CHAPTER-II

REVIEW OF RESEARCH AND LITERATURE

Review of literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypothesis, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an endeavour has been made to provide an overview of earlier studies on QWL. The sources referred include various research surveys, articles from different magazines, books, doctoral thesis, different web sites etc. The review of research and literature are given as under:

The main concept used to explain QWL is that of “socio-technical system” as suggested by (Rice) 1 1963 constraints other than technology and wider socio psychological attachments also must be taken into account. A socio psychological system must also satisfy the financial conditions of the industry of which it is part. It must have economic validity. Thus the productive system has three dimensions which are interdependent – the technological, the social and economic. Each of these possesses its own seal of independent values. To pursue one set of these and ignore the others is to invite trouble.

Early studies made by Rice about socio-technical system and how these systems satisfy the conditions of the organisation. According to Myers², McGreger³, Likert⁴, Davis⁵ (1959, 60, 61, 62) etc. All these eminent people acknowledged the positive elements in re-organisation. Their studies provided a basis for further developments. From the late sixties the term QWL has become well known not only to social scientists but to laymen as well.
QWL is profoundly influenced by the technological process employed in the enterprise. They can have a positive beneficial effect or on the contrary be negative in nature. On the positive side there are numerous, duty hazardous tasks and other implications in industry which can be eliminated by the use of newer cleaner and safer technology.

The worker of today is increasingly conscious of the importance of being engaged in work which is not only clean but also satisfying. An employee wants not only high wages, stability of employment, reasonable welfare and social security, but also an attempt surrounding his work which makes him feel satisfied that he is effectively contributing to the success of enterprise, that he is involved in decisions affecting quality of his work. The trend is more pronounced in developed countries but is also growing in developing countries.

QWL represents a concern for the human dimensions of work. It is a worldwide problem and concern for improving. It has been increasing since 1960s. The European approach to quality of work life involves industrial democracy via legislative arrangements for employees and labour involvement in work related decision making. The approach has been voluntary in nature, jointly undertaken by the management and the worker as a mutual responsibility. In developing countries like India importance is given to quality of work life by the management to satisfy employees working in their organisation. It is understood that various methods are used in different organisations.

Though in India, the concept of QWL seems to manifest itself in a variety of operational systems i.e. workers participation, job enrichment. Quality circles etc., an effort is made to study other factors which influence on Individual’s QWL.
Lawler and Hall (1971) pointed out that individuals with strong motivation, high involvement and job characteristic will experience greater satisfaction, while persons who do not value the high order needs will respond with frustration of having too demanding jobs. Possible extent they identified the psychic levels of individual characteristics which helps to implement better QWL practices in the organisation. Fried, Weitman, Davis (1972) conduct study on influential factor of QWL that is “absenteeism”. They found that absenteeism to be lower when people could set their own work place and adjust their machinery.

A study by Cobb and Ross (1973) on air traffic controllers showed 4 times the prevalence of hypertension and higher incidence of diabetes and peptic ulcers than in their control group of second class air men. Although other job stressors were important in the causation of these stress related health problems, a major job stressor is shift work. Much longer hours may create under fatigue and make workers susceptible to accidents, low and faulty production, and shorter working hours by themselves may create the potential for spreading existing employment. They provide adequate time for family, social life and for other cultural activities.

Maier (1973) Points out that a range of 15-20 foot candle creates a pleasant work environment, factories act, 1948 takes note of the effect of proper illumination and imposes the following requirements (sec.17). In every part of the factory where workers are working there shall be provided and maintained sufficient, suitable lighting a, natural and artificial or both. Herbst (1974) observes that the product of work is people. Unless people (employees or workers) are not included organisational productivity cannot be achieved and also mentions that people work not only to earn a livelihood, but also realise their own potential and enjoy a better QWL.
Walton (1974) attributes the evolution of QWL to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionisation movement in the 1930’s and 1940’s were the initial steps in this direction. Emphasis was given to job security, due process at the workplace and economic gains for the worker. The 1950’s and the 1960’s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970’s the idea of QWL was conceived which according to Walton is broader than these earlier developments and is something that must include ‘the values that were at the heart of these earlier reform movements. He has identified eight dimensions, which make up the quality of working life framework. They are; adequate income and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and the total life space, social relevance of work life

