

Quality of Work Life and Job Satisfaction: A Comparative Study

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ABSTRACT: The success of any organization is highly dependent on how it attracts recruits, motivates, and retains a high performing workforce. It is important to keep the employees happy and satisfied and also to ensure the quality of work life at the work place. Job satisfaction and quality of work life needs to be addressed positively to keep them motivated to contribute to the organizational effectiveness and growth. Quality of Work life refers to the quality of relationship between employees and the total working environment. Whereas job satisfaction refers to the amount of positive effect or feeling that individuals have towards their jobs. The present study investigates the relation between QWL and JS by reviewing various studies conducted in this area. The study is purely based on secondary data. After reviewing various research works, it is clear that QWL has a significant and positive relation with job satisfaction. Hence the study concluded that while formulating employee related plans all factors of QWL should be taken into consideration in order to improve job satisfaction.

KEY WORDS: Quality of Work Life, Job Satisfaction, Work environment, organization effectiveness.

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I. INTRODUCTION

In current scenario every organization wants more output compared to their input, it can be possible when employee find their working place comfortable as per the job requirement. So it is very important for an organization to make a Quality relationship between its employees and working environment. There arises the need of QWL. Quality of Work Life refers to favorable or unfavorable work environment with which people do their work. It shows the relationship between the worker and work environment. 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 to their respective organization, so they should be treated with greater dignity and full respect.

The terms job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction. Job satisfaction is a worker's sense of achievement and success on the job. It implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work.

Statement of the Problem

One of the most important pillars of the constancy of each organization is the satisfaction of its employees. Quality of work life is beyond job satisfaction; it involves the effect of the workplace on satisfaction with the job, satisfaction in non-work life domains and subjective well-being. Job satisfaction and quality of work life needs to be addressed keeping in view which factor contribute to the organizational effectiveness and growth. It is an established fact that high job satisfaction contributes to organizational commitment, job involvement, better physical and mental health and quality life to the employees. On the other hand, job dissatisfaction leads to absenteeism, labour turnover, labour problems and a negative organizational climate. It is in this background an attempt is made to find out whether quality of work life has any significant impact on job satisfaction or not.

Objectives of the Study

The study is undertaken with the following objectives:

1. To understand the concepts of quality of work life and job satisfaction.
2. To review important earlier studies relating to quality of work life and job satisfaction.
3. To find whether there is any relation between quality of work life and job satisfaction.

Scope of the Study

The present study make use of various earlier studies undertaken by different individuals and institutions showing the relation between QWL and job satisfaction and try to find out inference.

Significance of the Study

The success of any organization is highly dependent on how it attracts recruits, motivates, and retains a high performing workforce. It is important to keep the employees happy and satisfied and also to ensure the quality of work life at the work place. Job satisfaction and quality of work life needs to be addressed positively to keep them motivated to contribute to the organizational effectiveness and growth. With this background in mind, present study aims to understand the relationship between job satisfaction and quality of work life.

II. RESEARCH METHODOLOGY

The study is purely based on secondary data. Data required for the study is collected from various sources like books, journals, web sites etc.

Quality of Work Life

Quality of Work life refers to the quality of relationship between employees and the total working environment which includes, adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, opportunity for career growth, social integration in the work force, work-life balance, participative management style, reward and recognition. Quality of work Life is a person’s life. It covers a person’s feelings about every dimension of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person’s life.

The concept of work life quality can be defined in subjective and objective forms. From the subjective viewpoint, it can be referred to the perceptions and conceptions of the staff in the working area. From the subjective view point quality of work life can be inferred as the desirability or undesirability of working area. From the objective viewpoint, it can be referred to items such as, programs, activities pertaining to real working conditions in an organization including, salary, benefits, welfare conditions, hygiene, safety, participation in making decision, supervising, miscellanies and working circulation etc.

