

Literature Review On Quality Work Life Of Employees: A Case Study On Southco Utilities

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Abstract

Quality of work life of employees is an important concept in today's organisation and its environment. This study therefore focuses on the concept of quality of work life by carrying out a detailed literature review analysis on the same topic. Various online articles peer reviewed journals and online books are considered to carry out the literature review analysis. This secondary data are collected and reviewed in order to understand the concept of quality of work life within Southco Utilities organisation. The importance of quality of work life is overviewed along with the eight scopes of QWL. Further the impacts and factors of QWL are reviewed in order to understand how the employees of the organisation is affected. After a detail reviewing of the existing literature, the gap in the literature is conducted in order to understand the areas that needs to be focused so as to achieve a better and higher detailed outcome of the study. Finally, a conceptual framework is provided to understand and identify the research gaps and potential biases present within the research. It is further used to arrive at a particular hypothesis for this conducted research.

Keywords: Quality of work life, Organisational performances, Scopes of QWL, power sectors of India, Supply organisations in India

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Literature review

Introduction

A literature review is considered as an evaluative report that helps in the analysis of the entire research topic based on previous evidence. It is considered as a theoretical part of academic research paper that helps in the substantive findings of the authors that assist the researchers with the further scopes of experiments. Therefore, it can be stated that a literature review is a systematic approach that contributes to highlighting the evidence and argumentative opinions of scholarly scientists. Literature review considered as the basis of research that helps in the data collection processes by providing information from peer-reviewed journals and other previous research articles. Producing a literature review will also help the researchers in preparing effective research work and proposals that will help in providing scopes for aspiring researchers in conducting experiments. However, it should also be taken into consideration that the literature review is not the original content of experimental work; rather it is only the descriptive, summarised review of world literature regarding the relevant topic. With the proper evaluation of a literature report, the researchers will be able to gain the idea of employment scopes along with the business activities that are hampering productivity in various countries. In this chapter, an overview of the employment quotes along with the importance of quality of work enhancing the work-life of employees will be determined.

Considering the previously discussed information regarding the quality of work-life and its benefits in maintaining a stable workplace environment will be demonstrated in this literature review section. Apart from that, the analysis of the gap found in the earlier literature scope of future studies will be provided in this study. Employee satisfaction is a crucial aspect that actively participates in enhancing the quality of work-life. Therefore, understanding the Indian culture, economy and employee trends this chapter will be able to collect the pieces of evidence that are studied previously on the qualities of work-life along with the understanding of the business functions that obtained by the power industries to sustain extensively.

Concept of Quality of work-life

Considering the status of the world economy India is the fourth largest country for power consumption. With several gigawatts power capacity installed in India, electricity service providers have actively participated in engaging several workers across the nation for providing employment scopes extensively (Scruth et al., 2018). The term quality of work-life has therefore evolved that ensures the member of an organisation in taking part in several working activities to create a flexible work environment.

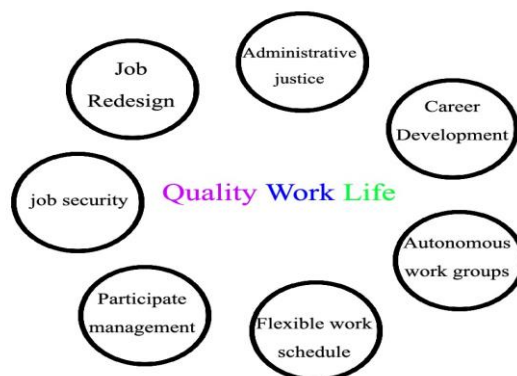


Figure 1: Quality of work life of employees
 (Source: Scruth et al., 2018)

Quality of work-life not only focuses on the employment-based experiences but is also emphasizes the range of aspects regarding the motivating, hygiene as well as economic factors that enhances the productivity to gain profitable outcomes (Motamed-Jahromi et al., 2017). Considering the present era of knowledge of workers within a society, quality of work-life therefore contributes to gaining in-depth information about the favourable and unfavourable conditions that involve redesigning jobs for fetching better human values.

QWL is also termed as a systematic process within a working organisation that enables the members to participate in shaping the technical outcomes. Organizational values are based on the processes that aim to achieve goals in improving the impact of work-life and enrich the idea of participation by solving problems and making effective decisions (Padhy, 2020). Thus, the QWL approach is also based on the general methods of evaluating the factors that are affecting the economic, psychological, cultural, social as well as physical well-being of the workers.



