



Research Paper

## Impact of Employee Attitude on Quality of Work Life and Job Satisfaction among Higher Education Teachers- A Systematic Literature Review

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### ABSTRACT

All the threads of life are mixed together to form a mixture. To live a happier and healthier life, a person has to be in love and work. A significant aspect of any person's daily existence is their work. Everyone spends eight to ten hours a day on average working, which is a part of our entire lives. Traditional management paid insufficient attention to human values. In the past, it seemed as though the workers were only employed for material and bodily requirements. Davis established the concept of "Quality of Work Life" for the first time in the 1970s. The inaugural International Conference on Quality of Work Life was place in Toronto in 1972. The idea was presented with the intention of lowering staff churn and improving employee satisfaction with their services. The degree of job happiness or dissatisfaction among employees inside a company is referred to as the quality of work life.

Globally, a number of research studies have assessed the Caliber of work produced by employees in businesses, academic institutions, government agencies, and non-governmental organizations. This study examines college instructors' quality of work life from a number of angles. Employee dedication to and participation in attaining company goals may provide new challenges. This study assists college instructors in understanding the degree of perception about Quality of Work Life and enables educational administrators to improve the same. The fundamental idea of advantageous circumstances in a workplace is Quality of Work Life. Employee training opportunities, job satisfaction, and working circumstances are made easier by the quality of work-life balance. A higher quality of work-life balance fosters employee growth in tandem with organizational expansion.

**Purpose:** This study of the literature delves into the complex interactions that exist in modern workplaces between job satisfaction, quality of work life, and employee attitude. In order to support scholarly research as well as practical interventions in organizational psychology and management, this review aims to summarize the body of existing literature, highlight knowledge gaps, and provide insights

**Design/Methodology/Approach:** To investigate the existing state of knowledge on work-life quality, job satisfaction, and employee attitude, the paper employs a methodical and thorough approach. In order to present a comprehensive understanding of the dynamics between these crucial variables, the review will analyze a wide range of literature, including theoretical frameworks, empirical investigations, and useful interventions.

**Originality:** This literature analysis is unique because it takes an integrated approach, tying together several research strands to provide light on the complex relationships between employee attitude, job involvement, and quality of work life. The research provides a distinctive contribution to the knowledge of how these elements intersect and affect people's performance and well-being in organizational contexts by combining results from other disciplines.

**Keywords:** Quality of Work Life, job satisfaction, Employee attitude, workplace well-being, literature review, Employee engagement, Work-life balance, Higher education teacher.

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## I. INTRODUCTION:

Employee performance and general well-being are greatly impacted by the complex interactions between a variety of factors in today's changing workplace. Worker attitude, job happiness, and quality of work life are the three key dimensions at the centre of this complex web. Knowing the dynamics and correlations between these important variables is crucial for firms that aim to improve employee engagement, productivity, and satisfaction. (Soni, H., & T. Bhattagar (2015).

To summarize the body of research on employee attitude, job satisfaction, and quality of work life, this literature review was conducted. We aim to fill in knowledge gaps, investigate directions for future study, and offer insights that help improve organizational procedures by reviewing the state of knowledge in these fields. We acknowledge that these phenomena are complicated and that a more nuanced understanding is necessary to inform both academic research and real-world organizational psychology and management interventions as we begin this journey.

**Employee attitude** is the positive or negative display of motivation an employee shows. It can be displayed toward individual job duties, products or services, coworkers or management, or the organisation as a whole in the workplace.

Attitudes reflect how one feels about something. Attitude affects behaviour either positively or negatively. It also affects perception and in turn, behaviour. According to Munn, attitudes are learned predispositions towards aspects of our environment. They are positively or negatively directed towards certain people, service or institutions. Work attitude relates to how you feel about your work and your approach towards work. Hence, work attitude behaviour is an intangible attitude that helps a person to know his person towards his work. The positive attitudes at work are a subconscious transfer of feelings.

Work attitude involves job satisfaction, job involvement and organizational commitments. The aim of the study is to identify the impact of employees' attitude in the development of the organization and to explore the commitment of the workers towards their organization.

