udaipur, Kota and Alwar. The reliability of the instrument was estimated by calculating Cronbach's alpha. Overall reliability for the instrument was .875 which is above the threshold limit of Cronbach's alpha value. So it is considered as reliable as well as acceptable.

Cronbach's alpha value	.875
------------------------	------

- **Data Classification Based on Demographic Characteristics**

This table shows the findings related to classification of women respondents on the basis of their age, marital status, education level, work experience and income.

S. No.	Demographic characteristics	No. of Respondents	Percentage (%)
1.	Age		
	Below 25	46	46
	25-30	35	35
	Above 30	19	19
	Total	100	100
2.	Marital Status		
	Single	56	56
	Married	44	44
	Total	100	100
3.	Education Level		
	Diploma	19	19
	Graduate	48	48
	Post Graduate	33	33
	Total	100	100
4.	Work Experience		
	Below 1 year	18	18
	1-3 years	41	41
	3-5 years	25	25
	More than 5 years	16	16
	Total	100	100
5.	Income		
	Less than 10000 Rs.	17	17
	10000- 15000 Rs.	40	40
	15001-20000 Rs.	28	28
	More than 20000 Rs.	15	15
	Total	100	100

Inference

- 46% of the women respondents are below the age of 25 years. Only 19% of the women respondents are above the age of 30 years.
- 56% of the women respondents are single and 44% of the women respondents are married.
- 19% of the women respondents are diploma holders. 48% of the women respondents have graduation degree and 33% of the women respondents have post graduation degree.
- 18% of the women respondents have work experience of below 1 year. 41% of the women respondents have work experience between 1-3 years. Only 16% of the women employees have work experience of more than 5 years.
- 17% of the women respondents have income level of less than 10000 Rs. 40% of the women respondents are getting salary between 10000-15000 Rs. Only 15% of the women respondents have income level of more than 20000 Rs.

Satisfaction level of the women employees towards the measures adopted by IT companies to improve the QWL

- **Satisfaction Level on Working Conditions**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	14	14	2.42
2.	Satisfied	30	30	
3.	Dissatisfied	40	40	
4.	Highly Dissatisfied	16	16	
	Total	100	100	

Inference: The above table shows that 56% of the women respondents are dissatisfied with the working conditions prevailing in IT companies, only 44% of the women respondents are satisfied with the working conditions prevailing in IT companies.

• **Satisfaction Level on Training and Development Opportunities**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	22	22	2.71
2.	Satisfied	38	38	
3.	Dissatisfied	29	29	
4.	Highly Dissatisfied	11	11	
Total		100	100	

Inference: The above table shows that 60% of the women respondents are satisfied with the training and development opportunities provided by IT companies. 40% of the women respondents are dissatisfied with the training and development opportunities provided by IT companies.

• **Satisfaction Level on Salary**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	10	10	2.24
2.	Satisfied	23	23	
3.	Dissatisfied	48	48	
4.	Highly Dissatisfied	19	19	
Total		100	100	

Inference: The above table shows that 67% of the women respondents are dissatisfied with their salary package. Only 33% of the women respondents are satisfied with the salary offered to them by the IT companies.

• **Satisfaction Level on Fringe Benefits**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	12	12	2.34
2.	Satisfied	27	27	
3.	Dissatisfied	44	44	
4.	Highly Dissatisfied	17	17	
Total		100	100	

Inference: The above table shows that 61% of the women respondents are dissatisfied with the fringe benefits offered to them and only 39% of the women respondents are satisfied with the fringe benefits offered to them by the IT companies.

• **Satisfaction Level on Interpersonal Relationships**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	27	27	2.88
2.	Satisfied	44	44	
3.	Dissatisfied	19	19	
4.	Highly Dissatisfied	10	10	
Total		100	100	

Inference: The above table shows that 71% of the women respondents are satisfied with their relationships with managers, colleagues etc. Only 29% of the women respondents are dissatisfied with their interpersonal relationships.

• **Satisfaction Level on Stress Management Practices Adopted by IT Companies**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	11	11	2.28
2.	Satisfied	26	26	
3.	Dissatisfied	43	43	
4.	Highly Dissatisfied	20	20	
Total		100	100	

Inference: The above table shows that 63% of the women respondents are dissatisfied with the stress management practices adopted by IT companies and only 37% of the women respondents are satisfied with the stress management practices adopted by IT companies.

• **Agreeable Level of Opinion on Participation in Decision Making**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Strongly Agree	11	11	2.43
2.	Agree	36	36	
3.	Disagree	38	38	
4.	Strongly Disagree	15	15	
Total		100	100	

Inference: The above table shows that 53% of the women respondents disagreed that they have participation in making the decisions while 47% of the women respondents stated that their companies give them opportunity to participate in decision making.

