

## **A LITERATURE REVIEW ON QUALITY OF WORK LIFE AND LEADERSHIPSTYLES**

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**Abstract:** A high quality of work life is essential for organizations to continue to attract and retain employees. QWL is a process in which organizations recognize their responsibility to develop job and working conditions that are excellent for the employee and organization. An effective leader influences the followers in a desired manner to achieve goals. It is evident from the literature different leadership styles may affect organization effectiveness and performance. The interventions of QWL will effectively utilize the employee potentials by ensuring great participation and involvement of workers. This paper focuses and analyses the literature findings which involves QWL and Leadership styles

**Key word:** QWL, Leadership style, Performance, Employee, QWL Components

### **1. INTRODUCTION**

There is an all round demand for developing the humanised jobs which can satisfy workers' higher needs, employ their higher skills and make them better citizens, spouses and parents. The jobs need to be excellent both from the point of view of technology and human needs. The traditional job design needs to be replaced by enriched job design. This demand for redesigning of jobs has come to be known as Quality of Work Life. It enjoins management to treat workers as human resources that are to be developed rather than simply used. The scope of QWL movement which originally included only job redesign efforts based on the socio-technical systems approach has gradually widened very much so as to include a wide variety of interventions such as quality circles, suggestion schemes, employee participation, empowerment, autonomous work teams etc.

Bunmi Omolayo (2007) says leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals. Ogbonna and harris (2000) concluded that organizational performance is influenced by a competitive and innovative culture. Culture is influenced by leadership style and

consequently, leadership style affects organizational performance through its culture.

### **2. LITERATURE REVIEW**

#### **2.1 QUALITY OF WORK LIFE**

According to G Nasl Saraji, and H Dargahi survey QWL is a comprehensive, department wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition by conducting descriptive and analytical study they showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers , their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.

According to Guna Seelan Rethinam, Maimunah QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life and he concluded as QWL from the perspective of IT professionals is challenging both to the individuals and organizations.

Cunningham, J.B. and T. Eberle, (1990) described that, the elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. Chan, C.H. and W.O. Einstein, (1990) pointed out QWL reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job .

European Foundation for the Improvement of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement,

motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

Hackman and Oldhams (1980) highlight the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

Seyed Mehdi Hosseini (2010) argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

To overcome dissatisfaction and make the work interesting Raduan Che Rose (2006) says QWL programs will benefit both faculty and management, By mutually solving work-related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs . The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance in QWL.

However from the literature we can summarize that QWL may be is viewed as a wide ranging concept, which includes satisfaction towards work, participative management and improve work environment. Table 1 lists the some of the components of QWL as viewed by the scholars in various type of organization.

TABLE 1 components of QWL In the view of different researcher

Author	Component
Walton(1975)	1 Adequate And Fair Compensation, 2 Safe And Healthy Working Conditions, 3 Immediate Opportunity To Use And Develop Human Capacities,4 Opportunity For Continued Growth And Security, 5 Social Integration In The Work Organization, 6 Constitutionalism In The Work Organization, 7 Work And Total Life Space And 8 Social Relevance Of Work Life.
Stein (1983)	1.Autonomy or being independent; 2.Being recognized and prized;3. Belongings; 4. Progression and development; 5.External reward
Levine, Taylor and Davis(1984)	1.Respect from supervisor and trust on employee's capability;2.Change of work; 3.Challenge of the work; 4.Future development opportunity arising from the current work;5.Self esteem;6.Scope of impacted work and life beyond work itself; 7.Contribution towards society from the work
Mirvis and Lawler (1984)	1 safe work environment,2 equitable wages,3 equal employment opportunities and 4 opportunities for advancement
Baba and Jamal(1991)	1. Job satisfaction, 2 job involvement,3 work role ambiguity,4 work role conflict, 5 work role overload,6 job stress,7 organizational commitment and 8 turn-over intentions
CAI Hui-ru(1994)	1.Living quality: compensation, welfare, work safety, work protection; 2.Social quality: the relationship with the boss, colleagues, and customers; 3.Growth quality: participation management, promotion, self-growth, self-esteem and work characteristic
Lau RSM, Bruce EM (1998)	1. Job security 2. Reward systems3. Training 4. Carrier advancements opportunities5. Participation in decision making
Ellis and Pompli (2002)	1 poor working environments,2 resident aggression,3 workload, inability to deliver quality of care preferred,4. balance of work and family, 5 shiftwork, 6 lack of involvement in decision making,7 professional isolation,8 lack of recognition,9 poor relationships with supervisor/peers,10 role conflict, 11 lack of opportunity to learn new skills.
CHEN Jia-sheng, FAN Jing-li(2003)	1.Working environment;2.Salary and bonus;3.Welfare;4.Promotion; 5.Work nature;6.Training and development;7.Leadship style of the boss; 8.Cooperation among colleagues; 9.Enterprise image;10.Communication;11.Organizational regulations; 12.Organization climate and culture; 13.Working time and workload

