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QWL Existence and its Impact on Psychological Well Being in Medium and Large Scale Manufacturing Industries

Porkalai, D.¹ and Sivapriya, S.²

¹Associate Professor, Department of Management Studies, Christ College of Engineering and Technology, Moolakulam, Puducherry – 605110. Mail Id: porkalai.mba@gmail.com / ²Assistant Professor, Department of Management Studies, Christ College of Engineering and Technology, Moolakulam, Puducherry – 605110. Mail Id: urssivapriya@gmail.com

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ABSTRACT

QWL is one of the vital elements of HRM which leads to better conducive atmosphere for employees. Better quality of work life leads to an environment with friendly relations and extremely provoked employees who strive for their progress. This study examines the existence of quality of work life and its impact on psychological wellbeing among medium and large scale manufacturing industries. The research design adopted for the study is descriptive in nature. Samples used were 354. Descriptive statistics and multiple regressions are the tools used for analysis to achieve the objectives. Findings of the study are that employees of medium and large scale manufacturing industries perceive dimensions of quality of work life pertaining to lower order needs like compensation, job security, work environment, and work load are existing fairly in their organisation and few other dimensions relating to higher order needs such as career development, utilizing human capacity, sharing ideas in making decision, recognition and punishing system and grievance handling are not existing as how they expect. An employee-centered organisation will maintain better quality of work life and to improve their employee's psychological wellbeing.

Introduction

The fundamental, social, economic, political and technological permutations taking place today inevitably affect the attitudes of two main groups of people with whom an organization has to deal; its customers and its employees. Nowadays both are demanding. The 'professional customer' of today expects a high standard of individual service as well as good quality products and competitive prices; today's employees anticipate

earning a respectable living, to get some own fulfilment out of their work. They are apprehensive about the worthiness of their job experience, just as how consumers are apprehensive about the worthiness of the service they receive.

Gone are the days when employees are treated as part of the machine. Today a new awakening has emerged. Companies and industries have now recognized that employees are humans and if they are treated well there is a wide chance of development of their talents, they can be of immense help to them in fostering organizational growth. This has given rise to the emergence of a new relationship between employees and management.

When an organization wants to sustain its position and flourish in the most competitive and lucrative business world, it has got a very big responsibility of keeping its men under satisfactory level, because a satisfied employee is a full

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employee and he contributes his best to the organization. The organization can be successful only when the efforts of various individuals are integrated into teamwork. Human resource plays the most critical and significant role in achieving organizational goals and objectives. Human capital is recognized as the organization's 'lifeblood' which needs to be developed continuously in keeping pace with the development in all other areas of today's dynamic world. QWL is one of the vital elements of HRM which leads to better conducive atmosphere for employees. In common, QWL can be explained as liking or disliking of workers towards work environment. It exposes the value of association linking employees to the total working conditions. It can be specified that QWL has been gaining attention and value among developed and emerging nations of the globe. Its reach is high in developing country like India, where all legislations for employees has been created to safeguard them. It focuses on job security and economic growth of employees. It is a process of supportive more than demanding, progressing also changing more than static, open despite rigid, informal despite rule-based; interpersonal rather than mechanistic, problem solving win rather than win lose and, based on mutual respect. According to Harrison, "QWL is the degree to which work in an organization contributes to material and psychological wellbeing of its members". Cohen (1980) describes it as an "internationally designed effort to bring about increased labour management cooperation to jointly solve the problem of improving organization performance and employee satisfaction".

Organizations contribute to the experience of their members in pervasive and varied ways. Because the organization can be an important source of self-definition and self-evaluation, organizational identification is tied to outcomes such as employee persistence, success, and well-being (Abrams, Ando & Hinkle, 1998; Harris & Cameron, 2005; Wan-Huggins, Riordan & Griffith, 1998). Employee well-being is often discussed and is becoming increasingly preferred in developed countries. As stated by Ryan and Deci (2001), well-being refers to optimal psychological functioning. Demands to improve the well-being will continue by the workers because it is the basic needs that must be met in order that the workers have the motivation to work properly (Harter et al., 2002). As a developing country, India should require productive workers. It is important to bear workers to improve the quality of services to align with the developed countries. Human resource management plays an important role to enhance workers to be qualified and productive, so that any issues relating to employment issues such as mental disorders, stress, fatigue, burnout, dissatisfaction and turnover can be overcome (Chen, Chang & Yeh, 2004). Thus, employee psychological well-being is essential in achieving the organization's success.

