QUALITY OF WORK LIFE AS A PREDICTOR OF TRUST AND SUBJECTIVE WELL-BEING OF EMPLOYEES

Ph.D. THESIS

by

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A THESIS

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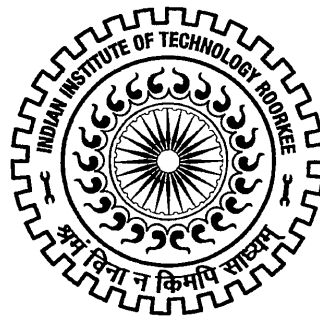requirements for the award of the degree
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DOCTOR OF PHILOSOPHY

in

ORGANIZATIONAL BEHAVIOUR

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ROORKEE

CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled "**QUALITY OF WORK LIFE AS A PREDICTOR OF TRUST AND SUBJECTIVE WELL-BEING OF EMPLOYEES"** in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy and submitted in the **Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee** is an authentic record of my own work carried out during a period from December, 2010 to December, 2014 under the supervision of Dr. Renu Rastogi, Professor and Dr. Pooja Garg, Assistant Professor, Department of Humanities and Social Sciences, Indian Institute of Technology Roorkee, Roorkee.

All the matters are incorporated in this thesis raised by the examiner.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other Institute.

(SHIVANI)

This is to certify that the above statement made by the candidate is correct to the best of our knowledge.

(Pooja Garg)   (Renu Rastogi)
Supervisor   Supervisor

Date: December   , 2014

ABSTRACT

Organizations have delved into initiating intervening strategies for providing primed quality of work life (QWL) with a view to sustain potential employees for heightened productivity, efficiency, effectiveness and performance. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, administrative system and the social environment within the organization and the life on the job and off the job. Organizations are responsible for their employees' performances and employees are concerned with their own interests and benefits. Linkages between employees' interest and organizational objectives are yet to be established. The most important aspect which binds an employee to the organization is the level of trust and the well-being of employees at the workplace. But currently, in organizational behavior, very few researches have been taken in pursuit of delineating the interpersonal relationship and well-being of employees. This perspective has been neglected by the management and practitioners that low level of trust and low well-being when spilled over at the other domains of life lead to distrust and life dissatisfaction and makes an employee less competent to face the existential challenges of life.

The purpose of this research is to study the relationship of quality of work life (support from manager/supervisor, freedom from work related stress, job satisfaction, challenge, use of skills and autonomy, salary and additional benefits, relationship with work colleagues, involvement and responsibility at work, and communication, decision-making and job security) with trust (Affect based trust, and Cognition based trust) and subjective well-being (life satisfaction, positive affect and negative affect). The present study has carved the niche which focused on experiencing quality of work life which would be responsible for garnering the level of trust along with subjective well-being and also examined the mediating effect of trust on the relationship of quality of work life and subjective well-being.

The study has been conducted on a sample of 350 IT employees, including programmer, programmer/analyst, project leader, senior business analyst, and senior programmer analyst. The participants were chosen as purposive convenient sampling. Prior to analysis, a pilot study was conducted to test the survey's content and found no issues related to the survey. The data were analyzed with the Pearson's r and Stepwise Multiple Regression Analysis to examine the effect of quality of work life on trust and

subjective well-being of employees. In addition, to examine the factor structure of the measures taken up in the study, scales were subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation. Furthermore, bootstrapping approach using SEM was employed to study QWL and SWB as independent and dependent variable respectively whereas trust was taken as mediating variable. To sum up, the analyses have been conducted using **SPSS®17** version and **AMOS®20** version for Pearson's Correlation, Stepwise Regression Analysis, Factor Analysis and Mediation Effect.

The results have indicated a positive and significant relationship of quality of work life with trust and subjective well-being of employees. The findings have supported the nascent viewpoint that up to what extent these positive QWL at the workplace influence trust and well-being of employees. The results also explained that the causal path of QWL to SWB is partially mediated by the trust. It could be said that positive experiences with quality of work life when spilled at other aspects of life will definitely lead to attitudinal and behavioral organizational outcomes, where an individual can thrive to become productive and being open to the challenges at work and non-work domains of life and prove to be a nutriment for positive thinking and experience integrity at personal and professional fronts of life. As optimum quality of work life leads to satisfaction of variety of needs through resources, activities, and outcomes stemming from participation in the workplace, which leads to positive work experiences and must be considered as an important contributing factor not only to job satisfaction, but also to satisfaction with other domains of life (Sirgy, et. al, 2001). Within this conceptual framework, positive relationship is the end criterion which suggests that one's handling of interpersonal situations and relationships has great importance for one's self-realization (Ryff & Singer, 2000) and promoting trust and subjective well-being within the IT employees.

The study provides valuable implications for the management practitioners, researchers and management body to better understand the psychological needs and workplace expectations of employees because positive experiences at the workplace have a spillover effect on personal domains of an individual, and make them fully functional, flourishing and lead to faith, cooperation, satisfaction, trust, and well-being of employees.
Keywords: Quality of Work life, Trust, Subjective Well-being, Managers.

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Above all I am highly indebted to the Almighty for His grace and blessings.

(SHIVANI)

Instructions for filling up questionnaire:

1. Please go through the questionnaire and give appropriate answer in the blank space provided.

2. All the information provided by you will be kept strictly confidential and will be used only for research.

PERSONAL INFORMATION

Name: _____ Age: _____ Gender: _____ Marital Status: _____	Organisation: _____ Designation: _____ Work Experience (in months) _____ Highest Edu. Qual. _____

QUALITY OF WORK LIFE

Below are the statements that you may agree or disagree with.To the right of each you will find six numbers, ranging from "1" (Strongly Agree) on the left to "5" (Strongly Disagree) and "6" (Not Applicable) on the right. Circle the number which best indicates your feelings about that statement.

6 – Not Applicable
5 - Strongly Disagree
4 – Disagree
3 - Neither Agree nor Disagree
2 –Agree
1 - Strongly Agree

Circle the number in the appropriate column	Strongly Agree			Strongly Disagree		
1. My organization is good at making decisions.	1	2	3	4	5	6
2. Overall, I find my work enjoyable.	1	2	3	4	5	6
3. Considering my educational qualifications and/or skill, my salary is lower than it should be.	1	2	3	4	5	6
4. The feedback I receive on my work from my manager/supervisor is constructive.	1	2	3	4	5	6
5. I would like to be able to take more responsibility for my work.	1	2	3	4	5	6
6. Relationship with work colleagues are frequently a source of stress.	1	2	3	4	5	6
7. I am well informed about the work of my organization as a whole.	1	2	3	4	5	6
8. My work offers me little chance to learn new skills.	1	2	3	4	5	6
9. I feel that my job provides me with a secure future.	1	2	3	4	5	6
10. My colleagues support me at work.	1	2	3	4	5	6
11. I would like more opportunities to contribute to decisions at work.	1	2	3	4	5	6
12. My work is often a source of stress to me.	1	2	3	4	5	6
13. I would like to receive more credit for the work I do well.	1	2	3	4	5	6
14. There is generally a good feeling of co-operation among my colleagues.	1	2	3	4	5	6
15. The communication within my organization is poor.	1	2	3	4	5	6
16. My work does not offer me the opportunity to use my skills and abilities fully.	1	2	3	4	5	6
17. My workload is generally reasonable.	1	2	3	4	5	6

Circle the number in the appropriate column	Strongly Agree			Strongly Disagree		
18. My manager/supervisor has adequate knowledge to guide and advise me.	1	2	3	4	5	6
19. I believe that my job is secure.	1	2	3	4	5	6
20. When I am under pressure, this is usually recognized and dealt with by my manager/supervisor.	1	2	3	4	5	6
21. I could be better informed about the decisions my organization makes.	1	2	3	4	5	6
22. My salary is reasonable given my previous work experience.	1	2	3	4	5	6
23. I always feel tired at work.	1	2	3	4	5	6
24. I feel that I do not receive enough feedback on my work.	1	2	3	4	5	6
25. Target for me to work towards should be set more regularly.	1	2	3	4	5	6
26. My work allows me to do what I am best at.	1	2	3	4	5	6
27. I would like more chance to become involved in different aspects of my organization's work	1	2	3	4	5	6
28. I find it difficult to talk to my manager/supervisor.	1	2	3	4	5	6
29. I am able to pursue areas that are of personal interest to me through my work.	1	2	3	4	5	6
30. I have good working relationships with my colleagues.	1	2	3	4	5	6
31. My organization often makes decisions that concern or puzzle me.	1	2	3	4	5	6
32. I often feel stress when at work.	1	2	3	4	5	6
33. My work offers me little scope to develop my skills and abilities.	1	2	3	4	5	6
34. My organization's policies generally benefit its employees.	1	2	3	4	5	6
35. My salary is reasonable for the type of work I do.	1	2	3	4	5	6
36. Sometimes I feel that my physical health may suffer because of my working environment.	1	2	3	4	5	6
37. I feel I know about the goals of my organization.	1	2	3	4	5	6
38. My work offers me a positive challenge.	1	2	3	4	5	6
39. My senior deals fairly with all employees.	1	2	3	4	5	6
40. I often take work home to finish it on time.	1	2	3	4	5	6
41. Apart from my salary, the benefits I get (e.g. pension, healthcare) are adequate.	1	2	3	4	5	6
42. There is little variety in my work.	1	2	3	4	5	6
43. I am always told what to do on work.	1	2	3	4	5	6
44. I do not have trouble getting to sleep due to worry about work.	1	2	3	4	5	6
45. Overall, I would be happier in another job.	1	2	3	4	5	6
46. There are few opportunities to develop good relationships with my work colleagues.	1	2	3	4	5	6
47. My manager/supervisor offers me all the supervision I want.	1	2	3	4	5	6

Circle the number in the appropriate column	Strongly Agree			Strongly Disagree		
48. I feel that changes in my organization mean that I will soon have to look for another job.	1	2	3	4	5	6
49. My manager/supervisor is open to different ways of working.	1	2	3	4	5	6
50. I have the freedom to try out some of my own ideas at work.	1	2	3	4	5	6
51. I would like my work to be more stimulating.	1	2	3	4	5	6
52. My salary is appropriate for my responsibilities.	1	2	3	4	5	6
53. I often wake up at night worrying about work.	1	2	3	4	5	6

TRUST

Below are the statements that you may agree or disagree with. To the right of each you will find seven numbers, ranging from "1" (Strongly Disagree) on the left to "7" (Strongly Agree) on the right. Circle the number which best indicates your feelings about that statement.

7 - Strongly Agree
6 – Agree
5 - Slightly Agree
4 - Neither Agree nor Disagree
3 - Slightly Disagree
2 – Disagree
1 - Strongly Disagree

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree		
1. We have a sharing relationship. We can both freely share our ideas, feelings, and hopes.	1	2	3	4	5	6	7
2. I can talk freely to this individual about difficulties I am having at work and know that (s)he will want to listen.	1	2	3	4	5	6	7
3. We would both feel a sense of loss if one of us was transferred and we could no longer work together.	1	2	3	4	5	6	7
4. If I shared my problems with this person, I know (s)he would respond constructively and caringly.	1	2	3	4	5	6	7
5. I would have to say that we have both made considerable emotional investments in our working relationship.	1	2	3	4	5	6	7
6. This person approaches his/her job with professionalism and dedication.	1	2	3	4	5	6	7
7. Given this person's track record, I see no reason to doubt his/her competence and preparation for the job.	1	2	3	4	5	6	7
8. I can rely on this person not to make my job more difficult by careless work.	1	2	3	4	5	6	7
9. Most people, even those who aren't close friends of this individual, trust and respect him/her as a co-worker.	1	2	3	4	5	6	7
10. Other work associates of mine who must interact with this individual consider him/her to be trustworthy.	1	2	3	4	5	6	7
11. * If people knew more about this individual and his/her background; they would be more concerned and monitor his/her performance more closely.	1	2	3	4	5	6	7

SUBJECTIVE WELL-BEING

1. Life Satisfaction

Below are the statements that you may agree or disagree with. To the right of each you will find seven numbers, ranging from "1" (Strongly Disagree) on the left to "7" (Strongly Agree) on the right. Circle the number which best indicates your feelings about that statement.

7 - Strongly Agree
6 – Agree
5 - Slightly Agree
4 - Neither Agree nor Disagree
3 - Slightly Disagree
2 – Disagree
1 - Strongly Disagree

Circle the number in the appropriate column	Strongly Disagree				Strongly Agree		
1. In most ways my life is close to my ideal.	1	2	3	4	5	6	7
2. The conditions of my life are excellent.	1	2	3	4	5	6	7
3. I am satisfied with my life.	1	2	3	4	5	6	7
4. So far I have gotten the important things I want in life.	1	2	3	4	5	6	7
5. If I could live my life over, I would change almost nothing.	1	2	3	4	5	6	7

2. Positive Affect and Negative Affect

Following are number of words and phrases that describe different feelings and emotions. Read each item and then write the appropriate number in the space first to that word. Indicate to what extent you have felt this way during the past six months.

5- Extremely
4- Quite a Bit
3- Moderately
2- A Little
1-Very Slightly or Not At All

1 _____ Strong	11 _____ Active
2* _____ Afraid	12* _____ Distressed
3* _____ Scared	13 _____ Alert
4* _____ Nervous	14 _____ Attentive
5* _____ Jittery	15 _____ Determined
6* _____ Irritable	16 _____ Enthusiastic
7* _____ Hostile	17 _____ Excited
8* _____ Guilty	18 _____ Inspired
9* _____ Ashamed	19 _____ Interested
10* _____ Upset	20 _____ Proud

Introduction

"No Matter how good or how successful you are, or how clever or crafty you are, your business and its future are in the hands of people you hire"

----Akio Morito, Late Chairman of Sony

In present times of rapidly changing business environment, organizations have realized the significance of 'People' component as people serve as the backbone for the prosperity of the organization and are central to its success in future. Today, amidst the 'war for talent', it is quintessential for a well-functioning organization to capture the hearts and minds of employees in order to retain an adequate and qualified workforce. Towards this end, a high Quality of work life (commonly abbreviated as QWL) is what organizations aspire for. Ensuring a good QWL for employees is a win-win situation, as both the employee and employer gets benefited (Kotzé, 2004; Ballou & Godwin, 2007). Also, May, Lau and Johnson (1999) have suggested that companies offering better QWL and supportive work environments would likely gain leverage in hiring and retaining valuable asset i.e. people.

Modern organizations especially in Information Technology (IT) sector are characterized by quality circles, participation teams, alternative work schedules, wellness in the workplace, union-management, productivity committees, job restructuring, and socio-technical systems etc. All these terms and concepts are covered under the ambit of QWL (Beer, Spector, Lawrence, Mills, & Walton, 1985; Nasl Saraji & Dargahi, 2006). The term QWL was first introduced by General Motors in the late 1960s after its first experiment with organization development (OD). Later in 1968, General Motors renamed their OD program as 'Quality of work life' which became popular.

The concept of QWL also draws from the concept of the open socio-technical system designed in the 1970s that helps to ensure autonomy in work, interdependence, and self-involvement with the idea of "best fit" between technology and social organizations. Although the open socio-technical system is a traditional concept in practice, it assumes that optimal system performance and the "right" technical organization coincide with those job conditions under which, the technical, social and psychological needs of the workers as

well as of the jobs are fulfilled (Bolweg, 1976; Adhikari & Gautam, 2010; Mirkamali & Narenji Thani, 2011). QWL, which examines the actual conditions related to work and work environment in a given organization (Luthans, 1998), has thus captured the attention of scholars and researchers, who attend to the problems generating from the complex organizational dynamics.

QWL is a comprehensive and diversified program that increases member satisfaction, reinforces their learning with the environment, and helps them to manage and accept change. Dissatisfaction from QWL is an issue crucial for all employees irrespective of designation, experience and situation. The objective of many organizations is increasing member's satisfaction at all levels. However, achieving this objective through QWL is not that easy as it seems to be, due the complexities involved in the separation and determination of factors related to QWL (Nasl Saraji & Dargahi, 2006).

The increased expectations of modern day employees have made QWL more pertinent. Huang et al. (2007) have rightly pointed out that, "After years of economic development and income growth, compensation and benefits are no longer the only goals that employees pursue". Nowadays, employees look for both extrinsic and intrinsic job benefits, including the prospects of self-actualization and personal advancement, job satisfaction, the opportunity to express creativity and learning new things which ultimately lead to a positive QWL (Vansteenkiste et al., 2007; Koonmee et al., 2010).Numerous studies have explored QWL from the perspectives of work-life balance, but in this present study, QWL has been examined from job-related attitudes (Huang et al., 2007).

QWL is defined as "employee satisfaction with a variety of needs through resources, activities, and outcomes stemming from participation in the workplace" (Sirgy, Efraty, Siegel, & Lee, 2001). One conceptualization of QWL is based on Maslow's need-hierarchy theory, which suggests five needs, i.e. Physiological, Safety, Belongingness and Love, Esteem, Self-Actualization. In another conceptualization Sirgy et al. (2001) defines QWL as employee satisfaction on the basis of seven needs for human development: **(1)** health and safety needs, **(2)** economic and family needs, **(3)** social needs, **(4)** esteem needs, **(5)** actualization needs, **(6)** knowledge needs, and **(7)** esthetic needs. These seven dimensions collapse into two major categories: lower-order and higher-order needs. Lower-order QWL is comprised of health/safety needs and economic/family needs. Higher-order QWL refers to organizational programs formulated to meet employees' social, esteem, self-actualization, knowledge and esthetic needs (Maslow, 1970; Sirgy et

al., 2001). These ideas are concerned with the implicit organization, communication literature, which focuses on developing shared meaning and values within organizations, which reinforces employee morale and performance (Hoogervorst, Van der Flier, & Koopman, 2004) and helps in establishing trust among the employees. The existing literature suggests that the employees with high QWL tend to report high levels of identification with their organizations, job satisfaction, job performance and lower levels of turnover and personal alienation (Carter, Pounder, Lawrence, & Wozniak, 1990; Efraty & Sirgy, 1990; Efraty, Sirgy, & Claiborne, 1991; Lewellyn & Wibker, 1990).

Earlier the construct that was studied in detail in the literature was organizational climate, but now it is studied as quality of work life exits in all companies (Balch & Blanck, 1989). High QWL can be measured in organization as increased productivity, loyalty, increased levels of morale, frequent participation in cost savings suggestions, and employees who feel they do not need union representation to achieve their goal of having a good place to work shows a higher level of interpersonal relationships within the workplace.

Another construct that has been taken up in this study is trust, an attitudinal outcome. It is viewed as the disposition of a trustor to become vulnerable to a trustee whose behavior is beyond his control (Mayer et al., 1995). The traditional sayings; "it takes twenty years to build trust, but five minutes to ruin it" and "it is an equal failing to trust everybody, and to trust nobody", aptly reflects the fragile and party-specific nature of trust.

Whitener et al. (1998) mentioned that, "trust is not merely an attitude held by one party towards another, but exists in the parties' relationship". According to Ferres et al. (2004), "trust can facilitate effective relationships and attitudes that impact on an organization's bottom line". At the interpersonal level, individual trust is the belief that one person will not deliberately or knowingly harm another person but will look after the interests of the other (Newton, 2004).

While trust is considered by both theorists and practitioners as a beneficial factor in any business relationship, only recently have several studies stressed the importance of categorizing trust as two different dimensions (Dawes & Massey, 2006; Johnson & Grayson, 2005; Massey & Kyriazis, 2007; Young, 2006). Trust within a relationship can be based on a cognitive evaluation of performance (rational) or based on affective response

(emotional). Researchers confirm that both cognition-based trust and affect-based trust should be treated as separate constructs, as each of them affects business relationships in different ways (Erdem & Ozen, 2003; Johnson & Grayson, 2005; McAllister, 1995). In this study, trust is categorized into cognitive and affective dimensions and the focus is on interpersonal trust within organizations.

Researches on trust mainly focus on conflict resolution, citizenship behavior, job satisfaction, supervisor's and subordinate's support and strategic collaboration and cooperation but there is still dearth of researches from the perspective of up to what extent quality of work life leads to trust (positive attitudinal behaviors at workplace) of IT employees and generate confidence within them that the employees are competent enough to be resilient to the pain and adversities, which can further be contributed to positive and optimistic personality. The organizations agreed that QWL might include job characteristics such as work time flexibility, individual responsibility and autonomy (Markey & Knudsen, 2014), the physical office environment, pay, equity and advancement conditions. But above all, it is also believed that the nature of interpersonal relations at the workplace is extremely important.

Further, there is a great challenge for organizations to attract and retain employees and for employees to have fun at their job in the IT industry and also to encourage well-being of employees at workplace i.e. "subjective well-being". The presence of factors like long working hours, shift work schedule, and handling complaints from troublesome clients (Hsieh et al., 2004), it is essential for researchers to know how employees feel at work, what they want to achieve from work, and whether they are satisfied with their work or not (Lam et al., 2001). Organizations should be attentive and appreciating to their employees (Weinstein, 1996) as employees is the most significant resource to provide excellent operations and services within the IT industry (Enz & Siguaw, 2000). In this context, it is a challenge for the management to motivate and encourage the subjective well-being of employees.

However, there has been considerable research in the past decades related to the IT employees' attitude, occupational stress, depression and personality of Indian IT employees but very few researches have been conducted to study the SWB of Indian employees in IT sector for establishing a platform to compete with other countries on the world stage (Saran, 2005). But, one area that has received considerably less attention in the Indian IT literature is the organizational conditions which contribute to measure the role of

well-being of IT employees. Generally, subjective well-being is related to the work environment such as heavy workloads, insufficient decision-making, supervisory support, organizational change, interpersonal conflict, shift work etc. While the previous researches have indicated that the workplace factors such as quality of work life lead to experience high quality of life and life satisfaction for employees (Morin & Morin 2004).

The extent to which quality of work life contributes to IT employee's level of perception of trust and subjective well-being is not much known. Therefore, the objective of the present study is to assess the relationship between quality of work life, trust and subjective well-being experienced by IT employees.

The present study is intended to explore the construct, i.e. 'Quality of work life' and its impact on organizational outcomes in terms of 'Trust' - Attitudinal Consequence and 'Subjective Well-being'- Behavioral Consequence. Trust and Subjective Well-being are taken up as organizational outcomes because of the reason that in today's competitive environment, organizations are anxiously looking for these two dimensions in new generation employees to build on it. The study will lead to the exploration of Quality of work life as antecedent to Trust and Subjective Well-being. This study also examines the mediating effects of trust on the relationship between quality of work life and subjective well-being.

Recognizing the importance of Trust and Subjective Well-being to the organization, the present study aims to take the initiative to explore the ocean of positive psychology to establish the relationship among its important construct named Quality of work life, Trust and Subjective Well-being. The ideas and arguments in Positive Psychology and its applications in organizations are considered promising and interesting among both practitioners and academicians. However, the exact nature of the relationship between positive characteristics and attitudes of organizational importance is yet to be established (Vohra & Goel, 2011). This study attempts to bridge this gap by taking prominent constructs of Positive Psychology.

Trust and Subjective Well-being are two common constructs studied as attitudinal and behavioral outcomes. Despite a lot of research on both antecedents and consequences of Trust and Subjective Well-being, little is known about their relationships with positive dispositional characteristics. It is proposed here that the test of organizationally relevant positive characteristics in relation to the Trust and Subjective Well-being would highlight

the utility of studying such constructs and build scientific credence of the claims of positive constructs.

Thus, there is a dire need of researches to consider IT employees just as human beings and their attitudinal and behavioral outcome through workplace must be the major concern while transcending them as true human beings. This would direct the IT organizations' efforts to enhance life, not only in the workplace but also at non-work domains, and help employees perceive their life as fully engaging and meaningful. Perception of QWL leads to trust and SWB. It can also be interpreted that there is expansion of repertoire of emotions along with enhance knowledge, skills and abilities of IT employees

1.1 CONCEPT OF QUALITY OF WORK LIFE (QWL)

The term quality of work life was introduced in the late 1960 by General Motors, as a way of focusing the effects of employment on health and general well-being of an employee at the work place. QWL is a multi-dimensional construct (Davis & Cherns, 1975; Mirves & Lawler, 1984, Hsu & Kernohan, 2006) usually referring to "an individual's perception of, and attitudes towards, his or her work and the total working environment" (Nadler & Lawler III, 1983).

Historical roots of the term QWL in literature can be found in the works of Irving Bluestone, who was then employed by General Motors, and used the expression "Quality of work life" for the first time (Goode, 1989). Using the framework of QWL, Goode (1989) defined QWL "that allowed workers to play an active role in decisions concerning their working conditions. Its goal was essential to evaluate employee satisfaction in order to develop a series of programs to increase worker productivity".

The notion of Quality of work life harnessed lots of attractions from different segments of society, including management, academics, government and practitioners, employers and their associations and unions after it became apparent for the first time in 1972 at an International Labor Conference (Hian & Einstein, 1990; Carlson, 1980; Davis & Cherns, 1975). QWL is the favorableness or unfavorableness of a total job environment and working conditions that are excellent for people as well as for the economic health of the organization (Newstrom & Davis, 2005).

QWL is simultaneously a goal, a process and a philosophy. While a goal represents the commitment of an organization to reinforce work improvement; the process consists of

efforts to realize this goal through the involvement of people throughout the organization, drawing heavily on both individual and organizational development methods. Finally, a philosophy indicates the fundamental human dignity of all members of the organization (Carlson, 1980). Quality of work life is the overall satisfaction with work and life balance, a sense of belonging to a working group, becoming oneself, a sense of being worthy and respectable (Morin & Morin, 2004).

According to Bolweg (1976), the term QWL evolved from the concept of open socio-technical system formulated in the 1970s to ensure autonomy in work, interdependence and self-involvement with the idea of "best fit between technology and social organizations". Although the open socio-technical system is a traditional concept, it is assumed that optimal system performance and the "right" technical organization coincide with the job conditions under which the social and psychological needs of the workers are fulfilled.

Shamir and Solomon (1985) have defined quality of work life (QWL) as a comprehensive construct that comprises an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling, and devoid of stress and other negative repercussions.

Saklani (2010) stated that the "new-found concern for QWL in corporate life" is due to the "realization that human resource is the most important asset which must be released and developed". Providing employees with a good QWL can be seen as a win-win situation, as both employee and employer will benefit (Kotze, 2004; Ballou & Godwin, 2007). QWL has been put forward as "better jobs and more balanced ways of combining working life with personal life" (European Foundation for the Improvement of Living and Working Conditions, 2006).

Numerous definitions have been made on QWL thereafter, but the conceptualization that shapes QWL in this study is "an employee attitude towards, and perception of work and organization". The QWL model was proposed by McDonald (2001), and is based upon the two theoretical approaches proposed by Nadler and Lawler (1983) and Loscocco and Roschelle (1991). These authors have focused primarily on an individual's attitudes and perception of his/her work, and work environment as the important constituent of his/her QWL. Furthermore, Loscocco and Roschelle (1991)

maintained that an individual's attitudes and perception of his or her work is the most common assessment of the QWL.

Based upon these two dominant theoretical perspectives of QWL, McDonald (2001) defined that there are seven major dimensions which constitute the QWL of an individual. In the following section, all the seven dimensions or factors of QWL are explained in detail for a better understanding of the QWL construct. These dimensions are:

1. **Support from Manager/Supervisor:** It refers to the ease with which employees feel they can talk to their manager/supervisor. Their views concerning whether they receive sufficient supervision and a feeling that their manager/supervisor has adequate knowledge to guide and advise them. Satisfaction of employees with the amount of feedback received and the extent to which this is perceived as being constructive and helpful, and the degree to which they feel that they receive adequate credit for their work. It also includes the extent to which employees would like targets for them to work towards to be set more regularly. The ability of the manager/supervisor to recognize when employees are under pressure and provide solutions to this. This dimension also includes the extent to which the manager/supervisor is seen to deal fairly with all employees, and whether he or she is seen to be open to new ways of working.

2. **Freedom from Work-related Stress:** It denotes the extent to which employees feel their workload is generally reasonable. If their work is seen as being a source of stress and employees actually experience stress when at work. This dimension includes the degree to which employees feel that their physical health may suffer due to their working environment and whether they feel tired when at work. Whether employees find that they have to take work home to complete it on time and whether their sleep is affected through concerns over work preventing them getting to sleep and causing them to wake during the night.

3. **Salary and Additional Benefits:** This dimension of QWL puts an emphasis on perceptions of the adequacy of salary level in terms of the work the employees do and their education, previous work experience and

responsibilities at work. It also includes the adequacy of any additional benefits employees receive.

4. Job Satisfaction, Challenge, Use of Skills, and Autonomy: This dimension focuses on whether work is perceived as enjoyable and employees are generally happy in their jobs. The extent to which work allows employees to do what they feel they are best at and is perceived as being challenging, stimulating and offering a variety of tasks performed. One more aspect is the degree to which employees feel they are generally told what to do at work, and not offered sufficient autonomy. Finally, whether employees feel they have the scope to try out some of their own ideas at work.

5. Relationships with Work Colleagues: In this dimension emphasis is given to the extent to which employees feel that they have cordial relationships with their colleagues and colleagues are cooperative and supportive. Also, it includes the extent to which there are opportunities to develop good relationships with colleagues at work and whether relationships with colleagues can sometimes be a source of stress.

6. Involvement and Responsibility at Work: It reflects to the extent to which employees would like to be given more responsibility for their own work and whether they want to be given more opportunities to contribute to decision making at work and to become involved in different aspects of the organization's work.

7. Communication, Decision-making, and Job Security: It indicates the extent to which communication within the organization is perceived as being good, and employees feel they are well informed about the work of the organization as a whole and its broader goals. Whether the organization is perceived as being good at making decisions and that these decisions appear logical, and whether decisions are adequately communicated to employees. One important aspect of this dimension is the degree to which the organization's policies are felt to be beneficial to its employees. Employees perceived job security and whether organizational changes may make employees feel that they will need to look for other employment.

QWL would lead to experience positive outcomes as establishing a psychological contract, exhibit positive emotions and feel empowered at work, further which have a spillover effect on non-work domains and may lead to perception of trust and subjective well-being of employees.

1.2   CONCEPT OF TRUST

"Trust, like love and freedom, is one of those essential human values that everyone understands – until it comes into question and it is time to put it into practice"

---Solomon & Flores, 2001

The study of trust has its roots in psychology and social psychology and is intuitively an interpersonal phenomenon with many sociologists arguing that expectations of trust ultimately reside within individuals; many management scholars have taken this idea of interpersonal trust and extended to the organizational level (Gulati, 1995; Zaheer et al, 1998). According to Möllering et al., (2004), the word "trust" dates back to the 13th century and has its roots in expressions symbolizing faithfulness and loyalty, but the concept of trust is possibly as old as the earliest forms of human association.

Trust is a pervasive phenomenon in organizational life. Trust enables people to take risks: "where there is trust, there is the feeling that others will not take advantage of me" (Porter et al., 1975). Trust is a root feeling for human beings. Trust is the key concept for understanding human beings and social systems (Gibb, 1991). According to Nyhan and Marlowe (1997), as well as Nyhan (2000), "trust is the level of confidence that one individual has in another's competence and his or her willingness to act in a fair, ethical, and predictable manner".

Trust is a multidimensional construct (Bhattacharya et al., 1998; Cufaude, 1999; Maren et al., 1999; Sparks, 2000) involving **(1)** interpersonal trust (Davis, 1999; Gomez & Rosen, 2001; Mikulincer, 1997; Omodei & McLennan, 2000), **(2)** dyadic trust (Gurtman, 1992; Larzelere & Huston, 1980; Matthews & Shimoff, 1979), **(3)** inter-organizational trust (Bell et al., 2002; Davenport et al., 1999; Huff & Kelley, 2005), **(4)** political trust (Hetherington, 1998; Parker, 1989; Parker & Parker, 1993), **(5)** societal trust (Muller & Mitchell, 1994; Oxendinea et al., 2003), **(6)** peer trust in the workplace (Ammeter, 2000; Holton, 2001; McAllister, 1995), **(7)** trust between superiors and subordinates (Barling et

al., 2003; Cherry, 2000; Costigan et al., 1998; Dirks & Ferrin, 2002; Korsgaard et al., 2002; Velez, 2000), and **(8)** organizational trust (Armstrong-Stassen et al., 2001; Courtney, 1998; Daley & Vasu, 1998; Gilbert & Tang, 1998; Shockley-Zalabak et al., 2000).

