

THE INFLUENCE OF CAREER DEVELOPMENT THROUGH E-LEARNING ON QUALITY OF WORK LIFE TO ENSURE THE JOB SATISFACTION OF EMPLOYEE WORKING IN AUTOMOBILE INDUSTRIES, CHENNAI

Mr. T. Chandrasekar

Assistant Professor

Department Of Management Studies, Kalasalingam Academy Of Research And Education, Krishnankoil,
Tamilnadu, India
channotes@gmail.com

Dr. Jawahar Rani

Department Of Management Studies, St. Joseph College Of Engineering, Chennai, Tamilnadu, India

ABSTRACT

The quality of work life always depends on the skill set of an employee and their competitiveness in the working area. Now days the manufacturing companies are facing the problems to identify and develop the skill set of employee in the work centre. This paper is to find the influence of career development through E-learning on quality of work life to ensure the job satisfaction of employee working in automobile Industries, Chennai. The Importance of Human resource and their skill set for the industry growth is first discussed. The Quality of work life is connected with employee's job involvement and Job satisfaction. The job involvement and Job satisfaction always depends on the career opportunities and advancement. To improve the job satisfaction of employees, the automobile company should create and provide the career advancement opportunities for developing the employee's individual skill. This paper is intended to identify the relationship of Career development on the quality of work life of an employee. It also discloses various relevant constructs that are likely to support the career development influence on Job satisfaction and in turn Quality of Work life. Thereby this paper tries to portray the career development initiatives of the corporate sector with special reference to automobile sector for ensuring adorable quality of work life to their employees.

Keywords: Quality of Work Life, Career development, E-learning, Job Satisfaction.

1. INTRODUCTION

The Indian automobile industry is largest producer in the world. The country GDP is 7.1 percent. In that 80 percent of market share is hold by two wheeler manufacturers for attract the youth and lower income people. All over the world India is largest exporter for auto mobile products. In addition, lots of initiatives are taken by both central and state government towards two wheelers and four wheelers manufacturing company. The Indian automobile markets are expected to lead the world by 2020 in automobile industry.

Production over the passenger vehicles, commercial vehicles, three wheelers and two wheelers increased by 14.41 per cent year-on-year between April-February 2017-18. Nowadays the automobile industry turns to produce their products to safe guards the environments and modified version for mange the scarcity of resources. The manufacturers of auto industry are made innovations in production like electric vehicles, Safety related issues, Bharat Stage-VI emission, Compact vehicles for satisfy the consumers. The Government of India fix their vision is sixty lakhs electric and hybrid vehicles in India by 2020.

In India when compared to the major cities the Chennai is fast growing automobile market. Due to growth rate and major manufacturing plants of different standard company of auto products Chennai is also named as Detroit of Asia. In total 30 percent of four Wheeler vehicles and 35 percent of auto spare sparts are manufactured in Chennai city. In addition, the Heavy Vehicles Factory unit is established in Chennai-Avadi to manufacture the military vehicles for security. In Chennai-Avadi have a pride of testing the new engine facility of Combat Vehicles Research & Development Establishment.

In order to provide quality and innovative products, the manufacturers are attracted and retain the skilled employee. The skilled employee is core factor for creating competitive advantages in the business world. The every management has a detailed plan in work place of their employee for skill and career development. Salmadi (2005) states that the best practice to attract, retain the skilled employee and attain the superior performance on an work centre is through Quality of work life. The Job redesign , Career Development , flexible work schedule, job security are the techniques to improve the QWL (Reddy and Reddy, 2010).

“QWL is a process of work organizations which enable its members at all levels to actively;

Participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees (Chand, 2012)

2. CAREER DEVELOPMENT THROUGH E LEARNING

Before starting to the concept, it's important to understand the core difference between Learning and training. The training is the giving knowledge through word of mouth, materials or any other method to develop the trainee. Learning is the process of getting information to enhance the skills and capabilities by various techniques. The most of the employees have adequate self-confidence regarding their skills, their job distinctiveness, and opportunity to participate in decision making and relationships (Alzalabani 2017). Nowadays every Management plans the learning com training program for their employee in order to attract and retain its workforce.

The plan will be used for create the Path for career development of every individual and the learning programs that will facilitate the employee to enhance the required knowledge and their skill set. E-learning process is a simple cost effective learning program. It will be strategy for a management to retain the workforce. It has following outcomes,

- Develop the skill level of an employee with respect to the requirements of job design.
- Create the positive impact among the employee towards organization.
- Helps the career and individual development of an employee.
- Help the organization to develop cost effective training methods and their training budget
- Retain the quality employee for the long period of time.



2.1 LEARNING IS A FUNDAMENTAL COMPONENT OF THE WORKPLACE

No person is a static position in their life, always they think to move forward. In order to retain the quality work force organization helps and motivate them to learn the new thing continuously. E Learning is one of the most convenient tools for career advancement. Learning is a continuous improvement process of an employee in the work centre and the each individual are positively take the responsibility of their own skill development. Learning process is not an easiest one in the work centre. The Continuous learning is essential for career development. But the resources and materials are not readily available to enhance their skill set. The above statement is true when it learned or assessed from various sources. It will be fulfilled by collecting information and material from internet facility.

2.2 E-LEARNING STRATEGIES AND ITS IMPACTS

E-Learning is the cost effective method in every organization. Nowadays it is core function to meet the demand for employee training. Peter Phillips of Unicorn Training stated, "The impact of reduced training budgets has actually had a positive impact on demand for e-learning.