Literature Review

Quality of Work Life

Job enrichment, job satisfaction, incentives, division of work and opportunities given by work settings along with considerations for humanization of work place were chief

concerns in 1974 (Cherrington. J. & Cherrington. J. O., 1974). Fricke (1975) reviews the subject of the humanization of work, considering especially its impact on the social aspect of the conditions of work which matter more than the technical aspects. The study made by Ganguli and Joseph (1976) regarding young workers in Air India with special reference to life and job satisfaction issues concluded that various physical and psychological working conditions, pride in organization and reasonable working hours are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risk of injury. Kavoussi et al. (1978) compared the unauthorized absenteeism rate in two large textile factories in Isfahan, Iran and could find out that working conditions in the study factory were unsatisfactory, unlike the control factory and concluded that closer attention was to be paid for improving the quality of working life to reduce widespread absenteeism. Keith Davis (1981) studied employees who worked in organizations which provided either a high or low QWL. Results showed that QWL dimensions were related to job satisfaction in both types of organizations. Gupta and Khandelwal (1988) conducted a study and found a significant positive relationship between quality of work life and role efficacy. They also found that supervisory behaviour is the most important dimensions of the quality of work life contributing 21 per cent of the variance in the employee's role efficacy.

The research by Saipin Narongrit and Supit Thongdri (2001), deals with the quality of work life and organizational commitment. It was found that staff quality of work life was moderate. All factors of quality of work life had positive correlation with organizational commitment. Dong-Jin Lee, Anusorn Singhapakdi and Joseph Sirgy (2007) conducted a study among marketing professionals to validate need based measure of quality of work life given by Sirgy et al. and found that quality of work life had a positive influence on spirit-de-corps, job satisfaction and organizational commitment. Subbu Rethina Bharathi (2010), studied the relationship between the QWL variables and also the relationship between the socio economic characteristics and QWL variables of college teachers. He concluded that there is a significant association between quality of work life and teaching environment. Tabassum, Rahman and Jahan (2010), found in their study that the male employees perceived higher QWL than their female colleagues. Girish Taneja and Lalita Kumari (2012) examined the relationship between quality of work life and job satisfaction among Indian bank employees and also studied the banks employee's perception towards their quality of work life and demographic variables among 250 respondents. The analysis shows that there was a significant gap among the bank employees with demographic variables with respect to various factors of QWL and there was a positive and direct relationship between QWL and job satisfaction.

Hassan Narehan, Maamor Hairunnisa , Razak A. Norfadzillah and Lapok Freziamella (2014) examined the relationship between quality of work life (QWL) programs and quality of life(QOL) and also quality of work life (QWL)

programs which highly influences quality of life (QOL) among 179 employees of multinational companies in Malaysia. The result indicates that there was a positive and significant relationship between quality of work life (QWL) programs and quality of life (QOL). It was also found that quality of work life (QWL) programs such as emotional wellbeing, personal development, social inclusion and interpersonal relations are the most influencing factors of quality of life (QOL).

Psychological Well Being

Brad Gilbreath (2004) identified that supervisors support has impact on employee's well-being and found the associations between supervisor behaviour and employee psychological well-being using stepwise regression with a convenience sample of 167 men and women working in a variety of organizations, occupations, and industries in the USA. Results revealed that supervisor behaviour made a statistically significant contribution to the prediction of psychiatric disturbance beyond a step-one variate comprised of age, health practices, support from other people at work, support from home, stressful life events, and stressful work events.

James (2010) recognized core construct of psychological capital (consisting of the positive psychological resources of efficacy, hope, optimism, and resilience) has been demonstrated to be related to various employee attitudinal, behavioral, and performance outcomes. However, to date, the impact of this positive core construct over time and on important employee well-being outcomes has not been tested. This study meets this need by analyzing the relationship between a broad cross-section of employees' level of psychological capital and two measures of psychological well-being over time. The results indicated that employees' psychological capital was related to both measures of well-being and, importantly, that psychological capital explained additional variance in these well-being measures over time.

Srimathi (2010) examined the level of psychological wellbeing among 325 working women in different professions industries, hospitals, banks, educational institutions and in call centres / BPOs. Results revealed that women employees working in industries had least psychological wellbeing followed by women working in health organizations. Women employees working in banks had medium level whereas women teachers had highest total Psychological Well Being scores.