Definitions of quality of work life in chronological order

Year	Author	Definition of quality of work life
1972	International Labors Relation Conference in New York	Aims to share knowledge and initiates a coherent theory and practice on how to create the conditions for a “humane working life.”
1975	Hackman and Oldham	Involves the satisfaction and motivation in the workplace.
1977	Boisvert	A set of beneficial consequences of working life for the individual, the organization and society.
1979	American Society of Training and Development	A process of work organization which enables its members at the 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 organizations and improved QWL of employees.
1981	Dessler	The level to which employees are able to satisfy their personal needs not only in terms of material matters but also of self-respect, contentment and an opportunity to use their talents making contribution for personal growth.
1983	Carlson	Two perspectives; it is as a goal and an organizational process for- 1. As a goal, QWL is the commitment of any organization to work improvement: the creation of more involving, satisfying and effective jobs and work environments for people at all the levels of the organization. 2. As a process, QWL calls for effort to realize this goal through the active involvement of people throughout the organization.
1983	Nadler and Lawler	A way of thinking about people, work and organizations. Its distinctive elements are 1. A concern about the impact of work on people as well as on organizational effectiveness, and 2. The idea of participation in organizational problem solving and decision making.
1990	Kieman and Knutson	It means something different to each and every individual, and is likely to vary according to the individual’s age, career stage and/or position in the industry.
1993	Bernadian and Russell	The degree to which individuals are able to satisfy their important personal needs.
1997	Cummings and Worley	The way of thinking about others, work, and the organization which is concerned about workers' wellbeing and organizational effectiveness.
2001	Sirgy, Efraty, Siegel and Lee	A variety of needs through resources, activities and outcomes stemming from participation in the workplace.
2010	Lau	The favourable working environment that supports and promotes satisfaction by

		providing employees with rewards, job security and career growth opportunities.
2011	Nazir et al.	A combination of strategies, procedures and ambiance related to a workplace that altogether, enhance and sustain the employee satisfaction by aiming at improving work conditions for the employees of the organizations.
2014	Mazlouni et al.	Attitudes of employees towards their job, especially their work outcomes including job satisfaction, mental health, and safety which directly influence organizational outcomes.
2014	Šverko and Galić	Perceived extent to which employees can satisfy their important personal needs through their activities in the work place and experiences in the organization.

Constituents of QWL

- 1) **Adequate and Fair Compensation:** There should be a just and equitable balance between effort and reward. The compensation should help the employee in maintaining a socially desirable standard of living and should be comparable to the pay for similar work elsewhere.
- 2) **Safe and healthy working conditions:** Quality of Work Life cannot be high unless the work environment is free from all hazards detrimental to the health and safety of employees. Factors like reasonable hours of work rest pauses, zero-risk physical conditions of work, age restrictions on both upper and lower side create safe and healthy working conditions.
- 3) **Opportunity to Use and Develop Human Capacities:** The QWL will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work.
- 4) **Opportunity for Career Growth:** The work should provide opportunity to develop new abilities and expansion of existing skills on a continuous basis
- 5) **Social Integration in Work Force:** An employee develops a sense of belongingness to the organisation where he works. Discrimination among the employees on the basis of age, gender, cast, creed, religion etc. can act as a hindrance in the way of social integration.
- 6) **Constitutionalization in the Work Organization:** QWL provides constitutional protection to the employees. Constitutional protection is provided to employees on such matters as free speech, equity and due process. In short, there should be the ‘Rule of Law’ as per the constitution of the enterprise.
- 7) **Work and Personal Life:** There should be proper balance between work life and personal life of the employees, certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their QWL as they remain away from their families for a long period of time.
- 8) **Social relevance of Work:** Those business enterprises which are engaged in discharging their social responsibilities contribute to QWL. . An organization that has greater concern for social causes like pollution, consumer protection, national integration, employment, etc. can improve the quality of work life.

Principles of QWL

Herrick and Maccoby identified four basic principles of QWL which result in humanization of work. Those are:

- a. **The principle of Security:** The working conditions must be safe and fear of economic want should be eliminated. Employees should be free from anxiety, fear, and the loss of future employment.
- b. **The Principle of Equity:** The principle states that employees doing the same job and having equal performance should be treated equally. This implies fair reward for effort made by the working people. Profit sharing between the owner and workers and equity among workers are the examples of following the principle of equity.
- c. **The Principle of Individualisation:** Employees different in terms of their attitudes, skill, potential, etc. Therefore, every individual should be provided the opportunity for development of his personality and potential.
- d. **The Principle of Democracy:** The principle of democracy implies right to personal privacy, freedom of speech, and equitable treatment. Meaningful participation in the decision-making process improves the quality of work life.

Job Satisfaction

Job satisfaction is a set of favorable or unfavorable feelings and emotions with which employees view their work. Job satisfaction is an affective attitude a feeling of relative like or dislike toward something. Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Job satisfaction represents the extent to which expectations are and match the real awards. Locke defines job satisfaction as a “pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”.