E-learning is replaced the traditional way learning methods. Today, the present world move towards digitalization in all aspects. Everyone in the world they search, collect and learn unknown information, material through internet (E-learning). E-learning helps the person to visualize the fact of information and interpret that information based on their own requirement. In the advancement of technology and innovation in the mobile sector the e-learning is reached every one hands.

E-learning resources can be accessed globally and it will be a part of each and every employee for enhances their skill set. Nowadays E-learning process is used extensively in all industries to develop the career and skill set of an employee. The access of E-learning resources is increased continuously for the individual career development.

3. RESEARCH OBJECTIVES

- To find the influence of career development through E-learning on quality of work life to ensure the job satisfaction with reference to employees of automobile Industries, Chennai
- To find the interrelationship between factors of quality of work life and job satisfaction.
- To develop a model which integrates the determinants of quality of work life and job satisfaction at work constructs using Structural Equation Modeling (SEM) approach

4. RESEARCH BACK GROUND OF THE STUDY

The job satisfaction is important role to define the organization effectiveness. It reflects an individual work performance and organization growth.(Locke, E. A,1976).The individual job satisfaction always depends career development and job characteristic(Monis, S. H. and Sreedhara, T. N.2011).

There is a strong relationship between the job satisfaction and quality of work life with generation Y and generation Z (George 2017). The work place harmony is crucial role in quality of work life which will enhance the Organizational commitment and job involvement (Pradhan 2017). Adequate and fair compensations, working conditions, use of capacities, opportunities, social integration and constitutionalism at the work place are the dimensions of quality of work life (Fernandes et al 2017). Work Environment, Job design, Career development, Job Involvement significantly influence the quality of work life (Barkha Gupta 2016). The gender, marital status, experience will influence the quality of work life (Jnaneswar 2016).

The quality of work life always depends upon the working conditions, safety measures, welfare practices, career development opportunities, etc. The career development, continuous learning in the work place and building the commitment over the job will improve the productivity of the organization (Hosmani et al2014). The fair and sufficient payment, secure and sanitary working environment, supplying growth opportunity and continuous security, law observance in organization, social attachment of working life, general atmosphere of work life, social union and integrity in work and development of human capabilities are the strong positive relationship towards quality of work life(Asgari et al 2012). The new trends such as changing organizational structure , enhance the skill level at work, interdisciplinary collaboration, advanced technology in production is play a very crucial role in job satisfaction (Gayathiri and Lalitha Ramakrishnan 2013). The career growth opportunities and performance of an employee has a strong relationship in the organization which will lead the commitment over the job (Shalinisheel et al 2012).Learning opportunities and skill development have a positive impact towards job satisfaction and remove the work place stress that will improve the quality of work life. The opportunity to build and use of skill set are linked with continuous learning process. This applies especially when the job requires employees to deploy cognitive skills. With respect to learning, greater autonomy on job enhances the acquisition and utilization of knowledge whilst greater participation is held to promote cognitive growth via increased knowledge transfer among employees (Scully, Kirkpatrick and Locke 1995)

5. RESEARCH METHODOLOGY

In this paper the descriptive research is followed for analysis. This research is used for describing the perception of employees in automobile industries towards career development through E-Learning experiences. The total population is restricted to employees working in 27 member companies of Ambattur Industrial Estate Manufacturers Association (AIEMA) as automobile parts manufacturers. The Exploratory research used for find out the relationship between the quality of work life and job satisfaction.

The quota sampling technique is used to choose the appropriate number from different automobile company and by using convenient sampling technique. The total sample size of the survey is 504.

The structured questionnaire circulated to identify respondents and the survey was also taken by observation, interviews method to find the facts of research areas.

The analysis has been done with the primary data collected from shop-floor executives of the Automobile companies after appropriate coding, editing to avoid the missing data. The data was analyzed using software packages like IBM SPSS and IBM AMOS.

6. CONCEPTUAL MODEL

The conceptual model developed based on the review of literature. In the recent business development areas are concentrating the skill level and career development of employee and how it influences the quality of work life. The every management have effective plan for career development in a cost effective structure. In this model

that has been developed to study the influences of career development through E-learning, Skill development and utilization, adequate fair compensation of quality of work life to ensure the job satisfaction.

Figure1. Conceptual Model



7. DATA ANALYSIS AND INTERPRETATION

7.1 FREQUENCY ANALYSIS

TABLE 1. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

S.No	Particulars	Frequency	Percentage
1.	Age Group		
	Up to 20 Years	97	19.2
	21 – 30 Years	182	36.1
	31 – 40 Years	143	28.4
	Above 40 Years	82	16.3
2	Experience		
	Less than one year	101	20.0
	1-10 years	190	37.7
	11-20 years	137	27.2
	Above 20years	76	15.1
3	Educational Qualification		
	SSLA/HSC	121	24.0
	ITI/DIPLOMA	277	55.0
	B.E/B.TECH	76	15.0
	OTHERS	30	6.0
4	Designation		
	Engineer	40	7.9
	Supervisor	177	35.1
	Skilled Employee	222	44.1
	Semi Skilled Employee	65	12.9
5	Marital Status		
	Single	176	34.9
	Married	328	65.1
6	Number of Promotion Received		
	None	95	18.8
	One	121	24.0
	Two	156	31.0
	More than Two	132	26.2
	Total	504	100

The demographic profile of the respondents are tabulated in table 1, Which indicate that 36.1 % of the respondents are belongs to the age group of 21-30 years and only 15.1% of the respondents are having more than 20 years of experience. Based on the educational qualification 55% of the employee were studied ITI/Diploma and 44.1 persons are skilled employee. Based on the marital status 34.9 % are unmarried and 18.R & of employee yet to receive promotion at the same time 31 % of employee received more than two Promotions.