Trust more commonly and aptly is considered as an attitude (Jones & George, 1998; Rousseau et al., 1998). Specifically, trust is a subjective phenomenon that is defined by the psychological experiences of the individual who bestows it (Kee & Knox, 1970). Research indicates that individuals characterize the experience of trust in terms of their thoughts, feelings, and behavioral intentions (Clark & Payne, 1997; Cummings & Bromiley, 1996). For example, an individual might say "I think and I feel that I trust my co-worker, and I would behave accordingly." Because each of these sentiments contributes to the experience of trust, the construct is most accurately defined by all three factors of the attitude (McKnight, Cummings, & Chervany, 1998; Whitner, Brodt, Korsgaard, & Werner, 1998). As such, "trust" refers to a psychological experience that comprising of cognitive, affective, and behavioral sentiments.

Trust acts as a lubricant because it permits and opens avenues for free communication channels (Gill, Boies, Finegan, & Jeffrey, 2005). Kovac & Jesenko (2010) regarded trust as glue because it ushers in the possibility for positive action. Similarly, Mayer, Davis, & Schoorman (1995) defined trust as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party". Further, trust was considered as "a psychological state comprising a willingness to accept vulnerability based on positive expectations of the intentions or behavior of another" (Rousseau, Sitkin, Burt, & Camerer, 1998).

Trust… tends to be somewhat like a combination of the weather and motherhood; it is widely talked about, and it is widely assumed to be beneficial for organizations. When it comes to specifying its exact meaning in an organizational context, however, vagueness creeps in (McAllister, 1995). McLain & Hackman (1999) defined trust as "… the belief that a specific other will be able and willing, in a discretionary situation, to act in the trustor's best interests". Zand (1997) offered a suitable comprehensive definition: "Trust consists of a willingness to increase your vulnerability to another person whose behavior you cannot control, in a situation in which your potential benefits is much less than your potential loss if the other person abuses your vulnerability."

Although there is little consensus on a universal definition of trust (Creed & Miles, 1999; den Hartog, 2003; Hosmer, 1995; Lewicki & Bunker, 1999; Mayer et al., 1995; Murnighan et al., 2004; Rousseau et al., 1998; Six, 2003) there is consensus on the significance of trust in organizations. It is generally agreed that trust is the willingness of one party to count on the other in a relationship (Moorman et al., 1993). A number of perspectives have been used to examine trust in organizational management studies (Ross & LaCroix, 1996). For example, Butler (1991) classified trust as dispositional and situational. Lau and Rowlinson (2009) emphasized that inter-organizational trust is best understood at interpersonal and inter-firm levels. Cheung et al. (2003) described trust as a disposition or an emergent state. These perspectives are inspiring and have provided invaluable theoretical conceptualization of trust (Rousseau et al., 1998; Schoorman et al., 2007). Trust is a catalyst that engenders resource commitments and facilitates working among project team members (Eriksson, 2008). The presence of trust improves the chance of having quality communication and effective performance (Cheung, 2007; Wong et al., 2008). As a result, team members can work together as a unified whole in a trusting environment. The ultimate outcome is enhanced cooperation within the organization.

The present study has adopted the concept of trust which has been propounded by Daniel J. McAllister (1995) who defined the term trust as "the extent to which a person is confident in and willing to act on the basis of, the words, actions and decisions, of another". The major aspects of trust that have been studied in the present research and which, in combination, constitute the trust are:

1. Cognition based trust: Cognition based trust is that in which "we choose whom we will trust in which respect and under what circumstances, and we base the choice on what we take to be 'good reasons', establishing proof of trust-worthiness" (McAllister, 1995; Lewis & Weigert, 1985). It is the degree of confidence or willingness that exists in order to depend on the other party's reliability and competence (McAllister, 1995; Johnson & Grayson, 2005). This form of trust is performance-based in nature with rationality used as a basis for trusting the other party (Costigan et al., 1998; Erdem & Ozen, 2003). Cognitive trust ''arises from an accumulated knowledge that allows one to make predictions, with some level of confidence, regarding the likelihood that a focal partner will live up to his/her obligations'' (Johnson & Grayson, 2005). Cognitive trust implies that one party in the relationship is familiar with the other to some extent and, therefore, has accumulated a certain level of knowledge which warrants trusting that party

(Lewis & Weigert, 1985; Dunn 2000). As cognitive trust is objective in nature, it is based on a rational process which determines whether the other party in the relationship can be trusted (Hansen et al., 2002).

2. Affect based trust: It is built by emotional bonds between individuals (McAllister, 1995; Lewis & Weigert, 1985) that goes beyond a regular business or professional relationship. People make emotional investments in trust relationships, express genuine care and concern for the welfare of the partner, believe in the intrinsic virtue of such relationships, and believe that these sentiments are reciprocated (McAllister, 1995; Pennings & Woicheshyn, 1987; Rempel et al., 1985) It is worthy of note that affect-based trust is a further development of cognitive trust (Chen et al., 1998). It is the confidence that an individual places in a partner on the basis of feelings generated by the level of concern and care that the partner displays (McAllister, 1995; Costigan et al., 1998; Johnson & Grayson, 2005). The existence of affective trust indicates that the parties in the relationship have developed an emotional bond that has evolved from the initial business relationship and results in the concern for the other party rather than self-interest (Chen et al., 1998). The partner acts with benevolence to elicit an emotional bond of trust (Johnson & Grayson, 2005). This form of trust is said to be subjective in nature, as the perceived trustworthiness of one party is based on the feelings, emotions, and moods of the other (Hansen et al., 2002).

Thus, the literature of trust focuses on the interpersonal relation who promotes voluntary cooperation and extra-role behaviors. Increasing instances of organizational change have also contributed to the rise of trust on the research agenda. Conditions of change heighten the relevance of trust to organizational performance and to the well-being of organizational members (Mishra, 1996; Gilkey, 1991).

1.3 CONCEPT OF SUBJECTIVE WELL-BEING

In the 20th century, psychologists and other scientists became interested in studying happiness and answering questions like: what is happiness, can it be measured and what can cause happiness- with empirical methods. Researchers wanted to extend the idea of mental health beyond the absence of pathology to also include the presence of happiness and life satisfaction (Jahoda, 1958). Traditional views on improving mental health largely entail the healing of wounds, solving of problems, and reduction of stress that are at the heart of disorder (Seligman & Csikszentmihalyi, 2000). However, Diener (1994) asserted

that the sole measure of negative emotional states (e.g., anxiety, depression) provides a limited view of mental health. The absence of mental illness is only one part of the equation, which is completed by the presence of subjective well-being (commonly abbreviated as SWB), a prominent research area and basis of the positive psychology movement.

Positive psychology, a prominent current movement within psychology, offers a shift from an almost exclusive focus on human pathology to more involvement in understanding the development and maximization of people's strengths and psychological capabilities (Seligman, 1999; 2002). SWB is a theoretical perspective that examines personal levels of happiness and overall life satisfaction via positive psychology (Diener, 1984; Haller & Hadler, 2006). SWB is predominantly a scientific, operational definition for happiness, and includes both a cognitive and affective self-evaluation of one's life and experiences (Diener, 1994).

Positive psychology intends to shift focus from solely on psychological deficits to a balance of remediation of difficulties and proactive establishment of strengths and qualities (Seligman & Csikszentmihalyi, 2000). The hallmark of study in positive psychology as both a protective factor and the defining construct of experiencing the fulfilled life is happiness. Happiness is a blanket term very often used in ordinary language when referring to an emotional state. SWB is not the same as happiness, although the terms are often used synonymously. Happiness in the empirical literature has been often operationalized as subjective well-being. SWB, in fact, is "a broad category of phenomena that includes people's emotional responses, domain satisfactions, and global judgments of life satisfaction" (Synder & Lopez, 2007).

The construct SWB is a multi-dimensional concept (Graham & Graham, 2009) that emphasizes on the subjective evaluation of life (Diener et al., 1999). According to Diener (1984), SWB comprises two components – a cognitive component (life satisfaction) and an affective component (emotional well-being). Individuals make affective appraisals about life circumstances and situations based on in the moment emotional reactions and memories of past satisfaction. Furthermore, they make cognitive appraisals about the quality of life based on values and expectations (Prieto, Diener, Tamir, Scollon & Diener, 2005). Cognitive and affective appraisals engender feelings of pleasantness or unpleasantness which lead to varying emotions, including the frequent positive affect (e.g.,

joyful, content, pride) and infrequent negative affect (e.g., sad, nervous, angry) (Huebner & Diener, 2008).

Researchers have attempted to define the concept in several ways. SWB includes concepts ranging from momentary moods to global judgments of life satisfaction. It subsumes a set of constructs that include "happiness", "life satisfaction" and "morale" (Kozma & Stones, 1980). Mullis (1990) stated that subjective well-being "is related to personal goals, life expectations and the means to attain them". According to Veenhoven (1994), "the cognitive evaluation refers to long-run life objectives (satisfaction), while the affective evaluation is associated with daily emotions experienced by the individual". Diener and Diener (1996) define happiness as "the cognitive and affective evaluation by the individual of his/her life."

Sirgy (2002) defined SWB as "satisfaction with developmental needs through participation in salient life domains and reflected in a value-laden belief about the totality of one's life". In operational terms, SWB is usually interpreted to mean experiencing a low level of negative affect and high levels of positive affect and satisfaction with life. Depending on the extent to which a person strongly endorses these three dimensions, s/he is said to be high in SWB (Deci & Ryan, 2008).

Subjective well-being (SWB) has garnered increasing attention from social scientists in the past two decades (Diener, Oishi, & Lucas, 2003; Diener & Tov, 2007; Suh & Koo, 2008). It refers to the level of satisfaction people experience based on subjective evaluations of their lives and their affective reactions to life events (Diener & Ryan, 2009).

In the current research, a tripartite model of subjective well-being in which three interrelated yet distinct factors have emerged: Positive Affect, Negative Affect and Life Satisfaction (LS) (Andrews & Withey, 1976; Campbell et al., 1976; Diener, 1984; Emmons & Diener, 1985; Greenspoon & Saklofske, 1998; Diener et al., 1997; Robbins & Kliewer, 2000). Ed Diener (1985) coined the term and conceptualized SWB as the aspect of happiness which can be empirically measured. Further, Diener (1985) refers SWB as how people evaluate their lives. This evaluation may turn into the cognitions when a person makes a conscious evaluative judgment about his or her satisfaction with life as a whole. However, the evaluation of one's life may also be in the form of affect, i.e. as the experience of unpleasant or pleasant emotions in reaction to life (Diener, Sandvik & Pavot, 1991).

According to Diener there are three dimensions of Subjective Well Being. They are as:

1. **Life Satisfaction:** Life satisfaction refers to a judgmental process; in which individuals assess the quality of their work lives on their own unique set of criteria (Shin & Johnson, 1978; Pavot & Diener, 1993). It is a conscious cognitive judgment of one's life in which the criteria for judgment is up to the person. It is an overall evaluation of feelings and attitudes about one's life at a particular point in time ranging from negative and positive. Diener, Suh, Lucas, and Smith (1999) defined life satisfaction as: desire to change one's life; satisfaction with the past; satisfaction with a future; and significant other's views of one's life. The subjective perception of LS differs from the other two factors in that it involves a cognitive judgment rather than the evaluation of affect.

2. **Positive Affect (PA):** Positive affect or pleasurable feeling reflects the extent to which a person feels enthusiastic, active, and alert.

3. **Negative Affect (NA):** NA or painful feeling is a general dimension of subjective distress and unpleasurable engagement that subsumes a variety of aversive mood states including anger, contempt, disgust, guilt, fear and nervousness.

Over time, the construct QWL has grown to be one of the most significant organizational issues of the new millennium (Harrington & Ladge, 2009). The term QWL has gained widespread use in research and policy arenas, which enables a wider understanding of non-work concerns in research for all workers (Gregory & Milner, 2009). Once the employees experience enjoyment in working at an organization, they would feel satisfied and influence their perception of the level of trust in their organization. Furthermore, Greenhaus (1987) suggested that the quality of work life is related to employees' satisfaction and work related behaviors. Thus, management must pay attention to the well-being of employees, as strong workforce will benefit the organization. In addition, the quality of work life also has significant impact to an individual and also to the society. It is rightly said that "A happy worker will experience positive feelings and this feeling is carried to their family and the society".

As today's life is quite demanding and stressful and our world is on a fast track mode of advancement where 'Pace and Change' is the new mantra. In this situation,

quality of work life is important as it contributes to the work environment as well as family structure by offering ways to fulfill individual's responsibilities (Bagtasos, 2011). This study attempts to add to the area of QWL research. Due to limited studies on QWL in multinational firms, this study will give insight to the quality of work life among the employees at the respective firms. This is especially true as QWL is less emphasized in Asia as compared to North America and European countries (Bagtasos, 2011). Accordingly, this study attempts to identify the relationship between quality work life, trust and subjective well-being of employees and fill this currently existing vacuum.

In the present study, it has also been hypothesized that perception of quality of work life at workplace leads to interpersonal trust among IT employees. There is a dearth in the literature which examines cognitive and affective trust and is related to quality of work life. This generates positive feelings within employees and elicits confidence; develop faith, competence and feeling of respect which tend to use their potentials at work and non-work domains. The present study has been initiated to fill-up the gaps and increase awareness about the issues which can help in providing the IT employee's good physical health and trustworthy attitude towards the work and non-work domains leading to enhanced interpersonal relationship. The study also promotes that the IT employees can be provided with the psychologically oriented work environment with the pursuit of considering the emotional aspect along with the perception of high quality of work life, and as perception of trust where they can perceive themselves a part of the society and develop a fully-functional persona.

Similarly, the term subjective well-being has been considered from the perspective of behavioral outcome which encompasses the pursuit of meaningful and developmental goals of one's domain of life. This has been initiated that to what extent the quality of work life contributes to IT employee's level of subjective well-being which have a spillover effect on the other domains of life. As, it has been hypothesized that the positive work experiences (perception of quality of work life) will lead to the subjective well-being of IT employees, and the IT employee perceives their life more meaningful with a sense of overall life satisfaction, the presence of positive affect, the absence of negative affect and feel accepted while having harmonious relationships within the family and other domains of life. In simple words, we can say that the quality of work life is the degree to which employees are able to satisfy their personal needs through their experience, relationships and duties, and experience happiness and subjective well-being at work place. Therefore,

the objective of the current study is to assess the effect of quality of work life on trust and subjective well-being and also to examine the mediating effects of trust on the relationship between quality of work life and subjective Well-being.

To mitigate the lack of empirical research on this topic, a theoretical model has been proposed **(Figure 1)** with an insight that quality of work life (support from manager/supervisor ; freedom from work related stress; salary and additional benefits; job satisfaction, challenge, use of skills and autonomy; relationship with work colleague; involvement and responsibility at work; communication, decision making and job security) leads to prediction of trust (cognition based trust and affect based trust) and subjective well-being, consisting of three components namely, life satisfaction, presence of positive affect and absence of negative affect and trust also mediates the relationship between QWL and SWB.
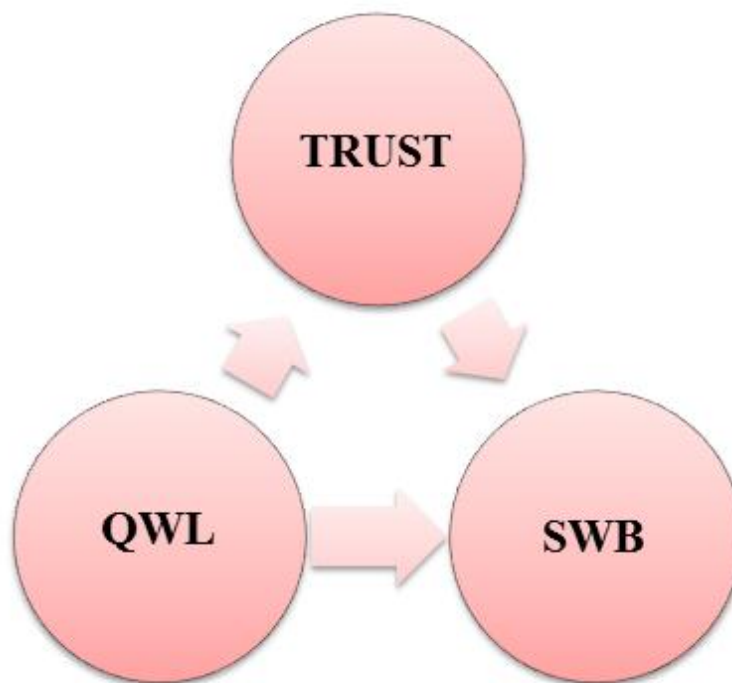
Figure 1: Proposed Model depicts the relationship between Quality of Work Life (QWL), Trust and Subjective Well-Being (SWB)

1.4 RATIONALE OF THE STUDY

Workplaces are central to the way we come to understand and experience the world and they also shape our identity. Because such a large part of our lives are spent at work, the quality of those experiences has very real consequences for our personal identities,

interactions with others, family lives and health (Arnett & Arneson, 1999; Burke, 1969; Cheney; 1995; Deetz, 1992; Hochschild, 1997; Lukes, 1986; Sypher, 2004).

As discussed earlier, the concept of Quality of work life has created waves in the field of organizational behavior. Research in organizational psychology and organizational behavior literature has identified the existence of multiple dimensions of QWL and found different relationships between these dimensions and important organizational factors and outcomes. In an attempt to add to the efforts to clarify these relationships, this study focuses on the relationships between QWL and trust. Based on the quality and attributes of employees' current behavior, managers may increase their trust in employee dependability. Without trust, relationships would not be able to survive (Diffie-Couch, 1984). Organization literature supports that trust is detrimental for effective organizations (Hoy, Tarter & Witkoskie, 1992; Kremer & Tyler, 1996 in: Hartzler, 2003; Darrough, 2006; Cunningham & Gresso, 1993; Tschannen- Moran & Hoy, 1998).

May, Lau and Johnson (1999) recommended that companies offering better QWL and supportive work environments would likely gain leverage in hiring and retaining valuable people. But employees appear to move between the domains of work and non-work, carrying the influence of each aspect of activity into each other. So, the other constructs SWB has also received attention in this context. QWL has been envisaged as a process by which an organization responds to employee requirements, allowing them to share fully in making decisions that design their life at work (Robbins, 1998) and ensuing the well-being of employees (Sirgy et al., 2001).

The present research also identifies the specific dimensions of QWL which are considered as important predictors of trust and subjective well-being. So, a clear understanding of employee's expectation is needed as employees have certain expectations when they join an organization (Woods, 1993), gaining individuals' perspectives on work and life issues before entering the workforce.

Finally, the study of three variables as quality of work life, trust and subjective well-being can emphasize the pivotal role of human resource managers in considering the essence of trust and subjective well-being within the organizations. Managers have to essentially play an important role as leaders to synchronize, guide, facilitate, inspire and maintain harmony amongst employees in order to achieve organizational effectiveness in terms of products and services and the quality of the working environment of the

organization. Lastly, the present study also examines the mediating effect of trust on quality of work life and subjective well-being.

The above discussed gaps create a need to answer these unexplored issues. Therefore, to address the dearth in the past researches and contribute to the literature the present study is designed.

1.5 RESEARCH GAPS

First, despite the growing literature in the field of QWL, there has been little research on QWL in IT sector (Bolhari, et. al., 2011). More research is required on the complexities of enacting QWL in Indian environments as it is less emphasized in Asia as compared to North America and European countries (Bagtasos, 2011). Second, despite the increasing significance of trust among IT industries, it remains as an under-researched area (Becker, 2002). Also, Well-being is a recent addition to the scientific study in the positive psychology. Third, the construct 'trust' and 'subjective Well-being' are taken up as organizational outcomes because of the reason that in today's competitive environment, organizations are anxiously looking for these two dimensions in new generation employees to build on it. The study will lead to the exploration of Quality of work life as antecedent to Trust and Subjective Well-being. This study also examines the mediating effects of trust on the relationship between quality of work life and subjective well-being which has been studied very less in the previous researches. Last, there are no studies to the knowledge of the researcher which weave the three constructs of quality of work life, trust and subjective well-being into a single study.

1.6   SCOPE OF THE STUDY

The scope of the present study includes the following issues:

1. The present study explores the seven dimensions of quality of work life as support from manager/supervisor, freedom from work related stress, salary and additional benefits, job satisfaction, challenge, use of skills and autonomy, relationship with work colleague, involvement and responsibility at work, communication, decision making and job security.

2. The study covers affect based trust and cognition based trust as of dimensions of trust.

3. The present study analyses life satisfaction, positive affect and negative affect as dimensions of subjective well-being.

4. Subsequently, the research for this study is conducted with low and middle level managers of the IT organizations located in NCR area of the country.

5. Lastly, the study aims to test the correlational, causal and mediating function of quality of work life on trust and subjective well-being.

Summary

Chapter One is intended to explore the Positive Psychology construct, i.e. 'Quality of work life' and their impact on organizational outcomes in terms of 'Trust' - Attitudinal Consequence and 'Subjective Well-being'- Behavioral Consequence, also the mediating effect of trust on other constructs. An introduction to the research study, background of the problem and the purpose of the study was discussed. Chapter Two reviews the relevant literature concerning the theoretical background for the research as well as the dependent and independent variables on the themes of QWL, trust, and SWB in corporate context, and the identification of the theoretical framework that guides the design of this research and subsequent analysis of the data.

Review of Literature

"The literature in any field forms the foundation upon which all the future work will be built"

---- W. R. Borg

This chapter deals with the review of research studies carried out concerning the constructs pertaining to the study. The review of the literature provides a global and a wholesome view of the variables as quality of work life, trust and subjective well-being. The first section presents a historical overview of the concept of quality of work life; the second section explains the concept of trust and the third section discusses subjective well-being.

2.1   CONCEPT OF QUALITY OF WORK LIFE (QWL)

The literature review of QWL can be pursued with its conception by Irving Bluestone, who was then employed by General Motors and used the expression ''Quality of work life'' for the first time (Goode, 1989). The operationalization of the construct was first introduced in the late 1960, as a way of focusing the effects of employment or work on the health and general well-being of employees. Originally, for the first time, the term 'Quality of work life (QWL)' as a concept was highlighted in the International Labors Relation Conference at Arden House (New York) in 1972, that was carried out to share the knowledge, and initiate a rational theory and practice on how to create the conditions for a 'humane working life' (Ryan, 1995).

The concept of QWL has a long history of its development as an important construct. It measures a person's feelings, attitude and perception about every dimension of work and organization which includes the economic rewards, benefits, security, freedom, working conditions, interpersonal relationships and intrinsic meaning in a person's life (Lawler, 1982; Hackman & Oldhams, 1980). QWL is a multi-dimensional construct usually referring to "an individual's perception of, and attitudes towards, his or her work and the total working environment" (Nadler & Lawler III, 1983).

The first definition that emerged during the period *1959 to 1972* was *QWL as a variable.* In this area, quality of work life saw as an individual's reaction to work or the personal consequences of the work experience. During the period *1969 to 1974*, QWL tended to be seen as meaning joint labor management cooperative projects, particularly those aimed at improving outcomes for both the individual and the organization. Because of these projects the second definition emerged i.e. *QWL as an approach*. The third definition is *QWL as a method (1972 to 1975)*. People using, this definition talked of QWL as a set of methods, approaches, or technologies for enhancing the work environment and making it both more productive and more satisfying. The terms participative management and industrial democracy were frequently invoked as ideals of the QWL movement. The late 1970s and early 1980s brought renewed interest in QWL. It was during this time that the fifth definition appeared. QWL is seen as a global concept and is frequently perceived as a panacea for coping with foreign competition, grievance problems, quality problems, low-productivity rates, and just about everything else (Nadler & Lawler,1983, pp.22-24). The definitions of QWL presented so far are summarized in Figure 2.

DEFINITIONS OF QUALITY OF WORK LIFE

First Definitions (1959 to 1972)	Variable
Second Definitions (1969 to 1974)	Approach
Third Definitions (1972 to 1975)	Methods
Fourth Definitions (1975 to 1980)	Movement
Fifth Definitions (1979 to 1982)	Everything
Sixth Definitions	Nothing

Figure 1: (Source: Nadler & Lawler (1983), Quality of Work Life: Perspectives and Direction)

The term quality of work life (QWL) as a human resource intervention has gained significance in the USA and Scandinavia during 1960-1970s. Unions in Scandinavia, led by the metalworkers in Sweden, began to formulate proactive agendas on work organization based on notions of "good work" particularly in engineering and manufacturing (Huzzard, 2000).QWL has frequently been associated with organizational development aimed at increasing the levels of job enlargement (greater horizontal task

flexibility) and job enrichment (greater vertical task flexibility including the taking on of new responsibilities including those formerly undertaken by supervisory or managerial personnel). Its intellectual heritage is closely related to socio- technical systems views of the organization of work (Davis and Trist, 1974).

The concept of open sociotechnical system designed in the 1970s that helps to ensure autonomy in work, interdependence, and self-involvement with the idea of ''best fit'' between technology and social organizations. Although, open socio-technical system is traditional concept for practice, it assumes that optimal system performance and the ''right'' technical organization coincide with those job conditions under which the social and psychological needs of the workers are satisfied (Bolweg, 1976).

Since then, programs have been developed to improve a range of work life issues, including occupational health and safety, worker involvement and job security. QWL is a multi disciplinary concept. The other theoretical approach to QWL is based on need-hierarchy theory (Maslow, 1970); he talked about five needs, i.e. Physiological, Safety, Belongingness and Love, Esteem, Self-Actualization but Sirgy in this regard defines QWL as employee satisfaction of seven sets of human developmental needs: (1) health and safety needs, (2) economic and family needs, (3) social needs, (4) esteem needs, (5) actualization needs, (6) knowledge needs, and (7) esthetic needs (Sirgy et al., 2001). Based on their research, these seven dimensions collapse into two major categories: lower-order and higher-order needs. Lower-order QWL is comprised of health/safety needs and economic/family needs. Higher-order QWL refers to organizational programs formulated to meet employees' social, esteem, self-actualization, knowledge and esthetic needs (Maslow, 1970; Sirgy et al., 2001).

Davis and Cherns (1975) examined that scientific management approach by Frederick Taylor which focused on maximum job fragmentation, minimization of skill requirements and assumed that all workers valued money more than any other reward and focused primarily on routine and repetitive work given to the employees to perform. As a result of applying this approach in the organizations, various problematic and undesirable behavioral patterns were exhibited by the employees as: disenchantment with the organizations and work itself, increased absenteeism, high turnover rate, low performance, low quality of product and service which leads to dehumanization of job and reduced mental health of employees.

In the early decades of the twentieth century, Hawthorne studies of *Elton Mayo* brought forth a switch from the objective physical to the emotional aspects of the work behavior of employees in an organization. The study initially have been undertaken to investigate the relationship between workplace conditions and workers' productivity with the perspective of health and emotional aspects of the work behavior of employees, with the idea that most of the employees want to improve their performance, receive feedback, experience growth and development with a sense of where one is going in one's work life.

Walton (1982) provides eight conceptual categories (adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, future opportunity for continual growth and security, constitutionalism, total life span social relevance of work life) for analyzing the features of QWL (Gray & Smeltzer, 1989). QWL is getting important as a way to save human and environmental values which have been ignored in favor of technological advancement of the economic growth and productivity (Timossi, 2008). Despite the growing complexity of working life, Walton's eight-part typology of the dimensions of QWL remains a functional analytical tool among information technology staffs (Normala, 2010). Several published works have environment domains that include role stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians' experiences, attitudes and behavior (Shahbazi et al., 2011). Chadha (1988) observed that quality of work life factors (interpersonal relationships, task-involved, self realization, and satisfaction with opportunities) lead to worklife satisfaction, and when carried to the personal life elicits satisfaction in personal life.

Lawler (1982) defined that QWL related to job characteristics and work conditions because the entire QWL in the organization goals was to improve employee's well-being and support from productivity. Mirvis and Lawler (1984) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as - Safe work environment, Equitable wages, Equal employment opportunities and, Opportunities for advancement.

Shamir and Solomon (1985) defined quality of work life (QWL) as a comprehensive construct that includes wellbeing related to an individual's job and the degree to which work experiences were rewarding, fulfilling, and reduce stress. Then, Beukema (1987) referred to QWL as the extent to which employees were able to align

their jobs with their options, interests and needs in the organization. Employees have the power given by their organization to design their own work according to their needs that give them the freedom to design their job functions.

Judge and Locke (1993) explained the relationship between work life and nonworking life in the following words, "An obvious reason for job satisfaction playing a causal role in subjective well-being is that it represents a part-whole relationship; that is, the job is a part of life and thus is taken into account when rating overall life satisfaction". Judge et al. (1998) also confirmed the relationship between life satisfaction and job satisfaction in his study. The findings revealed that there is a positive and significant relationship between job satisfaction and life satisfaction.

Beehr and Terry (1995) have investigated that there exists a positive relationship between work and life attitude, and found that when people are satisfied with their jobs, they are also satisfied with their non-work-related lives (family, marriage and friends) and attain happiness because satisfaction and having good relationships at the workplace when carried to the personal life generates a positive attitude towards life.

Burke (1998) has examined the relationship of work and family life. The findings revealed that workplace experiences have a spill over effect on the personal life of employees, and suggested that negative experiences at workplace (stress, burnout and conflict) lead to conflicts and dissatisfaction in personal life activities and issues. It has also been studied that negative work experiences have tremendous effect on the marital and family relationship which will finally result in the breakdown of family and reduced communication.

Levering and Moskowitz (1999) rated the best 100 companies to work for, in the U.S. on the basis of the following six different criteria: **1)** Pay and benefits **2)** Opportunities for growth **3)** Job security **4)** Pride in work and autonomy **5)** Openness and fairness **6)** Camaraderie and friendliness (Al-Qutop & Harrim, 2011).

Allen et al. (2000) also examined that heavy work load and responsibilities have spillover effect on performance and organizational outcomes, and also negatively affect an individual's personal life. The findings suggested that work demands and managing higher responsibility at work leads to stress which creates an imbalance in work as well as non work life (family and personal relationship). In addition, it has also been examined that conflict between work and non-work life is associated with impaired well-being (tardiness,

anger, depression and anxiety). It has also been studied that negative work experiences have tremendous effect on the marital and family relationship which will finally result into the breakdown of family and reduced communication in personal life (Elisa and Ellen, 2001).

Similarly, Bradley (2001) argued that constantly increasing work demands lead to isolation in personal life of an individual and creates dissatisfaction in life. Tripathi, and Tripathi (2001) observed that less use of asserting expertise, negative sanctions and frequent use of rewards along with personalize relationship would increase quality of work life (job satisfaction and effectiveness) which when carried to personal life an individual experiences positive influences on the other domains of life.

Wyatt and Wah (2001) found four factors which in combination constitute the QWL of employees. The four dimensions of QWL suggested by them are: **(I)** favorable working environment **(II)** personal growth and autonomy **(III)** rewarding nature of the job: work situations that provide adequate levels of pay and other benefits, and **(IV)** perception of stimulating opportunities and co-workers. Furthermore, designing the job and the work environment so as to include the characteristics of the QWL dimensions will contribute to the workers' sense of well-being was suggested by Wyatt and Wah (2001). Also, high QWL was perceived to be one in which there was an opportunity to develop close personal ties.

Over the decades, quality of work life received popularity, researchers and management practitioners have studied that how workplace consequences affect mental health, well-being and personal life. Positive work experiences are related to positive emotional functioning, whereas negative work experiences are associated with negative affect and dysfunctioning in one's life (Balmforth and Gardner, 2006; Edwards and Rothbard, 2000; & Grzywacz and Marks, 2000). The mechanism which combines these two areas of life is commonly defined as 'spillover effect' (Schmitt and Mellon, 1980 & Staines, 1980) whereby reactions experienced at work domain are transferred to non-work domains (Grotto & Lyness, 2010; Lambert, 2003 & Leiter & Durup, 1996). There are numerous studies that have established the relationship between work life and non-work life, and how experiences in one's life influence other life domains of life (Loscocco & Roschelle, 1991). Furthermore, researchers have argued that there is a positive relationship between work and other areas of life outside the work, and extending this viewpoint,

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George and Brief (1990) argued that job satisfaction affects other areas of life and vice-versa.