JIA Hai-wei (2003)	1. Needs for survival; 2. Needs for passion; 3. Needs for belonging; 4. Need for self
G Nasl Saraji, H Dargahi (2006)	1.Fair Pay and Autonomy 2.Job security, 3.Reward systems,4.Training and career advancements 5.opportunities, and 6.participation in decision making 7 Interesting and satisfying work. 8. Trust in senior management. 9..Recognition of efforts 10. Health and safety standards at work.11.Balance between the time spent at work and the time spent with family and friends 12.Amount of work to be done 13. level of stress experienced at work 4.occupational health and safety at work
Raduan Che Rose, LooSee Beh, Jegak Uli and Khairuddin Idris(2006)	1 Career Satisfaction , 2 Career Achievement And 3 Career Balance
Qing Tao, Peng Tian-yu and Luo Jian(2007)	1.Work related task: work autonomy, importance of the tasks, feedback on work, significance of the work; 2.Organizational environment: team spirit, interpersonal relationship, management style; 3.Social psychology: social and psychological support, mutual respect, social image of the enterprise, economic position
Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki(2010)	1. Fair and adequate pay and benefits rights, 2. Observance of safety and health factors,3. opportunities to continue growth and security of staff, 4. acceptance work organization,5. work life and social dependence on society and individual life, 6. Governing the overall living space in the environment, 7. Integration of social improved human abilities

**2.2 LEADERSHIP STYLES:**

Barchiesi Maria Assunta, La Bella Agostino (2007) Measure the Leadership Effectiveness and leadership role and its influence on performance, leadership behaviors , attitudes, they found that high leadership indexes are not related to past performance records, but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioral complexity and dynamics on the leadership perceived level.

Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively. According to XU Guang-yi,

According to Wang Zhi-sheng(2008) Transactional leadership is considered as the subordinates gain rewards though their efforts and performance. They Compared with Transactional leadership, Transformational leadership theory is deemed to improve the subordinates' performance by changing the motives and values of them. Murray Prideaux, A.B.M. Rabiul Alam Beg(2007) explained Leadership is largely culturally orientated, embracing traditional beliefs, norms and values, and a preoccupation ,Thus, leadership style is significantly

influenced by the leader's immediate and extended family, clan, and tribe.

Different leadership styles have diverse effect on variables such as flexibility. Responsibility, standards, rewards, clarity and commitment and in some cases on organizational climate. (Goleman 2000).

Different leadership styles may affect organizational effectiveness or performance (Nahavandi 2002), Duanxu Wang Huijuan Xue Jie (2009) found a Mechanism of Leadership Styles Affecting Team Innovation in the PRC, investigated the relationship between different leadership styles and team innovation with the mediating effects of knowledge sharing and team communication Yafang Tsai, Shih-Wang Wu, and Hsien-Jui Chung(2010) to Explore the Relationship between Organizational Culture and Style of Leadership they used the factors like Organizational Culture, Charismatic Leadership, Transformational Leadership, Transactional Leadership.

Goh Yuan Sheng Victor, Geoffrey N. Soutar(2005) finds the linkages between organizational leadership and business ethics, thereby making a contribution toward increasing the quality of organizational life which may have a positive influence on both members of the organization and

the wider community. Lu Ye Deng Junye Ma Yan(2011) Explained employees' perceptions about transactional or transformational leadership style of executive both have highly positive correlation with perceptions about executive's encouragement factors of its innovation climate.

Leadership behavior can affect trust and satisfaction of employees to organization and organizational citizenship behavior, further enhance the relationship between leadership style and organizational commitment directly P. M.Podsakoff, S. B.MacKenzie, R. H. Moorman, and R. Fetter(1990). McNeese-Smith (1995) explained Leadership behavior of hospital directors is significantly positively related to productivity, work satisfaction and organizational commitment of staff.