Job satisfaction is an important factor in an industrial environment. The satisfied workers produce more and wherefrom; the industrial climate is relatively smooth and conducive. Satisfied workers are creative and innovative. The factors that contribute to positive morale and attitude would also lead to a higher degree of workplace happiness.

**Quality of Work life** pertains to the general work environment and the circumstances in which workers perform their duties as professionals. It includes a wide range of elements that affect workers' well-being, such as job security, job satisfaction, work-life balance, safety, and the overall culture of the workplace. Quality of Work Life essentially investigates the ways in which the workplace and its characteristics influence the experiences and lives of workers. The goal of Quality of Work Life research is to evaluate the degree of contentment, engagement, and general quality of workers' work lives, all of which have an impact on their involvement in their jobs and productivity. Kanpur, R., & Srivastava, S. (2014).

Quality of Work Life Education has the power to create social equality like never before, and postsecondary education is essential in shaping the social structure, cultural values, and financial security of future generations. Therefore, the Quality of Work Life of educational personnel is essential and a crucial component of strengthening our country. Numerous studies have indicated that one of the most important and effective tools for human resource management is the Quality of Work Life. In the end, Quality of Work Life programs improve employee job satisfaction by motivating staff members and fostering a balance between their personal, professional, and social lives.

**Job satisfaction** has a favourable effect on women teachers' quality of work life, according to a study by Jegadeeshwaran, M. B. (2014). An improved quality of working life has several advantages, some of which are listed below. Positive feelings about one's work (increased job satisfaction and involvement), positive feelings about oneself (increased self-esteem), positive feelings about the organization (increased commitment to the organization), improved physical and mental health, greater personal and professional growth, decreased absenteeism, turnover, and accidents, and higher quality and quantity of output of goods and services are just a few of the benefits that one can experience from their job. The task, the physical work environment, the social environment inside the company, the administrative system, and the interaction between life on and off the job are all important components that contribute to an individual's well-being at the workplace.

Job Satisfaction is the condition or the state of nature at which the employees express their gratitude towards the organization (P. E. Spector 1997). Job satisfaction creates a high level of motivation among the employees to involve in the various organizational activities. The high extent of employee participation may lead to employee job satisfaction, followed by employee productivity (Komal Khalid, et.al 2007). The organizational work-life balances, as well as optimal work stress, are the major factors influencing employees' job satisfaction. The style

of organizational leadership, social relations, addressing of employee grievances, and unbiased working environment will be an added advantage to creating employee job satisfaction (Pavithra Dhamija, et.al 2017). It is further noted that superior-subordinate relationships social status and recreational activities in the organizations contribute to employee's job satisfaction. Job Satisfaction, Loyal World, Employee productivity, Organisational work culture, Workplace skill (Ikechukwu Emmanuel, et.al 2019).

Job satisfaction focus on employee feeling of satisfaction on the job, which acts as a motivation to work. It is not the self-satisfaction, happiness or self-contentment but the satisfaction on the job. Job satisfaction relates to the total relationship between an individual and the employer for which he is paid. Satisfaction means the simple feeling of attainment of any goal or objective. Job dissatisfaction brings an absence of motivation at work.

## **II. OBJECTIVES:**

- 1.To study the importance of Quality of work life for teachers and its impact on job satisfaction and employee attitude.
2. To synthesize existing knowledge, this review paper comprehensively examines the current state of research on quality of work life, job satisfaction, and Employee attitude.
3. To identify gaps in research, the paper scrutinizes the literature to pinpoint areas where studies are lacking or where conflicting findings pose opportunities for further investigation.
- 4.To explore interconnections, the review delves into the complex relationships between quality of work life, job satisfaction, and employee attitude, shedding light on their nuanced dynamics.
- 5.To evaluate methodological approaches, the paper assesses the rigor of studies in the reviewed literature, aiming to distil best practices and considerations for future research in this field.
- 6.To provide practical insights, the review paper translates key findings into actionable recommendations, offering guidance for organizational leaders and human resource professionals striving to enhance workplace well-being and performance
- 7.To identify a research gap that should be investigated further.

Through the analysis of these objectives, the study has the potential to provide valuable knowledge regarding the challenges and prospects of achieving work-life balance for teachers. This, in turn, could lead to a more fulfilling and enduring profession, benefiting both teachers and students.