• **Agreeable Level of Opinion on Job Security**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Strongly Agree	9	9	2.22
2.	Agree	24	24	
3.	Disagree	47	47	
4.	Strongly Disagree	20	20	
Total		100	100	

Inference: The above table shows that 67% of the women respondents disagreed that they have secured job while 33% of the women respondents agreed that they have secured job.

• **Agreeable Level of Opinion on Feedback and Appreciation at the Work Place**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Strongly Agree	18	18	2.66
2.	Agree	42	42	
3.	Disagree	28	28	
4.	Strongly Disagree	12	12	
Total		100	100	

Inference: The above table shows that 60% of the women respondents agreed that they get feedback and appreciation from their managers at the work place while 40% of the women respondents disagreed that they do not get feedback and appreciation at the work place.

• **Satisfaction Level on Respect at the Work Place**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	30	30	2.94
2.	Satisfied	42	42	
3.	Dissatisfied	20	20	
4.	Highly Dissatisfied	8	8	
Total		100	100	

Inference: The above table shows that 72% of the women respondents stated that they are given full respect at the work place. Only 28% of the women respondents are dissatisfied with the respect they get at the work place.

• **Satisfaction Level on Working Hours**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	9	9	2.17
2.	Satisfied	22	22	
3.	Dissatisfied	46	46	
4.	Highly Dissatisfied	23	23	
Total		100	100	

Inference: The above table shows that 69% of the women respondents are not satisfied with their working hours and only 31% of the women respondents are satisfied with their working hours.

• **Satisfaction Level on Grievance Handling Mechanism**

S. No.	Level of Satisfaction	No. of Respondents	Percentage	Mean Score
1.	Highly Satisfied	15	15	2.58
2.	Satisfied	39	39	
3.	Dissatisfied	35	35	
4.	Highly Dissatisfied	11	11	
Total		100	100	

Inference: The above table shows that 54% of the women respondents are satisfied with the grievance handling mechanism of their companies while 46% of the women respondents are dissatisfied with the grievance handling mechanism of their companies.

• **Assignment of Ranks to the Quality of Work Life Measures**

S. No.	Factors	HS	S	D	HD	Weighted Score	Weighted average	Rank
1.	Working conditions	14	30	40	16	242	24.2	VII
2.	Training and development opportunities	22	38	29	11	271	27.1	III
3.	Salary package	10	23	48	19	224	22.4	X
4.	Fringe benefits	12	27	44	17	234	23.4	VIII
5.	Interpersonal relationships	27	44	19	10	288	28.8	II
6.	Stress management practices adopted	11	26	43	20	228	22.8	IX
7.	Participation in decision making	11	36	38	15	243	24.3	VI
8.	Job security	9	24	47	20	222	22.2	XI
9.	Feedback and appreciation at the work place	18	42	28	12	266	26.6	IV
10.	Respect at the work place	30	42	20	8	294	29.4	I
11.	Working hours	9	22	46	23	217	21.7	XII
12.	Grievance handling mechanism	15	39	35	11	258	25.8	V

Inference: The above table shows the ranks given by the women employees of the IT sector to the measures adopted by the organizations on the basis of their level of satisfaction. First rank is assigned to respect given to women employees at the work place and second rank is assigned to their relations with organizational officials. Last rank is assigned to working hours. Women employees are very much dissatisfied with the long and odd hour of working in IT sector. Second last rank is assigned to job security which shows that the women employees do not have a secured feeling for their present job. It is clear from the above table that the third last rank is assigned to salary paid to women employees. Women employees are dissatisfied with their inadequate salary packages.

Suggestions

Suggested measures for the improvement of Quality of Work Life of the women employees working in IT companies:

- **Flexible Work Schedule:** Flexible work schedule allow women employees the freedom to re-arrange their work schedule as per their personal needs/requirements. The two most important types of flexible work schedule are: compressed work week and flex time. The compressed work week is related to reducing the number of work days in a week, usually from four to five. Compressed work schedule provides an option to employees to work for ten hours each day for four days in a week, which is known as 4/40 schedule. The flex time provides women employees an opportunity to decide their own starting and ending time in a given working day as per their own convenience.
- **Telecommuting:** It is also known as flexi-place. Employers should allow women employees the freedom to select their location of work as per their convenience. This arrangement requires a formal commitment between employer and employee. The employer and the employee can

communicate via e-mail, phone, fax etc. It is a Quality of Work Life tool that cuts overheads and reduces or eliminates employees' commutes.