Lowe et al. (2003) has shown that working conditions (rewards, good social support at work) influence workplace decisions of employees. In addition, the findings suggested that organizations must focus on individual's health initiatives (by reducing stress, depression and aggression) and provide opportunities for promotions and growth which elicit life satisfaction among employees.

Warr (2005) has examined that job features (opportunity for personal control, opportunity for skill use, externally generated goals, variety, environmental clarity, availability of money, physical security, supportiveness, supervision, opportunity for interpersonal contact, and valued social position) relate to well-being in such a way that a job higher on these features increases the well-being of employees. The findings revealed that job features such as: an opportunity for personal control, opportunity for skill use, externally generated goals, environmental clarity, and opportunity for interpersonal contact are related to well-being in nonlinear fashion.

Martel and Dupuis (2006) presented a historical overview of the construct of QWL and propounded a new definition of the construct based on general Quality of Life (QOL) literature. They argued that the definitions of QWL presented so far have consensus on three basic issues. **First,** QWL is a subjective term. It means that QWL reflects each individual's experiences about the work. **Second,** organizational, human, and social aspects interact with each other and they must be integrated within the definition of QWL. **Finally,** QWL exhibit an in dissociable relationship with QOL. Further, QWL and general QOL are interrelated and that QWL affects the personal life of individuals besides affecting the performance of an organization (Mujtaba, 2013).

Many researchers found that work, job experiences and satisfaction with work life influence nonworking life satisfaction (Mahdaavi, Shirazi & Cho, 2007; Cho, 1996 & Loscocco & Roschelle, 1991). Job satisfaction and social support, specifically support received from the immediate supervisor, work colleagues and friends, and family positively influenced the well-being (reduced job stress, emotional exhaustion and depression) of employees and enhanced positive perception towards life (work and non-working domains) was founded by Oliver et al. (2006).

Wai, Wyatt and Thomas (2007) have examined the effect of quality of work life (satisfaction of basic needs in the workplace) on job satisfaction, turnover intention and life satisfaction of employees. Results revealed that esteem need satisfaction was found to be the most important factor for life satisfaction and turnover intention while the four needs (esteem, actualization, economic and family, and health and safety) predicted general well-being. Recognition and appreciation for one's work was found to be a strongeexamined the relationship between work-family conflict and quality of life and have studied the role of social support. The research has developed a comprehensive model linking work-family conflict, quality of work and non-work lives, and quality of life and has studied the role of social support.

Sirgy et al. (2008) have identified several QWL programs related to the work environment. The QWL programs were decentralized organizational structures, teamwork, parallel structures and quality circles, and ethical corporate culture. QWL programs enriched employee job motivation and job performance, employee loyalty and commitment to the organization, low turnover rate, lower rates of employee absenteeism, and lower strife between management and labor (Sirgy et al., 2006).

 Rethinam and Ismail (2008) define QWL as the effectiveness of the work environment that transmits to meaningful organization and personal needs in shaping the values of employees that support and promote better health and well-being; job security, job satisfaction, competency development, and balance between work and personal life.

Kandasamy and Ancheri (2009) have found eight dimensions (job characteristics, person-job fit, company image, HR policies, physical working conditions, work –life balance, work group relationship and interaction with customers) of QWL that impact an employee. In addition, policy makers are helped by this study to reduce the gap between employees' expectations and reality of workplace attributes. Job dissatisfaction can spill over and create negative influences on employees' life outside work (Sonnentag et al., 2009).

Hector et al. (2009) have found that positive outcomes and more-technologized workplaces lead to satisfaction, job security, and with the opportunities for growth and development,the satisfaction in one's personal life is enhanced. Nunzio et al. (2009) also investigated that worsening of working conditions such as strengthening of the work, prevalence of repetitive movements, high-speed work and continued exposure to physical

hazards at the workplace cause continued health problems (stress, depression and anger) for workers.

Adhikari and Gautam (2010) assessed the expectations of Nepalese union leaders on different dimensions of QWL (adequate pay and benefits, job security, safe and healthy working condition, meaningful job and autonomy in the job). They reviewed three major labor acts guiding QWL issues: Labor Act, 1992 (Ministry of Law and Justice, 1992a); Child Labor Act, 2000 (Ministry of Law and Justice, 2000); and Trade Union Act, 1992 (Ministry of Law and Justice, 1992b). From the review of these three different acts and their QWL relating provisions, it appears that the government is actively playing a guardian role with a view to protect interests of workers and employees. The responsibility of the employer is to obey rules and regulations. They have to follow the mechanism to ensure a better QWL situation at the organizational level. Similarly, labor unions are there to protect the rights of workers and employees considering provisions in the given labor legislations. However, findings revealed that the QWL situation is worsening as the provisions in three different acts were not honestly implemented and the reasons observed for the poor implementations of labor laws were (1) The government is not monitoring QWL factors as per the rules and regulations (2) Factory owners are disinterested to implement a government regulative mechanism (3) Labor unions are not successful in the process of collective bargaining in order to ensure their members' rights and interests. Thus, commitment on the part of government, employers, and union leaders are required to work on QWL initiatives and to create a sound and harmonious industrial relations environment.

Hayrol et al. (2010) investigated that quality of work life (individual and family life, safety and security, interpersonal relationship, job satisfaction, organizational policies and management style, personnel health and well-being, work environment, remuneration and organizational support) has a significant and positive relationship with work performance where the highest relationship occurs between individual and family life with work performance. The findings revealed that factors such as job satisfaction, organizational policy and management style, work environment and remuneration were the main contributors to work performance and have a spillover effect on well-being and family life of employees . Thus, changes have occurred in expectations and values of employees. Instead of mainly focusing on income, employees look into work to meet

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higher-order needs such as challenges and opportunities for self-development and improved quality of life, and relate it at wider horizons flavored with the emotional contentment which enhance life satisfaction.

Rathi (2010) has explained the relationship between an individual's QWL and his psychological well-being and to know the impact of QWL on psychological well-being of an individual. The findings revealed that there are various predictors of individual's psychological well-being like social needs, esteem needs, actualization needs and knowledge needs. The research also suggested that QWL initiatives should be taken into consideration while formulating policies in the organizations.

Quality of work life is an appropriate human resource management strategy for developing countries (Pranee, 2010). The quality of working life could be defined as workplace strategies, processes and environment combination, which stimulates employee job satisfaction. It also depends on working conditions and organization's efficiency. Quality of work life (QWL) includes issues such as occupational hazards and safety, human resource development through welfare measures, professional training, working conditions and consultative work as well as participative mechanisms. Measures and strategies focus on concern satisfying the minimal lower needs of employees, such as: security, safety, and welfare improving job contents, as well as participation and responsibilities in the decision making process (Pranee, 2010). Moreover, QWL issues also address elements such as: high motivation, morale, healthy industrial relations and cooperation (Pranee, 2010).

Stephan & Dhanapal (2011) have examined QWL factors and perceptions of employers on organizational excellence and found that among all, social support followed by interpersonal relationship and recognition were found to largely influence. Nevertheless, employees are prone to remain with their current organization provided they have positive work experiences, feel satisfied with their job, and experience a high quality of work life (Rathi, Rastogi & Rangnekar, 2011).

Muftah (2011) mentioned that QWL was one of the key areas of human resource management that is attracting attention and research focus. It was a philosophy that considers people as the most important recourses in the organization and views them as an asset to the organization rather than as costs. QWL is a combination of strategies, procedures and ambiance related to a workplace that altogether, enhance and sustain the

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employee satisfaction by aiming at improving work conditions for the employees of the organizations (Nazir et. al, 2011).

Zare, et. al. (2012) have investigated a study on quality of work life to identify its dimensions and it is found that QWL can be explained by four factors. These are work life balance, social factors, economic factors and job content. From the above expositions, we can arrive at two conclusions. **(i)** QWL is a multi–dimensional concept **(ii)** Due to its multi–dimensional nature, it is a relative concept which cannot be precisely defined and measured. Also, it can be said that the importance of identifying aspects of QWL in terms of priority is job content, work-life balance, social factors and economic factors.

Rathi and Barath (2013) investigated the relationship of work-family conflict (work-to-family conflict and family-to-work conflict) with job and family satisfaction. This study emphasizes on examining the moderating effect of social support from co-workers on the relationship of work-family conflict dimensions with job and family satisfaction. The findings revealed that work-to-family and family-to-work conflict is negatively correlated with job satisfaction. Moreover, social support from co-workers is observed to significantly moderate the relationship of work-to-family and family-to-work conflict with family satisfaction.

Balachandar et. al., (2013) have explained the relationship between the personal factors and the quality of work life of insurance company officers. The findings revealed that type of family; education and income of officers have an influence on the quality of work life. In addition, existence of quality of work life in the insurance company heightens the job satisfaction, job performance, productivity and involvement of job of officers.

Table 2.1 Contemporary research avenues on Quality work life (QWL)

References	Findings
Koonmee et al. (2010)	The results of the study showed positive relationship between the implicit form of ethics institutionalization and both lower-order and higher-order aspects of QWL. The results also indicate that the implicit form of ethics institutionalization and the two aspects of QWL have positive impacts on the three employee job-related outcomes: job satisfaction, organizational commitment, and team spirit.
Duysal Askun Celik and Ela Unler Oz (2011)	The study found a significant positive effect with emotional dissonance on turnover intentions and on unexcused absenteeism. Instead of functioning as a moderator, quality of work life perceptions affected turnover

	intentions and absenteeism directly.
Hosseinabadi, R., et al (2012)	The results showed significant differences between the scores of motivational factors, the total scores of job satisfaction, and the scores of some quality of work life (QWL), conceptual categories including the use and development of capacities, the total space of life, and the total scores of QWL in the experimental group compared to those in the control group. This study confirms the effectiveness of quality circles in improving quality of work-life and job satisfaction.
Sarina Muhamad Noor and Mohamad Adli Abdullah (2012)	The study found that quality work life will lead to better well-being of the workers and society and indicates that job satisfaction, job involvement and job security have a significant relationship with the quality of work life.
Bahrami et al. (2013)	The results show that among the eight components of the quality of work life, those which were most influential on the four career anchors were social integrity and attachment in the organization.
Gillet et al. (2013)	The results found that distributive justice and interactional justice fully mediated the relationship between transformational leadership and quality of work life. In addition, quality of work life positively related to their work engagement.

(Source: above mentioned respective research papers)

2.2   CONCEPT OF TRUST

Organizations increasingly are recognizing the importance of trust in the workplace. Trust is considered a fundamental ingredient for motivating productive working relationships and driving a competitive business advantage (Braddach & Eccles, 1989; Creed & Miles, 1996; Ring & Van de Ven, 1994; Wicks, Berman, & Jones, 1999). For example, research suggests that trust facilitates strategic collaboration and cooperation (Dodgeson, 1993; Zucker, Darby, Brewer, & Peng, 1996), citizenship behavior (Deluga, 1995; Konovsky & Pugh, 1994; McAllister, 1995), and conflict resolution (Parks, Henager, & Scamahorn, 1996). Trust also is related to employee attitudes such as job satisfaction (Andeleeb, 1996; Rich, 1997) and organizational commitment (Yamagishi, Cook, & Watabe, 1998) as well as criterion measures such as justice perceptions (Brockner, Siegel, Daly, Tyler, & Martin, 1997) and customer satisfaction (Chow & Holden, 1997; Swan, Bowers, & Richardson, 1999). The two dimensions of trust, i.e. Affect based trust (Lewis & Weigert, 1985; McAllister, 1995); and Cognition based trust

(McAllister, 1995, Johnson & Grayson, 2005) are being covered in the present literature review.

Various perspectives have been encompassed from a number of fields for the multidisciplinary literature on trust. This includes the behavioral, sociological (e.g., Zucker, 1986), and psychological disciplines (e.g., Rotter, 1967), and economics (e.g., Williamson, 1993). Management scholars have likewise been interested in the study of trust. Trust has been defined in different ways depending on the focal context. There is, however, a common core across most definitions of trust: "a psychological state comprising a willingness to accept vulnerability based on positive expectations of the intentions or behavior of another" (Rousseau, Sitkin, Burt, & Camerer, 1998). In this regard, progress has been made in conceptualizing trust (e.g., Mayer, Davis, & Schoorman, 1995; McAllister, 1995), measuring trust (e.g., Cummings & Bromiley, 1996), and understanding its antecedents (e.g., Butler, 1991) and consequences (e.g., Dirks & Ferrin, 2001). In general, focus on developing and maintaining trust within workplace relationships has been done by management scholars.

Deutsch (1958) wrote that the outcome of a trusting behavior depends on whether the trust is reciprocated or not, and may be negative or positive. Trusting behavior is avoided in situations where the fulfillment of trust is in doubt. For trusting others sociological perspective of trust to reciprocate is required by social exchanges, Blau (1964) stated that, "the initial problem is to prove oneself trustworthy" (p. 98).

Integrative trust has been defined as an expectation that one, can rely on the word, promise, verbal statement, or written statement of another individual by Rotter (1970). Cook and Wall (1980) proposed a more specific, to the organizational environment definition of integrative trust and stated that it should be divided into two subcomponents: having faith in the trustworthy intention of others and having confidence in the ability of others.

Gibb (1978) studied trust in organizations using the systems approach. It was proposed that in order for organizations to grow and survive, the development and maintenance of trust among individuals was a necessary component to organizational success. It was also argued that more timely feedback, more effective communication, and more cooperative and constructive action is led by increase in trust (Chadha, N. K., &

Singh, S., 2010). Business relationships describe trust as the critical determinant of organizational survival (Mishra, 1996).

Goldhaber et al. (1978) identified trust as a key component of an organization's communication climate and a key component of the most important relationships organizational members develop. The importance and necessity of trust for effective and satisfying relationships at work has been identified by scholars from a wide range of disciplines. A work environment which provides QWL as cooperative, evolutionary, open, informal and interpersonal has also been characterized. Such a work environment can be considered ethical & productive because it can be developed only if managers have trust and confidence in their employees.

Lewis and Weigert (1985) provided with a collection of units such as dyads and groups. As a collective attribute, trust is applicable to the relations among people rather than in their psychological states. Trust has been described by them, along with Luhmann (1979, 1988), as a process that happens between individuals or a collective group of people, rather than a psychological state within an individual person. This distinction recognizes that organizations comprising people can trust other organizations and their employees.

Hosmer (1995) suggested that trust existed in five contexts: **(a)** individual expectations of trust, **(b)** trust in interpersonal relationships, **(c)** trust in economic exchanges, **(d)** trust in social structures, and **(e)** ethical principles. It was contended that trust can be extended to individuals, groups, and organizations of various types (Caldwell & Clapham, 2003).

McAllister's (1995) categorized trust into two areas, cognitive and affective. Competence, reliability, dependability, and responsibility were included in the measures of cognitive trust. In contrast, affective trust arose in relationships where emotional bonds with those being trusted were developed. Affect-based trust had these emotional ties as the basis. McAllister (1995) maintained that cognition-based trust must usually be present in order to affect-based trust to form. Most recently, the distinction between cognitive and affective aspects of trust surfaced in Webber and Klimoski's (2004) study of the interpersonal relationships between project managers and clients. Although the multidimensionality of trust has been recognized, prior studies have not concentrated on employee trust within an organizational context.

The central role manager's play in determining the overall level of trust within organizations has been again highlighted by Creed and Miles (1996). Luhmann's 1979 concept that attitudes of trust vary within organizations depending on structural relationships, examined organizational trust, developing and using the Organizational Trust Inventory (OTI), to differentiate the dichotomy of system trust and interpersonal trust was used as the basis for their research by Nyhan and Marlowe (1997), and Nyhan (1999). Further, personal trust as trust in the supervisor and systems trust as trust in the organization as a whole was defined by Nyhan and Marlowe and a 12-item survey to measure an individual's level of trust in his/her supervisor and in his/her work organization as a whole was also developed. Refinement of the OTI to 8 questions, with four questions measuring trust in supervisor and four questions measuring trust in the organization as a whole was done in follow-on work by Nyhan (1999).

Brockner et al. (1997) asserted that in a high trust situation employees are more satisfied, the firm's objectives are increased, higher commitment is shown, and more orientation towards organizational citizenship behavior and extra-role activities that go much beyond the call of duty are performed.

Trust studies can be organized into three levels of analysis: the "micro level," (individual and group), the "macro level," (institution and cultural) and the "meso level" (focus on multiple or integrated levels) as was argued by Rousseau et al. (1998). It was maintained by Brenkert (1998) that trust is not a principle; rather, it is an attitude or disposition to behave and respond in particular ways, to accept certain risks based on the belief that the trustee does not intend to do harm to the trustor even though he or she could. It was believed by social psychologists that this type of trust is learned at an early age and remains constant throughout our lives, changing very little and usually only through traumatic experiences (Delhey & Newton, 2003). Trust in the family, therefore, is one of the biggest influences in determining how and/or whether one will trust during childhood and throughout adulthood (Delhey & Newton, 2003; Khodyakov, 2007; Moltmann, 2006; Solomon & Flores, 2001).

Mayer et al. (1995) and Mayer and Davis (1999) sought to determine the effect of a performance appraisal system assessing levels of trust for top management. In particular, the three factors of trust: ability, benevolence, and integrity were tested by researchers. It was indicated by research findings that the willingness to be vulnerable was a critical component. If making oneself vulnerable leads to a positive outcome, the trustee's

trustworthiness would be subsequently reassessed by the trustor based on these three factors. Should the vulnerability lead to negative outcomes, the trustor who feels let down, will re-evaluate the levels for each factor (Mayer & Davis, 1999).

Whitener et al. (1998) proposed antecedents to trustworthy behavior, including organizational, relational, and individual factors. Organizational factors include organizational structure, culture, and human resource policies. Relational factors include initial manager-subordinate interactions, expectations of the relationship, and the costs of exchanges which Mayer et al. (1995) defined as perceived risk. Moreover, individual factors include a propensity to trust, self-efficacy, and personal values.

Greenleaf (1998) asserted that trust in organizations is an evolution: In our times, the heart of the matter of faith in the improbability of human performance in institutions may be trusted. Two categories of trust theories have been revealed by a review of the literature. Trust theories as belonging to either the rational or the social model were categorized by Tyler and Kramer (1999). The theory that people are concerned with their own self-interests and are motivated to maximize their personal gains and minimize their personal losses by reacting to situations from a self-interested and instrumental perspective (Creed & Miles, 1999; de Vos & Wielers, 2003; Kipnis, 1999; Kramer, 1996; Lewicki & Bunker, 1999; Nooteboom & Six, 2003) has been supported by the rational model. Conversely, trust is dependent on social context, that the strength of relationships, feelings of belonging, and senses of moral obligation to determine how and whether individuals trust (Dirks & Skarlicki, 2004; Kramer, et al., 1996; Tyler & Degoey, 1999; Tyler & Kramer, 1999) was posited by the social model of trust.

The social model of trust was supported by Tyler and Degoey (1999) and trust in others could not be explained in instrumental terms was also suggested by their research. It was concluded that: **(a)** trust is affected by relational issues and, that trust increased as social bonds increased, and did not depend on reciprocity; **(b)** people responded to social information communicated by authorities, not to instrumental outcomes; and **(c)** trust was a social resource, meaning, for example, that a person's benevolence had greater value than his or her competency. Similarly, a zone of trust as the parameter within which employees are willing to follow their leaders and the degree to which they take personal ownership for organizational goals was described by Caldwell and Hayes (2007). How the organization trusts its employees may also be signaled by organizational policies and procedures. Employees were likely to develop attitudes of trust or distrust towards the

organization through their interpretation of these policies and procedures (Burke et al., 2007).

Trust also functions on multiple dimensions. Three dimensions of trust: cognitive, emotional, and behavioral were identified by Shockley-Zalabak, Ellis, Hutchinson, and Cesaria (1999), drawing on previous research (Bem, 1970; Butler, 1991; Cummings & Bromiley, 1996; Mishra, 1996; Swan, Trawick, Rink, & Roberts, 1988). Concepts such as beliefs, intentions, and motivations are involved in the cognitive dimensions. The emotional dimensions concerns with how vulnerable people will allow them to be and the behavioral dimensions are actions that build or diminish trust.

Based on Mishra's (1996) four factor model which includes: (1) competence, (2) openness, (3) concern and (4) reliability a multidimensional conception of trust was argued for by Shockley-Zalabak, Ellis, Hutchinson, & Cesaria (1999). Identification as a fifth dimension has been added by Shockley-Zalabak et al. (1999) to Mishra's model because it was found by Ellis and Shockley- Zalabak (1999) that the more organizational members identify with their organization the more likely they are to trust the organization.

Shockley-Zalabak, Ellis, and Winograd (2000) found that higher levels of organizational trust have been associated with more adaptive organizations, with more responsive teams, and with lower transaction costs. Trust as a success factor in the collaboration necessary for successful IT project teams was identified by Herzog (2001). Trust is mandatory for optimization of the system. Without trust, there cannot be cooperation between people, teams, departments, divisions. Without trust, each component will protect its own immediate interests to its own long-term detriment, and to the detriment of the entire system.

Hardin (2001) argued that trust also requires the risk of the unknown and therefore trust has no meaning in a social setting which is completely deterministic (i.e., the outcomes of choices are fully known). Defining trust has therefore been a challenging and difficult task, but broadly defined, trust has been considered a psychological state or an outcome of choices.

Dirks and Ferrin's (2002) have a meta-analysis on trust in leadership revealing that people do distinguish between individual leaders and overall collective authority when forming trust perceptions. It was lamented, however, that there has been little effort directed at understanding differences among referents of trust. Despite the fact that trust

referents play an integral role within organizations, there has been an absence in organizational behavior research regarding the referent others (Shah, 1998).

Becerra and Gupta (2003) examined the development of trust in dyadic relationships and found that a leader's attitudinal predisposition influences their perception of and behavior toward others. The findings suggested that when a leader is able to maintain a positive mood state and exhibit positive behavioral intentions toward followers, they increase the emotional bonds between the leader and follower and thus increase the probability that trust will develop between themselves and their followers.

Chawla and Kelloway (2004) found that trust was present in organizations when communication, participation, and job security were incorporated into the change process. The findings revealed that correlation between increased trust within an organization and employee turnover. They suggested that fostering trust through employee-focused change initiatives contributed to a reduction in employees' resistance to change.

Newton (2004) showed a relationship between individual trust and social welfare. The increasing distrust among private actors has repercussions beyond the boundaries of the local community and into society as a whole was also noted by him. Five theories of trust: social-psychology, social success and well-being, voluntary associations, informal networks, and community characteristics were identified by him, in a synthesis of the literature on trust as an individual property.

Dirks and Skarlicki (2004) explored the research of the hierarchical relationship and distinguished between two types of leader-employee trust, namely, relationship-based and character-based trust. The critical aspect of how employees assess their relationship with the leaders was emphasized by relationship-based trust. Development of shared identities, common backgrounds, and cooperative interactions fostered the leader-employee relationship. The leader's characteristics and how these characteristics influenced employees' trust were focused on by the character-based trust. It was found that the level of trust employees bestowed on their leaders was dependent upon assessments of a leader's fairness, trustworthiness and competence. Furthermore, to be perceived as trustworthy, three characteristics were needed to be possessed: competence, benevolence, and integrity in one's behaviors and beliefs (Elsbach, 2004; Mayer et al., 1995; Mayer & Davis, 1999).

Similarly, how to manage others' perception of one's trustworthiness was described by Elsbach (2004) in two categories of trust antecedents: behavioral and cognitive. Behavioral consistency, behavioral integrity, control sharing, communicating, and a demonstration of concern (Elsbach, 2004; Whitener, et al., 1998) were included in Behavioral factors. Cognitive processes such as social grouping, reputation, and stereotyping (Elsbach, 2004; McKnight, Cummings, & Chervany, 1998) were included in the second category.

Gillespie and Mann (2004) concluded that the strongest predictors of trust were consultative leadership behaviors, shared values, and idealized influence (the communication and role-modeling of a collective vision). It was suggested that organizations should: **(a)** train their leaders in consultative leadership behaviors, **(b)** establish a common set of values, **(c)** include employees in visioning sessions, and **(d)** communicate the organization's collective vision.

Perry and Mankin (2004) undertook a study to determine whether a trust differed across various levels of management and, if so, what factors influenced trust at each level of management. Two organizations, a high-trust and a low-trust organization, were studied by the authors and it was found that employees' levels of trust differed. These differences were attributed to the manager's hierarchical level (supervisor, manager, senior manager, and executive). Additional factors were linked to employee characteristics and included a number of years under a supervisor, the expertise of the direct supervisor, perceived credibility of the direct supervisor, and the employees' perceptions of management turnover and layoffs.

Cook et al. (2005) stating that "when supervisors treat workers as if they are reliable, workers are more likely to become reliable". A grid depicting different levels of cognitive and affective trust—"skepticism," which describes low cognitive trust and low affective trust; "calculated risk," which describes high cognitive trust and low affective trust; "blind faith," which describes low cognitive trust and high affective trust; and "commitment," which describes high cognitive trust and high affective trust was developed by Webber and Klimoski (2004).

Jain and Sinha (2005) examined that emotional intelligence (EI), trust, and organizational support leads to the general health of employees. Results revealed that the dimension of EI (positive attitude about life) enhances both factors of general health

positively: (a) sense of accomplishment and contribution and (b) botheration-free existence. Organizational support predicted sense of accomplishment and contribution, whereas trust predicted botheration-free existence, accompanied by the assertiveness and positive self-concept dimension of EI. Hence, Jain and Sinha (2005) suggested that emotional intelligence skills (positive attitude about life and trust) promote the general health of employees in terms of enhancing positive self-concept and positive approach towards life in work and non-work domains.

Chowdhury (2005) found cognition-based trust to be more important than affect-based trust in certain situations. Cognition-based trust is more important for teams where knowledge sharing is more critical was concluded by him. Emphasizing the positive consequences resulting when team trust exists was the relevance of his work.

Sherwood and DePaolo (2005) hypothesized a relationship between competence and consistency to task-oriented trust and a relationship between motivational intention and relation-oriented trust between workers and managers. Workers who perceive managers to be competent and consistent would be more likely to trust the manager in a task-related context was found in their study. Managers who are perceived to have positive motivational intentions would be more likely trusted by the workers in a relation-oriented context.

Subordinates' trust in managers during periods of change was studied by Andersen (2005) and it was explored that the degrees of trust subordinates have in their managers and the factors that contributed to this trust. In particular, three hypotheses: **(a)** managers enjoyed different degrees of trust, **(b)** trust was created through actions, and **(c)** trust in managers differed between the leaders' closest subordinates and other employees were tested by Andersen (2005). All three hypotheses are supported by the research results. Of particular note for leaders was the criticality of demonstrating trust through actions, most importantly through ethical actions. Managers must show subordinates through their actions that they trust, help, will guide, and appreciate them were found by Andersen (2005).

Lewin's (2006) social interdependence is important in the discussion of trust (Johnson & Johnson, 2005). According to Lewin, when the actions of individuals in a group setting, such as an IT development team, directly affect other members of the group,

then social interdependence exists. A positive social interdependence exists when the IT development members work together towards achieving joint and common goals.

In a recent review of the interpersonal trust literature four distinct approaches to studying trust: behavioral approach, unidimensional psychological approach, two-dimensional psychological approach, and transitional psychological approach were delineated by Lewicki, Tomlinson, and Gillespie (2006). It is posited by the behavioral approach to trust that it starts at a zero point and subsequently changes as a function of reciprocated and cooperative behaviors on behalf of the trustee and the trustor. The three remaining approaches: the unidimensional, two-dimensional, and transformational approach is encompassed by the psychological trust approach. It is argued by the unidimensional psychological approach that trust and distrust are both ends of the same continuum, thus trust can range from distrust to high trust (e.g., McAllister, 1995). Trust is a two-dimensional construct where trust and distrust are two separate dimensions, making it possible for a trustor to range on each of the two dimensions as postulated by the second psychological approach to trust. Lastly, it was suggested by the third psychological approach, the transformational approach that over time trust changes qualitatively. Trust is defined in terms of what it is based on (e.g. Knowledge, values, identity), it originates from one's reputation, and it changes as a function of history between the trustee and the trustor.

Costigan et al. (2006) maintained their position that followers who perceive trust based behaviors from their leader will not only be more productive, but also demonstrate initiative and increased levels of motivation over their counterparts. In essence, there is a positive correlation between trust factors, both affect based and cognition based, and increased organizational citizenship behavior (Costigan et al., 2006).

Burke, Sims, Lazzara, and Salas (2007) found that trust has been viewed as a trait, an emergent state, or a process. As a trait, trust is stable and virtually unaffected by one's environment; it is one's propensity or disposition to trust (Mayer et al., 1995). When trust is an emergent state, trust is seen as contextual, based on past behaviours and linked to specific interactions or situations. Finally, when trust is integral to a process, trust or lack thereof strengthens or weakens behaviours, attitudes, and relationships (Burke, et al., 2007).

Schoorman et al. (2007) reiterated the need to examine ability as a cognitive antecedent. The views about ability as a trust construct were revisited by Schoorman et al., and it was substantiated that trust is not the opposite of distrust. Ability involves the skills and attributes helping one person have influence in a given situation (Davis et al., 2000). Trust in another person is domain specific was purported by Schoorman et al. In a collegial relationship, a colleague might be trusted by a person in one situation but not in another situation, which might result from a varying belief in the trustee's abilities. Because a person's skill varies, the trustee's propensity to trust would be a reflection of the trustee's different abilities in different domains. The presence of distrust in the relationship is not indicated by trust differing within the same relationship.

Webber (2008) proposed a model of team trust evolution. A model of team trust evolution was proposed by Webber (2008). It was proposed that in order for the two components of trust (cognition based and affect based trust) to emerge, sufficient time working together with team members is needed to be spent. Moreover, a model rooted in the transitional approach, was proposed by Webber, where trust begins as a construct with one component and over time the two factors of trust defined by McAllister emerge. It was further suggested by the results that initial trust developed based on prior familiarity, affect-based trust was driven by helping behaviors and expressed interest, and cognition-based trust was driven by the interaction of initial trust and team performance (Webber, 2008). Webber (2008) obtained results which provide empirical support to the argument that time is an essential variable when examining the evolution of trust.

Robbins and Judge (2009) indicated that three types of trust exist in organizational relationships as deterrence-based, knowledge based and identification-based trust. If trust is not in place, then fear of reprisal is focused by deterrence based trust (Robbins & Judge, 2009). It works when leadership implements punishment with specific consequences (Ritter & Lord, 2007). Knowledge based trust is the second type of trust, and the most common in organizations. Predictability of interactions that occur over time is relied upon. Identification-based trust is the third type and routinely arises out of a long relationship, such as with married couples who recognize how the other will respond (Robbins & Judge, 2009). A prediction of what a coworker's response are to certain situations, identification-based trust arises out of a long standing working relationship, like in an organization setting (Kramer & Tyler, 1996). More of a knowledge based trust that survives when other

forms of trust in large organizations no longer exist (Kramer & Tyler, 1996) is reflected in many organizations.

McEvily and Tortoriello (2011) reviewed the measures most widely used to access trust (McAllister, 1995). Identification of a proliferation of trust measures available was identified in the review. 129 unique trust measurement instruments, most of which have not been replicated more than once were identified. The most replicated measures, replicated 12 times, was McAllister's trust measure. The trust assessment developed by McAllister (1995) is the most widely studied, it was adopted for this study. Due to its strong empirical support (e.g., Webber, 2008; Wilson, Straus, & McEvily, 2006; McEvily & Tortoriello, 2011), McAllister's two factor model of trust has become very influential in the field of trust research.

Schaubroeck, Lam, and Peng (2011) showed how the relationship between servant leadership and trust can lead to differing organizational outcomes compared to other leadership styles. Two leadership styles (specifically, transformational and servant leadership) and their influence on team performance through trust were focused by the authors. It was hypothesized that trust would be created by transformational leaders by developing confidence in the team members' abilities to achieve the goal. In contrast, trust would be created in servant leaders by showing support and care for their follower's well-being. Measuring trust in the way that was consistent with McAllister's (1995) measurement of cognition- and affect-based trust, support was found for cognition-based trust mediating the relationship between transformational leadership and team potency, which is a team member's "generalized beliefs about the capabilities of the team across tasks and contexts" (Gully, Incalcaterra, Joshi, & Beaubien, 2002, p. 820). The relationship between servant leadership and psychological safety, which is "a shared belief that the team is a safe environment for interpersonal risk taking" (Schaubroeck et al, p. 2) was mediated by affect-based trust. In turn, both team potency and psychological safety were shown to lead to improved team performance. Hence, it should be noticed that servant leadership operates only through psychological safety because servant leaders, through their inherent concern for their follower's well-being, engender affect-based trust in the followers, which in turn makes them feel safe.