## **III. METHODOLOGY:**

The reporting system aims to discover, screen, and assess records to establish eligibility and inclusion. The objectives define the eligibility requirements. We looked through Google Scholar, Scopus, and Repec search databases. The publications were initially selected, reviewed, and validated by the relevant writers.

The study's findings shed light on the relationship between work-life balance and job satisfaction among college teachers. The survey also highlighted the main elements influencing work-life balance and job satisfaction. In addition, the study's research gap has been identified, and an appropriate conceptual framework has been constructed. The chosen topics in contemporary workplaces.

## **IV. 4. REVIEW OF LITERATURE/RELATED WORK:**

### **Quality of Work Life:**

This section explores the writings of many authors who have helped us comprehend Quality of Work Life. It begins by summarizing foundational studies that have influenced the Quality of Work Life discussion, before moving on to more recent research. The literature review investigates several facets of Quality of Work Life, such as work-life balance, job participation, occupational burnout, and organizational interventions. Each author's point of view is carefully evaluated, with a focus on their key discoveries, technique, and theoretical framework. The literature review focuses on the complexities and differing viewpoints within academic discourse, providing readers with a thorough understanding of Quality of Work Life's intricacy. Bagtasos, M.R. (2011).

Many industries, including manufacturing, finance, tourism, education, and services, rely heavily on quality of work life. The components of Quality of Work Life, which include work-life balance, grievance handling, welfare facilities, work environment, reward and recognition, organizational commitment, work satisfaction, and participatory management, have a significant impact on attrition rates, employee commitment, and productivity. Organizations that promote greater Quality of Work Life contribute to a healthier working environment and happier employees, which leads to improved organizational performance, effectiveness, and innovativeness. Kulkarni, P. P. (2013).

The researcher emphasizes the interconnectivity of Quality of Work Life and corporate social responsibility, highlighting the positive impact on employees' home and work lives. Organizations that prioritize

Quality of Work Life help to improve the lives of their employees and the larger community, demonstrating a holistic approach to organizational success. (Yadav, R., and Khanna, A. (2014).

Organizational and work-related factors have a greater influence on employee turnover intentions than psychological and environmental elements. The most important factors influencing employee turnover intention are "Work/Life Balance" and "Developmental Opportunities." This research emphasizes the importance of organizational and career-related factors in influencing individuals' decisions to stay or quit. To guide future research, the report provides an updated paradigm outlining the complex relationship between Quality of Work Life and turnover intention, as well as key recommendations for additional investigation in this sector.(Berguig, O., and Abdelbaki, N., 2021).

The researcher proposed that various factors influence job satisfaction and discontent. The author highlighted motivating factors (e.g., achievement, recognition) that lead to contentment, as well as hygiene aspects (e.g., working circumstances, compensation) that keep people satisfied. Herzberg's thesis has had a significant impact on our understanding of employee motivation and the development of positive work environments. (Tezel, M. S., 2023).

**JobSatisfaction:**

Job satisfaction is a global trend that affects a number of businesses. Job happiness is critical for increasing competitiveness and organizational success. Job satisfaction reveals how much a person likes or dislikes their current position. Job satisfaction, defined as the positive emotional state caused by enjoying one's work, has a considerable impact on organizational performance(Barriball et al., 2007). Increasing employee satisfaction might boost productivity. Employee productivity will increase if employees are satisfied with their jobs. Job satisfaction is the highest level of contentment that employees may achieve with their job, employer, and organization, and it has the potential to affect both parties' future growth and development (Huttunen, 2019).

Job satisfaction is a broad attitude that is the product of numerous distinct attitudes. It is critical to distinguish between job satisfaction, job atmosphere, and job engagement. Job satisfaction refers to an effective or evaluative state, whereas climate is a descriptive, cognitive, and non-evaluative notion.

**Employee Attitude:**

The conceptual model supports the most-used study definition of job satisfaction by Locke (1976), who described it as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". The suggested model improves the conceptual relationship between Quality of work lifeperformance on the job and employee job happiness at the workplace, which can then be utilized to calculate the "Job Wellness quotient on individual employee".