In Australia Emery and Emery (1974), used search conference method for learning, where workshops are designed for group learning process, many companies undertook experiment and achieved positive results. There are many other scientists who worked on these concepts. Hackman and Oldham (1975) have identified five core dimensions that especially provide enrichment for jobs. Job enrichment also one of the crucial factor in quality of work life. They are task variety, task identity, task significance, autonomy, feedback
Ganguli and Joseph\textsuperscript{14} (1976) studied quality of working life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organisation, job earned community respect, reasonable working hours, etc. are some variables positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers also found affecting the quality of working life.

Dayal and his associates\textsuperscript{15} (1976) noted that Personal growth which very important factor of QWL is to develop the whole person as an individual in terms education, stature, upgrading skills, expanding their roles, novelty etc. which all are part and process of personal growth of individual in the organisation. Personal growth helps in development of overall effectiveness of organisation.

In Europe, experiments in QWL are popularised by Thorsurd\textsuperscript{16} (1977). The history of quality of work life changed from socio-technical job design to redesign of organisation. Emery and Thorsurd identified six psychological requirements of working people; variety, need for learning, need for participation, need or social support, need to able to relate what one does and produces, and feeling that job leads to his social life.

Rabinowitz and hall \textsuperscript{17}(1977) reveals that work role involvement was positively related to desired amount and perceived existence of satisfaction of esteem, autonomy and self actualisation needs managers.
Gallic (1978) found that industrial relations and individuals and individual attitudes to work in French and British oil refiners were influenced more by management. Barror and Curnow (1979) argued that mechanisation cannot replace human beings, many other researchers argue that managers should use technological change to improve management control over follow and workers.

Pennathur (1979) highlights of the results of several industries conducted by many organisations including textile research association, which clearly show that the comfort zone for people working in India is about 20°C in summer and 24°C in winter at relative humidities between 30-70 percent and with an air circulation rate of 7.5 mts/min. For heavy work the comfort Zone is much less when people work under adverse conditions, the productivity may drop as low as 40 percent. Article 13 of Factories act, 1948 recommends that adequate ventilation by the circulation of fresh air and temperature should be followed by all industries.

Srivastava (1979): has found that participation and power equalisation were positively correlated with overall organisational effectiveness. Dr. Ishikawa of Japan (1980): Noted that quality circles which influences QWL in the organisation. The purposes of quality circles are. Promote self and mutual development, increase quality awareness, capture the creativity and brain power of the work force, Improve worker Morale develop managerial ability of circle leaders and implement and manage accepted ideas. Arya (1980) found that workers involvement was higher where they are allowed to participate in decision making. Cohen and Rosenthal (1980) describes QWL as an intentionally designed effort to bring out increased labour management, and cooperation to jointly solve the problem of improving organisational performance and employee satisfaction.
Sen\textsuperscript{25} (1981) has stated that job satisfaction and effective role behaviour are positively related with approach styles. Sekaran\textsuperscript{26} (1981) used multivariate cross-cultural approach to understand job satisfaction and job involvement in the organisations. Monga and Ashok Maggu\textsuperscript{27}(1981) found that QWL in public sector is poor. There is too much bureaucratisation, rule orientation and adherence to traditional management styles. Golembiewski\textsuperscript{28} (1982) has suggested that organisational development (OD) is helpful in reducing and managing stress. According to him, OD ameliorates and prevents burn out of interveners

Mehta \textsuperscript{29}(1982) indicated that work does not occupy a central place in the life space of the Indian worker. According to him, in the present context, where hard economic factors like monetary compensations, fringe benefits and work amenities are dominant, nature and design of jobs may not be a significant factor in the current ethos. It did not show a clear linkage between job satisfaction and a general sense of life satisfaction. One important finding of this research is that the younger entrance to work organisation and younger employees showed greater work-related dissatisfaction tended to decrease with increasing age of employees. In an endeavor to analyse the conceptual aspect of improving quality of life in working environment and the experiments done in Rashtriya Chemicals and Fertilizers Ltd,