7.2 CORRELATION ANALYSIS

TABLE 2. CORRELATION BETWEEN THE FACTORS

Correlations							
		Adequate and Fair Compensation	Skill Development and Utilization	Career Development through Learning	Job Involvement	Work Performance	Organizational Commitment
Adequate and Fair Compensation	Pearson Correlation	1	0.143	0.548	0.397	0.199	0.550
	Sig. (2-tailed)		0.001	0.000	0	0.000	0.000
	N	504	504	504	504	504	504
Skill Development and Utilization	Pearson Correlation	0.143	1	0.566	0.713	0.931	0.524
	Sig. (2-tailed)	0.001		0.000	0.000	0.000	0.000
	N	504	504	504	504	504	504
Career Development through E-learning	Pearson Correlation	0.548	0.566	1	0.793	0.641	0.935
	Sig. (2-tailed)	0.000	0.000		0.000	0.000	0.000
	N	504	504	504	504	504	504
Job Involvement	Pearson Correlation	0.397	0.713	0.793	1	0.753	0.734
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000
	N	504	504	504	504	504	504
Work Performance	Pearson Correlation	0.199	0.931	0.641	0.753		0.592
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000
	N	504	504	504	504	504	504
Organizational Commitment	Pearson Correlation	0.550	0.524	0.935	0.734	0.592	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	504	504	504	504	504	504

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2 shows the intra-relationship between the factors. The “adequate and fair compensation “is having positive relations the factors Career Development through Learning and Organizational Commitment. The second factors Skill Development and Utilization is having strong relationship towards work performance (0.931), which indicates 93 % of positive relationship. The third factor Career Development through E-learning is having robust positive relationship with the factor Organizational Commitment with the correlation coefficient of 0.935. The other factor like on Job Involvement, Work Performance, and Organizational Commitment are positive relationship between the factors.

7.3 STRUCTURAL EQUATION MODEL

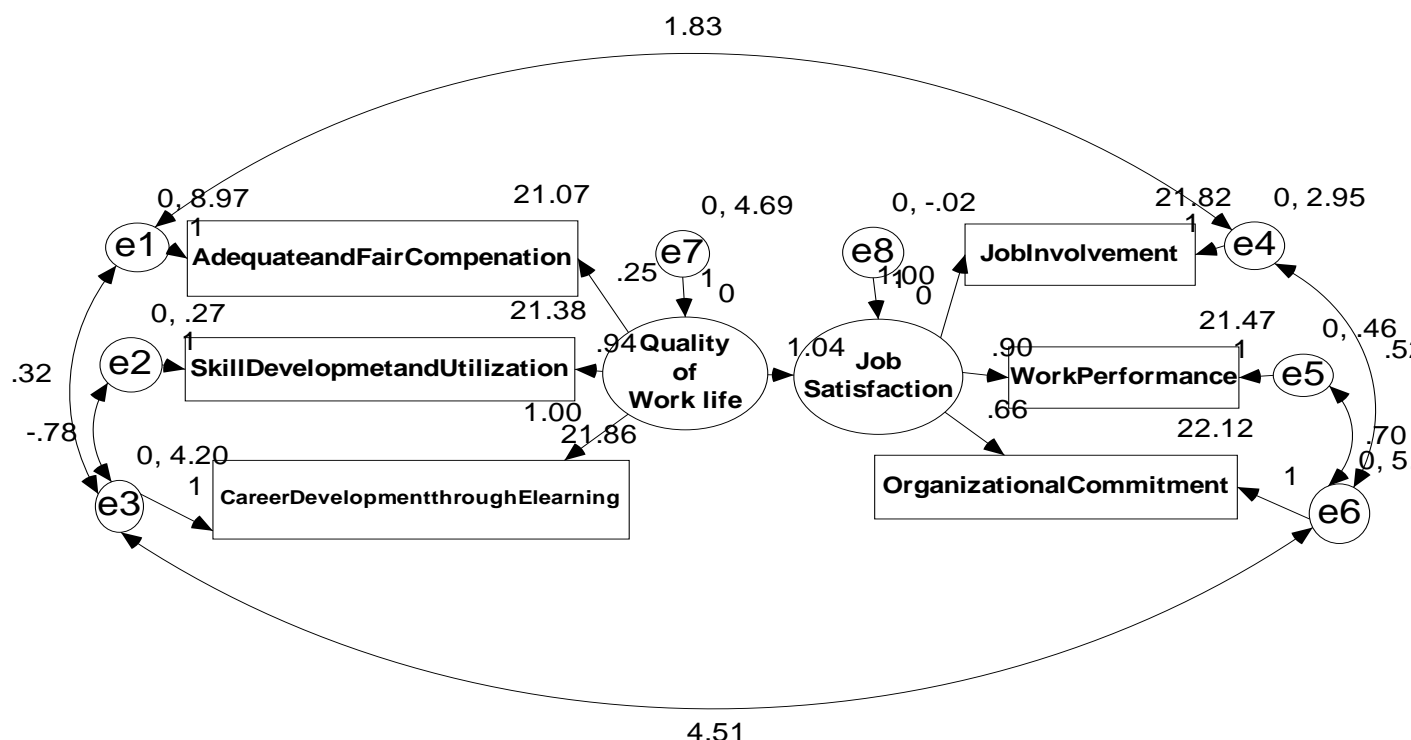


FIGURE 2: STRUCTURAL EQUATION MODEL FOR IMPACT OF QUALITY OF WORK LIFE ON JOB SATISFACTION

The Figure 2, explains the SEM model with standardized regression coefficients. The standardized regression coefficients between the observed variables and latent variables more 0.7 depicts the good relationship, whereas in the SEM model the regression coefficient between adequate and fair compensation and Quality of work-life is alone 0.25, all the other values are more than 0.7, which indicates robust relationship between the measured variables and latent variables. The figure 1 also indicates that the regression coefficient between quality of work-life and job satisfaction is 1.04, which means every one unit of increase in quality of work-life results 1.04 unit of increase in job satisfaction.