**Table1: Scholarly literature on Quality ofWork Life and its Impact**

S L No.	Focus Area	Contribution to Researcher	Reference
1	Meaning of work life	Work life encompasses employees' physical and intellectual experiences in many work contexts, including offices, factories, and fields.	Saraji, G. N., &Dargahi, H. (2006).[20]
2	Quality of work life	Quality of Work Lifeencompasses a person's entire life experience, not just their work. Work-related feelings encompass cash incentives, benefits, job security, working conditions, interpersonal interactions, and the importance of work in one's life. Quality of Work Life is more than just improving the workplace environment; it also aims to improve life outside of work.	Jayakumar, A., & Kalaiselvi, K. (2012).[21]
3	Effect of Quality of Work Life Programs on Quality of Life among Employees	Emotional well-being, personal development, social inclusion, and interpersonal relations were found as key elements with significant impacts. The researcher highly suggests that multinational organizations create complete Quality of Work Life programs. Focusing on specific service features can considerably improve employees' Quality of Life .	Narehan, H., et al.. (2014).
4	Quality of Work Life and its effects on Job Performance	The study aimed to explore the connections between participatory decision-making, incentive recognition, employee perceptions of the workplace, job characteristics, and managerial relationships. The study found a favorable association between Quality of Work Life and employee job performance, indicating that it can improve organizational success. Implementing strong Quality of Work Life policies and systems can improve sustainability and reduce staff attrition within a business.	Rai, R., & Tripathi, S. (2015).

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5	Impact of Quality of Work Life on employee satisfaction	Research indicates that physical, psychological, and social elements play a considerable role in Quality of Work Life which indirectly affects employee satisfaction. The study found a significant link between a person's home life and their Quality of Work Life level, highlighting the interconnectedness of personal and professional factors.	Al Muftah, H., & Lafi, H. (2011)
6	Relationship Quality of Work Life and Work Engagement	The study found that (a) Quality of Work Life has a significant impact on work engagement, (b) there are differences in work engagement levels between blue-collar and white-collar employees, and (c) perceptions of Quality of Work Life vary between blue-collar and white-collar employees.	Kanten, S., & Sadullah, O. (2012)
7	Quality of work life - employees' mental health	A study in a Free State service organization examined the association between Quality of Work Life characteristics and employee mental health. The study found that Quality of Work Life characteristics such as loss of meaning, role ambiguity, social support (supervisor), work and time pressure, and job insecurity are significant indicators of mental health in service organizations. The study highlights the need of addressing these issues to promote mental health and quality of life in service organizations.	Markham, L. (2009)
8	Quality of work life and workers wellbeing	The advice stresses understanding the dynamic character of the Quality of Work Life construct. Human resource practitioners and industrial social workers must be aware of the importance of implementing applicable strategies, policies, training programs, processes, and coping mechanisms. Taking proactive initiatives can enhance employee well-being and contentment at work.	Ajala, E. M. (2013)
9	Effect Of Quality Of Work Life On Organisational Citizenship Behaviour	The purpose of this study was to examine the relationship between college teachers' perceived Quality of Work Life and its impact on Organizational Citizenship Behaviour. The study sought to identify the discrepancy between teachers' perceived Quality of Work Life and their actual behavior in college settings.	Ruhana, I. (2019)
10	Quality of work life an overview	The study emphasized the need of maintaining low stress levels and providing a high-quality work environment to retain outstanding people. This article explores work-life quality and how employers might effectively use it.	Bora, B. (2015)