Chathoth, et al., (2011) examined organizational trust (integrity, commitment and dependability) based similarities and differences across "individualist" and "collectivist" service employees in hotels. The findings suggested that the three dimensions represent the

trust construct across different national cultures. However, in comparing the individual dimension of the trust construct, a significant difference exists between the perceptions of employees in the two cultures, suggestive of that perception-based differences exist across cultures.

Table 2.2 Contemporary research avenues on Trust

References	Findings
Parayitam and Dooley (2009)	The study investigates the interplay between two types of conflict and two types of trust and argues that cognitive conflict and cognition-based trust is far more important than the affective conflict and affect-based trust in strategic decision-making teams.
Hon and Lu (2010)	This study draws from social exchange theory to examine the roles cognitive and affective trust play in mediating the relationship between expatriate supervisors and their local employees.
Gao et al. (2011)	The main finding of the study is the relationship between leader trust and employee voice became more positive when empowering leadership (participative decision making, informing, and coaching) was higher rather than lower.
Barton and Barton (2011)	The major contribution of the study is to illustrate the importance of trust as an antecedent of psychological empowerment within Russian organizations, an environment characterized by high power distance and collectivism.
Dunn et al. (2012)	This study explores how social comparisons in self-relevant achievement domains influence affective and cognitive trust. We find that both upward and downward social comparisons harm trust. Upward comparisons harm affective trust and downward comparisons harm cognitive trust. We find no benefits of upward comparisons on cognitive trust, and we find no benefits of downward comparisons on affective trust.
Kacmar et al. (2012)	This study examines the association between citizenship behavior and relationship conflict between employees and supervisors is mediated by supervisor trust, while the association between citizenship behaviors and relationship conflict occurring between peers is moderated by supervisor trust.
Zhu et al. (2013)	This study examines the mediating effects of cognitive and affective trust on the relationship between follower perceptions of transformational leadership behavior and their work outcomes. In contrast, cognitive trust negatively mediated the relationship between transformational leadership and follower job performance, and had insignificant effects on their affective organizational commitment and organizational citizenship behaviors. These findings highlight the importance of

	affective trust as a mechanism which translates transformation all leadership into positive work outcomes for the organization.

(Source: above mentioned respective research papers)

2.3   SUBJECTIVE WELL-BEING (SWB)

Thoughts of philosophers as far back as Socrates, Plato and Aristotle (Camfield & Skevington, 2008; Cummins, 1997; Hagerty et al., 2001; Rapley, 2003) have been occupied by contemplations of well-being. Well-being or "the good life" is a recent addition to the scientific study in the positive psychology. Subjective well-being has been a field of interest for philosophers over the centuries, but the scientific investigation of what makes people happy is relatively recent (Diener, 1984; Diener, Suh, Lucas, and Smith, 1999; Sumner, 1996). On the individual level the focus has been on subjective well-being (SWB), which is generally referred to as happiness. Although there are different opinions with regards to the definitions of SWB, yet there seems to be consensus that SWB refers to more than the absence of negative emotion and cognition (Ratzlaff et al., 2000). SWB refers to the "way people cognitively and emotionally evaluate their lives" (Diener, 2000). For the purposes of this study, SWB will be defined as incorporating both an affective and cognitive component.

Study of subjective well-being was begun by psychologists and social scientists when standardized measures of the concept were developed in the 1960s and 1970s. People are asked how satisfied or happy they are with their lives which is the most common measures are self-reports (Andrews & Robinson, 1991; Pavot & Diener, 1993). Subjective well-being is influenced by many factors that include personality, socio-demographic characteristics, individual and aggregate economic conditions, family and health situations, and political rights, regime ideology and cultural differences.

Bradburn (1969) discovered a remarkable finding in the field of SWB research. It was found that positive affect (PA) and negative affect (NA) are independent by demonstrating that positive and negative emotions formed separate factors that were in turn, influenced by different variables. An empirical support to Jahoda (1958) notion of mental health was lent with these findings. Further, the independence of PA and NA became important as happiness is not uni-dimensional, but instead, it is at least two-dimensional. Andrews & Withey's (1976) contribution to the science of SWB was the inclusion of third or cognitive component of life satisfaction, when at the same time

Campbell et al. (1976) was exploring a fourth form of SWB, i.e., the domain satisfaction. The review of SWB research by Diener (1984) included various theories and known characteristics of happy individuals.

Emmons (1986) found that SWB is possibly higher if a person concentrates on achievable goals. One can also heighten SWB by being optimistic about one's future (Scheier & Carver, 1993). There are two general perspectives which have given rise to different research foci and a body of knowledge that is in some areas divergent and in others complimentary (Ryan & Deci, 2001). These two perspectives are: the hedonic approach, which focuses on happiness and defines "well-being in terms of pleasure attainment and pain avoidance" (Kahneman et al., 1999); and the eudaimonic approach, which focuses on meaning and self- realization and defines "well-being in terms of the degree to which a person if fully functioning", i.e. realizing or fulfilling one's true self (Waterman, 1993).

Both subjective and psychological well-being (PWB) are often used interchangeably by researchers (Headley, Kelley, & Wearing, 1993). Confusion within literature and limitations in result interpretation has been ensued due to this. These terms are part of the same construct and therefore can be used interchangeably is believed by some. The proposition of a number of SWB models or theories without making any distinctions between the two terms is done by SWB researchers (DeNeve & Cooper, 1998; Diener et al., 1999), while both are distinct variables that tap different experiences is proposed by others (Keyes, Shmotkin, & Ryff, 2002).

Ryff and Keyes (1995) spoke of psychological well-being (PWB) as distinct from SWB and presented a multidimensional approach to the measurement of PWB that taps six distinct aspects of human actualization: autonomy, environmental mastery, personal growth, positive relations with others, purpose in life, and self-acceptance. PWB is both theoretically and operationally defined by these six constructs and what promotes "emotional and physical health" (Ryan & Deci, 2001) is specified by them.

Suh, Diener, and Fujita (1996) found that the strength of relations between major life events, such as job loss or promotion, and SWB significantly decreased in less than three months. Only minimal fluctuations in an individual's SWB over time might be promoted by changes in circumstance, considering hedonic adaptation. According to the hedonic viewpoint, there are three components of SWB; Life satisfaction, Presence of

Positive Mood and Absence of Negative Mood. The combined are often summarized as happiness. It is maintained by The Eudaimonic theories that not all desires - not all outcomes that a person might value would yield well-being when achieved. It was suggested by Waterman (1993) that when people's life activities are most congruent and meshing with deeply held values and are holistically or fully engaged, eudaimonic occurs. "Under such circumstances, people would feel intensely alive and authentic, existing as whom they really are- a state he labeled personal expressiveness (PE)". This is in contrast to hedonic enjoyment (Ryan & Deci, 2001).

Lucas, Diener and Suh (1996) concluded that SWB measures showed discriminant validity from other related constructs, such as optimism. Thus, it can be believed that the existing measures of SWB have some degree of validity (Diener, 1994). Cross cultural findings in relation to SWB was discussed by Diener et al., (1997). It was stated by them that "People in poor nations show average SWB scores close to, or slightly below, the neutral point". "Greater freedom and human rights, an emphasis on individualism" is shown by Wealthier nations and higher SWB is possessed by their citizens (Diener, Diener, & Diener, 1995). These nation scores between slight and strong SWB is shown by the findings of their research.

Ryff & Singer (1998, 2000) explored the question of well-being in the context of developing a lifespan theory of human flourishing. Also drawing from Aristotle, well-being, not simply as the attaining of pleasure, but as "the striving for perfection that represents the realization of one's true potential" has been described by Ryff (1995).

Biosocial indicators, such as sex and age have been focused on by the majority of studies. Only a small proportion of SWB variance has been accounted for by most of these variables. For that reason, interest of many researchers was turned to the examination of personality variables as predictors of well-being (DeNeve & Cooper, 1998). SWB was related to various personality traits in which SWB was treated as criterion variable was found by DeNeve & Cooper (1999) in a meta-analysis. Many personality traits significantly associated with SWB were found by them. A correspondence between personality styles and individual differences in SWB was suggested by this. Extraversion and agreeableness were consistently positive, whereas neuroticism found to be consistently negatively associated with SWB was also reported by them. These big five findings should not be surprising because extraversion is characterized by positive affect and neuroticism by negative affect (Diener & lucas, 1999).

Diener et al. (1999) revisited the typical predictors of SWB, such as health, education, income, religion, age, marital status, gender, job morale and intelligence. The assumption that happy people are young, healthy, well- educated, well-paid, religious, married and having high job morale has received mixed support. Despite being married, religious, outgoing, or optimistic might make people happier, less evidence to support a relationship between income and SWB has been found. Moreover, only small correlations were found between education and SWB, though they were significant (Diener et al., 1999). Though it appears that level of employment (e.g. Full time, part time, or unemployed) plays a role as well, losing a job can be detrimental to one's SWB.

Extensive study on factors such as wealth and social class has been done from a social perspective and involvement of cultural factors has been found as well (Diener, Diener & Diener, 1995; Kuppens, Realo, & Diener, 2008). For instance, it was found by Diener et al., (1995) that friends, family, financial, and family satisfaction varied depending on life satisfaction, as well as self- esteem, across 31 different countries. In a similar vein, an analysis to examine the effect of culture and personality on SWB was conducted by Diener et al., (2003) and individual differences within societies produced a large source of variance in SWB, though the variance between nations was also substantial was reported. The individual differences could be due to genetic factors and early child rearing was hypothesized. Previous research has shown that a limited variance is shared by demographic variables, even when all of them are included was concluded by Diener et al. A possible reason is the presence of psychological processes such as goals and coping abilities that play a role in the relationship between demographic variables and SWB.

Diener and Diener (2000) summarized research on wealth and SWB as follows: **(a)** people in richer nation are happier than people in poorer nation; **(b)** increases in national wealth within developed nations have not, over recent decades, been associated with increases in SWB; **(c)** within nation differences in wealth show only small positive correlation with happiness; **(d)** increases in personal wealth do not typically result in increased happiness; and people who strongly desire wealth and money are more unhappy than those who do not.

Ryan and Deci (2000) proposed Self- Determination theory (SDT) is another perspective that considers eudaimonic or self- realization as the defining aspect of well-being. Attempts to specify the meaning of actualization of the self and ways to accomplish self- actualization are done. Three basic psychological needs- autonomy, competence, and

relatedness are postulated by SDT. "Fulfillment of these needs is essential for psychological growth (e.g. Intrinsic motivation), integrity (e.g. Internalization and assimilation of cultural practices), and well- being (e.g. Life satisfaction and psychological health), as well as the experiences of vitality (Ryan & Fredrick, 1997) and self-congruence" is propounded (Sheldon & Elliot, 1999). The conditions that facilitate well-being within various developmental periods and specific social context, such as schools, workplaces, and friendships are described by SDT (Ryan & Deci, 2001). The context becomes very important when discussing the concept of well-being as happiness itself is between two points of time. Individuals' responses to subjective well-being questions may vary with their circumstances and other factors (Kahneman & Krueger, 2006).

In general, it is suggested by research that people have a moderately high SWB and it is having more positive emotions and lesser negative emotions. Research on emotions and SWB has found that: **(a)** people on-goinly experience affect; **(b)** affect is valenced and easily judged as positive and negative; and **(c)** most people report having positive affect most of the time (Ryan & Deci 2001).

Sirgy J. (2002) in his book, "The psychology of Quality of work life", states that "subjective well-being is a long term or enduring affective state that compromise three components: **(a)** actual experience of happiness or cumulative positive affect (joy, affection, pride, etc.) in salient life domains, **(b)** actual experience of depression or cumulative negative affect (anger, depression, guilty, etc.) in salient life domains, **(c)** evaluations of one's overall life or evaluations of salient life domains".

Seligman (2002), in his book **"Authentic happiness"**, shows how positive psychology is shifting from the paradigm away from its narrow focus on pathology and mental illness to positive emotion and mental illness. In the field of happiness, it has been shown by research that happiness is not the result of either good genes or luck. Identification and nurture of traits that human beings already possess – including kindness, originality, humour, optimism and generosity can be cultivated.

SWB includes both an affective (i.e. on- going evaluations of one's life) and a cognitive component (i.e. life satisfaction). Long debates have been done upon the degree to which affect and cognition are related by the theorists (Zajonc, 1980; Lazarus, 1982, 1984). The area of SWB is of fundamental importance to the behavioral sciences and discusses about the cognitive versus affective component was emphasized by Diener et al.

(2003). According to them, the affective conceptualization of SWB states that subjective well-being of any period of time is a conceptual summation of separate hedonic values, positive and negative divided by the duration of that period, whereas the cognitive conceptualization of SWB states that it is not identified by the global assessments that people make when asked to rate their overall happiness because, this evaluation is based upon thinking and judging the major elements of one's life.

Measurement of SWB in a number of ways has been attempted by researchers. Broad survey measures have been used for the emotional components such as feelings of joy and contentment, for example, "In general, how happy are you?" as well as "experiencing a sampling of moods and emotions over time and informant reports from family and friends. Assessment with life satisfaction surveys and also with measures of satisfaction and fulfillment in various life domains such as marriage, work and leisure" have been done in a cognitive component of SWB (Diener et al., 2003).

Gasper (2004) investigated that well- being in the literature has been discussed in terms of good living, well- feeling and well having. These are several perspectives of the term and all these perspectives are important. Further, it is necessary to think well- being as both outcome and process and to recognize that these two cannot be meaningfully delinquent in our conception and analysis (McGregor, 2004).

Srivastava and Sinha (2005) found that resilience and happiness were positively related to well-being. Huebner, Suldo, and Gilman (2006) found that the correlates of life satisfaction can be categorized in terms of individual level variables (e.g., demographics, personality, beliefs), environmental variables (e.g., parent-child relationships, peer relations, school climate), and situational variables (e.g., stressful life events).

Positive affect characteristics, including confidence, optimism, effective stress coping mechanisms, flexibility, and physical well-being is reported by Lyubomirsky, King and Diener (2005). While pessimism, anxiety, and depressive symptoms are included in negative affect characteristics (Measelle, Stice, & Springer, 2006). It has been found by research within the last decade that positive and negative affect are not opposites, but instead are independent dimensions that impact life satisfaction and happiness (Diener & Emmons, 1984; Greeen, Goldman, & Salovey, 1993; Keyes, 2000).

Bosman and VanWinden (2006) stated that people who are satisfied with the life they lead can be expected to act differently than persons who are dissatisfied. Happy

people are more optimistic, sociable, enterprising, and they tend to be more successful in their private, economic, and social activities. As a consequence, they are happier in their marriages as well as in their jobs. They can also be expected to live longer and be willing to make take more risks (Frey, 2008).

Sheldon and Lyubomirsky (2006) investigated, in which they partially replicated Emmons and McCullough's (2003) research by utilizing a gratitude condition similar to the one described, except that participants were encouraged to write about as many sources of gratitude as possible and with extensive detail. Across intervention conditions in this study, negative affect (another aspect of SWB) was reduced. Chan (2010) provided recent support for the positive effects of increasing gratitude and it was found that Chinese school teachers who reflected on up to three things for which they were grateful over the past week for a period of 8 weeks increased their SWB. Specifically, teachers who were low at baseline for life satisfaction and positive affect were found to have the greatest increases upon intervention completion.

Rojas (2007) stated that the SWB approach is inherently subjective, acknowledges the authority of the person, is inferential, and trans-disciplinary. It is assumed by the SWB approach that well-being is essentially a subjective phenomenon experienced by the actor living life. Actors are the most appropriate persons to evaluate their own life satisfaction and well-being. It is argued by the SWB approach that the researcher should understand well-being as it is assessed by the actor, rather than to assess the well-being of others. Presumptions of what well-being have avoided by this approach and instead an examination of the determinants of SWB using inferential techniques is sought. The study of subjective well-being is trans-disciplinary.

SWB is applied to Adaptation theory also. Individuals adapt to good and bad life events because individuals' SWB has a biological set-point that typically remains constant, is postulated by adaptation theory (Lucas 2007). Mixed findings have been yielded on the literature on adaptation and SWB, thus it is not clear whether adaptation actually occurs (Lucas 2007; Diener 2009; Fafchamps & Kebede 2008).

Suh (2007) offered a compelling theoretical explanation for relationships between culture, self and SWB, the speculated connections between the main mechanisms and the psychological variables are not empirically tested. Furthermore, Suh's theory is heavily focused on the construct ―self-construal, and did not identify the specific variables

through which culture affects the motivational, cognitive, and emotional consequences of self-construal. In the cognitive domain, although Suh did acknowledge the significance of social connectedness (e.g., fulfilling one's obligations, meeting others'expatiation, and maintaining social harmony) no detailed discussion regarding how self-construal affects SWB through cultural values were given. In the emotional domain, all theoretical discussions seem to focus on the social aspects of emotions. Emotional regulation strategy, a well-researched construct in the study of emotions, seems like a good candidate to explain the specific mechanism through which culture shapes SWB. However, few studies to date links the research on emotional regulation to SWB study. In the motivation domain, although empirical work exists that examines the relationship between self, goal pursuit, and SWB, more empirical research conducted in the Eastern cultures is desirable.

Sorensen et al. (2008) have studied well-being and quality of life in middle aged men from the perspective of perceived work ability. Positive relationship between work ability, emotional well-being, social functioning and energy among aged was found. It can be suggested that promoting work ability influences quality of life in general. Therefore, measures targeting at work and the work environment, work community and organization, individual resources and professional competence have more potential for increasing work ability and quality of life leading to life satisfaction (in terms of increasing emotional and social well-being of an individual).

Fredrickson, Cohn, Coffey, Pek, and Finkel (2008) empirically tested Fredrickson's (2001) broaden-and-build theory of positive emotions which states that "people's daily experiences of positive emotions compound over time to build a variety of consequential personal resources" and negates hedonic adaptation (Fredrickson et al., 2008, p. 1045). Loving-kindness meditation (i.e., meditation focused on increasing warm and caring feelings toward oneself and others by utilizing already existing positive feelings and broadening them gradually to an increasing number of individuals) was taught to 139 participants (mean age of 41) as a method of building positive emotion. After completion of six one-hour group sessions, participants by whom loving-kindness meditation was practised were reported with increased positive emotions on a daily basis (relative to a wait-list control group), which was then linked to increases in the personal resources of "mindful attention, self-acceptance, positive relations with others, and good physical health" (Fredrickson et al., 2008, p. 1057). These gains in personal resources were considered consequential in the sense that they enabled participants to increase life

satisfaction and decrease depressive symptomology within the present as well as build towards continued growth. The contention that intentional activity in the present can create a rise in SWB that has the potential to be maintained is further supported by this study.

Veenhoven (2008) addressed several sociological theories relevant to SWB. Social constructionist theories to SWB using cross-country research as evidence were applied by him. Humans attach meanings to phenomena and construct reality is proposed by social constructionism. Because humans belong to different cultures, the meanings created may be relative and relevant to that culture. Within cultures there are shared notions regarding what it means to live well, to be happy, and to be satisfied was argued with him. This may vary between cultures. Some shortfalls to this theoretical framework were also pointed out by him. Affective experience such as physical pain and psychological affect that play a part in SWB is not explained by social constructionism. Factors associated with SWB are universal rather than specific to culture is also suggested by data (Veenhoven 2008; Helliwell & Barrington-Leigh 2010).

Girishwar Mishra (2009) in his editorial article, "Self and Well-being", in "Psychological studies" describes that the Indian view on well-being holds that the physical reality is fluid, temporary and of transitory nature. He elaborates his proposition by stating that an individual's submission to this kind of reality would constrain him/her as it is dependent on the changing circumstances in and around the individual. This proposition implies that happiness can neither be possessed nor accumulated due to the ever changing context of the circumstances.

"The peace and calmness that one needs may come from getting involved in an action in a disengaged fashion (Anasakt)". It is only through quieting the ego that the required self-transformation can take place. Only then it will be possible to experience the bliss which is inherently present in each and every individual. This view emphasizes self-realization or liberation which is independent from conditionings and contingencies rather than being constantly subjected to them while living in a false notion of independence and control. Therefore, it is only by moving to a non-egoic state of independence and control. Therefore, it is only by moving to a non-egoic state of mind in which we are not the slaves of egocentric approaches, the real freedom and happiness can definitely be attained" (c.f. Mishra 2009).

Diener and Ryan (2009) also found that SWB has an influence on people's health and longevity. People with higher level of SWB tend to live longer (Danner, Snowdon, & Friesen, 2001; Pressman & Cohen, 2007), are less vulnerable to viruses (Cohen, Doyle, Turner, Alper, & Skoner, 2003), report better health and fewer unpleasant physical symptoms (Roysamb et al., 2003), tend to have better cardiovascular health, and have fewer lifestyle diseases (Diener & Biswas-Diener, 2008).

Research on the determinants of wellbeing has typically focused on the examination of the relation between internal factors (e.g., personality) and/or external factors (e.g., SES) on SWB. Personality traits such as extroversion, neuroticism and other nontrait personality characteristics such as self-esteem, dispositional optimism, and values (Diener et al., 2003; Headey & Wearing, 1992; Lucas & Fujita, 2000; Watson & Clarke, 1992) are included in internal factors. Economic factors such as income, employment status, and non-economic factors such as health status, social support, stress, and culture (Conceição & Bandura, 2008) are included in external factors. It has been suggested by research that modest impact on SWB accounting for only a small amount of the variance in wellbeing measures is done by external factors, which include demographic factors such as health, income, educational background, and marital status (Conceição & Bandura, 2008; Diener et al., 1999; Diener et al., 2003; Hutchinson et al., 2004; Suldo & Huebner, 2004).

Diener (2009) investigates the contributions of subjective well-being (SWB) to health and longevity which was proved in many studies as 'happy people live longer'. Areas that may contribute to SWB such as health care systems, eating habits, physical attributes, and other factors have been explored by these studies. Consistently high SWB, a fact of increasing interest to researchers has been reported by some people (Conceicao & Bandura, 2011; Diener 2009).

SWB has been contextualized by social comparison theory. Social comparison theory states that people compare their life using referential standards in order to make judgments about whether they are living well (Veenhoven 2008; Diener 2009). Persons may see themselves as relatively deprived compared to their neighbors, which may negatively affect their SWB. One shortfall of the social comparison framework to SWB is that standards may be based on values and ethics unrelated to material surroundings (Diener, 2009).

Helliwell and Barrington-Leigh (2010) have noted that income has the strongest power in understanding international differences in life satisfaction. In an analysis using cross-country data from the 2002 International Survey Program it was found that few country level factors are associated with happiness, though the macro-micro interaction between country-level factors and the individual-level factors give a more holistic picture of SWB across cultures.

Gallup (2010) uses the definition of SWB developed by Ed Diener, who identifies well-being as "all of the various types of evaluations, both positive and negative, that people make of their lives. It includes reflective cognitive evaluations, such as life satisfaction and work satisfaction, interest and engagement, and affective reactions to life events, such as joy and sadness".

Other social scientists have found that cultural and social factors are associated with SWB (Diener, Oishi, and Lucas 2003; Veenhoven 2008). Empirical work that examined the associations between individual-level factors and individual-level SWB was summarized by Diener, et al. (1999). SWB is found to be associated with better health, job productivity, income, marital status, religiosity, relative deprivation, and social capital (Frey & Stutzer, 2002; Helliwell & Putnam 2004; Veenhoven 2008; Diener, et al. 2009; Sarracino 2010; Judge & Mueller 2011; Wang & VanderWeele 2011; Han, Kim, & Lee 2012).

Table 2.3 Contemporary research avenues on Subjective well-being (SWB)

References	Findings
Gomez et al. (2009)	The study investigates the relation between personality (Big Five) and positive and negative life events as predictors of subjective well-being (SWB). Results indicate a strong relation between neuroticism and SWB, and an important influence on reconstructed life events on SWB with a stronger effect for negative as compared to positive events.
Garcia, D (2011)	The results show that Neuroticism, Extraversion, Conscientiousness, Persistence, and Self-Directedness were strongly related to well-being. More importantly, in the Mixed group, Self-Directedness was strongly related to PWB, LS, and to the absence of NA while the positive relationships between Extraversion-PWB, Extraversion-PA, Neuroticism-NA and the negative relationship between Neuroticism-LS were absent.
Gomez et	These results show that age-differential associations in the determinants of SWB

al.(2012)	as young, middle-aged, and older adults indicated that neuroticism was negatively related to SWB across age groups, while extraversion was related to SWB in the two younger age groups and intrinsic goal importance was related to SWB among young and older adults but not among middle-aged adults.
Jovanovic, V. (2011)	This research shows that personality traits have different predictive power in explaining individual differences in affective well-being and satisfaction with life. None of the personality traits had a unique contribution in explaining satisfaction with life, showing that they do not have a direct effect on the cognitive aspect of wellbeing. On the other hand, Neuroticism-Anxiety and Activity proved to have a direct effect on the affective component of SWB.
Luhmann et al. (2011)	The results show that the relation between SWB and income is primarily driven by stable individual differences, whereas transient changes in income are weakly related to transient changes in SWB. It is therefore important to consider stable dispositional and stable situational variables in studies on income and SWB.
Abbott and Byrne (2012)	The present study provides an inverse association between schizotypy and SWB scores, also provide evidence that diminished SWB is characteristic along the schizophrenia continuum.
Dinisman et al. (2013)	This study explores the subjective well-being (SWB) of young people aging out of public care in Israel, identifying the individual, social support and institutional characteristics of young people on the verge of leaving care that predicts their SWB one year later. The results show that SWB was fairly positive. Specifically, positive relationship with the mother contributes to a better SWB, and learning difficulties reduced SWB. Gender and country of origin also showed a significant effect. The findings highlight the importance of strengthening the young people's relationships with their biological parents while in the care and emphasize the need to provide additional support for those with learning difficulties. The findings also help identify sub-groups of young people in care with greater need for support both while in care and afterwards.

(Source: above mentioned respective research papers)

On the basis of the above mentioned literature review, it can be said that there are a number of researches conducted with reference to QWL and related to performance, productivity, cohesion, commitment, flexibility, health, pay, better working conditions, human relations and job –involvement. However, no empirical research has been initiated

on trust and SWB from the perspectives of QWL on IT employees where employees can be judged potentially enough to meet the existential challenges of life, while striking a perfect balance between personal and professional lives.

In fact very few researches have been conducted on trust from the perspective of QWL. Studies mainly focus on conflict resolution, citizenship behavior, job satisfaction, supervisors and subordinate's support and strategic collaboration and cooperation. And to what extent positive attitudinal behaviors in the workplace leads to trust of IT employees and harness confidence within them that the employees are competent enough to be resilient to the pain and adversities, which can further be contributed to the positive and optimistic personality. There are numerous researches which have been initiated to assess the perception of trust among employees and have been restricted to work and non-work domain and did not highlight the instrumental aspects of interpersonal relationship (affect based trust and cognition based trust), which moves beyond surfacing the conflicts at the workplace.

Researches on subjective well-being have been conducted from the perspective of happiness and a few researchers were found depicting the relationship between QWL and SWB. For that, organizations must initiate a paradigm shift from the maintained status, achieving high organizational effectiveness and development to the realm of offering self-confidence, self-esteem, and self-worth to employees, which have resemblance to their real life and experience a positive lifestyle. Organizations must pursue for offering well-being at workplace as well as at the personal level, leading to subjective well-being and transforming employees' life fully functioning and developing them into a global citizen.

In early research, the relationship between QWL, trust and SWB remains relatively unexplored. The relationships between these constructs need to be studied deeply. Therefore, a gap was observed in the existing literature regarding the relationship between QWL, trust and SWB. To mitigate the lack of empirical research on this topic, the present research explores the relationship between QWL, trust and SWB.

So, an initiative to study QWL as predictor of trust and SWB has been taken, with a viewpoint to satisfy the social and psychological needs of employees. Hence, an endeavour has been made to regulate that doing good and perceiving good at workplace creates an environment of wellness at the workplace as well as at a personal level.

The study has been initiated to explore that to what extent the experiences (quality of work life) at workplace lead to and perception of trust and subjective well-being of IT employees. A philosophical gap has been delineated with an attempt to render the gap, that organization must initiate a paradigm shift with the maintained status while offering the optimum quality of work life where the IT employees can achieve high organizational effectiveness with a notion of flourishment, virtuous life, and attainment of goals with the satisfaction of social needs (cognitive and affective) and psychological needs (life satisfaction, positive affect and infrequency of negative affect) of employees.

Summary

Chapter Two provides a closer look at literature related to problem and scholarship related to theoretical framework. The theoretical framework that emerged from the literature and that guides the design and analysis of this study was identified. The literature establishes the importance of QWL, trust and SWB in organizational success. Although the literature does not specifically identify a relationship between these three constructs, yet there may be certain implicit evidence showing the existence of the same. Chapter Three discusses the methodology applied to examine the relationship and the researcher's approach to data analysis.

Chapter III

Methodology

This chapter addresses and provides an explanation of the objectives that have been set for the study, the hypotheses that were formulated, details regarding the sample, the variables to be examined, measurement instruments, procedure for data collection, and data analysis. Apart from these it tries to discover if there is a significant relationship and impact of the independent variable on the dependent variables.

3.1   STATEMENT OF THE PROBLEM

Our world is on a fast track mode of advancement. 'Pace and Change' is the new mantra and 'Prevail or Perish' has become the real fact of business environment. In such a situation, only those organizations will survive, which are always ready to deal with this fact. No organization today, whether it is large or small, local or global, is immune to change. The amount of significant, even traumatic, change in organizations grew tremendously during the last two decades (Beer & Nohria, 2000; Hamel & Valikangas, 2003; Wanberg & Banas 2000). The rate of change is only expected to increase in the future (Abrahamson, 2000).

But the change is not always – the change in economy, change in government or organizational policies and changes in the systems and processes or technology. Change in the situation, circumstances, feelings, moods is also the change that matters to an employee and in turn effects the organization also. In the emerging volatile business world where change is the only constant thing and human capital is considered to be the driving force of the organization and counted as the decisive factor responsible for 'making or mar the organizations' success, arguably, the most crucial capability for long-term survival is 'Quality of work life'. QWL is predominantly with work-related-satisfaction, and physical and psychological conditions at work.

Twenty first century employees require 'trust' to perform up to the ever increasing expectations of the organization. Organizations want their employees to exhibit such behaviours which are not defined as part of their task or responsibilities. Organizations are finding ways to take the level of trust of their employees to new heights so that the

'Quality of work life' is not just put on view out of obligations but it should come from within as 'trust' which impacts all relationships that occurs within the firms and between the employees and organizations (e.g., relationships reduction via downsizing or relationship enhancement via organizational support) and which may have a powerful impact on all the relationships that exist between the organization and their employees. So, it can be hypothesized that 'Quality of work life' leads to perception of trust of IT employees in terms of cognition and affect based trust, develop a sense of personal growth, faith, confidence and harmony while generating a healthy relationship within an individual and the organization.

Similarly, employees assert that with the presence of QWL initiatives they feel safe and relatively well satisfied (Heskett et al., 1994) and also it helps them grow as human being and the most important asset of an organization is not the technology but the employees. This platform can be very much experienced, while providing appropriate quality of work life and generating behaviors that are considered as specific job requirements in terms of support from the manager and supervisor, feeling free to use their work skills, job security, showing involvement and responsibility at work, and which constitute the quality of work life of IT employee. This perception of high quality of work life also leads to positive outcomes in terms of life satisfaction, positive affect and absence of negative affect.

Furthermore, employees are the base for almost all the organizational outcomes. With the above discussion, it has been observed that a sort of lacuna has been observed in the management discourse, and definitely increased attention is required on the 'Quality of work life' and its role as determining factor of promising organizational outcomes in terms of '*Trust' - Attitudinal Consequence* and *'Subjective Well-being'- Behavioral Consequence* and also to *examine the mediating effects of trust on the relationship between quality of work life and subjective Well-being.*

3.2 OBJECTIVES OF THE STUDY

The objectives of the present study are:

1. To understand the relationship of quality of work life and trust.
2. To understand the relationship of quality of work life and subjective well-being.
3. To study quality of work life as predictor of trust.
4. To study quality of work life as predictor of subjective well-being.