TABLE3. REGRESSION WEIGHTS OF THE RESEARCH MODEL

Regression Weights: (Group number 1 - Default model)							
			Estimate	S.E.	C.R.	P	Result of Hypothesis
Job Satisfaction	<---	Quality of work life	1.035	0.117	8.85	<0.001**	H7 Significant
Skill Development and Utilization	<---	Quality of work life	0.939	0.05	18.743	<0.001**	H2 Significant
Adequate and Fair Compensation	<---	Quality of work life	0.251	0.065	3.852	<0.001**	H1 Significant
Job Involvement	<---	Job Satisfaction	1				
Work Performance	<---	Job Satisfaction	0.901	0.034	26.578	<0.001**	H5 Significant
Organizational Commitment	<---	Job Satisfaction	0.66	0.051	13.061	<0.001**	H6 Significant
Career Development through E-Learning	<---	Quality of work life	1				

The table 3, represents the un-standardized and standardized estimates, standard error, critical ratio (C.R), p value and the result of hypothesis. Each arrow between the observed variable and the latent variable symbolizes the path, which intern presents the hypothesis, because the relationship between the variables needs to be verified through the execution of SEM model. From the table 2, it is observed that most of the hypothesis is significant at 1% level.

TABLE 4. STANDARDIZED DIRECT, INDIRECT AND TOTAL EFFECTS OF VARIABLES

Factors	Direct Effects		Indirect Effect		Total Effects	
	Quality of Work life	Job Satisfaction	Quality of Work life	Job Satisfaction	Quality of Work life	Job Satisfaction
Job Satisfaction	1.035	0	0	0	1.035	0
Career Development through E learning	1	0	0	0	1	0
Organizational Commitment	0	0.66	0.684	0	0.684	0.66
Work Performance	0	0.901	0.933	0	0.933	0.901
Job Involvement	0	1	1.035	0	1.035	1
Adequate and Fair Compensation	0.251	0	0	0	0.251	0
Skill Development and Utilization	0.939	0	0	0	0.939	0

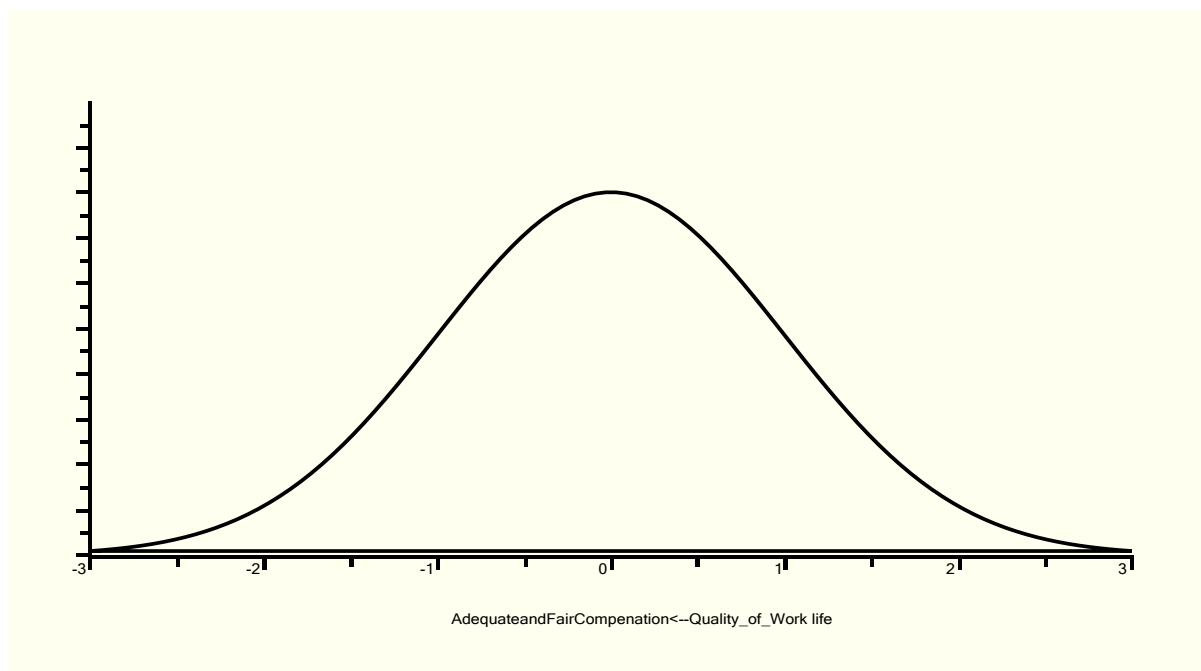
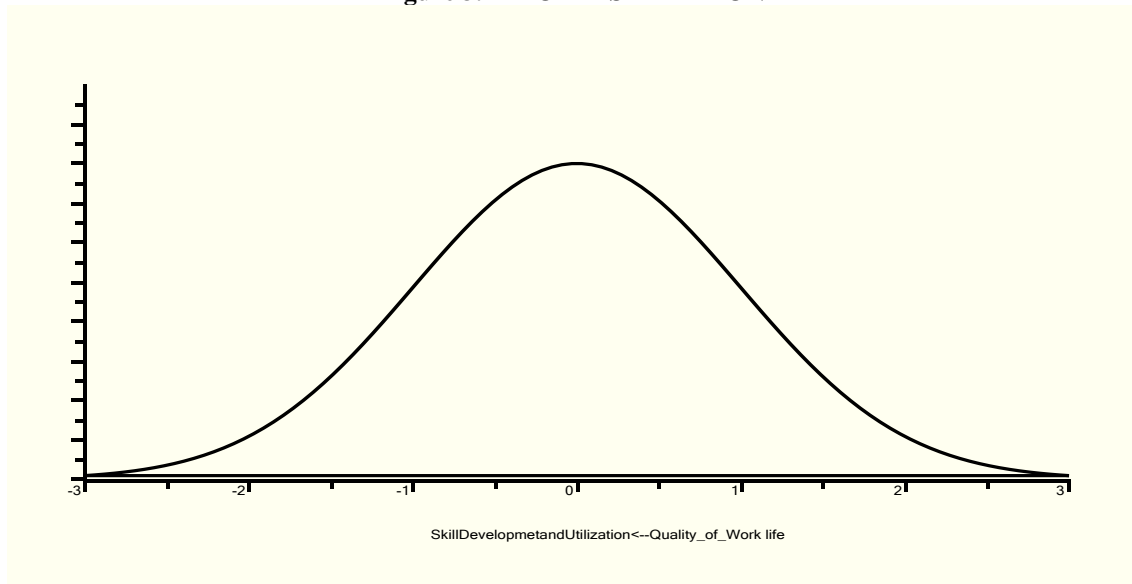
Table 4 shows the Standardized direct, indirect and total effects of variables. Quality of work-life is having direct effect on Career Development through E learning with the value 1. Skill Development and Utilization is having direct effect on quality of work-life with the regression coefficient of 0.939, and Adequate and Fair Compensation is also having direct effect on quality of work-life with the regression coefficient of 0.251. Job Satisfaction is having a direct effect on Quality of Work life with the highest regression coefficient of 1.035. The job involvement is having direct effect in job satisfaction with regression coefficient of 1, and also having the indirect relationship between the quality of work life with the highest regression coefficient of 1.035. The work performance is having direct effect in job satisfaction with regression coefficient of 0.901, and also having the indirect relationship between the quality of work life with the highest regression coefficient of 0.933.