Brad Shuck (2014) investigated the degree to which psychological workplace climate was associated with personal accomplishment, depersonalization, emotional exhaustion, and psychological wellbeing and whether employee engagement moderated these relations. A sample of 216 health care employees from the United States, Canada, and Japan completed an online survey. Regression results suggested that psychological workplace climate was significantly related to each outcome variable and engagement moderated relations between workplace climate and each of the four dependent variables. ANOVA results revealed that high engagement

group employees demonstrated higher psychological well-being and personal accomplishment, whereas low engagement group employees exhibited higher emotional exhaustion and depersonalization.

Quality of Work Life and Psychological Well Being

Rathi Neerpal (2009) explored the relationship between an individual's QWL and psychological well-being, and investigated the influence of the former on the latter, using a sample of 144 employees of various organizations in India. The results of the study show that there is a significant relationship between an individual's QWL and psychological well-being. Moreover, QWL is found to be an important predictor of an employee's psychological well-being. Rekha Rani (2012) examined the effect of quality of work life on psychological wellbeing among 200 police employees. The obtained results from Pearson's *r* and stepwise multiple regression analysis indicate that the dimensions of quality of work life have significant and positive contribution in maintaining psychological wellbeing (autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance), of police employees, leading to life satisfaction.

Zulkarnain, Amin (2013) tested a mediation model consisting of psychological well-being as the dependent variable, career development as the independent variable and quality of work life as the mediator. A total of 429 white-collar workers employed in a public service participated in the study. An analysis of the results found career development and quality of work life were related to psychological well-being. The multiple regression analyses indicated that quality of work life partially mediates the relationship between career development and psychological well-being.

Objective of the Study

The aim of the study is to examine QWL existence and its impact on psychological wellbeing in medium and large scale manufacturing industries.

Methodology

Research combining quality of work life and psychological wellbeing is distinctive hence methodology for research also poses specific challenges. Research design adopted for the study is descriptive in nature, which explains the existing facts.

A field survey was conducted for data collection from a sample size of 354 employees from medium and large scale manufacturing industries in Puducherry. Through simple random sampling, 5 per cent of employees from each companies and totally 354 employees' from both sectors, covering 189 from medium and 165 from large scale companies are considered for the study. Therefore the sample size for the study has been determined as 354, using formula given by Cochran, 1963.

For the research work both primary and secondary data has been used. Primary data pertaining to the profile of

manufacturing firms, quality of work life related variable has been gathered using the survey method by giving a well-structured questionnaire to the employees of the manufacturing firms located in the Puducherry. Questionnaire includes questions related to socio-economic profile of employees, quality of work life which includes 13 broad dimensions containing 63 items developed by Saklani, D.R. which is based on Richard E. Walton and questions related to psychological wellbeing developed by Ryffs with 18 items relating to autonomy, environmental mastery, personal growth, positive relations, purpose in life and self-acceptance with five point Likert scale where the respondents were asked to give their agreement or disagreement towards the statement. A pilot study was conducted to check the validity of the questionnaire and to verify the possibility of the study. Thus the questionnaire was distributed among 50 employees working in medium and large scale manufacturing industries to perform the pilot test. Cronbach's Alpha test was performed to check the reliability. The value obtained is 0.843 thus proves the reliability of the instrument.

Secondary data pertaining to the break up details of number of manufacturing industries, production index in the UT of Pondicherry and India have been collected from India statistics, Central Statistical Organization, National Statistical Survey Organization, Department of Industries and commerce, Government of Pondicherry and Pondicherry Economics and Statistics department.

Statistical Analysis

354 samples were used for the study. Respondents were lower level employees from medium and large scale manufacturing industries. Demographic profile of the respondents is given in the table 1. 55% of respondents were male and 45% were female. 107 % belong to age group 41-50, 31% of them were married and 43% were unmarried. 41% of employee's family size is up to 3. 94% of respondents completed higher secondary level of education. 29% of respondents were receiving monthly income below 10,000 and majority of employees (i.e) 31% with 11-20 years of experience.

Table-1: Demographic Profile of the Respondents

S. No.	Characteristics	S. No.	Particulars	Frequency	Percent age (%)
I	Gender	1	Male	196	55.4
		2	Female	158	44.6
II	Age (in years)	1	21-30	64	18.1
		2	31-40	85	24.0
		3	41-50	107	30.2
		4	51-60	98	27.7
III	Education	1	Below SSLC or SSLC	57	16.1
		2	HSC	94	26.6
		3	Diploma/Certificate	89	25.1

		4	Graduate	75	21.2
		5	Post graduate	39	11.0
IV	Marital status	1	Single	111	31.4
		2	Married	155	43.8
		3	Others	88	24.9
V	Family size	1	Up to 3	148	41.8
		2	4 to 6	119	33.6
		3	More than 6	87	24.6
VI	Work experience (in years)	1	1-10	72	20.3
		2	11-20	110	31.1
		3	21-30	92	26.0
		4	More than 30	80	22.6
VII	Income (in Rupees)	1	Below 10,000	104	29.4
		2	10,001-15,000	95	26.8
		3	15,001-20,000	77	21.8
		4	More than 20,000	78	22.0

Statistical tools used for the study are descriptive statistics and multiple regression.