5. To understand the mediating role of trust on the relationship of quality of work life and subjective well-being.

6. To examine the significant difference in the perception of quality of work life, trust and subjectve well-being on the basis of demographic variables (gender, marital status, age, experienced and qualification).

3.3 RESEARCH QUESTIONS

The following research questions result from the problem statement:

1. What is the relationship of Quality of work life and Trust in IT organization?

2. What is the relationship of Quality of work life and Subjective Well-being in IT organization?

3. Is Quality of work life a significant predictor of Trust in IT organization?

4. Is Quality of work life a significant predictor of Subjective Well-being in IT organization?

5. Trust mediates the relationship of QWL and SWB?

3.4 HYPOTHESES

The study has been initiated to verify the following hypotheses:

H1: There is a significant relationship between Quality of work life and Trust

H1a: There is a significant relationship between Support from manager / Supervisor and dimensions of Trust (Cognition based trust and Affect based trust).

H1b: There is a significant relationship between Freedom from work related stress and dimensions of Trust (Cognition based trust and Affect based trust).

H1c: There is a significant relationship between Salary and additional benefits and dimensions of Trust (Cognition based trust and Affect based trust).

H1d: There is a significant relationship between Job satisfaction, challenge, use of skills and autonomy and dimensions of Trust (Cognition based trust and Affect based trust).

H1e: There is a significant relationship between Relationship with a work colleague and dimensions of Trust (Cognition based trust and Affect based trust).

H1f: There is a significant relationship between Involvement and responsibility at work and dimensions of Trust (Cognition based trust and Affect based trust).

H1g: There is a significant relationship between Communication, Decision making and job security and dimensions of Trust (Cognition based trust and Affect based trust).

H2: There is a significant relationship between Quality of work life and Subjective well-being.

H2a: There is a significant relationship between Support from manager / supervisor and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H2b: There is a significant relationship between Freedom from work related stress and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H2c: There is a significant relationship between Salary and additional benefits and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H2d: There is a significant relationship between Job satisfaction, challenge, use of skills and autonomy and dimension of SWB (Life satisfaction, Positive affect and Negative affect).

H2e: There is a significant relationship between Relationship with work colleague and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H2f: There is a significant relationship between Involvement and responsibility at work and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H2g: There is a significant relationship between Communication, Decision making and job security and dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H3: Quality of work life will significantly predict trust.

H3a: Support from manager/Supervisor will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust).

H3b: Freedom from work related stress will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust).

H3c: Salary and additional benefits will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust).

H3d: Job satisfaction, challenge, use of skills and autonomy will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust)

H3e: Relationship with work colleague will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust)

H3f: Involvement and responsibility at work will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust)

H3g: Communication, Decision making and job security will significantly predict the dimensions of Trust (Cognition based trust and Affect based trust).

H4: Quality of work life will significantly predict Subjective well-being

H4a: Support from manager/Supervisor will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4b: Freedom from work related stress will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4c: Salary and additional benefits will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4d: Job satisfaction, challenge, use of skills and autonomy will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4e: Relationship with work colleague will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4f: Involvement and responsibility at work will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H4g: Communication, Decision making and job security will significantly predict the dimensions of SWB (Life satisfaction, Positive affect and Negative affect).

H5: Trust will mediate the relationship between Quality of work life and Subjective well-being.

H6. There is a significant difference in the perception of quality of work life, trust and subjectve well-being on the basis of demographic variables (gender, marital status, age, experienced and qualification).

3.5   PROCEDURE

The study has been initiated to evaluate and benchmark the positive work-related attitudes and perception of employees at the workplace. The relationship and the effect of the independent variable (Quality of work life) have been studied with/on the two dependent variables (Trust and Subjective Well-Being) and also the mediating relationship of trust on QWL and SWB has been explored.

The data for this study were collected personally by the researcher and also through an online survey via Survey Monkey. Out of 350 participants, about 259 was collected personally and the rest is with the help of Survey Monkey. Prior to the data collection, an email was sent to every employee for encouraging employee participation in the completion of the questionnaire during their work hours. The survey was sent to the employees via a link (web surveys) with a covering letter delineating the reason for the study, attached with each questionnaire stating about the voluntary and anonymous nature of this study. Participants were also assured of maintaining the confidentiality of responses. Participants could access a link to the survey. After accessing the secure website they could click (choose the option) to complete the survey questions.

Web surveys are gaining in popularity as they permit researchers to obtain large amounts of data without hiring interviews or paying for paper and postage. Moreover, web surveys allow data to be collected and downloaded into statistical software without additional data entry (Witt, 1998). However, web surveys are not without anomalies. Even well designed surveys can be overwhelmed by the mass of the other data-gathering activities on the web. Participants may tune out the surveys or base their responses on the visual effect and entertainment value of the instrument (Couper, 2000). In addition to it, research shows that web surveys are unable to meet the response rates of traditional mail surveys (Couper, 2000).

After considering the above mentioned benefits and potential anomalies of utilizing web surveys for empirical research, the researcher determined that adequate controls were in place to negate the potential difficulties and elected to utilize a web-based survey format. The Survey Monkey tool was chosen to host this study because it met the requirements of the researcher. The program was both easy to use and economical. A professional subscription was obtained for a minimum fee per month and provided the researcher with a facility to send up to one thousand surveys with an unlimited number of

questions.   The   questionnaire   link   (http://www.surveybuilder.com/s/KArhrAiHIAA?source_id=3&source_type=web) was sent via email, providing an easy and immediate means of response for the participants. The results were delivered altogether and in anonymous form and the data remained confidential, but could be shared with others given the researcher's consent (Survey Monkey, 2011).

3.6   PILOT STUDY

Cooper and Schindler (2005) assert that a researcher should do a pilot study of data gathering tools before commencing with the research. A pilot test helps in recognizing problems in research methodology and data gathering techniques.

Prior to analysis, a pilot study was conducted which is defined as *"a procedure similar to the primary data collection method with a different purpose. The purpose of the pilot study was to identify errors in the design of the research tool and to move the research tool from concept to actual process" (Cooper & Schindler, 2001).* For this study, the objective of the pilot study was to examine the survey's content (instrument's wording and directions were clear and understandable) as well as its web-based delivery via *Survey monkey*. The pilot study was administered and researcher was observed whether the subjects (N=100) experienced any difficulty in understanding the questionnaire wording and scale or in the delivery mechanism. They did not report any issues related to the survey. In addition, the survey took approximately 15 to 20 minutes to complete. All analyses were performed using SPSS® 17 and AMOS®20.

3.7   SAMPLE

The sample comprised of 350 managers, including low level and middle level managers working in IT industries. IT sector was particularly chosen for the study as it is a comparatively new and upcoming sector in India where a large number of job oppurtunities have cropped up. India has second fastest growing services sector which is contributing more than 50% to the GDP of Indian economy and the core purpose of service organizations is to make a positive difference in the health, safety, and well-being of individuals, groups, and communities (Perry 2000; Piliavin, Grube & Callero 2002). Most of the young & technically skilled manpower is joining IT sector. The work environment in IT organisations is totally different as compared to other sectors. It is posing a lot of pressure on the employes as it includes long hours, late nights, after-hour meetings, on-call duty, and a continual state of 'rush' or crisis. Due to these factors, it has drawn the

attention of researchers from various disciplinary backgrounds to explore ways to create better work life conditions. As in high pressure jobs subjective well-being of employees has been affected. That is why researchers have got interested in the study of IT sector and its effect on various dimensions of human life. Also, so far, there has been little research on QWL in IT sector (Bolhari, et. al., 2011). A total of 900 survey instrument was distributed out of which 548 were returned. Out of these questionnaires, 198 had to be rejected because of the high number of missing data. Of the 350 participants', a large proportion (70%) were males, while 30% were females as the research conducted in this sector consistently found that the industry was dominated by men (Ramsay, 1999; Barrett, 2004; Baldry et al., 2007) in their mid to late twenties and the selected sample holds the professional qualification of B. Tech (IT), B. Tech (CS), MCA, M.Sc. (IT) and management from reputed institutions. The subjective designations were represented; the most frequently given were programmer, programmer/analyst, project leader, senior business analyst, and senior programmer analyst. The participants were convenient purposive sample. The descriptive statistics of the demographic variables as: Gender, Experience, Education, Age and Marital Status have been shown in **Table 3.1**.

Table 3.1 Frequency Table for Demographic Variables taken in the study

Demographic Variables	Frequency	Percentage
Gender		
Male	245	70.0
Female	105	30.0
Total	**350**	**100.0**
Experience		
6-10 years	189	54.0
11-15 years	161	46.0
Total	**350**	**100.0**
Education		
Graduation	186	53.14
Above	164	46.86
Total	**350**	**100.0**
Age		
28-32 years	182	52.0
33-37 years	168	48.0
Total	**350**	**100.0**
Marital Status		
Married	192	54.86
Unmarried	158	45.14
Total	**350**	**100.0**

3.8   INSTRUMENTS AND SCORING

The data for the study was collected by administering three measuring instruments. A brief description of each test has been given as under:

3.8.1   Personal Information Sheet

The personal information sheet included a list of questions as: Name, Age, Gender, Marital Status, Educational Qualification, Designation, Work Experience and Name of the Organizations. The Personal Information Sheet has been shown in **Appendix A.**

3.8.2.   Quality of Work Life Scale (QWLS)

Quality of Work Life has been measured by 53-items scale developed by Angus S. McDonald (2001). Participants were asked to respond on a five point Likert-scale ranging from 1= strongly agree to 5= strongly disagree. In addition, there is one option of 'not applicable' which is indicated by the number 6. The overall reliability co-efficient of the scale was found to be relatively high as 0.94. Quality of Work Life Scale has been shown in **Appendix B.**

The scoring was accomplished as per the instructions given in the manual. The negative items were reverse scored. *Some questions were reversed, meaning that the questions were negatively asked and then reversed back so that the responses across the entire questionnaire will be the same.* Pallant (2007) calls this reversing of negatively wording items "manipulation of data". Negative wording is normally included in questionnaires to avoid response bias (Pallant, 2007).

For Quality of Work Life Scale, all the items were scored on a 5-point scale. Also one total score of QWL has been reported, while scores for the seven dimensions of QWL were also obtained separately with the help of software developed by Angus S. McDonald (2001). The Cronbach alpha has been reported below in the **Table 3.2**, which is relatively high.

Table 3.2: Scoring of QWL

Dimensions	Items	Cronbach Alpha
Support from manager and supervisor	4, 13, 18, 20, 24, 25, 28, 39, 47, 49	.89
Freedom from work related stress	12, 17, 23, 32, 36, 40, 44,	.84
Salary and additional benefits	3, 22, 35, 41, 52	.90
Job satisfaction, challenge, use of skills and autonomy	2, 8, 16, 26, 29, 33, 38, 42, 43, 45, 50, 51	.86
Relationship with work colleagues	6, 10, 14, 30, 46	.81
Involvement and responsibility at work	5, 11, 27	.77
Communication, decision-making and job security	1, 7, 9, 15, 19, 21, 31, 34, 37, 48	.86

3.8.3 Trust Scale

Trust was measured by the 11 item scale developed by Daniel J. McAllister (1995). The items in the scale are measured on a 7-point format, ranging from 1= Strongly Disagree to 7=Strongly Agree. Trust Scale has been shown in **Appendix C.**

Scoring

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For Trust Scale, all the items were scored on a 7 - point scale. Scoring is simple; a summative score was calculated, a higher score indicating better level of trust among employees. One total score of trust has been reported, while scores for the two dimensions of trust were also obtained. The Cronbach alpha has been reported below in the **Table 3.3**, which is relatively high.

Table 3.3: Scoring of Trust

Dimensions	Items	Cronbach Alpha
Affect-based trust	1,2,3,4,5	.89
Cognition based trust	6,7,8,9,10,11*	.91

(* marked item is negatively phrased and need to be reversed scored)

3.8.4 Subjective Well-Being Scale (SWBS)

Well-Being of employees within organizations was measured by using two scales, which purports to identify the three dimensions of Subjective Well-Being as: Life satisfaction, Positive Affect, and Negative Affect.

3.8.4.1 Life satisfaction

Life satisfaction was measured with The Satisfaction with Life Scale (SWLS), developed by Diener, Emmons, Larsen & Griffin (1985). This 5- item scale assesses an individual conscious evaluative judgment of his or her life by using the person's own criteria. Each item assesses satisfaction with the respondent's life as a whole. This is a 7-point scale and the scores on the scale ranges from 1= Strongly Disagree to 7= Strongly Agree. The reported reliability co-efficient of the scale has been found to be 0.87. Scoring is simple; a summative score was calculated, a higher score indicating better life satisfaction. **(Appendix D).**

3.8.4.2 Positive Affect and Negative Affect

Affective disposition was measured utilizing the Positive Affect and Negative Affect Scale (PANAS; Watson, Clark & Tellegen, 1988). PANAS consists of a word list which describes two different states, for example, *excited and upset.* Participants are instructed to indicate the extent up to which they generally feel each affect (10 positive and 10 negative) using a 5-point Likert scale. Responses range from (1) Very slightly or Not at All to Extremely (5). **(Appendix D)**

Scoring

For PANAS Scale, all the items were scored on a 5-point scale. Scoring is simple; a summative score was calculated, a higher score indicating a better effect. Also one total score of SWB has been reported, while scores for the three dimensions of SWB were also obtained. The cronbach alpha has been reported below in the **table 3.4**, which is relatively high.

Table 3.4

Dimensions	Items	Cronbach Alpha
Positive Affect	1,3,4,5, 6,7,8,9,10,11	0.84
Negative Affect	2, 12,13, 14, 15, 16, 17, 18, 19, 20	0.90

(All the items of Negative Affect are negatively phrased and need to be reversed scored)

3.9   STATISTICAL ANALYSIS

The obtained data were subjected to a number of statistical analysis as: *Pearson's Product Moment Method and Stepwise Multiple Regression Analysis,* to examine the effect of quality of work life on trust and subjective well-being of employees. In addition, to examine the factor structure of the measures taken up in the study, scales were subjected to Principal Component Analysis (PCA) with Kaiser's Varimax Rotation. Furthermore, *bootstrapping approach using SEM* were employed to study QWL and SWB as independent and dependent variable respectively, whereas trust was taken as mediator variable. Too brief, the analysis was conducted using SPSS® 17 for Principal Component Analysis, Pearson correlation and Stepwise Regression Analysis and AMOS®20 was employed for mediation effect.

3.9.1   Preliminary Screening of Data

The **Table 3.5** depicts the calculated coefficient for normality (i.e. skeweness and kurtosis). Normality: the estimator is average neither high nor low. Skeweness and kurtosis scores were also calculated to measure the normality and it was found that the obtained skeweness and kurtosis coefficient lies within the accepted range of ±1 standard deviation. The analysis that study variables are negatively skewed revealed the existence of outliers, but these outliers were within one standard deviation of the mean and were determined not to be a significant threat to normality. The results revealed that all the three variables

(QWL, Trust and SWB) are negatively skewed, but these coefficients were within one standard deviation of the mean and were determined not to be a significant threat to normality.

Table 3.5: Normality Coefficient

N 350	Skewness		Kurtosis	
Scale	**Statistic**	**SE**	**Statistic**	**SE**
QWL	-0.730	0.130	-0.781	0.260
TRUST	-0.130	0.130	-0.735	0.260
SWB	-0.405	0.130	-0.587	0.260

(Source: Primary data, N (Number of participants) 350, SE standard error, significance level <0.05)

3.9.2   The KMO and Bartlett's Test

The Kaiser-Meyer-Olkin (KMO) measure of a sampling adequacy varies between 0 and 1, and values closer to 1 are considered better. A value of 0.6 is a suggested minimum. KMO measure of the QWL scale was found to be 0.871. At the end of the Bartlett test, χ^2 (1378) = 16532.96 with $p < 0.001$ was found. For Trust scale, KMO measure was .922 and at the end of the Bartlett test, χ^2 (55) = 2789.55 with $p < 0.001$ was found. And lastly for SWB, KMO measure was .734 and at the end of the Bartlett test, χ^2 (300) = 4661.62 with $p < 0.001$ was found. The KMO coefficient value is greater than 0.6 and the Bartlett test χ^2 value is statistically reliable, so the cluster of data is adequate for factor analyses (Tabachnick & Fidell, 2001).

Table 3.6 KMO and Bartlett's Test

		Quality of work life	Trust	Subjective well-being
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		.871	.922	.734
Bartlett's Test of Sphericity	**Approx. Chi-Square**	16532.96	2789.55	4661.62
	Df	1378	55	300
	Sig.	.000	.000	.000

Table 3.6 shows that all three variables used in the study show very high values for the KMO measure and significant values for Bartlett's test, thus meeting the initial requirement for factor analysis.

3.9.3 Factor Structures of the Measures

To examine a clear and concise picture of overlap among variables, a 12X12 inter-correlation matrix has been reported in **Table 3.7**, revealing that the dimensions of QWL correlate significantly with the dimensions of Trust and SWB. The scales of *QWL, Trust and SWB* were further subjected to *Principal Component Analysis (PCA) with recommendation of Kaiser's Varimax Rotation Method.*

The QWL scale was put to factor analysis on the basis of Principal Factor Analysis, and the seven factors were extracted up to eigenvalues greater than 1.00. The seven factors accounted for 66.75 percent of the total variance **(Table 3.8 b).** The obtained factor solutions were rotated in accordance with varimax criterion of orthogonal rotation in order to achieve simple structure matrix. The measure was also factor analyzed with the criterion that the items which are having at least loading of .50 will be considered for further analysis. But factor analysis of QWL scale and its dimensions have shown that *44 items were extracted out of 53 items* for further analysis. The unrotated and rotated factor solutions are presented in **Table 3.8a** and **Table 3.8b** respectively.

The communalities giving proportion of variance for each of the original variables are entered in the last column of factor matrix. In this manner, total 44 items were included in the study to evaluate the quality of work life within organizations. The scale accounted for 66.75 of variance and the communalities ranged from .27 to .86. The percent of variance accounted by each of the individual factor has also been shown in the last row of the rotated factor matrix.

Table 3.7 Intercorrelation Matrix

	SMS	FWS	SAB	RWC	IRW	CDJ	JSCA	ABT	CBT	LS	PA	NA
SMS	1.00											
FWS	.57**	1.00										
SAB	.63**	.50**	1.00									
RWC	.65**	.49**	.52**	1.00								
IRW	-.24**	-0.10	-.30**	-.32**	1.00							
CDJ	.66**	.64**	.74**	.58**	-.28**	1.00						
JSCA	.73**	.61**	.61**	.62**	-.18**	.77**	1.00					
ABT	.63*	.43*	.52*	.42*	-.34*	.50*	.51*	1.00				
CBT	.53*	.49*	.52*	.48*	-.48*	.55*	.46*	.74**	1.00			
LS	.39*	.41*	.45*	.31*	0.04	.37*	.37**	.43**	.37**	1.00		
PA	.31*	.12*	.14*	.18*	-.09*	.24*	.33**	.23**	.15**	0.09	1.00	
NA	-.31**	-.41**	-.23*	-.11*	-0.01	-.24*	-.27*	-.27**	-.23**	-.31**	-.27**	1.00

*Note: SMS-Support from supervisor, FWS- Freedom from work related stress, SAB- Salary and additional benefits, RWC- Relationship with work colleague, IRW- Involvement and responsibility at work, CDJ- Communication, Decision making and job security, JSCA- Job satisfaction, challenge, use of skills and autonomy, ABT- Affect based trust, CBT- Cognition based trust, LS- Life satisfaction, PA- Positive affect, NA- Negative affect.** Correlation is significant at the 0.01 level (2-tailed).* Correlation is significant at the 0.05 level (2-tailed).*

Table 3.8 a
Quality of Work Life Scale
Unrotated Component Matrix

Items	Component							h²
	1	**2**	**3**	**4**	**5**	**6**	**7**	
Support from manager 1	0.64							0.59
Support from manager 2		0.69						0.75
Support from manager 3	0.65							0.53
Support from manager 4	0.61							0.64
Support from manager 5	0.69							0.66
Support from manager 6		0.81						0.81
Support from manager 7	0.54							0.62
Support from manager 8	0.73							0.65
Support from manager 9			0.80					0.82
Support from manager 10	0.73							0.71
Freedom from work related stress 1	0.66							0.66
Freedom from work related stress 2	0.54							0.53
Freedom from work related stress 3				0.59				0.77
Freedom from work related stress 4	0.67							0.64
Freedom from work related stress 5	0.74							0.64
Freedom from work related stress 6			0.45					0.72
Freedom from work related stress 7					0.59			0.62
Freedom from work related stress 8	0.59							0.47
Salary and additional benefits 1	0.77							0.72
Salary and additional benefits 2					0.52			0.79
Salary and additional benefits 3	0.72							0.77
Salary and additional benefits 4					0.73			0.78
Salary and additional benefits 5	0.74							0.79
Relationship with work colleagues 1	0.49							0.55
Relationship with work colleagues 2	0.62							0.61
Relationship with work colleagues 3		0.55						0.81
Relationship with work colleagues 4	0.60							0.55
Relationship with work colleagues 5	0.61							0.65
Involvement and responsibility at work 1		0.39						0.50
Involvement and responsibility at work 2		0.45						0.61
Involvement and responsibility at work 3		0.77						0.86
Communication, decision-making and job security 1	0.71							0.59
Communication, decision-making and job security 2				0.64				0.60
Communication, decision-making and job security 3			0.41					0.68
Communication, decision-making and job security 4	0.75							0.63
Communication, decision-making and job security 5			0.62					0.84
Communication, decision-making and job security 6		0.81						0.84
Communication, decision-making and job security 7	0.70							0.69
Communication, decision-making and job security 8	0.72							0.70
Communication, decision-making and job security 9	0.45							0.27
Communication, decision-making and job security 10	0.67							0.59
Job satisfaction, challenge, use of skills and autonomy 1	0.66							0.60

Items	1	2	3	4	5	6	7	h²
Job satisfaction, challenge, use of skills and autonomy 2		0.46						0.69
Job satisfaction, challenge, use of skills and autonomy 3	0.73							0.63
Job satisfaction, challenge, use of skills and autonomy 4	0.66							0.56
Job satisfaction, challenge, use of skills and autonomy 5			0.72					0.79
Job satisfaction, challenge, use of skills and autonomy 6	0.73							0.67
Job satisfaction, challenge, use of skills and autonomy 7	0.63							0.64
Job satisfaction, challenge, use of skills and autonomy 8	0.55							0.66
Job satisfaction, challenge, use of skills and autonomy 9				0.59				0.77
Job satisfaction, challenge, use of skills and autonomy 10	0.73							0.72
Job satisfaction, challenge, use of skills and autonomy 11	0.62							0.67
Job satisfaction, challenge, use of skills and autonomy 12		0.67						0.76
Eigen values	15.13	5.42	3.65	3.45	2.78	2.69	1.64	
% of Variance	**29.68**	**10.23**	**6.89**	**6.51**	**5.24**	**5.08**	**3.09**	**66.75**

Tables 3.8 b
Quality of Work Life Scale
Rotated Component Matrix

Items	Component							h²
	1	2	3	4	5	6	7	
Support from manager 1			0.58					0.59
Support from manager 2				0.72				0.75
Support from manager 3		0.41*						0.53
Support from manager 4				0.62				0.64
Support from manager 5	0.46*							0.66
Support from manager 6				0.65				0.81
Support from manager 7	0.67							0.62
Support from manager 8		0.65						0.65
Support from manager 9			0.68					0.82
Support frommanager10		0.68						0.71
Freedom from work related stress 1	0.60							0.66
Freedom from work related stress 2					0.48*			0.53
Freedom from work related stress 3						0.62		0.77
Freedom from work related stress 4	0.70							0.64
Freedom from work related stress 5	0.66							0.64
Freedom from work related stress 6			0.78					0.72
Freedom from work related stress 7					0.75			0.62
Freedom from work related stress 8	0.62							0.47
Salary and additional benefits 1	0.32*							0.72
Salary and additional benefits 2		0.78						0.79
Salary and additional benefits 3		0.74						0.77
Salary and additional benefits 4					0.87			0.78
Salary and additional benefits 5		0.74						0.79
Relationship with work colleagues 1	0.68							0.55
Relationship with work colleagues 2			0.63					0.61
Relationship with work colleagues 3						0.57		0.81

Relationship with work colleagues 4				0.32*				0.55
Relationship with work colleagues 5	0.40*							0.65
Involvement and responsibility at work 1			0.58					0.50
Involvement and responsibility at work 2			0.71					0.61
Involvement and responsibility at work 3				0.88				0.86
Communication, decision-making and job security 1		0.50						0.59
Communication, decision-making and job security 2						0.55		0.60
Communication, decision-making and job security 3							0.79	0.68
Communication, decision-making and job security 4	0.61							0.63
Communication, decision-making and job security 5				0.73				0.84
Communication, decision-making and job security 6				0.91				0.84
Communication, decision-making and job security 7	0.53							0.69
Communication, decision-making and job security 8		0.70						0.70
Communication, decision-making and job security 9		0.32*						0.27
Communication, decision-making and job security 10	0.57							0.59
Job satisfaction, challenge, use of skills and autonomy 1					0.49*			0.60
Job satisfaction, challenge, use of skills and autonomy 2	0.59							0.69
Job satisfaction, challenge, use of skills and autonomy 3	0.51							0.63
Job satisfaction, challenge, use of skills and autonomy 4		0.55						0.56
Job satisfaction, challenge, use of skills and autonomy 5						0.80		0.79
Job satisfaction, challenge, use of skills and autonomy 6	0.63							0.67
Job satisfaction, challenge, use of skills and autonomy 7		0.65						0.64
Job satisfaction, challenge, use of skills and autonomy 8						0.55		0.66
Job satisfaction, challenge, use of skills and autonomy 9						0.47*		0.77
Job satisfaction, challenge, use of skills and autonomy 10	0.53							0.72
Job satisfaction, challenge, use of skills and autonomy 11		0.59						0.67
Job satisfaction, challenge, use of skills and autonomy 12				0.65				0.76
Eigen values	7.92	7.40	5.04	4.81	3.87	3.51	2.74	
% of Variance	**14.95**	**13.97**	**9.51**	**9.19**	**7.31**	**6.63**	**5.175**	**66.75**

Items with * mark are having factor loadings for less than .50 and are excluded from the scale.

For factor analysis of Trust Scale, same procedure was applied, while considering the two dimensions of trust. Two factors were analyzed on the basis of PCA, with recommendation of Kaiser's Varimax Rotation. Out of 11 items, 10 items were extracted. For affect based trust, total five items were selected and was found that all the five items were loaded heavily, that is, the

factor loading was above .50. Furthermore, there were 6 items for cognitive based trust, 5 items were extracted and one item was excluded from the scale with the factor loading was less than .50. Therefore, total 10 items were included in the study to assess the level of trust within organizations. The scale accounted for 69.48 of variance and the communalities ranged from .57 to .86. The unrotated and rotated factor solutions are presented in **Table 3.9 a** and **Table 3.9 b** respectively.

Table 3.9 a
Trust
Unrotated Component Matrix

Variables/Items	Component		h^2
	1	2	
Affect based Trust 1	.735		0.57
Affect based Trust 2	.827		0.68
Affect based Trust 3	.668		0.57
Affect based Trust 4	.834		0.70
Affect based Trust 5	.782		0.65
Cognition based trust 1	.859		0.75
Cognition based trust 2	.843		0.73
Cognition based trust 3	.791		0.63
Cognition based trust 4	.881		0.78
Cognition based trust 5	.848		0.72
Cognition based trust 6		.925	0.86
Eigen values	6.55	1.09	
% of Variance	59.57	9.90	69.47

Table 3.9 b
Trust
Rotated Component Matrix

Variables/Items	Component		h^2
	1	**2**	
Affect based Trust 1	0.75		0.57
Affect based Trust 2	0.82		0.68
Affect based Trust 3	0.62		0.57
Affect based Trust 4	0.83		0.70
Affect based Trust 5	0.75		0.65
Cognition based trust 1	0.87		0.75
Cognition based trust 2	0.86		0.73
Cognition based trust 3	0.78		0.63
Cognition based trust 4	0.88		0.78
Cognition based trust 5	0.85		0.72
Cognition based trust 6	0.04*		0.86
Eigenvalues	6.46	1.18	
% of Variance	58.71	10.76	69.48

*Items with * mark are having factor loadings for less than .50 and are excluded from the scale.*

For Subjective Well-Being (SWB), PCA was worked out to exclude the items from the study which were having factor loadings for less than .50. As aforementioned, the SWB scale was consisted of three dimensions and of 25 items. On the basis of factor analysis, 20 items were extracted for further analysis. The communalities ranged from .20 to .71 and contributed to 47.91 percent of variance. The unrotated and rotated factor solutions are reported in **Table 3.10 a** and **Table 3.10 b** respectively.

All the factors that were derived followed the suggestions that eigen value must be higher than 1.0 and factor loading should be greater than 0.5 (Hair et al., 2005).

Table 3.10 a

Subjective Well-Being Scale
Unrotated Component Matrix

Items	Component			h^2
	1	**2**	**3**	
Life Satisfaction1	0.61			0.66
Life Satisfaction2			0.65	0.71
Life Satisfaction 3			0.50	0.41
Life Satisfaction4			0.56	0.45
Life Satisfaction5			0.31	0.24
Positive Affect 1	0.70			0.56
Positive Affect 2			0.48	0.37
Positive Affect 3			0.53	0.48
Positive Affect 4	0.70			0.64
Positive Affect 5	0.76			0.68
Positive Affect 6		0.56		0.55
Positive Affect 7	0.63			0.68
Positive Affect 8	0.53			0.38
Positive Affect 9	0.73			0.59
Positive Affect 10	0.56			0.33
Negative Affect 1		0.47		0.30
Negative Affect 2	0.50			0.54
Negative Affect 3	0.66			0.50
Negative Affect 4		0.41		0.20
Negative Affect 5			0.44	0.53
Negative Affect 6		0.59		0.58
Negative Affect 7		0.38		0.27
Negative Affect 8		0.41		0.36
Negative Affect 9	0.64			0.52
Negative Affect 10	0.50			0.43
Eigen values	6.07	3.22	2.67	
% of Variance	24.28	12.91	10.71	47.91

Table 3.10 b
Subjective Well-Being Scale
Rotated Component Matrix

Items	Component			h²
	1	2	3	
Life Satisfaction1			0.71	0.66
Life Satisfaction2			0.80	0.71
Life Satisfaction 3			0.61	0.41
Life Satisfaction4			0.64	0.45
Life Satisfaction5			0.46*	0.24
Positive Affect 1	0.72			0.56
Positive Affect 2			0.46*	0.37
Positive Affect 3	0.48*			0.48
Positive Affect 4	0.76			0.64
Positive Affect 5	0.81			0.68
Positive Affect 6	0.71			0.55
Positive Affect 7	0.82			0.68
Positive Affect 8	0.61			0.38
Positive Affect 9	0.69			0.59
Positive Affect 10	0.55			0.33
Negative Affect 1		0.53		0.30
Negative Affect 2		0.69		0.54
Negative Affect 3		0.51		0.50
Negative Affect 4		0.35*		0.20
Negative Affect 5		0.71		0.53
Negative Affect 6		0.76		0.58
Negative Affect 7		0.51		0.27
Negative Affect 8		0.60		0.36
Negative Affect 9		0.52		0.52
Negative Affect 10		0.33*		0.43
Eigen values	5.91	3.58	3.24	
% of Variance	20.76	14.34	12.80	47.91

Items with * mark are having factor loadings for less than .50 and are excluded from the scale.

The **Table 3.11** represents the reliability of the scales after the execution of factor analysis with the Kaiser's Varimax Rotation.