- **Adequate Compensation system-** Women employees in the IT sector are not satisfied with their salaries. So appropriate pay strategies should be adopted by the organizations to provide adequate and fair compensation to them. Performance based incentives should also be provided to women employees which will motivate them to perform better.
- **Communication:** Two- way communication is necessary for the improvement of Quality of Work Life in an organization. Downward communication helps the employees in receiving instructions and feedbacks from the managers and upward communication helps the employees in sharing views and grievances with the superiors. Organizations should ensure that the communication flows to different points with high speed and efficiency so that both employees and organizations will be greatly benefited.
- **Job Security:** To enhance the Quality of Work Life, job security is to be provided to the employees because employees feel fear that they can be terminated at any time if they will not meet the performance standards. The performance due to the fear will not give satisfactory results. If the employees feel that they have a secured job then they will give their best input.
- **Leisure Activities:** In order to improve the Quality of Work Life of employees, leisure activities like cultural activities, weekend trips, picnics, sports and games, competitions etc. should be organized by the organizations. These activities will help the employees in reducing their work-stress. These activities will also help in enhancing the interactions among co-workers and satisfying the socio- psychological needs of the employees.
- **Career Development:** Employers should provide career advancement and growth opportunities to employees in order to improve their Quality of Work Life. Career planning and counseling is helpful in meeting the expectations of achievement-oriented employees.
- **Participation in Decision Making:** Employees should be allowed to participate in decision making, particularly on their working related matters. This will enhance the satisfaction and performance of the employees.
- **Congenial Employee- Employer Relationships:** Harmonious employee-employer relations give the employees a sense of social association, belongingness, achievement of work results etc. This in turn leads to better Quality of Work Life.

Conclusion

This study helps to understand the importance of Quality of Work Life in an employee's life as well as for the organization, as Quality of Work Life is necessary for both the parties to grow and perform. Happy and healthy employees will give better turnover and they will contribute positively towards the organizational goals. In this study an attempt has been made to measure the Quality of Work Life of women employees working in IT companies in the major cities of Rajasthan. The results of the study reveal that women employees in IT sector are very much disappointed with the long and odd working hours, job insecurity and inadequate salary package. This study suggests that providing good Quality of Work Life as an input side of the process enters in the minds of every individual and brings out the output such as job satisfaction, organizational commitment and good work life balance. Thus it can be concluded that more efforts from the management side of the IT companies are vital to improve the Quality of Work Life of its women employees in order to bring out significant improvement in their job satisfaction and job performance.

References

- ✘ Ahemad, M., Chaudhary, A., and Karush, D. K. (2013). A Review of Quality of Work Life Balance for Women Employees. *International Journal of Trends in Economics Management and Technology*, 2(1), 60-65.
- ✘ Delina, G., and Raya, R. P. (2013). A Study on Work- Life Balance in Working Women. *International Journal of Commerce, Business and Management*, 2(5), 274-282.
- ✘ Krishnamoorthy, N. A., and Vaanmalar, M. (2016). Quality of Work Life among Women Employees Working in Textile Mills in Coimbatore District. *International Journal of Scientific Research*, 5(3), 394-398.

- ✕ Martel, J. P., and Dupuis, G. (2006). Quality of Work Life: Theoretical and Methodological Problems and Presentation of a New Model and Measuring Instrument. *Social Indicators Research*, 77(2), 333-368.
- ✕ Nadler, D. A., and Lawler, E. E. III (1983). Quality of Work Life: Perspectives and Directions, Organizational Dynamics. *International Journal of Human Resource Management*, 11(3), 20-30.
- ✕ Nigade, J. J., and Bhola, S. S. (2014). Impact of Quality of Work Life (QWL) On Quality of Life (QOL) Of Working Women. *Indian Streams Research Journal*, 4(1), 1-6.
- ✕ Shanmugam, B., and Ganapathi, R. (2015). Quality of Work Life among the Women Employees in Public Sector Banks in Coimbatore District. *International Journal of Scientific Research*, 4(3), 129-132.
- ✕ Subhashini, S., and Gopal, C. S. R. (2013). Quality of Work Life among Women Employees Working in Garment Factories in Coimbatore District. *Asia Pacific Journal of Research*, 1(12), 22-29.
- ✕ Walton, R. E. (1975). Criteria for Quality of Working Life. In L.E. Davis and A. B. Cherns (Eds.), *the Quality of Working Life* (pp. 99-104). New York: The Free Press.
- ✕ Zahoor, Z. (2016). Quality of Work Life of Muslim Women. *The International Journal of Indian Psychology*, 3(2), 120-129.