TABLE 5. BAYESIAN ESTIMATION

	Mean	S.E.	S.D.	C.S.	Skewness	Kurtosis	Min	Max
Regression weights								
Skill Development and Utilization <-- Quality of Work life	0.948	0	0.052	1	0.293	0.151	0.773	1.228
Adequate and Fair Compensation<-- Quality of Work life	0.243	0	0.063	1	0.066	0.006	0.015	0.519
Work Performance<--Job Satisfaction	0.906	0	0.035	1	0.211	0.117	0.773	1.076
Job Satisfaction<-- Quality of Work life	1.115	0.01	0.156	1	0.648	0.553	0.702	1.754
Organizational Commitment<--Job Satisfaction	0.666	0	0.053	1	0.063	0.04	0.466	0.902
Intercepts								
Career Development through Elearning	21.86	0	0.133	1	0.004	0.005	21.3	22.37
Skill Development and Utilization	21.38	0	0.094	1	0.005	0.021	20.98	21.78
Adequate and Fair Compensation	21.07	0	0.124	1	-0.007	0.014	20.53	21.58
Job Involvement	21.82	0	0.126	1	0.008	0.041	21.27	22.36
Work Performance	21.47	0	0.095	1	0.002	0.005	21.09	21.88
Organizational Commitment	22.12	0	0.125	1	-0.003	0.007	21.6	22.65

Table 5., Shows the Bayesian estimate of the research model , which consists of regression weights and Intercepts with Mean. Standard error, Standard deviation , C.S, Skewness, Kurtosis , minimum and maximum.