Table 3.11: Reliability Coefficient of the Three Scales with Their Respective Dimensions

Variables	Reliability(α)
Quality of Work Life Total	**.89**
Dimensions of QWL	
1. Support from Manager/Supervisor	.77
2. Freedom from Work Related Stress	.76
3. Salary and Additional Benefits	.76
4. Relationship with Work Colleagues	.73
5. Involvement and Responsibility at Work	.78
6. Communication, Decision Making and Job-Security	.79
7. Job satisfaction, Challenge, Use of skills and Autonomy	.74
Trust Total	**.85**
Dimensions of Trust	
1. Affect based trust	.75
2. Cognition based trust	.87
Subjective Well-Being Total	**.67**
Dimensions of Subjective Well-Being	
1. Life satisfaction	.71
2. Positive Affect	.78
3. Negative Affect	.76

Summary

Chapter Three introduced and described the instruments and measures used in this research to test the hypotheses; also a brief review of research focus and objectives, methodology, research sample, data collection method(s), the integrity of data and research process, pilot testing and, the researcher's approach to data analysis . The basic tools used in this study were: (1) Quality of work life Scale by Angus S. McDonald, (2) Trust scale developed by Daniel J. McAllister (1995), (3) Satisfaction with Life Scale by Diener, Emmons, Larsen & Griffin (1985) and Positive and Negative Affect Schedule (PANAS) by Watson, Clark & Tellegen (1988). Chapter Four will discuss the findings of the research study and links these findings to the research objectives. An analysis of the data with respect to QWL, trust, and SWB is the main focus.

Results and Discussion

The present study aims to explore the relationship between QWL, trust and subjective well-being of employees. In addition, this study investigates the influence of QWL on trust and subjective well-being and also to explore the mediating role of trust on trust and subjective well-being. This chapter presents the results of the statistical analysis of the data for the verification of hypotheses that were formulated in the previous chapter and begins with the descriptive statistics of the variables along with Pearson Correlation, Stepwise Regression Analysis and Mediation Effect. Questionnaires were distributed to each employee with thorough instructions. The adopted scales in the study were put into Principal Component Analysis with the recommendation of Kaiser's Varimax Rotation Method and had been reported in the previous chapter.

4.1 DESCRIPTIVE STATISTICS OF THE VARIABLES

Descriptive statistics of the study variables are reported in **Table 4.1,** Means and standard deviation (SD), and sum of all the three major scales and their sub scales for the study sample are shown in the **Table 4.1**.

Table 4.1
Descriptive Statistics

Variables	Sum	Mean	S.E.m	SD
Dimensions of Quality of work life				
Support from the Manager / Supervisor	13366.00	38.19	0.30	5.69
Freedom from Work Related Stress	11132.00	31.81	0.25	4.63
Salary and Additional Benefits	7250.00	20.71	0.15	2.90
Relationship with Work Colleagues	1943.00	5.55	0.09	1.68
Involvement and Responsibility at Work	13696.00	39.13	0.31	5.71
Communication, Decision Making and Job-Security	15737.00	44.96	0.36	6.71
Job satisfaction, Challenge, Use of skills and Autonomy	6313.00	18.04	0.23	4.34
Dimensions of Trust				
Affect based trust	9439.00	26.97	0.30	5.67
Cognition based trust	11387.00	32.53	0.30	5.70
Dimensions of Subjective Well-Being				
Life satisfaction	9152.00	26.15	0.27	5.04
Positive Affect	14339.00	40.97	0.31	5.75
Negative Affect	5584.00	15.95	0.25	4.71

4.2   CORRELATIONS

Correlation matrix indicates the relationship of quality of work life as a single independent variable with trust and subjective well-being as dependent variables. **Table 4.2** represents a significant relationship between quality of work life (QWL) and trust (on over-all basis) with the calculated r=0.63 (significant at .01 level). Similarly, significant relationship has been found between quality of work life (QWL) and subjective well-being (SWB) (on over-all basis) with the calculated correlation value as 0.57 (significant at .01 level) and can be stated that hypotheses H1 and H2 have been retained at .01 level. The correlation between the dimensions of quality of work life and dimensions of trust and subjective well-being has been discussed separately in a more detailed fashion in **Table 4.3** and **4.4**, under the pertinent headings.

Table 4.2
Pearson Correlation between Quality of work life, Trust and Subjective Well-Being of Employees on Over-all Basis

Variables	Trust	SWB
QWL	.63**	.57**

**Significant at.01 level, QWL- Quality of work life, SWB-Subjective Well-Being
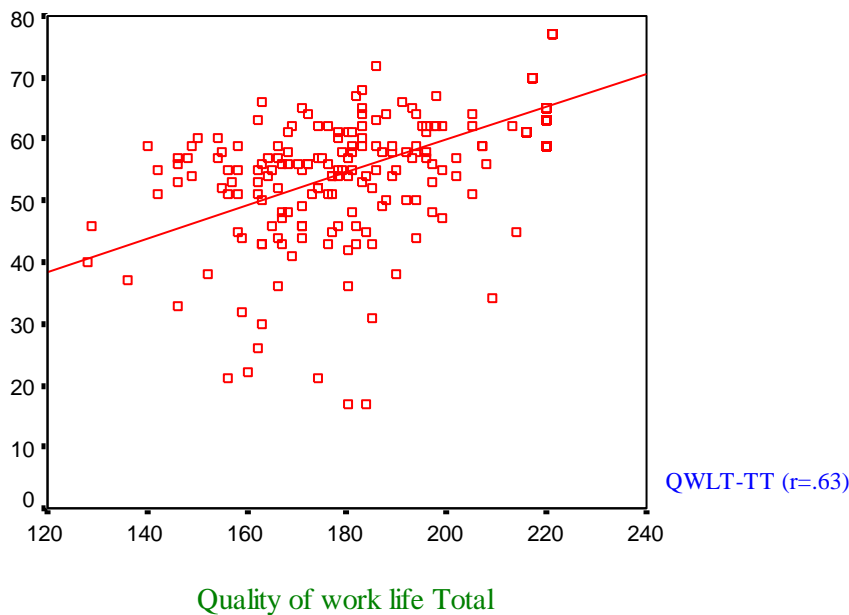
QWLT-TT (r=.63)

Quality of work life Total

Graph showing the Relationship between QWLT-TT

Figure 3

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Quality of Work Life Total
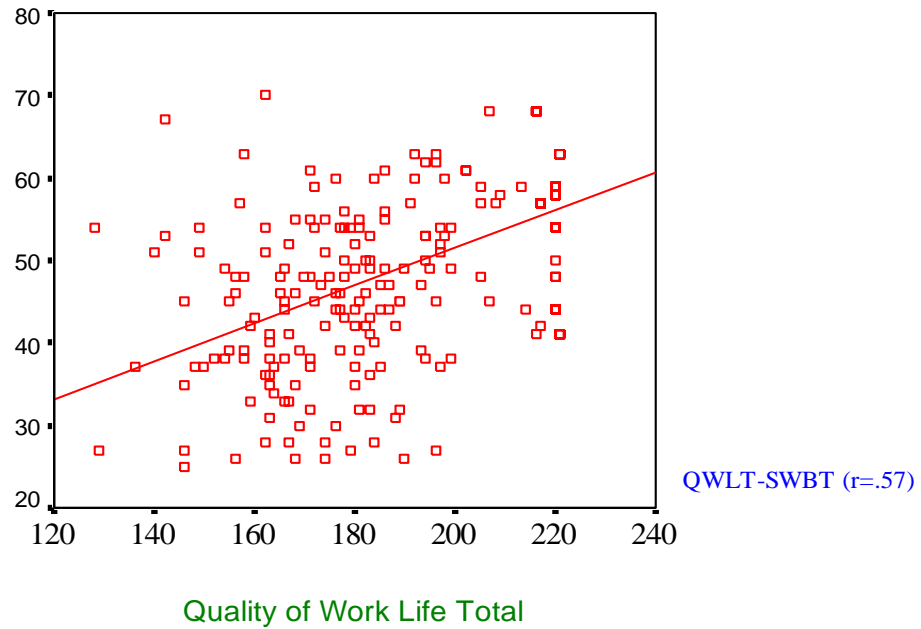
Graph Showing the Relationship between QWLT-SWBT

Figure 4

H1: There is a significant relationship between the dimensions of Quality of work life and dimensions of Trust

Table 4.3 reveals that all the dimensions of quality of work life (support from manager/supervisor, freedom from work related stress, job satisfaction, challenges, use of skills and autonomy, salary and additional benefits, relationship with work colleagues, involvement and responsibility at work, and communication, decision-making and job security) have a significant relationship with the dimensions of trust (affect based trust and cognition based trust).

Table 4.3
Pearson Correlation between Dimensions of Quality of work life
and Dimensions of Trust

Trust/ QWL	SMS	FWS	SAB	RWC	IRW	CDJ	JSCA
Affect based trust	.63**	.43**	.52**	.42**	.34**	.50**	.51**
Cognition based trust	.53**	.49**	.52**	.48**	.48**	.55**	.46**

**Significant at .01 level, * Significant at.05 level. QWL refers to Quality of work life; SMS refers to Support from manager/Supervisor; FWS refers to Freedom from work related stress; SAB refers to Salary and additional benefits; JSCA refers to Job satisfaction, challenge, use of skills and autonomy; RWC refers to Relationship with work colleague; IRW refers to Involvement and responsibility at work; CDJ refers to Communication, Decision making and job security.

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Table 4.3 represents a positive relationship of support from manager/supervisor with affect based trust and cognition based trust, with the calculated r-values as .63**, 53**, (p<. 01 level), respectively.

Similarly, freedom from work related stress has also a significant relationship with affect based trust and cognition based trust with the calculated r-values as .43**, .49**, (p<. 01 level), respectively.

Salary and additional benefits also have significant relationship with affect based trust and cognition based trust with the calculated r-values as .52**, .52** (p<.01 level), respectively.

Relationship with work colleagues has also been found to be significantly related with affect based trust and cognition based trust, with the calculated r-values as .42**, .48**, (p<.01 level), respectively.

Involvement and responsibility at work also have yielded significant and negative relationship with affect based trust and cognition based trust with the calculated r-values as .34**, .48** (p<.01 level), respectively The relationships between the dimensions of quality of work life and the dimensions of trust have been presented through the graph **(Figure 5, 6, 7, 8, 9, 10 and 11).**
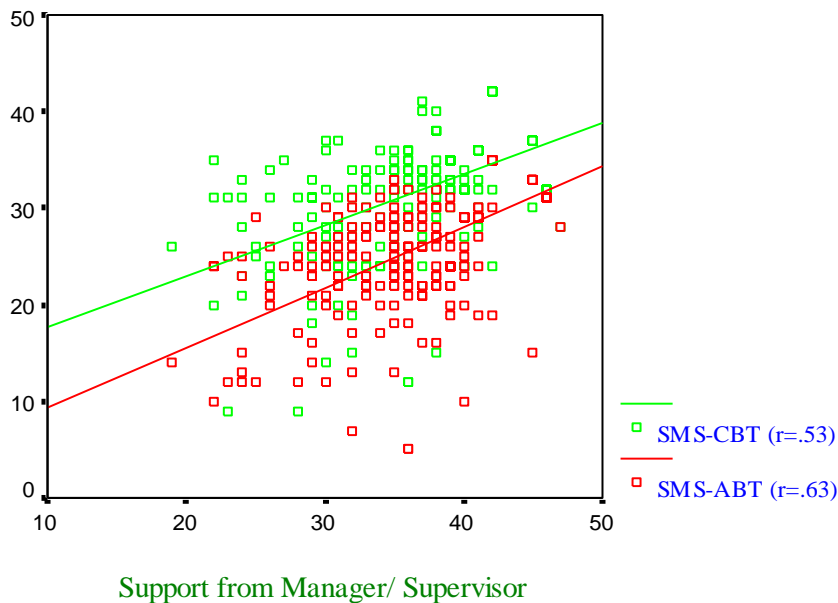
Support from Manager/ Supervisor

Graph Showing the Relationship between SMS and Dimensions of Trust

Figure 5

Freedom from Work Related stress

Graph Showing the Relationship between FWS and Dimensions of Trust

Figure 6

Salary and Additional Benefits

Graph Showing the Relationship between SAB and Dimensions of Trust

Figure 7

Relationship with Work Colleague

Graph Showing the Relationship between RWC and Dimensions of Trust

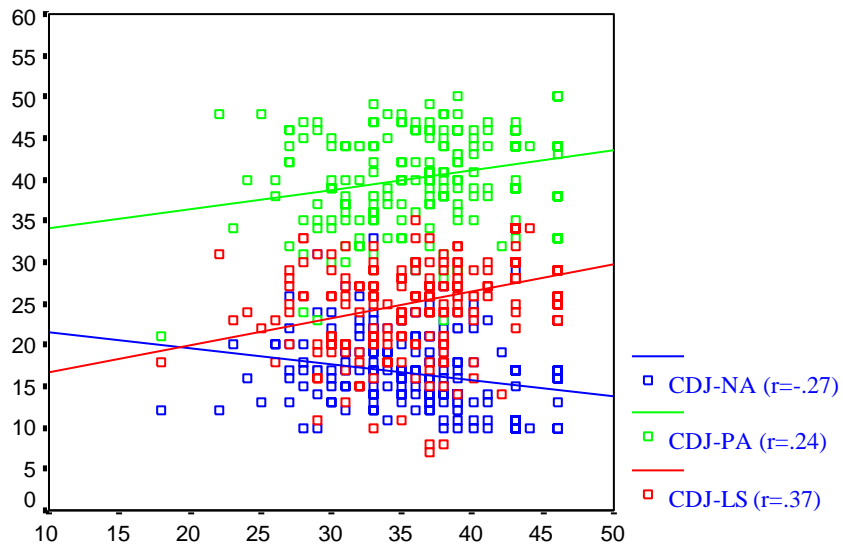Figure 8

Involvement and Responsibility at work

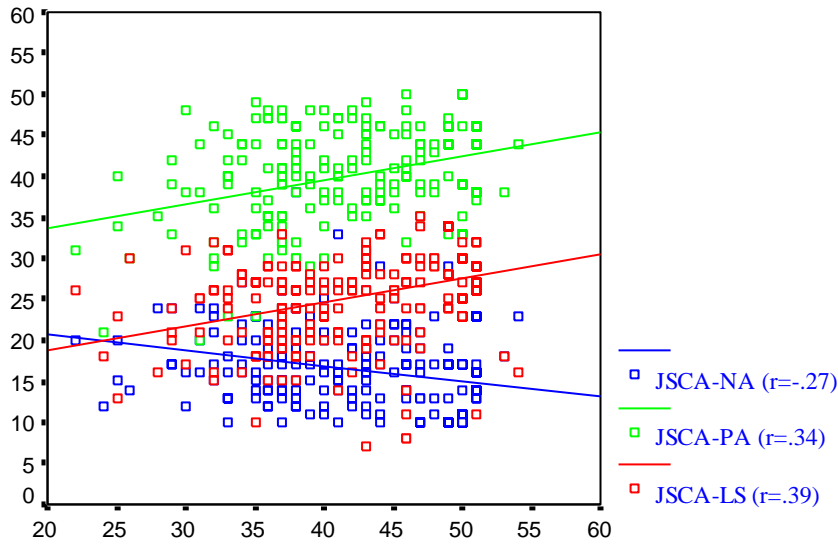Graph Showing the Relationship between IRW and Dimensions of Trust

Figure 9

Communication, Decsion Making and Job Security

Graph Showing the Relationship between CDJ and Dimensions of Trust

Figure 10

Job secuity, challenge, Use of Skills and Autonomy
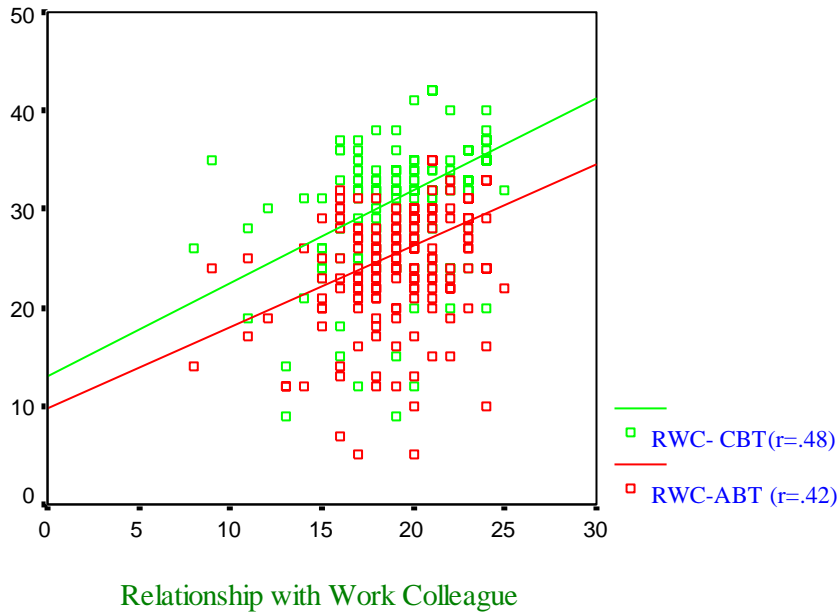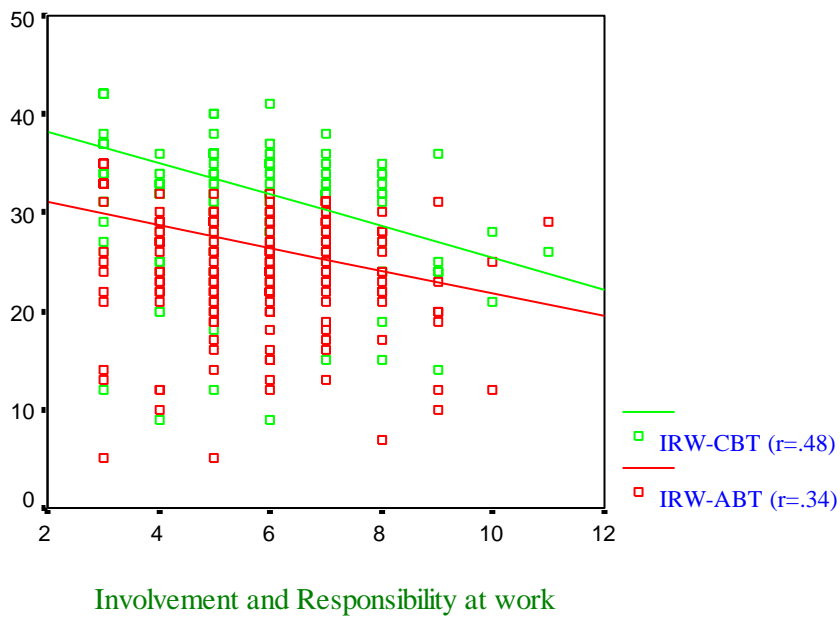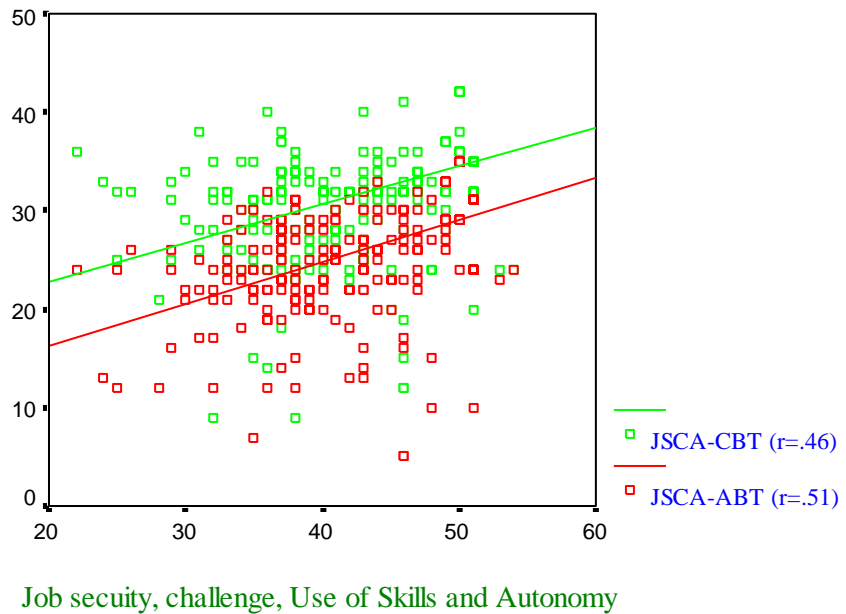
Graph Showing the Relationship between JSCA and Dimensions of Trust

Figure 11

Another dimension of quality of work life, that is, communication, decision making and job security have a significant relationship with affect based trust and cognition based trust with the calculated r-values as .50**, .55** (p<.01 level), respectively.

Lastly, that is, job satisfaction, challenge, use of skills and autonomy also have significant and positive relationship with affect based trust and cognition based trust with the calculated r-values as .51**, .46**, (p<. 01 level), respectively.

Thus, it can be said that hypotheses **1a, b, c, d, e, f and g** have been accepted, while attaining significant correlation between the dimensions of quality of work life and dimensions of trust.

H2: There is a significant relationship between the dimensions of Quality of work life and subjective well-being of employees.

A careful examination of the correlation matrix **(Table 4.4)** reveals that the dimensions of quality of work life (support from manager/supervisor, freedom from work related stress, job satisfaction, challenges, use of skills and autonomy, salary and additional benefits, relationship with work colleagues, involvement and responsibility at work, and communication, decision-making and job security) correlate positively with the dimensions of subjective well-being as: life satisfaction, positive affect and negative affect. It may be noted that support from manager/supervisor correlates highest with life satisfaction (r= .39**) (p<.01 level), followed by positive affect, with the calculated r= .35**, (p<.01 level), and negative correlations have been found for negative affect, with r values as: -.33** (p<.01 level) respectively.

Table 4.4
Correlations
Pearson Correlation between Dimensions of Quality of work life and Dimensions of Subjective Well-Being of Employees

SWB/ QWL	SMS	FWS	SAB	RWC	IRW	CDJ	JSCA
Life Satisfaction	.39**	.41**	.45**	.31**	0.06	.37**	.39**
Positive Affect	.35**	.12*	.16**	.19**	.11*	.24**	.34**
Negative Affect	-.33**	-.43**	-.25**	-.12*	-0.01	-.24**	-.27**

**Significant at .01 level, * Significant at .05 level. QWL refers to Quality of work life; SMS refers to Support from manager/Supervisor; FWS refers to Freedom from work related stress; SAB refers to Salary and additional benefits; JSCA refers to Job satisfaction, challenge, use of skills and autonomy; RWC refers to Relationship with work colleague; IRW refers to Involvement and responsibility at work; CDJ refers to Communication, Decision making and job security; SWB refers to Subjective well-being.

Freedom from work related stress has also yielded significant relationship with the dimensions of subjective well-being. In fact, the correlation is highest with life satisfaction, with r= .41** (p<. 01 level), followed by positive affect, with calculated r= .12* (p<.. level), and negative correlations have been found for negative affect, with r values as: -. 43** (p<. 01 level) respectively. The relationship between the dimensions of

quality of work life and the dimensions of subjective well-being has been also presented through the graphs **(Figure 12, 13, 14, 15, 16, 17 and 18).**
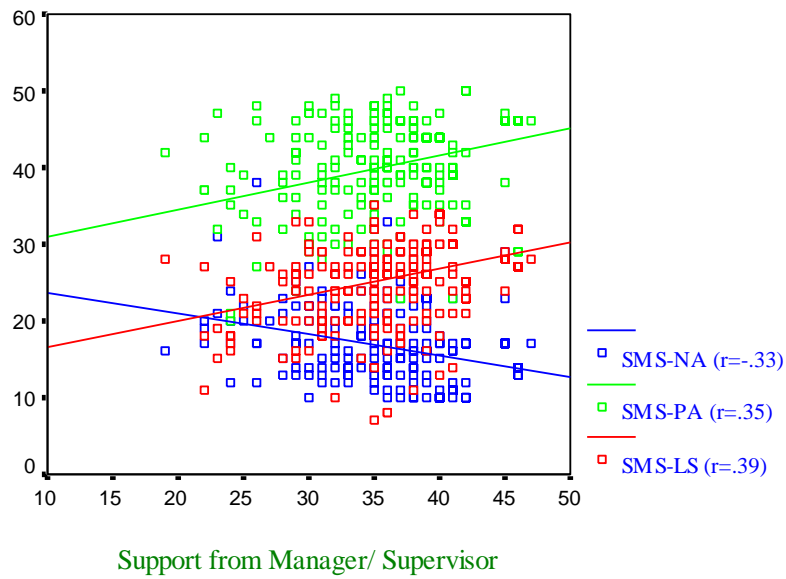
Support from Manager/ Supervisor

Graph Showing the Relationship between SMS and Dimensions of SWB

Figure 12

Freedom from Work Related Stress

Graph Showing the Relationship between FWS and Dimensions of SWB

Figure 13

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Salary and Additional Beneits

Graph Showing the Relationship between SAB and Dimensions of SWB

Figure 14

Relationship with Work Colleague
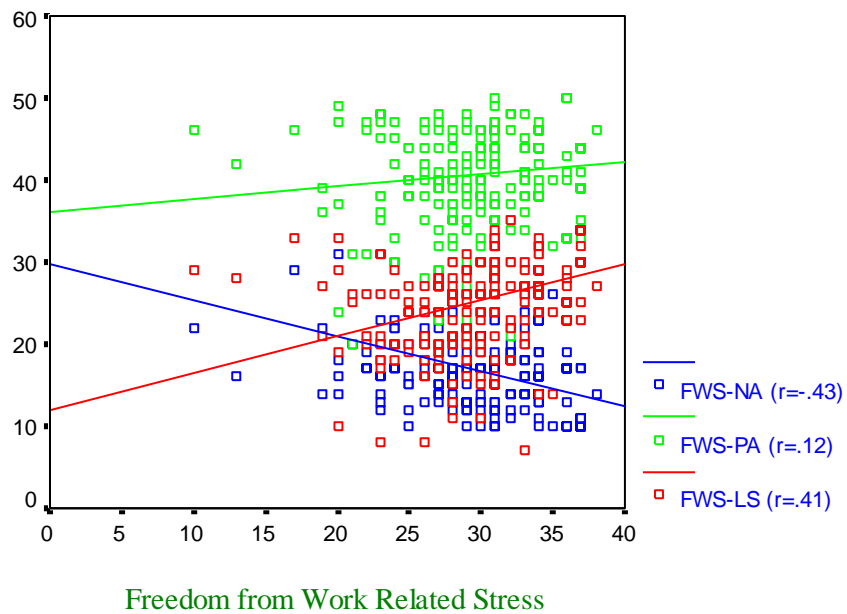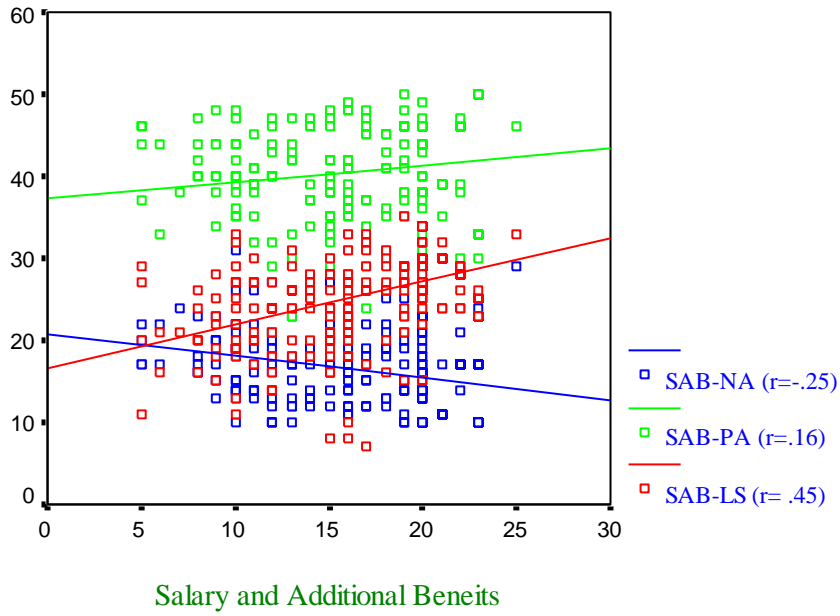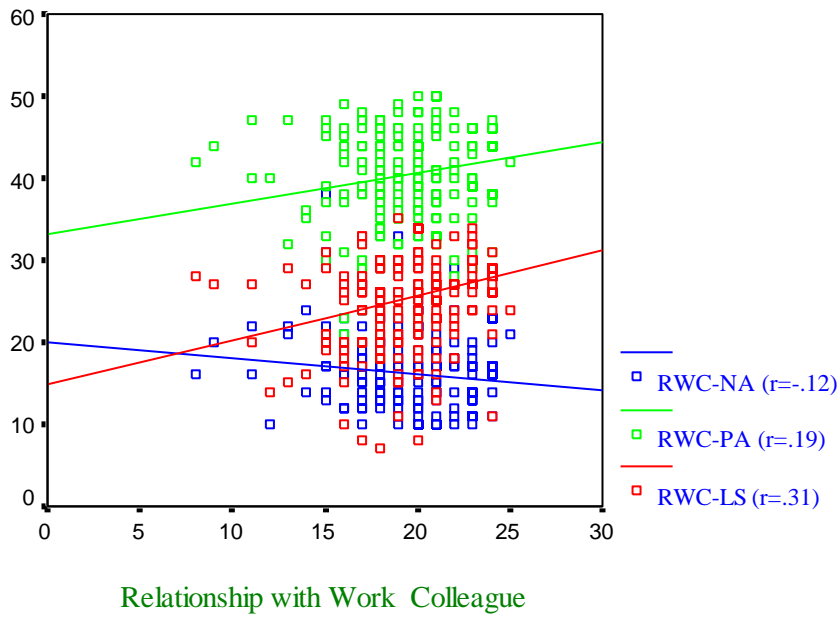
Graph Showing the Relationship between RWC and Dimensions of SWB
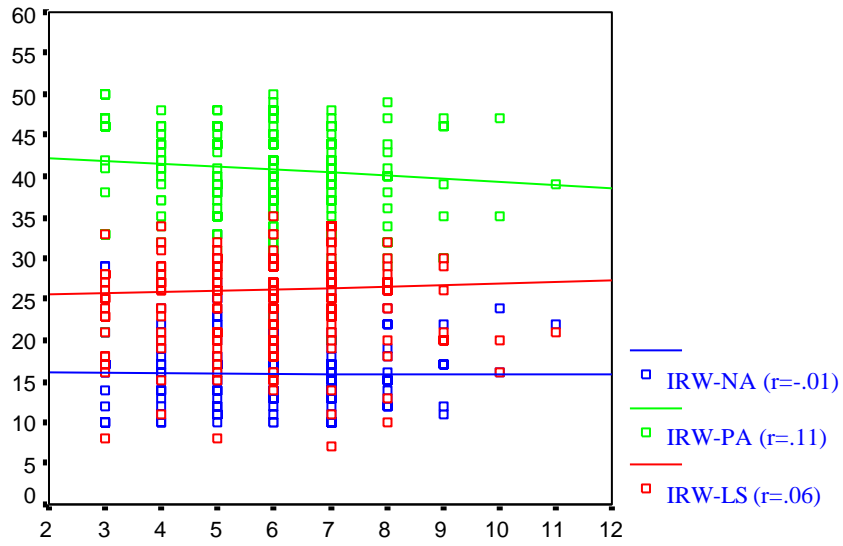
Figure 15

Involvement and responsibility at Work

Graph Showing the Relationship between IRW and Dimensions of SWB

Figure 16

Communication, Decision Making and Job Security

Graph Sowing the Relationship between CDJ and Dimensions of SWB

Figure 17

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Job Satisfaction, Challenge, Use of Skills and Autonomy

Graph Sowing the Relationship between JSCA and Dimensions of SWB

Figure 18

Salary and additional benefits also have significant relationship with life satisfaction, positive affect with the calculated r-values as .45**, .16** (p<.01level), respectively, and negative correlations have been found for negative affect, with r values as: -.25** (p<.01 level) respectively.

Another dimension of quality of work life, that is, relationship with work colleagues has also been found to be significantly related with life satisfaction, positive affect, with the calculated r-values as .31**, .19**, (p<.01 level), respectively. Negative correlations have been found for negative affect, with r values as: -.12* (p<.05 level).

Involvement and responsibility at work also have yielded significant and positive relationship with positive affect with the calculated r-values as .11* (p<.05 level) and there is low and insignificant correlation with life satisfaction and negative affect with the calculated r-values as .06 and -.01 respectively.

Communication, decision making and job security have significant relationship with life satisfaction, positive affect with the calculated r-values as .37**, .24** (p<.01level), respectively. Negative correlations have been found for negative affect, with r values as: -.24** (p<.01 level).