Figure 2: QWL approach model
 (Source: Motamed-Jahromi et al., 2017)

Evaluating the power supply sectors QWL is altogether a new concept that has helped in providing ideas of the quality factors including income, health and social relationship that might be considered for the employees to work (Eren and Hisar, 2016). Unable to strike a balance between professional personal lives has become the most significant issue that must be interconnected in order to do enhance a peaceful living environment.

Therefore understanding the concept of QWL will help the employees in power supply sectors to acclimatize the issues and take initiatives to soothe the pressures in order to better the performances and generate a balance between the work and life. Looking at the pattern of how the employers have evolved and taken initiatives to reduce the pressure by implementing the concept of quality of work within the organisation it can be seen that the management has participated in creating employee job satisfaction, fulfilling all the demands of the employees in developing a positive promotion of elements (Faraji et al., 2017). Further aligning with organisational protocols of reasonable pay, equal opportunity, anti-discrimination and other QWL method has gained huge limelight over the years in compensating and benchmarking the quality techniques to shape organisational measures. Developing a cordial relation among the employees and employers and providing a work-life balance to contemplate the connections QWL has facilitated the average quality of the power industries by inspiring and influencing commitment towards a job role.

Overviewing the importance of Quality of work-life

Quality of work life is a value-based process that enhances standardization in developing a flexible working environment and strikes a balance between professional and personal life. While understanding the concept of quality of work-life it is very essential to gain knowledge about the proper structure and maintenance of organisational performances. With the gradual evolution of the modern world, the changing scenario of work-life balance has engaged more female employees within the service sectors that require tremendous attention of awareness and safety measures to build the value of work (Dechawatanapaisal, 2017). The factors should include flexible working hours, timely salary, peaceful working environment as well as childcare in bringing employee satisfaction to the women group. Since employee satisfaction is considered as an important factor that enriches the quality of work-life, the basic requirement of the employee must be considered by the power service sectors that will not only support them but will also look after their needs and expectations. Considering the Maslow hierarchy of needs the basic level necessity of personal expectations must be evaluated by the service industries to provide their employees with a peaceful and flexible working environment to sustain (Chanana and Gupta, 2016). In case of power supply industries in India due to the busy schedule of the organisational authorities, it is very difficult to strike a balance between the outer and inner lives. Thus, immense impacts observed in maintaining the equilibrium of the professional and personal lives. Understanding the techniques of QWL and evaluating its importance in the improvement of work and home interfaces, it will act as a beneficial method that will not only sustain the working standards but will elevate the productivity effectively.



Figure 3: Need for QWL
(Source: Chanana and Gupta, 2016)

With the mechanisms of QWL, the employees working in power supply industries are boosted to heighten their confidence level and work against all the odds. Considering the fundamental aspects of QWL, it can be stated that compensation is a significant determinant that influences the employees to develop a cordial relationship with the employers (Sirgy and Lee, 2018). With compensation rewards and other benefits, the quality of work-life with the increased that will assist the organisations of power sectors in recruiting and retaining the skill talents within their system. Accepting the basic needs and developing a positive environment to help and improve the productivity of the power sectors of India, the authorities should actively participate in generating human resource management schemes that will not only inspire the employee groups but will also help in sustaining quality lives by improving the commitment towards job roles (Colichi et al., 2017). Therefore, understanding the measures of quality of work and giving ideas of the implementation strategies that must be incorporated within the electrical service providing companies in India will help in retaining experienced talents as well as fetching new skills effectively.

Discussing in details about the 8 scopes of QWL

With the quality of work-life, it ensures all the members of the organisation to actively participate and create a flexible working environment that will enrich the productivity resulting in the overall improvement of organisational efficiency. Apart from that, it also monitors several factors that enhance the fulfilment of prosperity to extend the level of human resource productivity by implementing innovative strategies. Therefore, it can be stated that several scopes are associated with QWL techniques that must be easily analysed and further studied to inspire the active participation of organisational activities (Vischer and Wifi, 2017). The scopes are thus associated with the integration of QWL methods along with the opportunities that help the power electric organisations to sustain extensively. Detailed elaboration of the 8 scopes will involve-

• Providing fair compensation benefits to the employees

The power supply organisations across the world must be attentive in providing sufficient salary as well as labour benefits to the employee group. The salary structure must be formulated in such a way that it fulfils the basic needs considering the Maslow hierarchy of needs. Recognition and rewards are other factors that must be implemented within the organisation in sectors to satisfy the employee group. Since most of the companies want to hire qualified employees they need to retain the group of the experienced, loyal and productive labour force. Therefore, the employers should facilitate the employee group with salary packaging systems that will include compensation (money), the incentive (perquisites of rewards) as well as benefits (paid vacations, insurance) (Kim et al., 2017). In addition to that, the managers of the company must raise awareness that will help them in contributing labour negotiations and strike a balance between the supply and

demands by gaining the idea of competitive advantages. With payroll management systems and performance evaluation, the employers will be able to provide fair compensation benefits to the eligible employees effectively.