Figure 3. PRIORI ESTIMATION



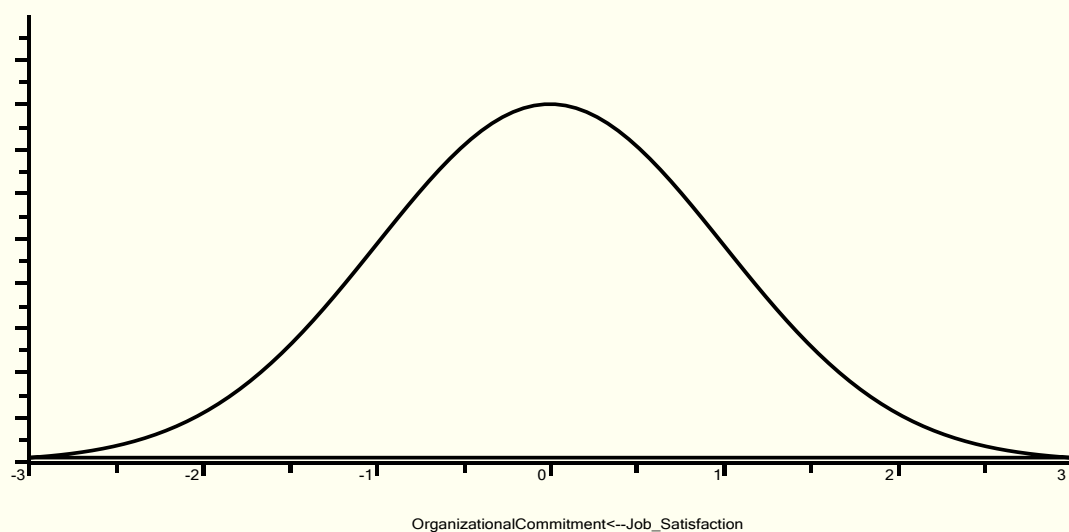
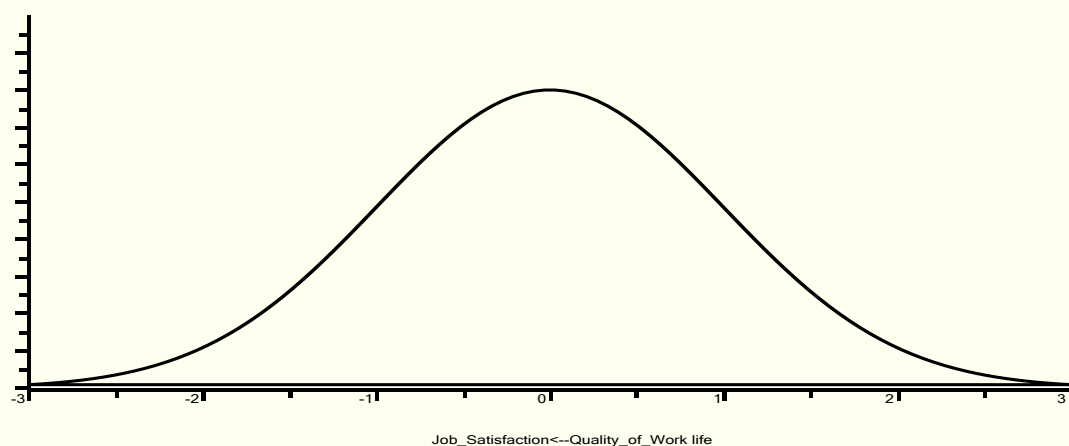
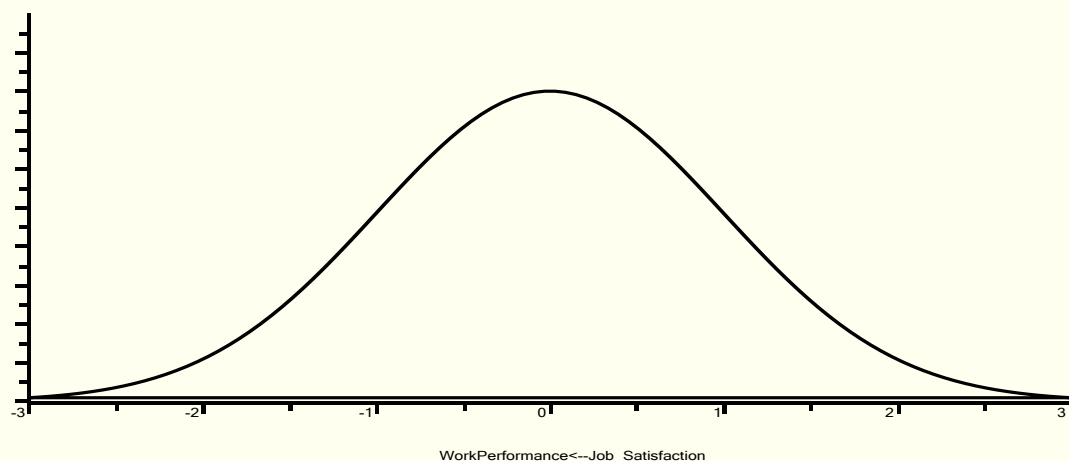
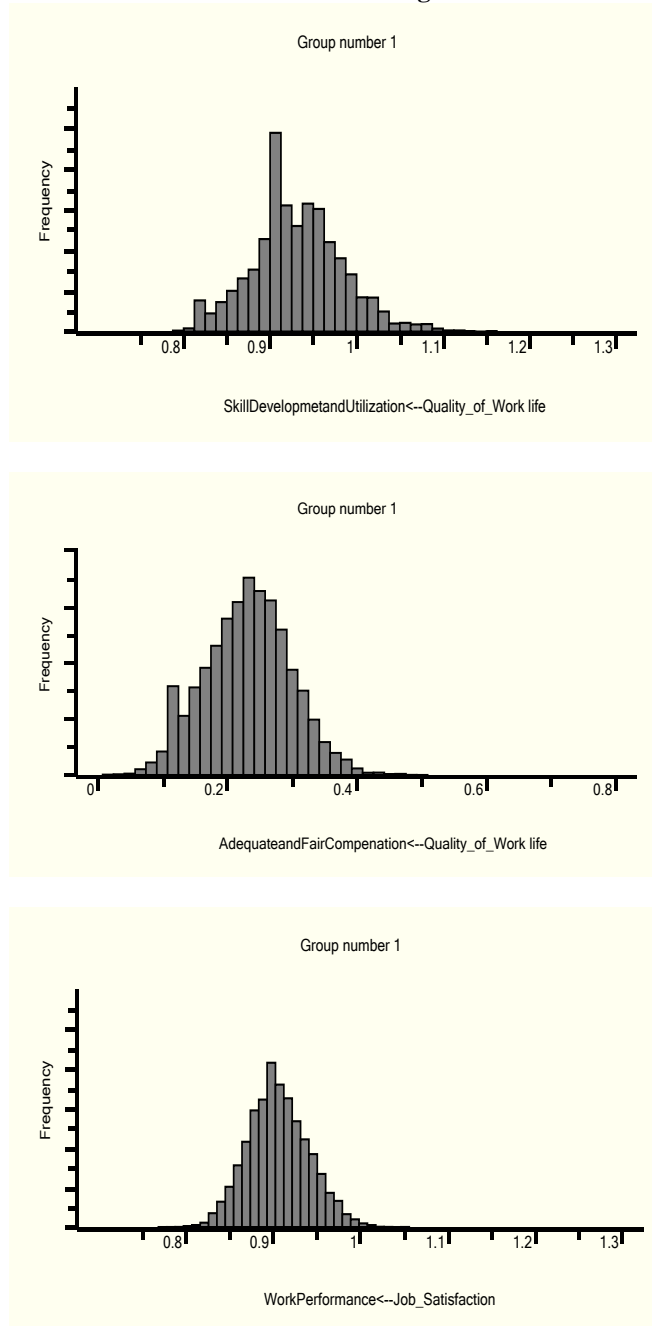