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And lastly, in discussing with reference to job satisfaction, challenge, use of skills and autonomy also have significant and positive relationship with life satisfaction, positive affect with the calculated r-values as .39**, .34**, (p<.01 level), respectively. Negative correlations have been found for negative affect, with r values as: -.27** (p<.01 level) respectively.

Thus, it can be said that **hypotheses 2 a, b, c, d, e, f and g** have been retained at .01 and .05 levels, although weak correlation has been found between some dimensions of quality of work life and dimensions of subjective well-being.

4.3   STEPWISE REGRESSION ANALYSIS

H3: Quality of work life will significantly predict trust.

Hypothesis 3 has been verified on the basis of stepwise regression analysis, which states that the quality of work life will predict trust of IT employees. Although, the bivariate correlation has dealt with the degree of relationship between all the measures, but it cannot be interpreted directly as an index to the extent of which scores on trust and subjective well-being are influenced by other variables, that is, quality of work life. Therefore, stepwise regression analysis has been worked out by using the stepwise method.

Table 4.5 indicates that quality of work life significantly has predicted trust with calculated R as .63 (F=227.36**, p<.01, β =.63), and explained 39% of variance in predicting trust (on an overall basis) of IT employees. **Table 4.5** also represents that quality of work life has predicted subjective well-being with the calculated R as .57 (F= 136.10**, p<.01, β = .57) and explained 28% of variance in predicting subjective well-being (on an overall basis) of IT employees.

Table 4.5
Regression Analysis for the Prediction of Trust and Subjective Well-Being of Employees, with the Independent Variable as QWL and Dependent Variable as Trust and SWB, on Over-all Basis

Variables	R	R^2	ΔR^2	S.E.m	F-value	DF	Beta
D.V:QWL Trust	.63	.39	.39	8.24	227.36**	1, 348	.63
D.V: QWL SWB	.57	.28	.29	9.10	136.10**	1, 348	.57

* Significant at .01 level. QWL- Quality of work life; SWB- Subjective well-being.

Table 4.6 represents a stepwise regression analysis, which has been used for the prediction of trust among IT employees, with the independent variable as quality of work life (QWL). The seven dimensions of quality of work life as Support from manager/Supervisor (SMS); Freedom from work related stress (FWS); Salary and additional benefits (SAB); Job satisfaction, challenge, use of skills and autonomy (JSCA); Relationship with work colleague (RWC); Involvement and responsibility at work (IRW); Communication, Decision making and job security (CDJ) have been entered for the regression equation, and has been found that SMS has predicted affect based trust (ABT) with the calculated R as .63 (F=228.65**, p>.01, β =.63, R^2=.39); while SMS and IRW jointly predicted with the multiple R as .66 (F= 134.35**, p<.01, β =.21, R^2=.44); SMS, IRW and SAB with multiple R as .67 (F= 95.23**, p<.01, β =.17, R^2=.45) and jointly accounted for 45% of variance in the prediction of affect based trust (ABT). As a whole, SMS is the strongest predictors of affect based trust with the calculated β value as .48.

Similarly, cognition based trust (CBT) has been predicted by CDJ with the calculated R as .55 (F= 150.85**, p>.01, β = .55, R^2=.30); CDJ and RWC jointly predicted with the multiple R as .64 (F= 122.48**, p<.01, β =.35, R^2=.41); CDJ, RWC and FWS with multiple R as .67 (F= 98.05**, p<.01, β =.28, R^2=.46); CDJ, RWC, FWS and SMS with multiple R as .69 (F= 79.63**, p<.01, β =.19, R^2=.48); CDJ, RWC, FWS, SMS and SAB with multiple R as .69 (F= 65.56**, p<.01, β =.12, R^2=.48); RWC, FWS, SMS and SAB with multiple R as .70 (F= 80.40**, p<.01, β =.17, R^2=.49); jointly accounted for 49% of variance in the prediction of cognition based trust (CBT). As a whole, RWC is the strongest predictors of cognition based trust (CBT) with the calculated β value as .35.

On the basis of the interpretation of the result of **table 4.6**, SMS and RWC proved to be the potential predictor of trust of employees.

So, it can be said that **hypotheses 3 a, b, c, d, e, f and g** have been retained, while predicting trust among employees on the basis of quality of work life within organizations.

Table 4.6
Stepwise Regression Analysis for the Prediction of Trust, with the Independent Variable as Quality of work life and Dependent Variable as Trust of Employees

Variables	R	R^2	ΔR^2	S.E.m	F-value	df	Beta
D.V: ABT SMS	.63	.39	.39	4.41	228.65**	1,348	.63
SMS, IRW	.66	.44	.43	4.26	134.35**	1,347	.58, .21
SMS, IRW,SAB	.67	.45	.44	4.21	95.23**	1,346	.48, .18, .17
D.V: CBT CDJ	.55	.30	.30	4.86	150.85**	1,348	.55
CDJ, RWC	.64	.41	.41	4.37	122.48**	1,347	.45, .35
CDJ, RWC,FWS	.67	.46	.46	4.21	98.05**	1,346	.26, .37, .28
CDJ, RWC,FWS, SMS	.69	.48	.47	4.13	79.63**	1,345	.17,.35,.24,.19
CDJ, RWC,FWS, SMS,SAB	.69	.48	.48	4.12	65.56**	1,344	.10,.34,23,.16,.12
RWC,FWS, SMS,SAB	.70	.49	.48	4.13	80.40**	1,343	.35,.26,.19,.17

Note: ** significant at p<.01 level, SMS refers to Support from manager/Supervisor; FWS refers to Freedom from work related stress; SAB refers to Salary and additional benefits; JSCA refers to Job satisfaction, challenge, use of skills and autonomy; RWC refers to Relationship with work colleague; IRW refers to Involvement and responsibility at work; CDJ refers to Communication, Decision making and job security, ABT refers to Affect based trust, CBT refers to Cognition based trust.

H4: Quality of work life will significantly predict Subjective well-being

The above criteria allowed entry of seven predictors as: Support from manager/Supervisor (SMS); Freedom from work related stress (FWS); Salary and additional benefits (SAB); Job satisfaction, challenge, use of skills and autonomy (JSCA); Relationship with work colleague (RWC); Involvement and responsibility at work (IRW); Communication, Decision making and job security (CDJ) and all these variables jointly contributed in the prediction of dimensions of subjective well-being.

On the basis of result **Table 4.7**, the results of stepwise multiple regression reveal that among all the dimensions of quality of work life, SAB has predicted life satisfaction (LS) with the calculated R as .45 (F=89.29**, p>.01, β =.45, R^2=.20); SAB and FWS jointly with multiple R as .50 (F= 57.99**, p<.01, β =.24, R^2=.25); SAB, FWS and RWC with multiple R as .53 (F= 46.58**, p<.01, β =.20, R^2=.28) and jointly accounted for 28% of variance in the prediction of life satisfaction (LS). As a whole, SAB is the strongest predictors of life satisfaction (LS) with the calculated β value as .39.

Table 4.7
Stepwise Regression Analysis for the Prediction of Subjective Well-Being of Employees, with the Independent Variable as QWL and Dependent Variable as SWB

Variables	R	R^2	ΔR^2	S.E.m	F-value	df	Beta
D.V: LS							
SAB	.45	.20	.20	4.49	89.29**	1,348	.45
SAB, FWS	.50	.25	.25	4.37	57.99**	1,347	.32,.24
SAB, FWS,RWC	.53	.28	.28	4.27	46.58**	1,346	.39, .23, .20
D.V: PA							
SMS	.35	.12	.11	5.40	47.61**	1,348	.35
SMS , CDJ	.37	.13	.13	5.39	27.67**	1,347	.21, .19
SMS , CDJ , FWS	.39	.15	.15	5.29	21.72**	1,346	.25,.27,.18
SMS , CDJ , FWS , SAB	.41	.16	.16	5.27	17.56**	1,345	.30,.30,.17,.14
D.V: NA							
FWS	.42	.18	.18	4.26	76.37**	1,348	-.42
FWS, SMS	.44	.19	.19	4.24	41.57**	1,347	-.34,-.13
FWS, SMS, JSCA	.48	.22	.22	4.15	34.03**	1,346	-.39,-.27,-.24

Note: ** significant at p<.01 level , SMS refers to Support from manager/Supervisor; FWS refers to Freedom from work related stress; SAB refers to Salary and additional benefits; JSCA refers to Job satisfaction, challenge, use of skills and autonomy; RWC refers to Relationship with work colleague; IRW refers to Involvement and responsibility at work; CDJ refers to Communication, Decision making and job security, LS refers to Life satisfaction, PA refers to Positive affect, NA refers to Negative affect.

Positive affect has been predicted by SMS with the calculated R as .35 (F=47.61**, p>.01, β =.35, R^2= .12) ; SMS and CDJ jointly with multiple R as .37 (F= 27.67**, p<.01, β = .19, R^2=.13); SMS, CDJ and FWS with multiple R as .39 (F= 21.72**, p<.01, β =.18, R^2=.15); SMS, CDJ, FWS, and SAB with multiple R as .41 (F= 17.56**, p<.01, β =.14, R^2=.16) and jointly accounted for 16% of variance in the prediction of Positive affect. As a whole, SMS and CDJ is the strongest predictors of Positive affect with the calculated β value as .30.

Lastly, Negative affect has been predicted by FWS with the calculated R as .42 (F=76.37**, p>.01, β =-.42, R^2= .18) ; FWS and SMS jointly with multiple R as .44 (F= 41.57**, p<.01, β =-.13, R^2=.19); FWS, SMS, and JSCA with multiple R as .48 (F= 34.03**, p<.01, β =-.24, R^2=.22) and jointly accounted for 22% of variance in the

prediction of Negative affect. As a whole, FWS is the strongest predictors of Negative affect with the calculated β value as -.39.

On the basis of the interpretation of the result of **table 4.7**, SAB, SMS, CDJ and FWS proved to be the potential predictor of subjective well-being of employees.

So, it can be said that **hypotheses 4 a, b, c, d, e, f and g** has been retained at .01 level while predicting subjective well-being of employees on the basis of quality of work life within organizations.

4.4   MEDIATION ANALYSIS

H5:   Trust will mediate the relationship between Quality of work life and Subjective well-being

Moving ahead, we hypothesized that trust would mediate the relationship between quality of work life and subjective well-being. The mediating effect can be understood as the mechanism where variable X i.e. quality of work life's causal effect can be apportioned into its indirect effect on Y i.e. subjective well-being through M i.e. trust and its direct effect on Y (Preacher & Hayes, 2008). Different approaches {causal steps strategy approach through ordinary least square proposed and popularized by Barron and Kenny (1986); the product-of-coefficients approach or Sobel test by Sobel (1982; 1986); the distribution of the product approach/the bootstrapping approach popularized by MacKinnon et al. (2004), Preacher and Hayes (2004, 2008), Hayes and Preacher (2010)} have been proposed by the authorities to test the mediating effect.

Scholars (MacKinnon et al. 2002; MacKinnon et al., 2004; Preacher & Hayes, 2004; Hayes & Preacher, 2010) have assessed the Type 1 error rates and power of these approaches and found that bootstrap approach has ability to explain high power and to control the Type 1 error rate. Therefore, the employability of bootstrap has been suggested over other approaches. Hence in present case too, to test this belief bootstrapping approach was employed by using AMOS® 20.
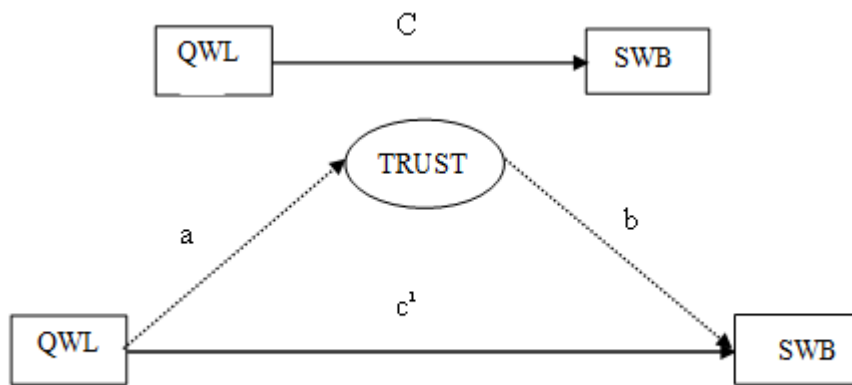
Figure 19: Direct and Mediated path diagram of QWL and SWB via Trust

Results **(Table 4.8)** exhibited that the indirect effect (i.e. a × b) of QWL on SWB through trust is 0.100 (SE .044, CI at 95% significance level is 0.011- 0.181) and is significant at p < 0.005. The results explained that the effect of QWL on SWB is decreased, but remains significant when trust mediated the path, suggesting the existence of partial mediation. We have sufficient evidence to suggest that the causal path QWL to SWB is partially mediated by the trust. Thus, hypothesis five of the study is partially supported.

Table 4.8

Mediation Results of QWL on SWB via Trust

Paths	Std Coefficient	SE	CI for Indirect Effect	P
Direct Effect QWL –SWB {c^i}	.43	0.061		***
Direct effect QWL-Trust {a}	.63	0.026		***
Direct Effect Trust -SWB {b}	.16	0.071	Lower Bound= 0.011 Upper Bound= 0.181	***
Total Effect QWL-SWB {c}	.53			***
Indirect Effect QWL-SWB {a×b}	0.100	0.044		***

(Source Primary data, N=350, CI=confidence interval, *** significant at p<0.005)

Further, the table shows the results of regression analysis. All the study variables are related to each other significantly (p<.01). Quality of work life is found to be a significant predictor of subjective well-being (.23). Similarly, Quality of work life is found to be significant predictor of trust (.27). Also, Trust is found to be significantly predicting

subjective well-being (.43). Thus, all the preconditions for mediation as suggested by Baron and Kenny (1986) were met. They have propounded that mediation exists when independent variable relates to dependent variable; independent variable relates to mediating variable; mediating variable relates to dependent variable; and the relationship of independent variable with dependent variable is either reduced significantly (partial mediation) or remains no longer significant (full mediation) when controlled for mediating variable. For the present study, independent variable is quality of work life, dependent variable is subjective well-being and mediating variable is trust. From the following, table, it can be deduced that the conditions for mediation are met as the relationship of quality of work life and subjective well-being when controlled for trust is reduced to .43 from .23, however, it still remained significant (p<.01). Thus, the results support partial mediation and hypothesis H5 is also partially supported.

Table 4.9: Trust as mediator

Variable	B	t-value	F-value	Df	R^2
Analysis 1: SWB on QWL	.23	11.67*	136.10*	1,348	.281
Analysis 2: Trust on QWL	.27	15.08*	227.36*	1,348	.395
Analysis 3:					
Step 1: SWB on Trust	.16	2.76*	73.14	2,347	.297
Step 2: SWB on QWL	.43	7.43*			

Note: * p<0.01. QWL = Quality of work life, Trust, SWB = Subjective Well-being.

4.5   DEMOGRAPHIC VARIABLES

H6. There is a significant difference in the perception of quality of work life, trust and subjectve well-being on the basis of demographic variables (gender, marital status, age, experienced and qualification).

Objective six of the study was to examine the **quality of work life, trust and subjectve well-being** with reference to demographic features **(gender, marital status, age, experienced and qualification).** Hypotheses were framed to objectify this question. The hypotheses were tested as follows:

Hypothesis H6 proposed that male and female managers perceive QWL differently. This hypothesis was tested using independent sample t-test. The results are

presented in table no. 4.10 show a significant difference between the male and female perception towards quality of work life (t= 2.08, df=348, p<0.05). Mean scores showed that male employees expressed a higher level of perception toward quality of work life (X= 202.62) compared to females (X=196.65). Thus hypothesis of the study was supported.

Table 4.10: Independent sample t-test for Gender & QWL

Gender	N	Mean	SD	SE Mean	t-value	Df	P value
Female	245	196.65	25.587	1.635			
Male	105	202.62	21.904	2.138	2.08	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that both married and unmarried managers perceived QWL differently. The results are presented in Table no 4.11 show a significant difference between the married and unmarried manager's perception towards quality of work life (t= 9.09, df=348, p<0.05). Mean scores showed that married managers expressed a higher level of perception toward quality of work life (X= 203.21) compared to unmarried managers (X=174.17). Thus hypothesis of the study has been supported.

Table 4.11: Independent sample t-test for Marital Status & QWL

Marital Status	N	Mean	SD	SE Mean	t-value	Df	P value
Married	192	203.21	22.80	1.34			
Unmarried	158	174.17	18.85	2.48	9.09	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that experience of (6-10 years) and (11-15 years) perceived QWL differently. The results are presented in Table no 4.12 show a significant difference between the experience of (6-10 years) and (11-15 years) manager's perception towards quality of work life (t= 6.09, df=348, p<0.05). Mean scores showed that experience of (11-15 years) expressed a higher level of perception toward quality of work life (X= 254.21) compared to experience of (6-10 years) (X=174. 17). Thus hypothesis of the study has been supported.

Table 4.12: Independent sample t-test for Experience & QWL

Experience	N	Mean	SD	SE Mean	t-value	Df	P value
6-10 years	189	174.17	28.85	1.74	6.09	348	.000
11-15 years	161	254.21	32.80	2.18			

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 proposed that graduate managers and above graduate managers perceived QWL differently. The results are presented in Table no 4.13 show a significant difference between the graduate managers and above graduate managers perception towards quality of work life (t= 3.39, df=348, p<0.05). Mean scores showed that above graduate managers expressed a higher level of perception toward quality of work life (X= 134.17) compared to graduate managers (X=103. 21). Thus hypothesis of the study has been supported.

Table 4.13: Independent sample t-test for Education & QWL

Education	N	Mean	SD	SE Mean	t-value	Df	P value
Graduation	186	103.21	22.80	2.34	3.39	348	.000
Above	164	134.17	18.85	3.48			

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that both age of (28-32) and (33-37) managers perceived QWL differently. The results are presented in Table no 4.14 show a significant difference between the age of (28-32) and (33-37) manager's perception towards quality of work life (t= 5.09, df=348, p<0.05). Mean scores showed that manager's age of (28-32 years) expressed a higher level of perception toward quality of work life (X= 303.31) compared to manager's age of (33-37 years)   (X=274.15). Thus hypothesis of the study has been supported.

Table 4.14: Independent sample t-test for Age & QWL

Age	N	Mean	SD	SE Mean	t-value	Df	P value
28-32 years	182	303.31	12.80	2.44			
33-37 years	168	274.15	14.85	3.48	5.09	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Objective six of the study was to examine the trust with reference to demographic variables. These hypotheses were tested as follows:

Hypothesis 6 proposed that trust perception will vary gender wise. The independent t-test analysis, which examined the hypothesis, showed that gender difference exists in the perception towards the trust. The results are presented in table no. 4.15 show a significant difference exists between the male and female attitudes towards trust (t= 1.06, df = 348, p<0.05). However, mean scores showed that female employees expressed higher levels of attitude toward trust (X= 59.90) compared to males (X=58.58). Thus hypothesis 6 of the study was accepted.

Table 4.15: Independent sample t-test for Gender & Trust

Gender	N	Mean	SD	SE Mean	t-value	Df	P value
Female	245	59.90	11.702	.748			
Male	105	58.58	7.313	.714	1.06	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 of the study proposed that married and unmarried managers perceived trust differently. This hypothesis was tested using independent sample t-test. The results are presented in Table no. 4.16 show a significant difference between the married and unmarried manager's perception towards trust (t= 4.18, df=348, p<0.05). With the help of mean scores, it is clear that married managers expressed a higher level of perception toward trust (X= 60.52) compared to unmarried managers (X=54.29). Thus the hypothesis 6 of the study was accepted.

Table 4.16: Independent sample t-test Marital Status & Trust

Marital Status	N	Mean	SD	SE Mean	t-value	Df	P value
Married	192	60.52	10.80	.63			
Unarried	158	54.29	7.66	1.007	4.18	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that experience of (6-10 years) and (11-15 years) perceived trust differently. The results are presented in Table no 4.17 show a significant difference between the experience of (6-10 years) and (11-15 years) manager's perception towards trust (t= 4.23, df=348, p<0.05). Mean scores showed that experience of (6-10 years) expressed a higher level of perception toward trust (X= 213.21) compared to experience of (11-15 years) (X=154.17). Thus hypothesis 5b of the study has been supported.

Table 4.17: Independent sample t-test Experience & Trust

Experience	N	Mean	SD	SE Mean	t-value	Df	P value
6-10 years	189	213.21	26.80	1.67			
11-15 years	161	154.17	17.85	2.35	4.23	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 proposed that graduate managers and above graduate managers perceived trust differently. The results are presented in Table no 4.18 show a significant difference between the graduate managers and above graduate managers perception towards trust (t= 4.09, df=348, p<0.05). Mean scores showed that graduate managers expressed a higher level of perception toward trust (X= 134.17) compared to above graduate managers (X=103.21). Thus hypothesis 5b of the study has been supported.

Table 4.18: Independent sample t-test Education & Trust

Education	N	Mean	SD	SE Mean	t-value	Df	P value
Graduation	186	134.17	13.85	1.34			
Above	164	103.21	12.80	2.48	4.09	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that both age of (28-32 years) and (33-37 years) managers perceived trust differently. The results are presented in Table no 4.19 show a significant difference between the age of (28-32) and (33-37) manager's perception towards trust (t= 3.67, df=348, p<0.05). Mean scores showed that manager's age of (33-37 years) expressed

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a higher level of perception toward trust (X= 203.21) compared to manager's age of (28-32 years)   (X=144.17). Thus hypothesis of the study has been supported.

Table 4.19: Independent sample t-test Age & Trust

Age	N	Mean	SD	SE Mean	t-value	Df	P value
28-32 years	182	144.17	19.85	1.34			
33-37 years	164	203.21	25.80	2.48	3.67	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Objective six of the study was to examine the subjective well-being with reference to demographic variables. These hypotheses were tested as follows:

Hypothesis 6 proposed that subjective well-being perception will vary gender wise. The independent t-test analysis, which examined the hypothesis, showed that gender difference exists in the perception towards the subjective well-being. The results are presented in table no. 4.20 show that significant difference exists between the perception of male and female towards subjective well-being (t= 5.87, df = 348, p>0.05). However, mean scores showed that female employees expressed a higher level of perception toward subjective well-being (X= 56.08) compared to males (X=49.06). Thus hypothesis of the study was accepted.

Table 4.20: Independent sample t-test Gender & SWB

Gender	N	Mean	SD	SE Mean	t-value	Df	P value
Male	245	49.06	9.839	.629			
Female	105	56.08	11.117	1.085	5.87	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis of the study proposed that married and unmarried managers perceived subjective well-being differently. This hypothesis was tested using independent sample t-test. The results are presented in Table no. 4.21 show a significant difference between the married and unmarried manager's perception towards subjective well-being (t= 3.29, df=348, p<0.05). Mean scores showed that married managers expressed a higher level of perception toward subjective well-being (X= 51.98) compared to unmarried managers (X=46.97). Thus hypothesis of the study was accepted.

Table 4.21: Independent sample t-test Marital Status & SWB

Marital Status	N	Mean	SD	SE Mean	t-value	Df	P value
Married	192	51.98	10.64	.63			
Unmarried	158	46.97	10.24	1.34	3.29	347	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis 6 indicated that experience of (6-10 years) and (11-15 years) perceived SWB differently. The results are presented in Table no 4.22 show a significant difference between the experience of (6-10 years) and (11-15 years) manager's perception towards subjective well-being (t= 4.93, df=348, p<0.05). Mean scores showed that experience of (6-10 years) expressed a lower level of perception toward subjective well-being (X= 74.17) compared to experience of (11-15 years) (X=103.21). Thus hypothesis of the study has been supported.

Table 4.22: Independent sample t-test Experience & SWB

Experience	N	Mean	SD	SE Mean	t-value	Df	P value
6-10 years	189	74.17	14.85	2.34			
11-15 years	164	103.21	12.80	3.48	4.93	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis proposed that graduate managers and above graduate managers perceived subjective well-being differently. The results are presented in Table no 4.23 show a significant difference between the graduate managers and above graduate managers perception towards subjective well-being (t= 3.04, df=348, p<0.05). Mean scores showed that graduate managers expressed a lower level of perception toward subjective well-being (X= 134.17) compared to above graduate managers (X=203.21). Thus hypothesis 5b of the study has been supported.

Table 4.23: Independent sample t-test Education & SWB

Education	N	Mean	SD	SE Mean	t-value	Df	P value
Graduation	186	134.17	19.85	1.24			
Above	164	203.21	32.80	2.34	3.04	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

Hypothesis indicated that both age of (28-32) and (33-37) managers perceived SWB differently. The results are presented in Table no 4.24 show a significant difference between the age of (28-32) and (33-37) manager's perception towards subjective well-being (t= 3.56, df=348, p<0.05). Mean scores showed that manager's age of (28-32 years) expressed a lower level of perception toward subjective well-being (X= 211.17) compared to manager's age of (33-37 years) (X=223.21). Thus hypothesis 5b of the study has been supported.

Table 4.24: Independent sample t-test Age & SWB

Age	N	Mean	SD	SE Mean	t-value	Df	P value
28-32 years	182	211.17	21.85	1.44			
33-37 years	168	223.21	22.80	2.47	3.56	348	.000

(SD- Standard Deviation, SE- Standard Error, df- degree of freedom, p<0.05)

4.6 EMPIRICAL SUPPORT FOR THE HYPOTHESES

The present research has been proposed to explore the relationship between QWL, trust and subjective well-being, and to investigate the influence of QWL on trust and subjective well-being of employees also to see the mediating effect of trust on QWL and SWB. Besides this, the study has also identified the specific dimensions of QWL that are important predictors of trust (affect based trust, cognition based trust) and subjective well-being (life satisfaction, positive affect and negative affect) of employees. Moreover, this study provides further clarification and a better understanding of the constructs of QWL, trust and subjective well-being, and also the role of QWL and its dimensions in predicting trust and subjective well-being.

Relatively very few researches have been conducted related to quality of work life which contributes to IT employee's perception of trust and subjective well-being of employees. Trust and Subjective Well-being are taken up as organizational outcomes because of the reason that in today's competitive environment, organizations are anxiously looking for these two dimensions in new generation employees to build on it. The study will lead to the exploration of Quality of work life as antecedents to Trust and Subjective Well-being. Previous researches have been conducted on QWL and found that it leads to productivity, efficiency, career development, social capital, life satisfaction, quality of life, but not from the perspectives of an antecedent of trust and subjective well-being. The

present findings have revealed that positive experiences and satisfaction at workplace definitely enhance the level of trust and subjective well-being of IT employees by transforming them as a fully functional person in all domains of life.

4.6.1   Relationship between Quality of Work Life and Trust

On the basis of the obtained results, it can be suggested that there is a significant and positive relationship between quality of work life and Trust among IT employees. A plausible explanation may be that, positive job experiences which reveal that citizenship behaviors play a significant role in determining the level of trust among employees. It is evident that continued exposure to positive emotion-arousing events gives heightens the propensity of the person to engage in positive responses and create space for personal advancements, similarly, positive working environment as: role clarity, social exchanges, increased decisional latitudes, shared language, and interpersonal harmony motivate employees to exhibit positive attitudinal behaviors in terms of an enhanced level of trust. Thus, emotional reactions to work serve as a central role to play both at professional and personal front, leading to foster trust among employees. And as stated earlier, a developmental thought has been expressed with scant research evidences, which aims at determining the enhanced level of perception of trust among employees. Drawings from the similar research also support these findings (Agarwal, S. et al., 2013).

To date, organization behavior research on trust has been conducted primarily to explore the mediating and moderating relationship of the trust. Previous researches have reported that the antecedents of trust were expatriate procedural justice and employee outcomes (Hon & Lu, 2010), organizational citizenship behavior and relationship conflict (Kacmar et al., 2012) interpersonal trust in consumer-level service relationships has cognitive and affective dimensions (Johnson & Grayson, 2005), Psychological empowerment (Ergeneli et al., 2007), moderating effects of cognition-based and affect-based trust on cognitive diversity and decision outcomes (Olson et al., 2007), conflict and decision outcomes (Parayitam & Dooley, 2009). Generally, a trust may thus result from logic based reasoning, strong positive affect, or a combination of both (Lewis & Weigert, 1985; Misztal, 1996). Trust is something which is good, desirable, and an essential requisite for the proper functioning of organizations to function properly (Shaw, 1997). For organizational members, trust relationships, heightens the quality of work life, providing needed support, pleasure, meaning and purpose (Baumeister & leary, 1995).

But no empirical evidences have been found which have aimed at the enhanced level of trust among employees, while generating positivity among individuals. As hypothesized earlier, that there is a significant relationship between quality of work life and trust, our hypotheses have been retained but for its support no study has been cited and if found has been related to quality, which stated that quality and trust are inextricably linked with each other and that organizations should work on building cultures of trust, not cultures of distrust, for their own continuing wellbeing (Robyn Peterson, 1999). Thus, the results have been interpreted theoretically that QWL acts at the level of commitment, personal needs fulfillment and trust within the organization. This notion denotes that either more objective factors, such as another's behavior history, or more subjective reasons, such as personal relations, can influence one's trust in another's planned behavior.

The results of the present study also reveal that the dimensions of quality of work life are significantly associated with dimensions of trust (affect based trust and cognition based trust). **Table 4.4** represents that quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in the decision making process and job security) leads to affect based trust which shows the critical importance of relationships, reciprocity and the necessity of **'putting people first'**. This dominant theme was supported by the literature on organizational culture, change, leadership (Bolman & Deal, 2001; Deal & Schein, 2004), organizational and group change theories (Wheatley, 2005), and the work of Senge (1990) on organizational learning.

Affective trust demands *emotional investments from both parties*. It does not exist in a vacuum. It requires attention and effort in the relationship to reciprocate. Supervisors demonstrate concern, support and care resulting in more open communication (Sherwood & DePaolo, 2005; Andersen, 2005). Trust is fragile and elusive (Kramer & Cook, 2004a). A positive work climate may also encourage communication and lessen the impact of physiological, emotional stress and anxiety, thus clearing the way to strengthen self-efficacy beliefs and trust. Organizational reward (Costigan et al., 1998), performance appraisal (Mayer & Davis, 1999), and employee involvement systems (Morgan & Zeffane, 2003), as well as on-the-job training and good benefits (Hodson, 2004), professional development opportunities and job security (McCauley & Kuhnert, 1992), and high-performance work systems (Zacharatos, Barling, & Iverson, 2005) have been found to enhance employee trust in management. This trust arises from employees' objective

observations and rational cost and benefit judgments. Employees are likely to perceive a well-designed human resource system as a sign of management's goodwill, and tend to reciprocate by confiding high trust in management (Whitener, 2001). Affect-based trust was uniquely predicted by interaction frequency and citizenship behaviors. The findings supported the critical significance of, and interconnectivity between, relationship building and trust (Caldwell & Hayes, 2007; Dirks & Skarlicki, 2004). Affect-based trust grows as people interact, interpret one another's behavior, and reciprocate. Finally, it is rooted in shared perspectives (Levin, Whitener, & Cross, 2006). It is further recommended that the factors contributing more to the establishment of affective trust (i.e., relationship quality) will be contingent on the referent under consideration. Williams (2001) put forward that affective interpersonal trust can be developed based on work group membership which was also labeled as identification based trust, wherein one both knows others' needs and preferences, and shares some of those same needs and preferences. Social exchange theory has been used to provide a theoretical explanation for the followers' willingness to garner the level of affective trust. For example, Bateman and Organ (1983) used social exchange theory to demonstrate the effects of job satisfaction on affect based trust. When followers experience job satisfaction (especially in the areas of 'challenging job' and 'perceived autonomy'), they tend to return those efforts. While this behavior may not be possible to exhibit within their formal work role, it is possible to exhibit it informally as extra-role behaviors (for example, helping a coworker, keeping a work area tidy, or preserving organizational resources) may provide an outlet for reciprocation. Lastly, lack of information can reduce trust. Perception of low decision-making participation, being uninformed, lack of communication and poor follow-up are also situational factors that increased cynicism i.e. a cynical feeling of distrust (Reichers et al., 1997).On the other hand open communication allows employees to share their thoughts and ideas even when these are contradictory (Thomas et al., 2009). People can express ideas without fear when trustworthy leaders promote an open environment (Erez et al., 2002). The results reveal a significant relationship of affect based trust with the dimensions of quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in the decision making process and job security).