● **Securing a safe work environment**

Several ways must be undertaken by the organizations to ensure a safe workplace environment securing all the productional advice. Preventing illness, violence, injury and other security threats are the most important aspects that must be maintained within the office environment (Jabeen et al., 2018). In addition to that, formulating safety plans during an emergency, purpose will involve in protecting the safety measures of the employee group. Aligning with organisational protocols the safety plans will protect the organisation from any kind of natural disasters terrorism and robbery. In addition to that educating employees about safety and security also becomes an important aspect that must be analysed by the employer group. Providing training that will help in preventing the injuries will help in retaining a safety and health committee. With a scalable and customisable security, system provided with conventional CCTV will assist the organisations to monitor the working patterns within the internal arena extensively.

● **The opportunities to utilise and develop human capabilities**

The human capability of employees needs to be improved by the employees working in an organisation (Kara et al., 2018). Therefore, the employee group must fetch the opportunities by obtaining business measures that will help them in growing their careers. By building capability to enable people in meeting future challenges the power supply companies must recruit skilled employees that will not only enhance the potential but will also sustain with successful outcomes.

● **Provisioning future opportunities**

Every employee desires to rise in the career that will help them in satisfying their skills and talents extensively. Therefore, considering the quality of work-life the employers of power supply industries must arrange training sessions that will improve the talents and help in elevating the performance levels of the recruited candidates (Chatrakul et al., 2019). With future opportunities, the careers of the employees will be developed that will provide scope in flourishing the promotions in order to internally advance the careers. The power supply industries must actively participate in providing growth to financial, professional as well as personal careers of the employees that will help them in succeeding with beneficial scopes of the future. With future opportunities, the power sectors will be able to enrich their functional measures by generating productive scopes.

● **Social integration that enhances the quality of the work environment**

Social integration plays a crucial role in enhancing the quality of the work environment. Understanding the beneficial aspects of social integration and generating recreational activities for the employees to socialize will enhance the sense of commitment towards the organisation (Beloor et al., 2017). With fun management games, the employers will be able to motivate the efforts of the employees. Further arranging annual award distribution programs, picnics and other recreational forms of campaigns, the power structures will be able to enrich the quality of work-life by sustaining the growth of organisational performance. Therefore, social integration not only values the improvement of organisational performance but also promotes the enhancement of efficacy to heighten viability. Further, evaluating the shared beliefs, emotions, behaviour and attitudes of the employees, it is essential to look upon the operational attributes of the employee group that will further participate in generating a productive workplace environment.

● **The rule law**

The powers sectors must be able to follow the rules and regulations that will help in securing the rights of the employees. Formulating rules and protocols, the employees will be able to fetch the rights that will create a sustainable working environment improving the organisational culture (Sirgy and Lee, 2016). Implementation of policies as if anti-discrimination, equal pay, basic wage pays the power sector companies will be able to secure employment positions by providing them with workplace justice. With the rule law, the companies need to sustain and retain their business measures by engaging a maximum number of employees in order to optimise productivity.

● **Balancing life and total workspace**

Retaining employees and providing them flexibility will enhance employee satisfaction. Since employee satisfaction is a crucial aspect in enriching the quality of work-life, by granting flexible working hours, loan sanctions, work from home facilities, the power supply industries will be able to strike a balance between the constant supply and demand. Facilitating the employees with sick and medical leaves, the employer groups can create a peaceful working environment extensively (Lee et al., 2017). Further, analysing the tremendous growth power industries across the world. By striking a balance between life and workplace, the employees will be able to prioritise their health values. In addition, striking a balance between work and life, the power sector employees will be able to enhance their skills by facilitating the working group in future.