Sanyal and Singh\textsuperscript{30} (1982) ascertained that the term improving the QWL is basically concerned with improving the work satisfaction of employees as an effective corporate motivational strategy. It is sought to be achieved through re-orientation and restructuring of job content. With an interest in Job Satisfaction, within the work setting,
National Seminar on improving the quality of working life \(^3\)\(^1\)(1982) was convened to enquire into the direction of QWL activities in India and prepare an action plan for implementing the QWL. The recommendation from the national seminar published in the journal of productivity (1982) states that at the enterprise level, improvement of quality of work life should be through the co-operative endeavor between Management and unions. The conference pointed out that the government could help in improving QWL through legislation, executive policy and action through its entrepreneurial role in the public sector. It recommended the need for engaging and involving shop-floor level staff in the management and policy decisions for improvement in quality of work life. Based on his various studies and wide experiences, Bharadwaj\(^3\)\(^2\)(1983) urges the adoption of QWL in India. According to him, QWL in India will lead to task effectiveness.

Singh and Dewani\(^3\)\(^3\) (1983) found that overall job satisfaction is related to position and level of comfort of employees, and also found that overall job satisfaction in nationalized banks was related to hierarchy. The higher position the employee has, the more he is satisfied.

Lynch, Beverly P. and Verdin, Jo Ann \(^3\)\(^4\) (1983) studied the job satisfaction differences among library units and among occupational groups within libraries. The relationships of sex, age and tenure to the job satisfaction of library employees also were explored. The result suggests that the chief satisfying factors were achievement and recognition, and the chief dissatisfying factors were Institutional policy and administration, Supervision and interpersonal relationships. The reference librarians working in academic libraries were more satisfied than catalog librarian. No significant differences were found between age and job satisfaction or
between tenure and job satisfaction. Satisfaction tended to increase with experience, mobility, with seniority of the post and with managerial level.

Singh\textsuperscript{35} (1983) states that, QWL is not based on any theory. It is concerned with overall climate of work place. Reduced supervision, increased self-regulation and self-management are pillars of QWL. An explorative study has been made by Nitish\textsuperscript{36} (1984) to develop various criteria for a good work life and life generally and sets forth some organisational methods by which these can be achieved at the level of organisational unit, the country and the world. He has identified some dimensions of QWL in respect of organisational form, hierarchy and staffing pattern, work group size, internal network and communication concern for quality, concern for people, ideals and values etc. According to him lesser the managers and supervisors level is in an organisation, the better would be the QWL. Rahman\textsuperscript{37}(1984) proved that education and income had a significant influence on employees overall QWL in the organisation.

Uma Sekaran\textsuperscript{38} (1985) has examined the QWL in the Indian (Nationalised) banking industry as perceived by organisational members at different organisational levels and in different job positions. She found that QWL in the banking profession is not high. The recruitment of overqualified personnel for rather routine job, inequitable reward system which demotivate the better performing employees, frustration experienced due to lack of alternative job avenues, scarce chance of promotion, alienation from work etc. are pointed out as the reasons for poor QWL in banks. The study suggests that greater decentralization, more autonomy, power and control will facilitate the individual banks to recruit the right people, design the jobs as best, and reward employees based on performance and thus enhance the QWL in banks.
Sekharan\textsuperscript{39}(1985) observes that, historically the concept of QWL had originally included only the issues of wages, working hours, and 26 working conditions. However, the concept has now been expanded to include such factors as the extent of workers’ involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc. Kogi\textsuperscript{40}(1985) International survey showed that 6 out of 13 industries the air temperature was much higher than outside temperature, also revealed that in Small and Medium Enterprises (SMEs) noise levels are very high. According to Indian Factories Act 1948 noise is generally a distracter and though there is no permanent solution to it, precaution should be taken to minimise the effect of noise on worker.

Upadhya\textsuperscript{41}(1986) conducted a study on noise measures, which indicates that noise when reduced by 15 percent increased the work of assembly regulators by 37 percent errors reduced by 12 percent office work improved by 9 percent and typist errors reduced to 24 percent noise reduction decreased turnover by 47 percent and absenteeism by 38 percent on the other hand it is suggested that the rate of work is not improved by noise reduction.