Similarly, **Table 4.4** also reports a significant relationship between cognition based trust and dimensions of quality of work life which shows that trust has a myriad of

significant benefits for organizations and it may result from logical reasons, strong positive affect, or a combination of both (Lewis & Weigert, 1985; Misztal, 1996).

Cognition based trust appears when the worker has confidence in the manager's ability to get the job done (Sherwood & DePaolo, 2005) and it begins with the supervisors (Reichers, Wanous, & Austin, 1997; Whitener, Brodt, Korsgaard, & Werner, 1998) as the employees pay attention to the words and actions of immediate superior in making judgments regarding alteration in the work. Trust in an employee`s immediate manager can be associated to empowerment and autonomy, supervisory supportiveness and communication (Costigan et al., 2007; Ergeneli et al., 2007; Conger, Kanungo, & Menon, 2000). Social loafing has been used to provide a theoretical explanation for prediction of cognitive trust from salary and other benefits as it happens when some group members reduce their efforts in accomplishing group projects, presuming that others will pick up the slack. Concerns about social loafing could be a hindrance to generating cognitive trust among peers (Huff, Cooper, & Jones, 2002; Zand, 1972). Cognitive trust can be strengthened when individuals are held accountable for their behavior and performance. When performance assessment and subsequent rewards are group-based, the tendency of some employees get involved in social loafing increases. The study found that co-worker trust contributed to positive feelings and attitudes in the workplace and that "employees who consider their co-workers to be trustworthy, and are willing to act on the basis of the words, actions, and decisions of their co-workers, may be more likely to feel positive about the support received from the organization" (Ferres et al., 2004). Trust is an important component of cooperative relationships (Herselman, 2003). McAllister emphasized the importance of cooperative horizontal relationships, especially during complex and unstable work environments. Researchers considering the involvement, responsibility at workplace suggest that trust is essential for long-term, nonhierarchical relationships to be sustained and cognitive trust draws from a trustee's ability, fairness, and consistency. Employees monitor organizational structure, policies, and processes to decide whether organization is trustworthy (Costigan, Ilter, & Berman, 1998) or when people in an organization fail to share information, betrayal of trust may occur (Reina & Reina, 1999). Undistorted communications, actions following words and consistency of behavior are important signals of trustworthiness to employees (De Cremer, 2005). It is an important component of trust (Becerra & Gupta, 2003; De Ridder, 2004). Lack of communication between leaders, workers, and the team magnifies the lack of trust (Zeidner, 2008). So,

communication as a means to instill trust comes to the forefront of the management and technical workers (McManus, 2005).

4.6.2. Relationship between Quality of Work Life and Subjective Well-being.

The findings indicate that there is a significant and positive relationship between quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in the decision making process and job security) and subjective well-being of employees. It is evident from the results that quality of work life plays a significant role in determining the satisfaction with life, positive affect and negative affect, which in combination constitutes the subjective well-being of IT employees leading to the balance in both the domains of an individual i.e. work life and non-work life as employees appear to move between the domains of work and non-work, carrying the influence of each sphere of activity into each other (spillover effect). The International Labour Organization (ILO) convention that was adopted in 1981, states that it is necessary for organizations to help employees to balance their work and non-work demands (Lewis, 1997). Ballout (2008) proposed that non-work variables affect individual's perceived career aspirations and success. The effects of non-work or family life upon the work setting are essential though they are often overlooked in many organizations (Crouter, 1984). Employees today are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities. Evidence of such a relationship among QWL and SWB can also be found in the study conducted by (Sirgy et al., 2001). It can be suggested that QWL has been envisaged as a process by which an organization responds to employee needs, allowing them to share fully in making decisions that design their life at work (Robbins, 1998) and ensuing the well-being of employees (Sirgy et al., 2001). As earlier hypothesized, that there is a significant relationship between quality of work life and subjective well-being, our hypotheses have been retained and it supports that quality of work life at workplace leads to subjective well-being of employees, and when spilled over at the personal domains of life. The findings of the study are also inconsistent with (Agarwal, S., et. al, 2012).

Table 4.4 reveals that over-all quality of work life at workplace enhances life satisfaction as employees have a tendency to carry their emotions; attitudes, skills, and behaviors that they establish at work into their family life and vice versa (Crouter, 1984). Support from supervisor have a positive influence on the worker's psychological well-

being (Arnold, et. al, 2007) also positively contributes to life satisfaction (Amin, et. al, 2013). Weinstein and Laverghetta (2009) found a significant negative correlation between stress and life satisfaction. However, frequent positive events have emerged as stronger correlates of life satisfaction than major or minor stressors (McCullough, Huebner, & Laughlin, 2000). Life satisfaction appears to depend mostly on economic factors and on life dimensions, implying a judgement on the objective conditions. Growth in income, benefits, good health are likely to increase the level of well-being (Easterlin, 2006) plausibly because their basic human needs are fulfilled and they have better human rights records which help in enhancing at different domains of interpersonal competence in peer relationships, (i.e., initiation of interactions, assertion of personal rights, self-disclosure, emotional support and management of conflicts). Effective interpersonal relationships have been found to be linked with good mental and physical health and well-being, longevity and life satisfaction. Alternatively, lack of interpersonal connections is linked negative to outcomes including depression (Perlman, 2007). So, employees should be involved and given accurate amount of responsibility to make decisions and act more quickly lead to better performance of the whole organization. In addition, job satisfaction is positively related to and has an impact on one's overall life satisfaction (Rice, Near, & Hunt, 1980; Bowling, Eschelman, & Wang, 2010) which helps in achieving higher status positions at work, who often have greater amounts of autonomy, perceived job security and communication satisfaction that are more likely to experience interference between work and non-work realms of life. The results reveal a significant relationship of life satisfaction with the dimensions of quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in decision making process and job security). Hence, the hypothesis has been retained.

Similarly, **Table 4.4** also reports a significant relationship between positive affect and dimensions of quality of work life which shows that, researchers have increasingly stressed the role of supportive relations in facilitating work-recovery processes and reducing the harmful effects of a heavy workload (Sonnentag, 2001). Also income meets certain universal needs and so is a cause of well-being (Veenhoven, 1988, 1991) which has positive features on human functioning at personal and professional level of an individual, while leading a primed life. In addition, coworker support is the provision of desirable resources to a focal employee, including task-directed helping, coworker mentoring, and

friendliness or positive affect (Morgeson & Humphrey, 2006). It is also suggested that enhancing involvement, decision making, perceived job security and having healthy communication leads to positive affective state of well-being. The results of the analysis are solely based on concerted efforts to address this void (positive well-being) and propel the quest for achieving a new paradigm leading to a perfect balance between personal and professional life of an employee, while considering the positive organizational outcomes leading to high organizational effectiveness in terms of productivity and performance. Also which have moral and ethical foundations and aims at instilling positive emotions, self-confidence, hope, and goal fulfillment for psychological well-being of employees as well as subjective well-being.

Furthermore, **Table 4.4** also reports relationship between negative affect and dimensions of quality of work life which shows that, employees also perceive a sense of negative affect when they experiencing job stress, work load and low support of the authorities which have deteriorating influence with the displacement of aggression, frustration in personal relationships, poor communication and marital adjustment (Hashmi, Khurshid & Hassan, 2007) which lead to negative emotions in one's life. Negative Affect (NA) includes a variety of aversive mood states, including anger, contempt, disgust, guilt, fear, and nervousness. Watson and Clark (1984) concluded that people who express high negative affectivity view themselves and a variety of aspects of the world around them in generally negative terms. Negative affectivity may influence the relationships, decisions, hamper communication within the organization which leads to dissatisfaction, anxiety, low productivity, less efficient work, abseentism and finally leads to employee turnover. On the other hand, low negative affect is characterized by a state of calmness and serenity. So, it can be said that infrequency of negative affect at workplace should be maintained and promoted.

4.6.3. Prediction of Trust on the basis of Quality of Work Life

Table 4.5 represents the prediction of **trust** of employees on the basis of experiencing quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in the decision making process and job security) at the workplace. The results reveal that the over-all quality of work life (QWL) has proved to be a significant predictor of **trust**. **Table 4.6** indicates that affect based trust has been predicted by support from managers and supervisors (SMS), followed by Involvement and

responsibility at work (IRW) and then salary and additional benefits SAB. The results reveal that support, healthy interaction and participation elicit a sense of reciprocation within IT employees (Sahay, Y.P., & Gupta, M., 2011) and can achieve the new parameters in professional life. Feelings of warmth and compassion, care and concern expressed by the supervisor for fellow workers and their reciprocation result in affect based trust (Barton & Barton, 2011).The findings suggest that support, adequate benefits, involvement, responsibility and guidance at workplace also lead to supportive behavior, interaction, and a sense of personal and professional security. Positive experiences lead to positive feelings towards jobs, colleagues and organizations which ignite belief, faith and hope in the organization. So, it is also suggested that "managers should spend more time recognizing the value of the people who work for them" and believed that "when organizations concern themselves with developing their employees, they are more successful" (Langton & Robbins, 2007).

Furthermore, cognition based trust has been predicted by relationship with work colleague (RWC) followed by the low stress (FWS) and then with the support of supervisor (SMS), salary and additional benefits (SAB). The results reveal that co-worker trust, support, low stress and adequate benefits contributed to positive feelings and attitudes in the workplace and that "employees who consider their co-workers to be trustworthy, and are willing to act on the basis of the words, actions, and decisions of their co-workers, may be more likely to feel positive about the support received from the organization" (Mcallister, 1995; Ferres et al., 2004). The findings suggest that trust in peers or relationship with co-workers is the employees' expectations regarding the behavior of their peers and has been studied in groups (Chattopadhyay & George, 2001; Dirks, 1999; Zand, 1972). It may be established on the basis of one's rational assessment of their characteristics and range from profession capability to behavioral predictability.

On an overall basis, support from seniors and authorities, experiencing low stress, having job security, harmony at workplace, healthy communication, salary and additional benefits, and participation in decision-making process enhance perception of trust among employees. It can be stated that the overall quality of work life leads an employee to feel competent, consistent, discreet, fair, integral with a sense to achieve the benevolence, faith, belief and reciprocation for enhancing the perception of trust among organizations.

4.6.4. Prediction of Subjective Well-being on the basis of Quality of Work Life

Table 4.5 represents the prediction of subjective well-being of employees on the basis of quality of work life (support, low stress, job satisfaction, sufficient salary and benefits, relationship with work colleagues, responsibility and work involvement, healthy communication, participation in the decision making process and job security) at the workplace. The results reveal that the overall quality of work life has proved to be a significant predictor of subjective well-being of employees. Research indicates that people who report high levels of SWB also perceive the world as safer, feel more confident, make decisions more easily, rate job applicants more favorably, are more cooperative, creative, tolerant, and altruistic (Lyubomirsky et al., 2005; Cohen & Pressman, 2006).

Table 4.6 indicates that life satisfaction has been predicted by salary and additional benefits (SAB) followed by low stress and relationship with a work colleague. The results reveal that economic factors like income and other additional benefits are vital to the employee's performance and the whole organization. It can also be stated that low work pressure and stress lead employees to enjoy the work and develop positive relations and interaction with colleagues and seniors, and when carried to other spheres of life establish mutual respect and trust with others (family members, friends and others) (Baumeister & Leary, 1995). In addition, having harmonious relationships at the workplace when spillover at personal domains promotes emotional well-being with reduced anxiety, depression, tardiness and anger (Daniels, 2000). It reduces negative emotions (Ratzlaff et al., 2000), establish healthy relationships, and generate a state of balance including feelings of safety, trust, and connectedness with friends, family and community, and a predictable and welcoming social environment where individual experiences societal and interpersonal well-being and life satisfaction. Therefore, it can be stated that workplace satisfaction and happiness when carried to the other domains of life, generates positivism, self-initiation, self-direction (Serey, 2006) and overall life satisfaction (Katrina et al., 2009).

Similarly, Positive affect has been predicted by support from managers and supervisors (SMS) followed by communication, decision making and job security (CDJ) and then low stress (FWS), salary and additional benefits (SAB). The results reveal that support, healthy interaction, communication, participation and adequate benefits elicit a sense of positive affect within IT employees and can achieve the new parameters in professional life as management and leadership are essential to the functioning of organizations within every society (Kalliny, Morris., Ulas, Ograk., & Saran, A., 2007).

The findings suggest that support and guidance, low work pressure at the workplace also leads to supportive behavior, interaction, and a sense of personal and professional security. Communication has a positive impact on the performance of employees (Brahma, S. S., & Srivastava, K. B. L., 2007). Positive experiences lead to positive feelings towards jobs, colleagues and organizations which ignite organizational growth and profitability (Gupta, 2003).

Furthermore, Negative affect has been predicted by low stress (FWS) followed by the job satisfaction, challenge and autonomy (JSCA), support of supervisor (SMS). The results reveal that experiencing stress, workload and low empowerment, less challenging tasks are deteriorating influence with the displacement of aggression, frustration in personal relationships, poor communication and marital adjustment *(Hashmi, Khurshid & Hassan, 2007)* which lead to negative emotions in one's life. The results reveal that FWS negatively predict NA which means that low stress helps in reducing negativity in both personal and professional domains of an individual life.

On an overall basis, support from seniors and authorities, experiencing low stress, having job security, harmony in the workplace, healthy communication, salary and additional benefits, and participation in the decision-making process enhances the level of well-being in terms of life satisfaction, frequency of positive emotions and infrequency of negative emotions. It can be stated that the overall quality of work life leads an employee to feel satisfied, happy, enthusiastic, motivated, confident, active, and alert which helps in garnering the subjective well-being among employees.

4.6.5   Quality of Work Life and Subjective Well-being: Mediating Effect of Trust

Hypothesis five of the study presumed trust as a mediator between quality of work life and subjective well-being. With a view for making an answer to this inquiry bootstrapping was employed through SEM and empirical findings of the study support this hypothesis. Quality of work life has been referred as perceived organizational attributes. Research invariably confirmed the influence of organizational attributes such as communication, interpersonal relationships, work group support, reward management, leadership, supervision, performance management system, problem management, etc. on working of an organization and its influence on their lives outside of work, such as family, leisure, and social needs (Spill-over effect). Surgery (2001) substantiates this fact and emphasized the linkage between QWL and well-being of employees (Rathi, 2010).

QWL is also related to trust. Scholars characterized a work environment which provides QWL as cooperative, evolutionary, open, informal and interpersonal. Such a work environment can be considered ethical & productive because it developed an environment of trust and faith in their employees. Results of the present study also sustained this fact. Becerra and Gupta (2003) viewed that leader is able to maintain a positive mood state and exhibit positive behavioral intentions toward followers, they increase the emotional bonds between the leader and follower and thus increase the probability that trust will develop between themselves and their followers. Chawla and Kelloway (2004) found that trust was present in organizations when communication, participation, and job security were incorporated into the system. Similarly, Herrera et al. (2011) found a significant contribution of social capital to levels of SWB. In addition, Social capital was defined as interpersonal trust and in the literature, there is a growing recognition that social capital stands for the ability of actors to secure benefits by virtue of membership in social structures or social networks and the associated norms of reciprocity and trust (Coleman, 1988; Putnam, 2000; Kroll, 2011; Kulig et al., 2010). Present results shown in **table 4.8** empirically proved our belief. Hence it is obvious to proclaim that trust mediates the relationship of quality of work life and subjective well-being.

4.6.6 Demographic Variables and Quality of work life, TRUST AND Subjective well-being

In hypothesis 6, the role of gender, marital status, age, experiences and designation on the level of perception of QWL, trust and SWB has been studied.

Hypothesis 6 of the study proposed that gender, marital status, age, experiences and designation significantly cause variation in the perception of the managers regarding QWL. Also the findings of the study support the hypothesis that QWL perception varies with male and female counterparts, thus accept the assumption of gender differences. Also, the consistency continues with the results of the study when manager's perception was checked according to their marital status (married and unmarried), age (28-32 years, 33-37 years), experienced (6-10 years, 11-15 years) and education (graduate and above) as significant difference was recorded on the basis of marital status, age, experienced and education respectively.

Okpara (2004) substantiates the results of gender differences, indicated that female employees are less satisfied than their male counterpart specifically in terms of pay, promotion and supervision. As it was also asserted that (Valentine & Godkin, 2000; Shome, Khurana & Banerjee, 2011), males are expected to perceive greater variety, autonomy, job significance and feedback than females in regard to task structure of jobs. Furthermore, females in the jobs are expected to be ambitious, but they could not expect equal treatment in terms of pay, perks and promotions (Singh-Sengupta, 2006).

Similarly, QWL perception of married and unmarried counterparts was analyzed. The study found that married managers expressed a higher level of perception toward QWL compared to unmarried managers. Some studies (Chambers, 1999; Loscocco, 1990; Robbins et al., 2003) also supported these findings. In particular, Chambers (1999) found that married employees experience increased satisfaction with pay, work, supervision and co-worker subscales. However, Robbins et al. (2003) note that the available research only distinguishes between being single and married.

Further, analysis revealed a significant relation between age and QWL among IT staffs. The findings of the present study can be well supported by the findings of (Bolhari,et.al, 2011).

A relation between work experienced and QWL was also found. More the experienced the more satisfaction with the pay, perks, interpersonal relationship.Some studies also support the findings (hossain, 1997; Bolhari,et.al, 2011). Lastly, independent t-test found a significant relation between education and perception of QWL in IT organizations as higher the education level of employees help them in attaining higher designation within the organization which leads to better pay and packages. Rahman (1984) revealed the same result. In another research, it was noticed that higher the income , higher the level of QWL (Raduan et.al, 2006).

Hypothesis 6 of the study proposed that gender, marital status, age, experiences and designation significantly cause variation in the perception of the managers trust. Trust plays a vital role in the functioning of IT organizations Some researches find weak or no relationship with trust and demographic variable (Anderson and Derrick. 1990; Thomas et al., 1999). While on the other hand, studies reported that trust is related to age, gender, education and wealth (Wholey and Sommers, 2000).

The results from the independent t-tests reveal that there are significant differences between male and female employees. Female employees are more likely to develop trust,

based on their relation-oriented characteristics as compared to male employees. The study found that married managers expressed a higher level of perception toward trust compared to unmarried managers as people with different marital status may vary in their propensity to trust (Mayer et. al, 1995). Further, analysis revealed a significant relation between experience and trust. This result is similar to Denmark's (1993) finding in which he found that the higher the status of an individual within the organization , higher the trust they perceive among themselves. In addition it was also reasonable to expect that trust relationships at work might also depend on the amount of time individuals have known and worked with one another (Beccerra & Gupta, 2003). The independent t-test found a significant relation between education and perception of trust in IT organizations as entry level employee trust their manager and co-worker more easily as compared to other employee who are more educated. Therefore experience with the organization is an important aspect of worklife. Trust in the employer is central in the relationship between the organization and the employee (Dirks & Ferrin, 2002). Therefore, trust will become more salient for employees between the older worker and the organisation. When older workers have high trust in the leader, the relationship is of high quality (Dirks & Ferrin, 2002).

Hypothesis 6 of the study proposed that gender, marital status, age, experiences and designation significantly cause variation in the perception of the managers regarding SWB. It has been suggested by research that modest impact on SWB accounting for only a small amount of the variance in wellbeing measures is done by external factors, which include demographic factors such as health, income, educational background, and marital status (Conceição & Bandura, 2008; Diener et al., 1999; Diener et al., 2003; Hutchinson et al., 2004; Suldo & Huebner, 2004).

The results from the independent t-tests reveal that there are significant differences between male and female in terms of SWB. Previous research shows that result for studies related to gender and SWb are mixed, some studies shows that female have higher SWB than male, others that there are no difference, and still others that gender difference vary across the life course (Tsech-Romer et.a l., 2008). But in the present study results shows that females perceive a higher wellbeing as compared to males. The findings of the present study can be well supported by the findings of Samsinar Md-Sidin and Murali Sambasivan (2008).

Hypothesis 6 assumed that both types of managers (married and unmarried) perceived SWB in different ways. The findings of the study also support the hypothesis

that there is a significant difference in the perception of SWB according to the marital status. It is found that married seem to have high wellbeing as compared to unmarried. The findings of the present study can be well supported by the findings of Diener et.al., 1999. Further, SWB usually has a u-shaped relationship to age (Diener and Suh, 1997), where SWB is at its lowest when people are around the age of 30, and then gradually increases. The analysis revealed a significant relation between age and SWB (Diener and Suh, 1997). The findings of the present study can be well supported as it found that high education means high SWB while unemployment has been shown to reduce SWB (Argyle, 1999). Lastly, independent t-test found a significant relation between designation and SWB. Employees at higher designation have higher income which leads to higher SWB (Ferrer-i-Carbonell, 2005).

Ending up with discussion, it could be said that positive experiences with quality of work life when spilled at other aspects of life will definitely lead to attitudinal and behavioral organizational outcomes, where an individual can thrive to become productive and being open to the challenges at work and non-work domains of life and prove to be a nutriment for positive thinking and experience integrity at personal and professional fronts of life. As the optimum quality of work life leads to satisfaction of a variety of needs through resources, activities, and outcomes stemming from participation in the workplace, which leads to positive work experiences and must be considered as an important contributing factor not only to job satisfaction, but also to satisfaction with other domains of life (Sirgy, et. al, 2001). Within this conceptual framework, positive relationship is the end criterion which suggests that one's handling of interpersonal situations and relationships has great importance for one's self-realization (Ryff & Singer, 2000) and promoting trust and subjective well-being within the IT employees.

Summary

Chapter Four discusses the findings of the research study and links these findings to the research objectives. An analysis of the data with respect to QWL, trust, and SWB is the main focus. Following the factor analysis done in the previous chapter, the hypotheses were tested on the basis of the various statistical techniques as: Pearson Product-moment correlation, Stepwise Regression Analysis and Mediation analysis. The chapter ends by discussing the results and providing empirical support for the same. Chapter 5 will discuss the conclusions that can be drawn from the results, the limitations of the study, and recommendations for future research.

Conclusion

This chapter begins with the conclusion to provide the highlight of the study. Thereafter, it lists the contribution made by this research.The recommendation for future research, followed by the limitations of the study are addressed in this chapter.

5.1 CONCLUSION

The present study has examined the relationship of quality of work life with trust and subjective well-being. There are numerous researches which have measured well-being of employees in terms of health, mediation and spiritual wellness (Sinha, 1990; Sinha & Tripathi, 2001; Sharma, Gupta & Bijlani, 2008). Many researchers in the field relate the concept to the one as defined in the scriptures and religious texts of Hindus (Dalal & Mishra, 2001). Other researchers in the field have explored the relationship of well- being with variables such as marital adjustment (Nathawat & Mathur, 1993), emotional intelligence and locus of control (Kulshrestha & Sen, 2006) and quality of life (Verma, 2008). However, the fact remains that there is no systematic study which talks about SWB from the perspective of QWL.

Till date, empirical researchers have identified the positive organizational outcomes of quality of work life in broader terms of organizational effectiveness, productivity and efficiency, but no research has been initiated that to what extent quality of work life has meaningful impact on positive attitudinal behaviors of human life i.e. trust which is another construct that has been taken in the study.

The present findings of this study provide an insight into the role of various factors of QWL, which are part of work and working environment, and into predicting trust and subjective well-being of employees. This study, thus, makes a theoretical contribution in understanding the relationship between QWL, trust, and subjective well-being. Moreover, the present study identifies the factors in the workplace that a feeling of security in one's job in an organization fosters trust among its employees. There are many benefits of having a trusted workforce in the way that they help the organization in achieving

organizational goals and also in contributing to overall organizational effectiveness. It has been argued that a *trusted employee is a valuable asset available to an organization.*

The present study has focused on the Indian IT employees and the findings have indicated that experiencing optimum quality of work life (support and guidance from the seniors, experiencing low stress, healthy communication, job-satisfaction, opportunities to use skills and abilities, authority for decision-making and job-security) plays a significant role in determining and enhancing subjective well-being (in terms of experiencing life satisfaction, frequency of positive affect and infrequency of negative affect) among employees. In addition, the findings suggest that understanding of psychological principles and premises of human behavior is crucial for the success of organizational plan and policies which have *a carryover effect on the non-work life of an employee.* Thus, it is essential to identify and develop ways to facilitate the well-being among employees and the organizations. This further creates a feeling of happiness which indicates that *'happy workers are productive workers'* (Wright & Cropanzano, 2004). Further, these feelings are transferred in other spheres of the employees' life. It further leads to a higher level of overall subjective well-being among the employees.

The proposed models also reflect a staunch opinion that people devote one-third of their life at the workplace, thereby affecting an individual's life and the entire community and consequently leading to subjective well-being, in terms of life satisfaction, frequency of positive affect and infrequency of negative affect. The models have been proposed with the viewpoint that exhibition of QWL and perceptions of trust within organizations when spilled at other domains of life broadens scope for attention, cognition and action, and build physical, intellectual and social resources, consequently leading to well-being of employees.

Further, managers and positive psychologists can work together and focus should be given to incorporating QWL and its factors, which positively affect organizationally relevant variables, in policies and practices which are meant for employees. If organizations take into consideration the employees' needs, their feelings towards, and perception of, their work and total working environment, then this will be a win-win situation for both the employers as well as for the employees. It has been well established in research literature that, "the extent and quality of employee organization linkages provide important consequences for the individual, for the organization, and for society" (Mowday et al., 1982). Also, positive experiences at workplace also direct employees to

thrive and experience progress and momentum marked by a sense of learning (greater understanding and knowledge (Goldstein, Cho, N., & Zack, Mh., 1990; Johnson, et al., 1996)) and sense of vitality (aliveness) and such behaviors allow individuals to judge what they are doing and how they are doing and help them to develop in a positive direction and finally spurs one's self-development, emotional literacy and emotional alchemy which enable them to realize their full potential towards organizational goals (Adekola, 2006) and helps organizations in winning the **"War for Talent".**

As a final point, it can be concluded that an understanding of the employees' QWL and promoting a high level of QWL among employees may produce many enviable outcomes for the organizations as well as for their employees. An emphasis on QWL and its various aspects of an organization will contribute not only to an increased level of trust among its employees but will also bolster the subjective well-being of employees. Finally, focusing on employees' trust and well-being will contribute not only in building an effective, efficient, and healthy organization, but will also facilitate the formation of a healthy society and nation. The present study is an important step in this direction and its findings may be highly useful for the organizations as well as for management researchers and practitioners.

5.2 CONTRIBUTION OF THE STUDY

The significance of this research lies in the contributions which are discussed hereafter. This study is an important contributor to the field of quality of work life, trust and subjective well-being. It is one of the few studies where all the three variables of quality of work life, trust and subjective well-being are investigated in single study.

The results provide a greater understanding of the variable QWL as antecedent of trust and SWB in IT organizations. Because previous studies did not explain how quality of work life directly influence trust and subjective well-being. The study explored the association among quality of work life, trust and subjective well-being in IT organization. This addition to previous efforts is important because IT organizations were characterized by boundary spanning projects, team based works, group performances, interdependences in work group, virtual teams etc. In IT organization, a high level of quality of work life (QWL) is necessary to continue to attract and retain employees. Also, work is generally being done with the help of virtual teams, there is less face to face interaction between the

team mates and one single project is delegated to various team members and lots of dependencies exist between the teams to successfully complete a single project. So, in this kind of virtual environment trust plays a vital role. Without having trust among team members, work cannot be done. When organization provide good working environment to their employees then trust among employees cropped up with the high expectations of congenial work environment which enhance the well-being of employees in the realization of organizational goals. Thus, this study tries to tap their experiences and perceptions and map their performances in the organization.

The significance of the findings was enhanced by qualifying the mediating role of trust in the relationship of quality of work life and subjective well-being, which have been less focused in previous researches. In this research, positive experiences with quality of work life when spilled at other aspects of life will definitely lead to attitudinal and behavioral organizational outcomes, where an individual can thrive to become productive and being open to the challenges at work and non-work domains of life and prove to be a nutriment for positive thinking and experience integrity at personal and professional fronts of life. Hence, IT employees have active observant of how the policies, decisions and management strategies are formed for the welfare and to achieve the goals of the organization, as these eventually affect the physical health, attitude and behavior of IT employees (Benson, A. D., Johnson, S. D., & Kuchinke, K. P., 2002). To the researcher's best knowledge, it is one of the first attempts on establishing the framework for QWL in IT organizations with the inclusion of trust and subjective well-being.

5.3   FUTURE IMPLICATIONS AND SUGGESTIONS

The findings of the study can be considered a niche in the management discourse and a nascent area, where managers have been regarded as individuals and have further implications for optimizing them.This study makes a significant contribution to the literature by examining the role of QWL in helping to develop a culture of trust and subjective well-being in IT organization. Specifically, more research is required on the complexities of enacting QWL in Indian environments as it is less emphasized in Asia as compared to North America and European countries (Bagtasos, 2011). Despite a growing literature on trust, it remains as an under-researched area (Becker, 2002). Also, Well-being is a recent addition to the scientific study in the positive psychology.

This study provides a unique window for implications of change, innovation, globalization and corporate social responsibility which are critical for the organization. Through these practices organizations are able to increase the visibility of managers' ideas, provide recognition for those who drive intelligent risk taking, incorporate diversity and creativity and provide guidance to a myriad of stakeholders.

In addition, it can be suggested that positive work environment can make attractive and fascinating organization for employees while focusing on job enrichment practices that allow for challenge and self-actualization at work. This consequently develops the ability to predict future skills, identify and locate experts across the organization and foster an environment where collaboration and knowledge sharing are recognized (Cho, N., 2007) and valued.It can be suggested that through quality of life programs, organizations can assess their own strengths and weaknesses, set and pursue professional and personal goals, balance work and personal life, and engage in new learning leading to personal and professional growth.

Future studies may like to consider research designs that are qualitative and longitudinal thereby building more and more theories. Such study findings have important policy implications for both management theorists and practitioners interested in keeping firms competitive and vital in the changing scenario.It is highly recommended that organizations should adopt a strategic human resource management approach towards their employees that emphasizes the importance of "good work" and positive environment at workplace in order to achieve trust and wellbeing within the organizations.

5.4   LIMITATIONS OF THE STUDY

The present study has certain limitations that deserve mention.

A larger sample would have been more appropriate for such kind of studies where relationship is examined among different variables like quality of work life, trust and subjective well-being.The participants in the study were IT developers and therefore generalizations from the results may only be applicable to IT organizations. In addition, consideration was not given to factors such as gender, religion, ethnicity, location, and nationality on the composition and influence on the dependent variable. The study only investigated the relationship of quality of

work life to trust and subjective well-being and mediating role of trust on quality of work life and subjective well-being.

The study can also be extended while selecting larger multicultural samples for the better understanding and measurement of cognitive processes across organizational cultures.The study is entirely relying on cross-sectional data. Longitudinal and experimental designs are suggested for future research to confirm causal inferences.The sample has been selected from a particular region of NCR, India. It would be more appropriate and interesting to select a diverse sample from other states and cultures which can depict a clear picture of the Indian IT organizations.

The measures were based on self-reports common method bias could be a problem. Also, the study only considered the unidirectional relationship between the study variables. However, recent studies have reported the reciprocal relationships between job and personal life. In addition to this, study can further be examined with structural equation modeling using AMOS by incorporating all the variables into one model.

Summary

Chapter Five concludes the examination of QWL as determinants of trust and SWB also the mediating effect of trust by presenting implications, limitations, and directions for future study results. Theoretical and Organizational implications suggest the relevance of this study as firms seek to recruit, train and retain high performing employees. Understanding the factors that affect and employees' performance is crucial to comprehending the bigger picture of firms' performance by enhancing perception of trust and garnering subjective well-being.

CONTENTS

LIST OF ABBREVIATIONS

IT	Information Technology
QWL	Quality of Work Life
SMS	Support from Manager
FWS	Freedom from Work related Stress
SAB	Salary and Additional Benefits
RWC	Relationship with work colleague
IRW	Involvement and Responsibility at Work
CDJ	Communication, Decision making and Job security
JSCA	Job security, Challenge, Autonomy
ABT	Affect based Trust
CBT	Cognition based Trust
SWB	Subjective Well-being
LS	Life Satisfaction
PA	Positive Affect
NA	Negative Affect
PE	Professional Efficacy
SEM	Structure Equation Modelling

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