**Table 2: Scholarly literature on Job satisfaction and its Impact**

S. No.	Research Topic	Research Focus	Reference
1	Job Satisfaction: A Literature Review. Management Research & Practice,	According to the findings, there is a considerable impact on how employees perceive the nature of their work and their overall job happiness. Financial incentives have been shown to have a major impact on employee work satisfaction. Job satisfaction refers to an employee's sense of achievement and accomplishment at work. People feel that it has a direct impact on personal satisfaction and productivity.	Aziri, B. (2011).
2	A Study on Employee Job Satisfaction in Different Sectors.	According to the findings of the survey, the elements influencing employee happiness across industries are good compensation, promotions, good working conditions, workload and stress level, respect from coworkers, relationship with supervisors, and financial rewards. More crucially, job satisfaction is primarily determined by workplace culture and superior-subordinate interactions.	Mayuri Chaturvedi, & Sumedha Raavi. (2018, January). International Journal Of Scientific Engineering & Research (IJSER), 7(1), 105-108.
3	A Study on Employee Satisfaction & organisational Commitment.	Job satisfaction influences the dedication of an organization's management and workforce. The study discovered that job satisfaction is influenced by factors such as Job-Related Factors (Absenteeism, Job Role, Job Performance), Personal Characteristics (Age, Gender, and number of Years of Service), Work Environment (Recruitment, Selection, Promotion, Appraisal), Positive Relationship (Honesty, Caring, Positive Communication with coworkers), Organizational Structure (Growth Technology, Customer Needs), Management Style (Morality, Employee Commitment	Marutin Sriram Ayyagari., & Remya Lath Bhavan. (2020, June 20).Mukt Shabd Journal, 9(6), 3477-3487.
3	A Study of Job Satisfaction and Its	Job satisfaction refers to an employee's good and negative views about his or her employment, as well as the level of	Wasaf Inayat, & Muhammad Jahanzeb Khan.



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	Effect on the Performance of Employee Working in Private Sector Organizations, Peshawar.	enjoyment associated with the job. It is stated that job satisfaction is one of the most complex domains, encompassing a wide range of feelings and conditions. As the environment gets more competitive and complicated, the relevance of job satisfaction and its relationship to employee performance grows, as does organizational commitment.	(2021, August 5). Education Research International, 1-9.
4	A review of employees' job satisfaction and its effect on their retention ICCS.	To determine and provide what is best for the customer at an affordable price, supported by offers, the loyalty world is designed to transform a store from just a place to shop for groceries into a destination offering discoveries, a place for human connection, and services at the highest level of human dignity.	Ikechukwu Emmanuel IRABOR1, & Ugo Chuks OKOLIE (2019). journal Issues, 2.
5	Impact of Employee Participation on Job Satisfaction, Employee Commitment And Employee Productivity,	Job satisfaction motivates employees to participate in numerous organizational tasks. The high level of employee participation may lead to employee work satisfaction, followed by employee productivity.	Komal Khalid, & TahirMasood Qureshi. ( 2007). Vol 3, No.2, pp 54-68.
6	Organizational Culture and Quality ofWork Life in Relation to Job Satisfaction:A Study of Service Delivery Professionals.	Employee job happiness is influenced mostly by organizational work-life balances and optimal work stress. The style of organizational leadership, social relationships, handling of employee issues, and unbiased working environment will be an extra advantage in increasing employee job satisfaction.	Pavitra Dhamija, & Anju Singla. ( 2017).
7	Job satisfaction: Application, assessment, causes, andconsequences, London: Sage,	Job satisfaction is the condition or state of nature in which employees express their thanks toward the organization.	Spector, P. E. (1997).
8	Relationship between Work-Life Balance and Job Satisfaction among University Teachers	Work-life balance, job stress, and job satisfaction were evaluated among Pakistani university instructors. For primary data, the study used a random sample of 286 Bassano Del Grappa faculty members. Data can be analyzed using descriptive statistics, the t-test, percentage analysis, and correlation analysis. Job satisfaction and work-life balance have a high positive association. They also demonstrate that a work-life balance boosts job satisfaction.	Saeed and Farooqi (2014)
9	Employment satisfaction of higher secondary school teachers	Comparing Hindi and English teachers. The study uses random sampling to acquire primary data from 220 upper secondary school teachers. English and Hindi medium school instructors are content with their professions. However, English-medium instructors are happier than Hindi-medium teachers.	Rashmi Sharma et al. (2015)
10	Job Satisfaction of Higher Secondary School Teachers	Job satisfaction among upper secondary school teachers was examined based on gender and school location. The core data for the study is collected from twelve Trichy district schools using simple random selection. It shows that higher secondary school teachers' job happiness is substantially related to school location. Furthermore, job happiness is linked to the gender of higher secondary school teachers.	Senthil Kumar (2015)