Nzotta\textsuperscript{42}(1987) undertook the study about the librarians working conditions and QWL in University college of education at Nigeria to find out their job satisfaction level. A study conducted in two parts. The first part of the about their demographic and job characteristics. The second part was designed to measure about various dimensions of job satisfaction; activity, independence, variety, social Status, supervision-human relations, supervision technical, moral values security, social service, authority, ability utilisation, institutional policies, compensational advancement, working condition and general satisfaction.
Etuk, Mfon E.\textsuperscript{43} (1989) successfully investigated job satisfaction and work life of the junior staff in the University of Calabar library in Nigeria. The study was aimed to examine the factors that influence the work attitude of the junior staff in the university of Calabar library. Data was gathered by a questionnaire from a 30 selected samples from the staff of university library. The major factors taken into account for investigating the job satisfaction of the library staff were pay, job security, extent of fairness of the management, working conditions, participation in decision making. Making use of individual talent, recognition and praise one get from their boss etc. The analysis of the data reveals that most of the staff was not satisfied with their pay, working conditions, lack of facilities to improve their talents etc. It suggests improved interactions between the subordinates and supervisors involvement of junior staff in planning, decision making etc.

Pelsma\textsuperscript{44} (1989) administered quality of teachers work life survey on 227 teachers to examine the life satisfaction. The result indicated to factors contributing to teacher’s satisfaction. Keith \textsuperscript{45}(1989), According to him, QWL refers to “the favourableness or unfavourableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at human resource development as well as production enhancement. Quality circles have been suggested as a technique by Elizur \textsuperscript{46}(1990) for enhancing employees’ QWL and satisfaction with their work. This study attempts to analyse the relationships between employees’ perception in quality circles, their sense of QWL, perceived job enforcement capacity and job satisfaction. 143 employees of a large industrial corporation in Israel, half of them regularly participating in quality circles and half not participating were surveyed. A positive relationship was found between participation in quality circles and various aspects of QWL.
Navalani 47(1990) has conducted a survey to measure the level of satisfaction and working conditions of the professional and semi professional manpower working in the university employees in India with various characteristics of job study. The questionnaire covered mainly 10 dimensions of the job such as professional work, planning and policies working conditions, supervision and management, communication, salary, promotion, user services and status. The study reveals that majority of the professionals are satisfied with most of the attributes of their work, but there is a difference in the perception of men and women and seniors and juniors.

Sangeetha Jain 48 (1991), QWL represents a blending of motivational factors of work, socio-technical system etc. which are of very real concerns for human values in today’s society with an awareness that all individuals devote the greater part of their mature lives to the work, spending time, energy and physical and mental resources to this endeavor. Moreover, it recognises that, work is the chief determinant of an individual’s freedom, growth and self respect as well as his or her standard of living. quality of work life denotes the experienced “goodness” of working in the organisational settings and also he has made an attempt to identify the potential dimensions of quality of work life in the sample unit for all hierarchical levels in a large private industry and to study the QWL at various hierarchical levels for understanding different effect of QWL dimensions. Studying the hierarchical effects in viewing the quality of working life and the effect of quality of working life on group behaviour were the twin goals taken for the study. The investigation was concentrated on the administration, shipping, sales, carpentry, security, plant, painting and stores departments of the industry. The population studied had strength of 644 employees spread over the eight
departments in the industry. A questionnaire (QWL Scale) developed by the investigator was used to collect data on ‘QWL’. The scale includes eight basic major factors; Adequate income and fair compensation, safe and healthy working conditions, immediate opportunities to use human capacities, opportunity for continued growth and security, social integration in the work organisation, constitutionalism in work organisation, work and total life space, and social relevance of working Life.

Suri et.al 49 (1991) undertook a survey to study about the QWL practices in the Indian industry. The organisations covered were manufacturing and service sectors. The result of the study indicated that there are several trends, which have implications for QWL practices and their outcomes. Both public and private sector organisations least preferred the job and workplace redesign programmes. Organisations prefer system wide practices to isolated experiments, which are limited to certain section or departments.