Definitions of job satisfaction in chronological order

Year	Author	Definition of job satisfaction
1935	Hoppock	It is as any combination of psychological, physiological and environmental circumstances that causes a person truthfully to say I am satisfied with my job.
1964	Vroom	Focuses on the role of the employee in the work place and he explained job satisfaction as effective orientation on the part of individuals toward work roles which they are presently occupying.
1976	Lock	The pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values.
1992	Luthans	The extent to which work outcomes meet or exceed expectations may determine the level of job satisfaction.
1997	Spector	Extent to which people like (satisfaction) or dislike (dis-satisfaction) their jobs.
2005	Robbins	A general attitude towards one's job; the difference between a number of rewards workers receive and the amount they believe they should receive.
2006	Armstrong	Attitude and feelings people have about their work. While positive and favourable attitudes towards the job indicate job satisfaction, negative and un-favourable attitudes towards the job indicate job dis-satisfaction
2009	Robbins and Judge	Describes a positive feeling about a job, resulting from an evaluation of its characteristics.
2015	Opatha	Feeling about a job or job experiences and feelings derive from an evaluation of the job. It is an attitude which is the degree to which an employee has favourable or positive feelings about his or her job.

Determinants of Job Satisfaction

1. **Nature of job:** When people with right kind of abilities are posted at right job, there are high chances that they are satisfied and happy.
2. **Working Conditions:** Employees spend most of their time at the office. Therefore, it is really necessary that the the company must optimise the working conditions.
3. **Balanced lifestyle:** When workloads and stress start to consume a man's time for personal life, it leaves them mentally exhausted and restless. So it is important to provide facility to balance professional and personal life,
4. **Space for growth and career development:** Employees are more satisfied with their current job if they see a path available to move up the ranks in the company and be given more responsibility and along with it higher compensation
5. **Pay:** Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also significant, but they are not as influential. An employee who gets right amount of payment according to their job is motivated to continue working.
6. **Nature of work group:** Relation with fellow workers and superiors have impact on Job Satisfaction If there is a cordial relation with them, this will result in improved Job Satisfaction and vice versa,
7. **Employee Morale:** If the employee morale in the organisation is higher,satisfaction with the job is likely to be higher and vice-versa. This will result in reduces absenteeism and labour turnover.

III. QUALITY OF WORK LIFE AND JOB SATISFACTION - A COMPARISON

Various studies were conducted on the topic of QWL and Job Satisfaction which describes the relation with both. Some of the important studies are:

1. QWL has more impact on job satisfaction than other work outcomes (i.e., work performance, job satisfaction and organizational commitment)

Usha.S, Rohini.V (2018) conducted a study entitled "Impact of quality of work life on work outcome of employees in automobile companies in Chennai" which analyzed the impact of quality of work life on work outcomes such as work performance, job satisfaction and organizational commitment of employees working in automobile companies in Chennai. Descriptive as well as inferential statistical tools were used for analysis. The study revealed that safe and healthy work condition, job characteristics, pay and benefits, opportunity for development and motivation influence the quality of work life and QWL has impact on work performance, job satisfaction and organizational commitment. Out of three work outcomes, QWL has more impact on job satisfaction than others. The study suggested that the automobile companies must treat QWL one the key factors to improve job satisfaction and work outcomes.

2. Overall quality of work life is positively influenced by job satisfaction

Thirumalvalavan. K, Ananth. A.A (2017) conducted a study "Quality of work life and job satisfaction of employees in steel authority of India ltd, Salem" with the aim of analyzing the quality of work life and job satisfaction of employees among steel industry in Salem, The responses of the steel plant employees about their quality of work life and job satisfaction are grouped based on three levels such as high moderate and low using cluster analysis. In order to find out the correlation between the overall quality of work life and overall job

satisfaction Pearson's correlation test were used. The study concluded that the overall quality of work life is positively influenced job satisfaction of the employees. Both quality of work life and job satisfaction is highly important for all kind of employees to achieve high productivity. Hence, the management should take necessary steps to improve both quality of work life and job satisfaction of the employees.

3. There was a significant relationship between job satisfaction and all components of QWL

Effat Jahanbani, Mostafa Mohammadi, Najmeh Noori Noruzi, and Fatemeh Bahrami (2015) conducted a study "Quality of work life and job satisfaction among employees of health centers in Ahvaz, Iran", aimed at investigating the QWL and Job Satisfaction in the employees of health centers in Ahvaz, Iran. Data were analyzed through descriptive statistics, the Pearson correlation coefficient and multiple linear regression with SPSS. Walton questionnaire was used to measure QWL and JDI questionnaire was applied to measure JS. To evaluate the importance of QWL to predict JS, the linear regression analysis was performed. Multiple regression analysis, using enter method, revealed that growth and security, rule of law, and social cohesion as aspects of QWL can significantly predict JS variance. So the study stated that there was a significant relationship between QWL and JS and moreover, there was a significant relationship between JS and all components of QWL. The highest correlation was related to social cohesion, rule of law, and growth, and security.