The below table 2 shows mean and standard deviation scores of employee's perception about quality of work life existence in their organisations.

Table-2: Employee's Perception of QWL Existence in Organizations

S. No.	Quality of work life variables	Means	Standard Deviation
1.	Adequate and fair compensation	3.347	0.961
2.	Fringe benefits	2.782	0.799
3.	Job Security	3.332	0.879
4.	Safe and healthy work Environment	3.262	0.893
5.	Work Load	3.356	0.816
6.	Developing and utilizing human skills	2.706	0.558
7.	Opportunity for Career Development	2.882	0.659
8.	Relation with superiors and co-workers	3.336	0.781
9.	Participation in Decision Making	2.981	0.775
10.	Reward and penalty System	2.256	0.760
11.	Equity, Justice and Grievance Handling	2.458	0.831
12.	Work and Total Life space	3.287	0.773
13.	Image Of Organisation in the society	3.207	0.699

Source: Field survey

From the above table it can be understood that the mean values of QWL dimensions work load (3.356), adequate and fair compensation (3.347), relations with superior and co-workers (3.336), job security (3.332), work and family life (3.287), secured working environment (3.262) and image of organisation in the society (3.207) are above mean value and dimensions such as participation in decision making (2.981), opportunity for career development (2.882), fringe benefits (2.782), developing and utilizing human capacity (2.706), grievance handling (2.458) and reward and penalty system (2.256) are below mean value.

The following table3 shows employee’s perception about QWL dimensions based on their gender.

H₀: Employee’s perception about QWL dimensions has no significant difference with their gender in medium and large scale manufacturing industries.

H₁: Employee’s perception about QWL dimensions has significant difference with their gender in medium and large scale manufacturing industries.

Table-3: Employee’s Perception about QWL Dimensions Vs Gender

S. No.	Variables	t	df	Sig. (2 tailed)	
1	Adequate and fair compensation	Equal variances assumed	1.113	163	0.267
		Equal variances not assumed	1.116	156.060	0.266
2	Fringe Benefits	Equal variances assumed	-0.176	163	0.861
		Equal variances not assumed	-0.175	153.416	0.861
3	Job security	Equal variances assumed	0.558	163	0.578
		Equal variances not assumed	0.556	152.503	0.579
4	Safe and healthy work environment	Equal variances assumed	0.926	163	0.356
		Equal variances not assumed	0.906	138.522	0.367
5	Work load	Equal variances assumed	0.395	163	0.693
		Equal variances not assumed	0.395	153.994	0.693
6	Opportunity to use and develop human capacity	Equal variances assumed	0.513	163	0.609
		Equal variances not assumed	0.513	154.740	0.609
7	Opportunity for career development	Equal variances assumed	-0.383	163	0.702
		Equal variances not assumed	-0.383	153.691	0.702
8	Human relations and social aspect of life	Equal variances assumed	1.180	163	0.240
		Equal variances not assumed	1.187	157.592	0.237
9	Participation in decision making	Equal variances assumed	-0.444	163	0.657
		Equal variances not assumed	-0.446	156.218	0.657
10	Reward and penalty system	Equal variances assumed	-0.631	163	0.529
		Equal variances not assumed	-0.626	150.019	0.532
11	Equity, justice and grievance handling	Equal variances assumed	-0.521	163	0.603
		Equal variances not assumed	-0.526	159.652	0.600
12	Work and total life space	Equal variances assumed	-0.813	163	0.417
		Equal variances not assumed	-0.815	155.441	0.417
13	Image of organization in the society	Equal variances assumed	-0.488	163	0.626
		Equal variances not assumed	-0.492	158.694	0.623

*Significant at 5% level

From the above table3 it is inferred that in medium and large scale manufacturing industries the p-value for QWL dimensions such as compensation (0.267), fringe benefits (0.861), job security (0.578), safe work environment (0.356), work load (0.693), using and developing human skills (0.609), opportunity for career development (0.702), human relations (0.240), involving in decision making (0.657), recognition and penalty system (0.529), impartiality and complaint handling (0.603), work and personal life (0.417) and figure of organisation in society (0.626) are greater than 0.05.