Reddy 50 (1992) has studied the relative importance of incentives to the professional staff working in college and university libraries of Delhi. Fourteen incentive items were taken into consideration. The results show that among the incentive item ‘recognition of work has done’ has been ranked first, by the professionals. The incentive factors namely ‘good opportunity for promotion’, ‘treating the work of professional staff on par with the academic staff’ and ‘adequate earning’ are the next three factors of incentives for the professional staff working in college and university libraries of Delhi. The factors ‘giving prompt information about policy’, ‘procedure of staff changes’ and ‘lesser work load’ are considered as least important incentive factors relatively by professional staff.
QWL secondary teachers and principals were investigated by Rossmiller (1992). It was found that principals positively influenced the respect accorded teachers, teacher participation in decisions affecting their work, professional collaboration and interaction, use of skills and knowledge and the teaching learning environment. Haque (1992) observed that QWL positively correlated with job satisfaction. He also found that there is significant correlation between QWL performances.

According to Kochan, T.A et al; Sugeno; Hethy; Michael (1992). In view of eminent authors in QWL in the organisations participation in management as a participative democracy is a concept of global importance. Both its idea and its practice have ways of being transported across international boundaries. QWL is used as a generic term to describe works participation. The introduction of workers’ participation in management is the symbolisation of a new style of management. The concept of workers participation has generated a considerable degree of interest among social scientists, politicians, industrial managers and trade unionists in a large number of countries across the globe.

Strauss (1992) has conducted a study on workers participation which is important factor of QWL and find out workers participation can redistribute social power, protect workers’ interest and promote psychological satisfaction, as well as improving organisational efficiency. Ghosh, Subratesh (1993) has conducted a study to find out the factors that will help to improve the QWL at micro level with the objectives of developing tools for evaluation of QWL. The primary data have been collected from organisations randomly selected, engaged in manufacturing, mining, power generation and service sectors covering both public and private enterprises. The categories studied covered the management perception
regarding significance of quality of work life, organisational supportive activities of management and its involvement in QWL programmes. The finding is that the core determinant of QWL in an organisation is the management’s perception of QWL in affecting the organisation’s effectiveness.

Horenstein, Bonnie 59 (1993) studied over 600 academic librarians in the United States to determine whether faculty status and rank were related to job satisfaction. She found that the greatest sources of satisfaction of the librarians in her study were relationship with patrons, relationship with coworkers, assigned duties, and variety of work. Dissatisfaction was caused by opportunities for promotion, recognition of accomplishments, and salary.

Singh-Sengupta-Sunitha60 (1993) in her study observed that one of the most critical and one of the least discussed elements in QWL is the issue of power relations. In their series of observations in a wide range of organisations the top management is suffering from deficit of power as the non-managerial cadres amass all powers because of the strength of trade unions and their numerical strength. The study disclosed that the two groups, managers and workers seemed to be currently interdependent. Appropriate intervention programme may change the relationship to co-operatively interdependent.

Gani 61 (1993) in his study stated that the core of the QWL concept is the value of treating the worker as a human being and emphasising changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.
Kumar and Tripati\(^{62}\) (1993), According to them QWL is a philosophy of management that believes co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations. QWL is a process to involve employee at every level of the organisations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working environment, working climate or work culture. The process brings ultimate Benefit to individual employee as well as to the organisations through individual development and increasing quality and productivity respectively, and also explained by them there are several approaches for achieving QWL in organisations, namely job design, workers’ participation, welfare and quality circles. Quality circles are one of the ways of involving employees at the bottom level of the organisation in decisions affecting work and work related problems. A quality circle is essentially a small group of employees who meet voluntarily on regular basis to identify, analyse and find solutions to quality problems and other issues in their work-environment. The employees in a quality circle can range from four to twelve. The quality circles occupy a vital and far more specific role for aiming and achieving QWL of workers in organisations.

Kershaw\(^{63}\) (1994) conducted a study to assess teacher’s perceived levels of satisfaction with the quality of their school life according to school level, gender and years of teaching experience. Data were collected from 701 teachers in 21 Tennessee public schools. Findings indicated that perception vary according to school site. School level factors were found to be significantly different in terms of importance. Communication, support, workload, working conditions and resources
were consistently ranked important to teachers, while work enrichment, leadership and recognition were ranked least important.