● **The relevance of the work-life to social life**

It is very essential to create a work-life balance that will enhance the functional measures to elevate performance activities. Within power sectors, the satisfaction within work life can improve their social interactions. A peaceful working

environment with flexible duty hours can enrich social interaction levels (Giarelli et al., 2016). Further, maintaining a comfortable working environment, the employees need to engage themselves in social activities and mingle with society. With proper social interaction and effective communication, the power sector companies will be able to sustain. In addition, to heighten the flexibility of organisation by improving in drive engagement rewards and other recognition programs should be incorporated. In addition to that, providing security within the job environment is also not the reason that can actively participate in generating relevance of the work-life to enhance the interaction of social life.

Impacts of QWL on the employees of an organization

With every organisation relating to management and organisational performance, Quality of Worklife plays an important tool that not only helps in evaluating the competitors but also analyses the contribution to developing a flexible working environment for the employees (Permarupan et al., 2020). Understanding the impact of the quality of work-life the performances training development and motivation will empower the workers of power sectors to retain and function to improve their productivity. Further, it is the responsibility of the employer group to implement strategic methods that will contribute to retaining the skilled and experienced workers by recruiting new talents. Business organisations cope with several revolutionary challenges and participate in optimising high-performance, sustainable technological changes as well as the implementation of strategic thinking. Considering the impact of the quality of work-life the organisational performance is enhanced that further assist in identifying and indicating the problems to overcome (Domingues et al., 2018). Quality of Worklife impacts mainly on employees as the significant influence enhances the outcomes of productivity extensively.

The aspects of QWL have a significant impact on job performance, organisational commitment and job satisfaction. Job satisfaction is the most critical aspect of QWL where the employee's health value, commitments matter the most. With safety and other measures, the influence of QWL affects the enhancement of organizational commitment that improves the overall productivity. Gaining an idea of the working performances, job satisfaction within the power supply industries must be elevated to keep the employee group happy and content (Akar, 2018). Being realistic with the employee expectations and not providing them, false hopes will support in the development of trust. Further, engaging the employees to participate in the organizational. Activities supported and inspired by the leaders will also enhance the scopes of the healthy value of the organizational arena. The potential to recognize good work and value the efforts of the employee group can easily help the power industries to increase the level of employee satisfaction. Quality of work-life, therefore, functions to enhance the communication between the workforce and the higher authorities. Sustaining a positive living environment is possible to heighten the rate of employee satisfaction that will offer learning opportunities. With the quality of work being one of the most crucial research topics nowadays, the marketing sectors need to gain the importance of the impacts that can enhance the business growth extensively (Dhamija et al., 2019). Understanding the positive impacts of quality of work-life it can be referred to as QWL functions to keep the internal working arenas viable. Without the proper measure of QWL, global companies will not be able to operate effectively. Since employees are considered as the backbone of organizational sectors, without employee satisfaction and the retention of the skilled labour force, the companies will be unable to flourish. Thus, maintaining a stable QWL it is beneficial to engage the maximum number of the labour force into organizational activities to enhance productivity (Monzani et al., 2016). Further, with employee satisfaction, a cordial relation with the external stakeholders will be developed that will not only assist in the improvement of profit margins but will also support in the expansion of marketing premises of power industries extensively.

Factors of QWL that are associated with benefitting the employee groups

The above section of the argument talked about the eight scopes of the quality of work-life and how it affects the employees working at various levels in an organisation. This section, however, will identify the different factors of QWL first, and then will analyse how these factors work to benefit the employees within a power supply organisation. The modern employee is no longer interested in going and doing labour for the others just for the sake of money (Alfonso et al., 2016). They are driven by some other factors as well, which will help improve the QWL of the employee groups. These factors are described below.

● Monetary factors:

Though it has already been mentioned that money is no longer the singular factor that lures the employee to work nevertheless, its importance in bringing potential workforce can hardly be ignored especially among the workforce hailing from the deprived section of the society. As Maslow opines in his motivational theory of the hierarchy of needs, a good salary based on the employee's specific skill is always welcomed wholeheartedly. It is because it satisfies the basic needs of the employee (Yadav and Naim, 2017). Having the basic needs satisfied, the employee irrespective of the position he holds in an organisation, he will then move to other factors, which include working conditions, better opportunities, self-development so on, and so forth.

● Working environment

The next factor that is of paramount importance in benefitting the employee groups in a power supply organisation is a satisfactory working environment. This so-called satisfactory working environment includes reasonable working hours, to begin with. Moreover, it also includes a safe and secure space for the employee, both mentally, and physically. Having

a secure working environment enables the employee to work without having the fear of any unexpected situation. They can direct their attention fully towards the accurate execution of their work (Razak et al., 2016).

In addition to this, having a daycare section within the organisation is also important for employees who are elderly, who are physically unfit, and who have become a mother recently.