**Table3: Scholarly literature on Employee Attitude and its Impact**

S. No.	Research Topic	Research Focus	Reference
1	Employee attitudes and Job satisfaction	The academics make it obvious that happy employees are productive employees. Workplace happiness is an attitude among employees that arises from job satisfaction. However, the concepts of workplace happiness and job satisfaction are two complicated components influenced by a wide range of elements, including cultural influences, work situation influences, organizational leadership, job performance, and organizational environment.	Lise M. Saari and Timothy A. Judge, (2004). [8]
2	Job attributes and work attitudes	The study focuses on teamwork, and perceptions of job qualities such as autonomy and complexity are the variables that influence employee attitudes in the workplace. The study found that teamwork, communication coordination, and organizational integrity are elements that can positively influence employee attitudes toward job satisfaction.	Semra F. Ascigil (2006). [3]
3	A study on employees attitude towards the organisation and job satisfaction	Employee attitude is described as a psychological phenomena that combines sociology, psychology, and organizational communication and leadership. According to the survey, employee job satisfaction is mostly determined by employee attitudes at work. Employee attitude at work is determined by their physical and mental health, followed by job involvement, organizational	Alok Kumar Srivastav and Priyanka Das (2013). [1]

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		commitment, and workplace consistency.	
4	Impact of Employee Work-Related Attitudes on Job Performance	Employee attitude is defined as a psychological phenomenon involving sociology, psychology, organizational communication, and leadership. According to the survey, employee job satisfaction is primarily driven by their attitudes at work. Employee attitudes at work are influenced by their physical and emotional health, job involvement, organizational commitment, and workplace consistency.	Habeeb U. R. Rahman and Rashmi Kodikal (2017). [5]
5	Factors Influencing Employee Attitudes Toward Organizational Change	The study seeks to connect Organizational Change, Organizational Development, and Employee Attitudes toward Creating a Better Workplace. The study shows that numerous factors influence employees' attitudes toward organizational transformation. Employee attitudes regarding organizational change are influenced by two broad sets of factors: intrinsic (work-related values, self-efficacy, and performance appraisal) and extrinsic (coworker communication channels, organizational leadership, and image).	Kamarul Arifin (2019).
6	The effect of employee work-related attitudes on employee Job Performance	The study concludes that work-related attitudes and organizational performance are important developmental studies in diverse service industries. The study discovered that there is a positive association between job satisfaction and job performance, organizational commitment and job performance, job participation and job performance, and work-related attitudes and job performance.	Fidelis Ejeh Abba (2019).
7	A study on Employee Attitude in the workplace and its relationship with Organizational outcomes with special reference to the Iron and steel industries	According to the study, human resources are the most important and decisive factor influencing an organization's attempts to succeed and full fill its goals. Human resources are an asset that must be developed and maintained in order to achieve corporate goals and make the most use of available resources. Fostering an employee mindset is the best method to ensure that human resources thrive within the firm. Attitude, like organizational commitment, is described as an employee's willingness to identify with a specific organization and its aims by remaining a member of the organization. The study discovered a substantial association between employee attitudes and organizational commitment.	Sumona Das and S.A. Haider (2020).
8	The relationship between employee attitude to change in the organization and job performance.	Organizations must quickly respond to evolving difficulties by implementing cutting-edge technologies and reskilling and upskilling their staff. The study discovered that the development of employee attitudes is an important step of organizational change, change for a brighter future and profitability. Organizational success is mostly the result of employee attitudes, organizational learning, and commitment to overall success. The study outlines three primary dimensions of employee attitudes: cognitive, affective, and behavioural. According to the study, employees' favorable intentions toward organizational change management have a significant impact on organizational commitment, performance, and a positive attitude toward work culture	Viktorija Sarkauskaitė, & Loreta Buksnytė-Marmiene (2020).
9	A study on employees' attitudes towards the organization	The study identified four major factors of employee attitude: <ul style="list-style-type: none"> <li>• Attitudes influence behavior by preparing individuals to respond positively to their surroundings.</li> <li>• Attitudes are learned over time.</li> <li>• Attitudes are a psychological phenomenon that Cannot be directly observed.</li> <li>• Every person has an attitude towards objects in their environment.</li> </ul> According to the study, Job Security and a participative management style are viable instruments for fine-tuning employee attitudes.	K. Tejaswini and D. Kavitha (2020).
10	Attitude of employees towards monetary and non-monetary rewards and their impact on motivation and turnover.	According to the study, monetary incentives improve staff retention and motivation. staff attitude is influenced by two or three key drivers, including staff retention, turnover, and motivation.	Qadir Khan, Gul Rukh, and Hamid Mehmood Khan (2023).