Figure 3 demonstrate priori estimation of the relationship between variables and it is found that all the relationship follows normal distribution.

Figure 4 POSTERIOR ESTIMATION



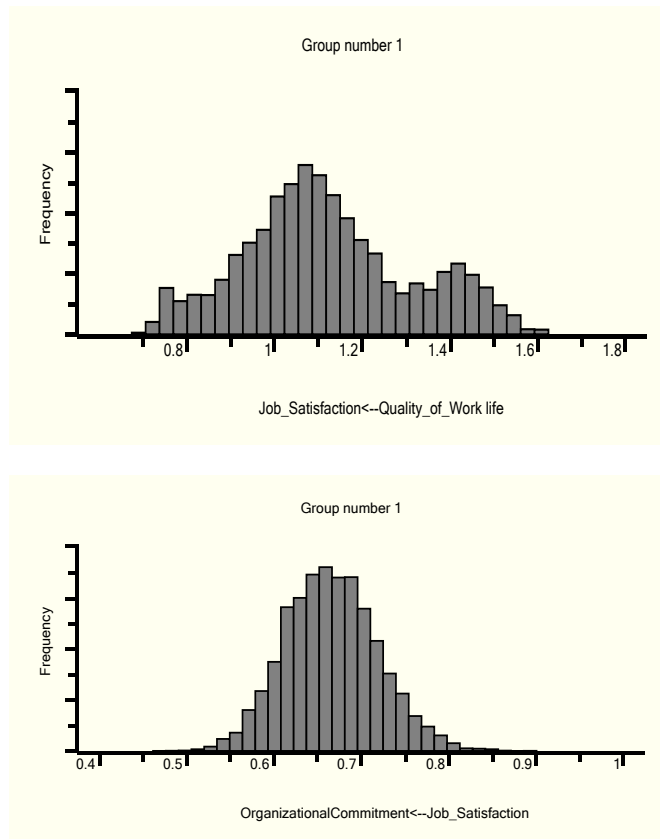


Figure 4 illustrates posterior estimation of the relationship between variables and it is found that all the relationship follows normal distribution.

7.4 MULTIPLE REGRESSION ANALYSIS

The regression analysis is used to analyze the influence of two or more independent variable on one dependent variable. Establishing the impact of one independent variable on one dependent variable is known as simple regression. One variable (i.e. independent), which causes the effect on the behavior of another variable (i.e. dependent). When there are more than two independent variables the used for the relationship is known as multiple correlations and the equation describing such relationship is called as the multiple regression equation. Here the dependent variable is the job satisfaction and independent variables are Adequate and Fair Compensation, Skill Development and Utilization and Career Development through E-learning.

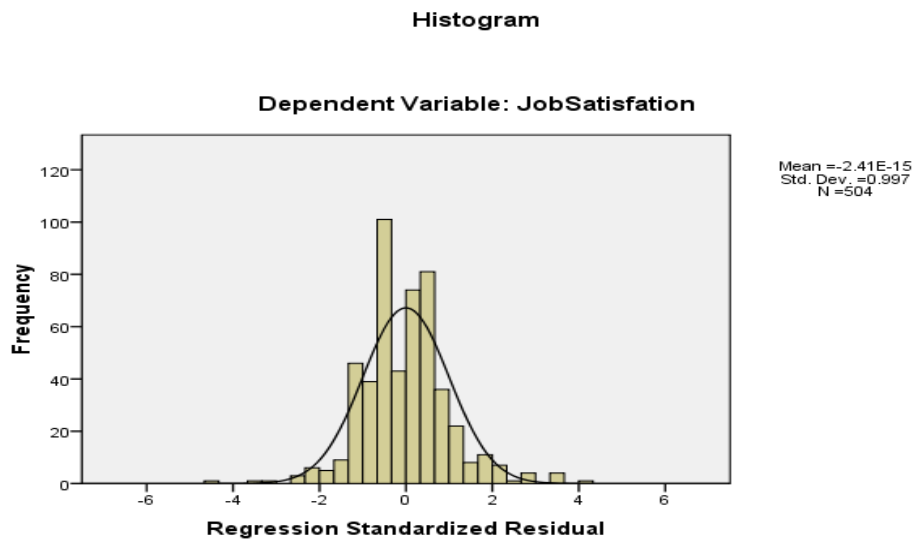
From the table, the β and t values for Career development through E-Learning and skill development and utilization are relatively higher when compared with the rest of the independent variable chosen viz. 0.896, 0.661, 0.639 are the β values with respect single and multiple regression for career Development through E-Learning and 0.415, 0.423 are the β values with respect single and multiple regression for skill development and utilization, 0.033 is the β value for adequate and Fair Compensation. From the scatter plots it has been observed that all the plots of different value are collinear. Thereby we can conclude that Adequate and Fair Compensation, Skill Development and Utilization and Career Development through E-learning are the factor that determines the job satisfaction of an employee.