To analyze the impact of QWL on psychological wellbeing a multiple regression analysis was done. Table 4 below shows

the results of regression analyses of QWL factors on psychological wellbeing among the employees of medium and large scale manufacturing industries. The regression model is given in below Equation (1).

$$Y = c + m_1x_1 + m_2x_2 + m_3x_3 + m_4x_4 + m_5x_5 + m_6x_6 + m_7x_7 + m_8x_8 + m_9x_9 + m_{10}x_{10} + m_{11}x_{11} + m_{12}x_{12} + m_{13}x_{13} + e \quad (1)$$

Here, the Y represents the score on psychological wellbeing among employees in medium and large scale manufacturing industries and x₁ to x₁₃ shows the perception of employees on QWL variables among them. The QWL variables such as compensation, fringe benefits, job security, work environment

work load, utilizing and developing human capacity, career development opportunities, human relations and social aspect of life, partaking in making decision, rewarding and punishing system, impartiality and complaint handling, work and family life, reflection of organisation in society were found to have a significant and positive relationship with psychological wellbeing.

Table-4: Impact of QWL dimensions on Psychological Well Being

QWL Factors	Regression Coefficients
Adequate and fair compensation	0.2686*
Fringe Benefits	0.251*
Job security	0.222*
Safe and healthy work environment	0.2034*
Work load	0.1664*
Utilizing and developing human capacity	0.086
Career growth opportunities	0.108
Relation with superiors and co-workers	0.149*
Partaking in making decision	0.076
Rewarding and punishing system	0.018
Impartiality and grievance handling	0.117*
Work and family life	0.073
Image of organization in the society	-0.057
Constant	0.6145
R ²	0.6433
F	6.183

*Significant at Five Percent level

From table 3 it can be interpreted that the QWL variables significantly influence psychological wellbeing among the employees of medium and large scale manufacturing industries. The seven QWL factors such as Compensation ($\beta=0.2686$), fringe benefits ($\beta=0.251$), job security ($\beta=0.222$), work environment ($\beta=0.2034$), Work Load ($\beta =0.1664$), human relations ($\beta=0.149$) and grievance handling ($\beta=117$) were considerably and positively influencing psychological wellbeing as their regression coefficients were significant at 5% level. A raise in the perception of the above QWL variables result in a raise in psychological wellbeing with employees in medium and large scale manufacturing industries. The variation in the opinion of QWL variables explain the variation in psychological wellbeing to the extent of 64.33% ($R^2= 0.6433$, $F= 6.183$).

Findings

From the analysis it was found that employees of medium and large scale manufacturing industries perceive dimensions of quality of work life pertaining to lower order needs like compensation, job security, work environment, and work load are existing fairly in their organisation and few other dimensions relating to higher order needs such as career development, utilizing human capacity, sharing ideas in making decision, recognition and punishing system and grievance

handling are not existing as how they expect. As a result employees perceive quality of work life existence as moderate in terms of lower order needs and lower than the average level in terms of higher order needs, in both medium and large scale manufacturing industries in Puducherry.

Through independent sample t-test it was found that gender don't have any influence on quality of work life dimensions (i.e.) employee's gender has no notable difference with quality of work life dimensions among medium and large scale manufacturing industry which means both groups perceive them in same manner irrespective of gender and sector to which they belong. It means that both men and women have similar opinion about the QWL dimensions they experience in their organisation. Though the research work was carried out in different sectors of same industry where income structure, monetary and non-monetary amenities, working hours, employee's training programmes, etc., are similar. Employees receive the facilities and benefits equally from their organization. Thus the reason that QWL among male and female is more or less similar. Schoepke et al. (2004) through his study found that gender doesn't have any significant association with QWL among IT workforce. Through multiple regression it was also understood that QWL has significant influence on employee's psychological wellbeing.

Suggestions and Conclusion

The success of an organisation depends on the wellbeing of its employees and not merely on profit maximization. Today's organisation is in need of fast, flexible, enthusiastic, motivated, and fully self-expressed employees expecting growth with excellence. In such a context employee satisfaction of job through better QWL becomes essential. So irrespective of sectors organisations immense care and attention is needed on all QWL parameters for the betterment of employees' to maintain conducive environment in the organisation. An employee-centered organisation will maintain better quality of work life.

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