● **Individual growth**

To retain skilled employees for a long time, organisations must provide its employees with the opportunity through which they cannot only secure their present position but can also grow within the organisation. The power supply organisations in this respect are no different from the others. They must also provide opportunities to their employees through which they can establish their skills in the respective fields, and can map a way to their evolution within the organisation.

● **Constitutionalism**

The QWL of the employee groups within a power supply organisation can improve greatly when the company presents its terms and conditions for hiring an employee by considering the legal aspects (Mohammadi et al., 2017). These legal aspects maintain the rights for the protection of the worker, protect the privacy of the employees, maintain the labour laws, and take into consideration the constitutional right of freedom of expression. It also ensures the impartial treatment of the workers within the organisation.

● **Other factors**

The other factors that improve the QWL of the employee groups include geographical stability of the working space, maintaining good communication among the employees, transport facilities, occasional bonuses etc.

The gap in the literature

A literature review can be understood best as the approach that systematically contributes to highlighting the different pieces of evidence, thesis, and the debated opinions of the scholars worldwide (Azevedo et al., 2017). A by-product summarises the vast source of knowledge gained through the already existing observation made by the scholars previously. It is achieved through the permutation, and combination of existing data to understand the topic at hand. In this literature review, where the focus is on the QWL of the employees employed in the power supply organisations in India, the same methodology has been used. It analyses the already existing data about the power sectors in India. However, the main drawback of this review if one might like to call it rests on the fact that the focus of it is limited only to the employees working in power supply organisations (Nowrouzi et al., 2016). The decision to leave out the employees of other sectors or organisations has been done purposely. After much consideration, it was understood that diverting the attention of the paper solely onto a single industrial sector would comparatively be more beneficial. It will be helpful to understand more potently the problems, the importance, the scope etc. Moreover, having the problem identified, the review can also provide the scope to understand the reason behind the problem and come up with solutions for them. It may also work as the entry point, and help the future researchers to conduct further research on this point (Nayak et al., 2018). In addition to this, a part of the review can be helpful for other researchers as well, who wish to understand the QWL of the employees of other sectors in India, and how it can be improved.

Conceptual framework

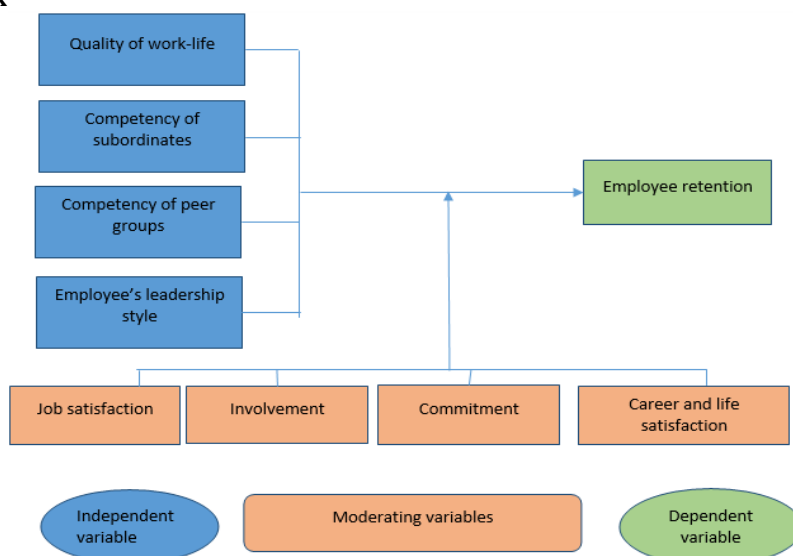


Figure 4: Conceptual framework
 (Source: As created by the researcher)

Summary

The argument presented above is a literature review that reviews the quality of working life or QWL of the workers working in the power supply sectors. The review analyses the multiple aspects of the sector to understand the better the importance of QWL its problems and how to solve them. The review starts by introducing the concept of QWL, and how it has evolved over the years within the geographical footprint of the sub-continent India. This is followed by the section that provides the reasons that suggest the need to understand the importance of it especially in a competitive market of contemporary times. The discussion on the scope of QWL follows next. Here eight scopes have been identified and discussed in detail. An assessment of the impact of the QWL on the employees of an organisation follows next. This is succeeded by the section that identifies the different factors that work in favour of the employee groups employed in the power supply service sectors in India. The review concludes by first identifying the areas that it has failed to look into during research, which is succeeded by providing a conceptual framework.

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