### **V. RELATIONSHIP BETWEEN EMPLOYEE ATTITUDE, JOB SATISFACTION AND QUALITY OF WORK LIFE**

#### **1. Job Satisfaction and Quality of Work Life:**

According to the study's findings, there is a positive and substantial association between quality of work life and job satisfaction, implying that higher quality of work life is connected with greater job satisfaction among faculty members.

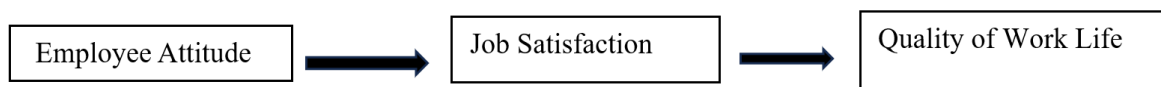
## **2. Quality of Work Life and Attitude:**

Quality of work life refers to the individuals' judgments regarding the extent to which the work is meeting their needs and make them feel satisfied. A High quality of work life is reflected in an employee's job clarity, low stress experienced at work, career development, perceived supervisor's support, and benefits. A high quality of work life can improve teachers' job satisfaction and job involvement and influence their involvement in organizational innovation. Teachers who report a high quality of work life usually have sufficient resources facilitating various job tasks, and they are likely to have positive attitudes toward innovative programs, even if adopting such programs may engender new challenges.

A high quality of work life could be indirectly related to individuals' attitudes toward innovation implementation through decreased burnout

## **3. Attitude and Job Satisfaction:**

Job satisfaction is a major factor influencing employee attitude. Employees who like their work, are confident in their abilities to complete the tasks allotted to them, and value the position they are assigned are considerably more likely to have a positive attitude at work.



**Conceptual model developed by researcher**

## **VI. RESEARCH GAP**

Research on work quality, participation, and burnout lacks understanding of how gender, race, and ethnicity impact these experiences. There is also a need for research that track changes in these qualities over time and investigate the impact. The impact of developing technology on job satisfaction and burnout. There is less research on how cultural variations affect these processes. There is scant research on therapies and programs that improve work life and avoid burnout. Bridging these disparities will lead to a more inclusive understanding of workplace well-being.

## **VII. RESEARCH AGENDA**

To gain a comprehensive understanding of the intricate relationship between Quality of Work Life, Employee Attitude and job satisfaction among teachers, and to inform the development This effort intends to address knowledge gaps on quality of work life, job Satisfaction and Employee Attitude. The study will examine how demographic characteristics such as gender, race, and ethnicity interact with these categories to gain a more comprehensive understanding. Longitudinal studies can uncover key moments in an employee's career by tracking their experiences across time. This study will evaluate how emerging technologies like AI and automation affect job involvement, work-life quality, and burnout risk. Cross-cultural research will explore how cultural variations impact relationships and inform culturally sensitive approaches. The agenda focuses on developing and evaluating targeted well-being programs, providing practical techniques for improving both individual and organizational outcomes.

This research agenda aims to provide a roadmap for future research on this critical topic. By addressing these research questions, we can contribute to creating a more sustainable and fulfilling work environment for teachers, ultimately leading to a better learning experience for all students.

## **FUTURE RESRACH SCOPE**

Future research on quality of work life, job Satisfaction, and Employee Attitude examine how working from home influences job satisfaction. Investigating how gender, race, and age interact to shape work experiences would provide a more comprehensive understanding. Understanding how corporate culture impacts well-being. Research on workplace satisfaction, including mindfulness programs, flexible hours, can provide valuable insights for both employeesand employers. Overall, future study should focus on modern workplace issues and ways for improving well-being.