4. Good level of QWL will lead to higher degree of job satisfaction and vice versa

Tanushree Bhatnagar, Harvinder Soni (2015) conducted a study "Impact of quality of work life on job satisfaction of school teachers in Udaipur city" with the purpose to determine the impact of quality of work life on job satisfaction of school teachers in Udaipur city. In this study, the impact of quality of work life on job satisfaction has been studied based on the demographic variables of gender, age and work experience of teachers. The relationship between Job satisfaction and Quality of work life is tested using Pearson's coefficient of correlation. The value of coefficient of correlation is 0.502 which is highly significant at 1% level of significance. The study proved that there is a positive co-relation between quality of work life and job satisfaction. In other words we can say that a good level of QWL will lead to higher degree of job satisfaction and vice versa

5. Better working conditions increases the quality of work life of working women teachers

Bhavani. M, Jegadeeshwaran. M (2014) conducted a study on "job satisfaction and quality of work life – a case study of women teachers in higher education" to know the relationship between job satisfaction and quality of work life among women teachers in colleges. Correlation analysis revealed that there is a positive significant relationship between two factors of job satisfaction such as working environment and pay and job security. Path analysis was used to find out the impact of pay and security and working environment on quality of work life. Through the analysis it is clear that working environment has more influence on the teachers than monetary benefit and security of the job. Working environment has positive impact on the quality of work life. The study find out that, working environment, family life, career growth, working condition and compensatory policy and benefits have positive and significant influence on the quality of work life and it is concluded that, there is positive significant relationship between job satisfaction and quality of work life of women teacher. So the researcher suggested the educational institutions to provide better working conditions their teachers to increase the quality of work life of working women teachers.

6. There is a significant relation between QWL and job satisfaction in chain and non chain hotels

Harvinder Soni, Yashwant Singh (2014) in their research paper entitled "Impact of quality of work life on employee satisfaction in hotel industry" tried to understand quality of work life of hotel employees and its impact on their satisfaction level. The study also made a comparison between satisfaction level of employees working in chain and non-chain hotels in Udaipur. . Mean, Percentage, Standard Deviation, Chi-square test, "Z" Test were used for the study. The study found out that employees of chain and non- chain hotels sometimes find difficulty to create a healthy work and life balance and there is no significant difference in the satisfaction level of employees with respect to QWL in chain and non chain Hotels. Hence we can say that there is a significant relation between QWL and job satisfaction both in chain and non chain hotels. The study suggested that the hotels will always make the professional work environment comfortable and flexible for that they must always try to make the work place responsive to employees needs and by offering personal enrichment classes and the like.

7. QWL and Job Satisfaction are positively correlated

Jenitta, J.N, Elangkumaran. P (2014) conducted a research work " Quality of work life and its impact on job satisfaction: a special reference of National Water Supply and Drainage Board (NWS & DB) in Trincomalee District", to find the relationship between QWL factors and Job satisfaction of NWS & DB in Trincomalee

District and to understand the impact of QWL on Job Satisfaction. Pearson correlation coefficient and multiple linear regressions are used to derive the conclusion of the present study. There is a significant positive relationship between the independent variables like adequate Income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration, constitutionalism in work organization, eminence of work life, social relevance of work and Job Satisfaction. Among the independent variables, opportunities to use and develop human capacity, constitutionalism in work organization and eminence of work life are having significant impact on job satisfaction. Hence we can say that QWL and Job Satisfaction are positively correlated.

8. Job satisfaction could be improved in a better way by improving and promoting quality of work life

Mohammad Hossein Nekouei, Mumtazah BT Othman, Jariah Bt Masud and Aminah Bt Ahmad (2014) in their research work "Quality of work life and job satisfaction among employee in government organizations in Iran" studied the effects of quality of work life, on job satisfaction among employees in government organizations in Iran, and the factors that contribute towards satisfaction in their job. The structural equation modelling (SEM) was conducted to determine relationship between three structural dimensions of QWL like (structural, managerial and social dimensions and Job Satisfaction. The study showed that, there was a significant and positive relation between structural dimensions of quality of work life and job satisfaction. Therefore, it is suggested that job satisfaction could be improved in a better way by improving and promoting quality of work life.