The survey conducted by Palmini 64(1994) explores the effects that computerisation of libraries has had on the work and job satisfaction of over 200 support staff employed in academic libraries in Wisconsin. The questionnaire includes the questions on period and area of employment, type of automated systems used, percentage of time spent at computer terminals, adequacy of training, change in overall effectiveness since computerisation, and change in job satisfaction. Responses to open-ended questions reveal that many support staff are concerned not only with the specifics of their jobs, but also with larger questions facing academic libraries.

A survey was conducted by Phillips et.al 65 (1994) on one hundred and nine master level librarians of varying ages, about their career attitudes. Hierarchical polynomial regression was then employed to examine the relationships between and three effective outcomes; career satisfaction, career entrapment, and, career Identity. Prasad 66(1994) conducted a study of the professional library employees with 460 sample population from seven central university libraries in India. The purpose of the study was to investigate job anxiety and job satisfaction as a technique for library personnel management. A considerable difference in the extent of employee’s satisfaction with the overall and specific four areas of job satisfaction: job content area, management area, personal adjustment area and social relation area has been observed. The level of anxiety of employees of higher post is comparatively less than lower posts. The correlation analysis between job anxiety and job analysis reveals that the degree of job anxiety is related to job
satisfaction in various areas in different ways. The findings confirm the theory that interpersonal relations are the major determinants of anxiety.

The advantages and limitations of job sharing, with particular reference to librarians were examined by Stennet 67(1994). The work stresses the importance of communication and equitable division of work and includes two case studies. The study concludes that job sharing, makes good sense in a female-dominated profession but that library managers need to be more aware of the job-sharing option and should create specific job-sharing contracts. Prospective job-sharers need encouragement and can learn from the experiences of others in similar working environments. Gani and Ahmad 68(1995) examined the empirical level of various components of QWL from their theoretical expositions. The study was carried out by personal interviews of the workers there. The results of the study are; the existing QWL in the organisation under study is of an average standard, compared to working environment, rational and job factors and the absence of participative management culture, has given rise to harder bureaucracy controls, which has eroded creativity initiative and innovative capabilities of excellent performers.

Daniels 69 (1995) attempts to ascertain and sort out the problems faced by non-professional library staff on computerisation of their respective libraries. Three colleges in UK have been selected for the study, where the libraries are computerised to impart quality service to their clients. In this study the general impact of the implementations of the system was examined. The result of the study was that the computerisation did not disturb the nonprofessionals or feared instead it promoted their work quality. But it prompted the reduction of staff strength in the non professional wing.
Hovekamp, Tina Maragou 1995 endeavoured to study unionisation and job satisfaction of library employees in academic research institutions in USA. The participants in this study were full-time or part-time employees with M.L.I.Sc or equivalent qualifications. Of the 32 libraries selected for the study, 19 were unionised and 13 were non-unionised. 200 professionals were randomly selected representing both the unionised and non-unionised libraries for collecting the data for the study. By comparing the survey results of union and non-union participants, it finds that the presence of union has a negative relationship with job satisfaction. Here the component salary was found as more consistent predictor of job satisfaction.

Kaya, Ebru 1995 conducted a study based on librarians' job satisfaction in the developing countries. According to the author, job satisfaction is one of the criteria of establishing a healthy organisational structure in an organisation. Libraries are inseparable cornerstones of the society. To render an effective service at the libraries depends on the human source. Job satisfaction of the librarians, who have an important place in the question of how the material and moral elements affect the job satisfaction of the librarians gains importance. It examines librarianship and especially, job satisfaction of librarians in the developing countries.

Lam 1995 surveyed 350 teacher trainees from Singapore to examine relationships among QWL, career commitment, job satisfaction and withdrawal cognition. Results showed that perceptions of the social status of teaching strongly related to commitment to and satisfaction with teaching. Voelck 1995 has explored the job satisfaction of the support staff of libraries in Michigan in USA. A survey has been conducted by distributing questionnaires to the support staff in 15
state supported academic libraries in Michigan. The result of the exploration indicates that support staff is satisfied with Supervision, the nature of their work, co-workers and benefits. They are also dissatisfied with opportunities for promotion, pay and contingent rewards. The means of several dimensions of job satisfaction varied significantly by the staff variables of experience, education, position title, union representation, full or part-time work and working directly with users.