REGRESSION COEFFICIENTS

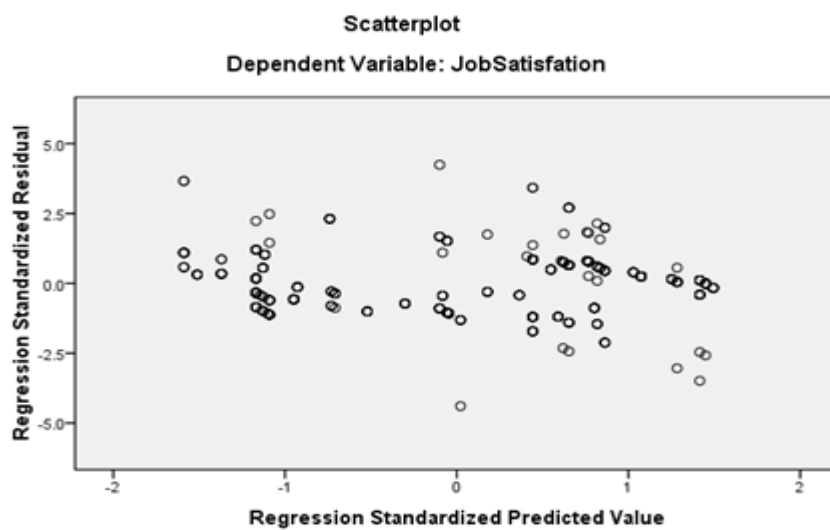
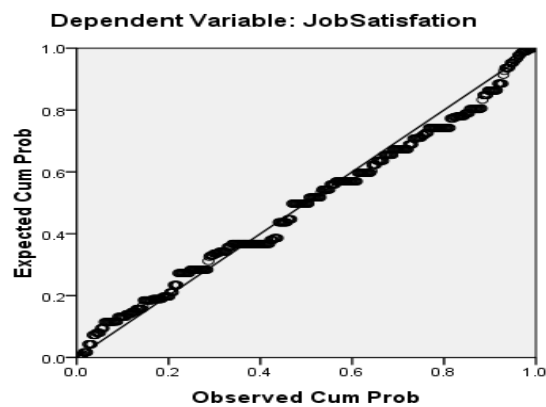
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B		Correlations			Co linearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	20.867	.994		20.995	.000	18.914	22.820					
	Career Development through E-learning	2.037	.045	.896	45.245	.000	1.949	2.126	.896	.896	.896	1.000	1.000
2	(Constant)	3.326	.904		3.681	.000	1.551	5.101					
	Career Development through E-learning	1.503	.035	.661	43.263	.000	1.435	1.572	.896	.888	.545	.680	1.470
	Skill Development and Utilization	1.367	.050	.415	27.183	.000	1.268	1.466	.789	.772	.343	.680	1.470
3	(Constant)	2.322	1.017		2.283	.023	.323	4.321					
	Career Development through E-learning	1.452	.042	.639	34.392	.000	1.369	1.535	.896	.838	.432	.457	2.186
	Skill Development and Utilization	1.394	.052	.423	26.980	.000	1.292	1.495	.789	.770	.339	.640	1.562
	Adequate and Fair Compensation	.074	.035	.033	2.121	.034	.005	.142	.443	.094	.027	.659	1.518

a. Dependent Variable: Job Satisfaction

TABLE 6. REGRESSION COEFFICIENTS



Normal P-P Plot of Regression Standardized Residual



8. RESULTS AND DISCUSSION

From the analysis the following inferences has been gained by the researcher. The relationship between the identified parameter like adequate and fair compensation, Skill development and utilization and career

development through E-learning with quality of work life has been proven through regression and correlation analysis. Thereby the relevant hypothesis framed by the researcher has been favored by the results of the above analysis.

The results of Structural equation Modeling (SEM) explored that there is a robust relationship between the quality of work-life and Job satisfaction and the developed model found to be fit. The Implied correlation table also indicates that there is a considerable interrelationship between the components. The outcome of the research will be useful to key executives of the automobile industries to promote job satisfaction of the employees by providing better quality of work-life.

9. CONCLUSION

We never stop moving onward, as lifelong learning is a crucial part of this impetus. By embracing all the scope that E-Learning offers and skill development practices, one won't just feel more motivated and engaged with the job he/she love, they'll open up exciting new horizons in their career. This paper tries to explore appropriate reviews supporting the quality of work life and job satisfaction induced by career development through E-Learning in order to draw definite allusions for developing conceptual model linking the above two buzz words of the industrial arena. Thereby its tries to support the derived conceptual model through primary data analysis and structured equation modeling (SEM). The results depict the existing relationship between the identified factors like career development through E-learning, Skill development and utilization, adequate fair compensation, Job involvement, Work Performance, Organizational commitment and the quality of work life, Job satisfaction above the desirable level, which substantiate or justify suitable solutions that are likely to be evolved in consideration with above specified variable for solving human resource work-life related problems in the industry like automobile.

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