## **ANALYSIS OF QUALITY OF WORK LIFE, EMPLOYEE ATTITUDE AND JOB SATISFACTION USING ABCD FRAMEWORK.**

### **A. Advantages of the study**

- High relevance and timeliness: Quality of Work Life, Employee Attitude and job satisfaction are critical issues for teacher retention and effectiveness, making this research highly relevant to current educational concerns.
- Potential for significant impact: The research findings could inform impactful interventions and policies to improve teacher well-being and student outcomes.
- Multifaceted approach: Addressing various aspects of work-life balance, including workload, college context, technology use, and individual factors, provides a comprehensive understanding.
- Strong research methodology: Combining quantitative and qualitative methods can yield a rich and nuanced understanding of the topic.

### **B. Benefits of the study**

- Improved teacher well-being and job satisfaction: A more balanced work-life could lead to reduced stress, burnout, and increased engagement among teachers.
- Enhanced student learning outcomes: Happier and more satisfied teachers are likely to be more effective educators, potentially leading to improved student achievement.
- Reduced teacher turnover: Addressing work-life concerns could help retain experienced and talented teachers in the profession.
- More positive image of the teaching profession: Recognizing and addressing the challenges teachers face can improve the overall perception of the profession and attract future educators.

### **C. Constraints of the study**

- Resource limitations: Funding, time, and personnel could be limited, making it challenging to implement large-scale interventions or conduct extensive research.
- Resistant college cultures: Some college cultures may be resistant to change or supportive of a traditional "overworked and dedicated" teacher image.
- Complexities of individual experiences: Addressing the diverse needs and preferences of individual teachers can be challenging.
- External factors: Broader societal expectations and pressures on education systems can make it difficult to prioritize teacher well-being.

### **D. Disadvantages of the study**

- Potential for limited generalizability: Findings might be specific to the research context and might not apply to all teachers or educational settings.
- Implementation challenges: Even with strong research findings, translating them into effective interventions and policies can be difficult.
- Potential for resistance from stakeholders: Some stakeholders, like administrators or policy makers, might resist changes that require resource allocation or policy shifts.
- Evolving nature of the topic: Work-life balance and job satisfaction can be affected by external factors and trends, making it challenging to maintain the long-term relevance of the research.

By considering these ABCD factors, study can gain a comprehensive understanding of the strengths, weaknesses, opportunities, and threats associated with your research proposal. This analysis can help you refine your research questions, methodology, and potential interventions, ultimately increasing the chances of success and impact.

### **FINDINGS:**

- Research on quality of work life, job participation, and occupational burnout is extensive and reveals complex relationships among variables.
- Research regularly shows that having a happy work life can reduce burnout and increase workplace participation.
- It is unclear how job involvement affects occupational burnout.
- There is limited research on how corporate culture influences the relationship between quality of work life and job participation.
- The review highlights the complex relationship between quality of work life, job involvement, and occupational burnout, underlining the importance of a comprehensive approach to workplace well-being.
- Job participation appears to serve as a link between work-life quality and occupational burnout.

### **SUGGESTION:**

1. Future research should concentrate on updating and broadening the synthesis as additional studies emerge.
2. Meta-analyses are needed to assess how quality of work life affects job participation and occupational burnout across industries and sectors
3. Researchers should investigate the association between job participation and occupational burnout, addressing identified gaps.
4. Future research should examine how organizational culture affects the effectiveness of initiatives to improve work quality.
5. The review highlights the complex relationship between work quality, job involvement, and burnout, highlighting the importance of a comprehensive approach to workplace well-being.

### **VIII. ZONCLUSION:**

The literature highlights the important relationship between work quality, job satisfaction and employee attitude. Future study should focus on understanding the mechanisms that relate job participation to employee attitude, as well as the role of organizational culture in influencing the relationship between quality of work life and job satisfaction. The advice to update and expand the synthesis with fresh studies reflects the field's dynamic character. Meta-analyses across industries are important for evaluating the overall impact. Promoting happy workplace experiences is crucial, as job involvement has been identified as a mediator between quality of life and burnout. The advice for a holistic approach to workplace well-being stresses integrating these aspects to increase intervention effectiveness and organizational health.

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