9. Higher working life quality is associated with higher job satisfaction

Zohreh Anbari, Marzieh Abbasinia, Monireh Khadem, Abdolrasoul Rahmani, Mehdi Asghari, Iman Ahmad Nezhad, Somayeh Farhang Dehghan (2014) carried out a study "Effects of the quality of working life on job satisfaction in an auto parts manufacturing factory" to study the relation between working life quality and job satisfaction of staffs in automotive parts manufacturing factory. Pearson's correlation coefficient, one way ANOVA and Mann-Whitney tests were used for analysis. The survey of association between various fields of quality of working life and job satisfaction showed high correlation. As the results showed, there was a positive and significant association between the QWL and JS so that the higher the working life quality associated with the higher the job satisfaction.

10. In order to boost employee team spirit, firms should try to enhance higher-order QWL

Hassan, Golkar (2013) in their research work "The relationship between QWL and job satisfaction: a survey of human resource managers in Iran" conducted among human resource managers in Iran investigated the relationship between quality of work life (QWL), institutionalization of ethics, and Job satisfaction. Two-variable linear regression was used to determine the relationship between two variables quality of work life and Job satisfaction. Results indicate that manager's job satisfaction and organizational commitment are significantly related to lower-order QW (i.e., meeting health/safety needs; providing good pay and job security), while manager's team spirit is significantly related to higher-order QWL (i.e., collegiality at work, recognition/appreciation of work, realization of one's potential). Therefore, in order to increase employee job satisfaction and organizational commitment, firms should try to enhance the lower order QWL. In contrast, in order to boost employee team spirit, firms should try to enhance higher-order QWL.

11. All factors of QWL were found to have positive impact on job satisfaction

Balasundaram Nimalathanan, Syed Mohammad Ather (2010) conducted a study entitled "Quality of work life (QWL) and job satisfaction (JS): a study of academic professionals of private universities in Bangladesh", designed to associate between QWL and JS of academic professionals (Lecturer, Assistant Professor, Associate Professor and Professor) in eight private universities located at Chittagong, Bangladesh. Descriptive statistics mean and standard deviation and different inferential statistics like factor analysis, correlation and multiple regression were used as statistical tools for analysis. Correlation analysis was performed to test the strength and direction of the liner relationship between the independent (i.e.,QWL) and dependent variables (JS). It was found that there is a significant relation between QWL and JS. Multiple regression analyses were performed to test the impact of independent and dependent variables and it also proved that creativity of the work, job benefits for family and job's safety were having a positive impact on job satisfaction factors such as suggestions and promotion in career, that means all factors of QWL were found to have positive impact on job satisfaction. The study suggested that by concentrating on the factors like creativity of the work, job benefits for family, job safety as well as suggestions and promotions in career will significantly improve the QWL and JS in private universities in Bangladesh.

12. Job satisfaction can be enhanced by providing, improving and promoting quality of work life

Jothi. R, Johnmanohar. S (2010) in their research paper “Relationship between quality of work life and job satisfaction of workers in textile industry” tried to investigate the overall Quality of work life (QWL) and Job satisfaction of textile workers in Tamilnadu. The study analyzed and compared the job satisfaction of textile workers with different level of QWL. It is inferred from the analysis that there was a positive correlation between job variables and level of quality of work life of workers in textile mills. The study suggested that the steps should be taken to improve the quality of textile workers in order to bring about significant improvement in the satisfaction of their employees.

IV. CONCLUSION

Quality of life encompasses the sum total of healthy experiences that individuals experience in various facets of life. The phrase “Quality of Work Life” is in use to evoke a broad range of working conditions and the related aspirations and expectations of the employees. Whereas Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. High job satisfaction contributes to organizational commitment, job involvement, better physical and mental health and quality life to the employees. On the other hand, job dissatisfaction leads to absenteeism, labour turnover, labour problems and a negative organizational climate. While going through various studies on relation between QWL and Job Satisfaction it can be conclude that there is positive relation between QWL and Job Satisfaction components. In other words we can say that QWL have a positive impact on Job Satisfaction. The study indicates that there is a relationship between quality of work life and job satisfaction. Hence it is suggested that job satisfaction can be enhanced by providing, improving and promoting quality of work life. So all the constituents of QWL like safe and healthy working environment, fair compensation, opportunity for career growth, proper work life balance etc must be taken into consideration while formulating employee related plans. Employee with high quality of work life will be satisfied in their work and satisfied employees will contribute to the betterment of the organisation.

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