Today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. Deferent leadership styles may affect the organizational electiveness or performance (Nahavandi 2002).The effectiveness of a particular style is dependent on the organizational situation (Omolayo, 2004). Smith (1998) concluded that if the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. His findings further revealed that democratic leaders take great care to involve all members of the team in discussion, and can work with a small but highly motivated team.

Voonl, M.C. Lo, K.S. Ngui, N.B. Ayob(2010) find the influence of leadership styles

on employees' job satisfaction in public sector organizations in Malaysia he used the factors like salaries, job autonomy, job security, workplace flexibility out of these factors they found that transformational leadership style has a stronger relationship with job satisfaction. Gee-Woo Bock, Wei-Liang Ng, and Yuhung Shin (2008) find The Effect of a Perceived Leader's Influence on the Motivation of the Members of Non work-Related Virtual Communities, he used the components like relationship-oriented leadership task oriented leadership.

Yair Berson Jonathan Linton (2003) found that both transformational leadership and transactional contingent-reward leadership are related to the establishment of a quality environment in the R&D part of a telecommunications firm. Bunmi Omolayo (2007) concluded that workers under democratic leadership style do not experience higher job-related tension than workers under autocratic leadership style. Yuan-Duen Lee\* Shih-Hao Chen(2007) concluded as there is mutually positive correlation between the two constructs of strategic leadership and business execution.

However from the available literature we can summarize those different dimensions of leadership styles affects on Employee satisfaction, team work, organizational change, employee performance .Table 2 lists the some of the dimensions of leadership styles and components on which it affects as viewed by the scholars in various organization.

**TABLE 2 Leadership styles and components on which leadership styles effect in the view of different researcher**

Author	Dimensions of leadership styles	Components
Yair Berson Jonathan Linton (2003)	Transformational Leadership, Transactional And Non-Transactional , Laissez-Faire Leadership	Employee Satisfaction
Goh Yuan Sheng Victor, Geoffrey N. (2005)	Transformational leadership, Transactional leadership,	Job Performance, Deontology Ethical Approach,, Teleology Ethical Approach.
Liliana pedraja-rejas,Emilion Rodriguez-Ponce,Y Juan Rodriguez-Ponce(2006)	Participative style Supportive style Instrumental style	Effectiveness
Bunmi Omolayo (2007)	Autocratic Leadership Style Democratic Leadership Style	Job-Related Tension And Psychological Sense Of Community In Work Organizations
Jui-Kuei Chen a, and I-Shuo Chen(2007)	Active Participant Style	"Big- Five" Personal Traits
Lirong Long Minxin Mao(2008)	Transformational Leadership And Transactional Leadership	Organizational change
Hsien-Che Lee	Transactional Leadership	Organizational Innovation Performance,

Vi-Wen Liu (2008)	Transformation Leadership	Organizational Innovation Capability
Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009)	Leadership Style	Staff Work Satisfaction, Organizational Commitment And Work Performance And Establish A Causality Model Among Them.
Yafang Tsai, Shih-Wang Wu, and Hsien-Jui Chung (2009)	Charismatic leadership Transformational leadership Transactional leadership Team leadership	Organizational Culture Ideological Culture Hierarchical Culture Coordinate Culture
Cong Yang Yu Wei (2009)	Leader's Charm,	Staffs Psychological Empowerment. Staffs Satisfaction.
Duanxu Wang Huijuan Xue Jie Xu (2009)	Authoritarian Leadership Transformational Leadership Transactional Leadership Benevolent Leadership	Team Innovations Team Communication. Knowledge Sharing
Li-Ren Yang and Yen-Ting Chen (2010)	Transactional And Transformational Leadership,	Teamwork (In Terms Of Communication, Collaboration And Cohesiveness) Performance
M.L. Voon1*, M.C. Lo2, K.S. Ngu1, N.B. Ayob2 (2011)	Transformational; Transactional;	Job Satisfaction.
Lu Ye, Deng Junye, Ma Yan (2011)	Transactional Leadership, Transformational Leadership	Innovation Climate, Job Independency, Job Challenging

## CONCLUSION

It is noticed from the available literature all the studies discussed are related to the large sector, which interns reveals that leadership style, organizational commitment and work satisfaction are interrelated. Thus leadership styles can affect quality of work life. However this should be studied with more dimensions of QWL with different leadership style in SMEs, since SMEs plays a major role in economic growth in many country.

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