Koenig et.al.\(^{74}\) (1996) investigated the relationship between the job turnover and job satisfaction of ARL university library directors relative to faculty status. The findings were that there is, in fact seen to be a positive relationship between job satisfaction and faculty status. The provision of staff release time to pursue scholarly endeavors was correlated positively with the directors reported job satisfaction, whereas “hollow faculty status” defined as nominal faculty status but without the provision of release time, was correlated negatively. Job turnover by itself was quite unrelated to the issue of faculty status.

Kumar and Shanubhogue\(^{75}\) (1996) have attempted in their study to analyse and compare QWL in university systems. The study was aimed to investigate the reactions of the teachers about the existing and expected QWL in the universities under study; to see the impact of designation and the perception about the QWL; and to make a comparative learning of existing and expected quality of work life of a rural and an urban university.

Attempts have been made by Ahmad and Mehta\(^{76}\) (1997) to bring forward empirical evidence on the relationship between organisational role stress (ORS) and perceived quality of work life (PQWL). The results indicate that all the ten dimensions of ORS, namely inter-role distance, role stagnation, role expectation
conflict, role erosion, role overload, role isolation, role inadequacy were negatively correlated with the four dimensions of PQWL, namely, influence, work amenities, job satisfaction and supervisory behaviour.

Patanayak 77(1997) has conducted a study about Role Stress and QWL specifically at Steel Authority of India, SAIL (Rourkela Steel Plant) and National Aluminum Co. (NALCO) taking into account of 3 dimensions, namely type of organisation (new and old) area of work (production and service) and the position in the organisation’s hierarchy (executive and nonexecutive) with regard to organisational role stress and sub scales. It explained that all the three dimensions jointly contribute to the differential experience of role expectation conflict as ORS variables. The major dependent variable of the study is QWL as an index of organisational effectiveness.

Quality of life among a metropolis population was studied by Latha and Karthikeyan 78(1998). The sample consists of 200 urban peoples. Factor analysis of the data revealed the emergence of eight factors related to significant spheres of individual’s life. Men were found to reveal better quality of life than women.

Edem and Lawal 79(1999) conducted a survey on job satisfaction, QWL and productivity in the organisations. The study reveals that the intrinsic job satisfaction dimensions were the greatest influence on the employees among the sample population. However, the extrinsic job satisfaction dimensions which do not influence employees output should not be neglected; rather they could be improved to enhance job satisfaction and QWL raise organisation productivity.

Hoque, M. Ekramul, Rahman and Alinoor 80 (1999) conducted a study to assess and compare the quality of working life of industrial workers of organisations of public and private nature in Bangladesh (Dhaka) and to measure
whether there is any significant relationship among QWL, job behaviour and demographic variables of the workers. The results revealed that the private sector workers perceived significant and higher QWL than their counter parts in the public sector. QWL has significant correlation with performance and negative correlation with absenteeism and accident.

A study was designed by Hossain, Mosharraf and Islam, Tariqul 81(1999) with a view to investigate the overall quality of working life, job satisfaction and performance of the govt. hospital nurses in Bangladesh. Significant correlation was found between QWL and job satisfaction QWL had the highest contribution to performance. Morning shift nurses perceived higher QWL and job satisfaction than the night shift nurses.

Lowe, Graham S. 82 (2000). They were stated that a sizeable group (between 18 and 26 per cent) considered themselves to be in a dead-end job, underemployed, or not encouraged to use initiative. While rating their workplace on a scale of ‘very poor’ to ‘excellent’, roughly half or fewer gave ‘good’ or ‘excellent’ ratings in their areas of involvement in decisions affecting their work, job security, time of training, effective performance, feedback, recognition for doing a good job and advancement opportunities. Though Canadians have engrained commitment to work, a good number of them tend to express discontentment when they are asked about specific features of their jobs or to evaluate their employers. These findings could be taken as a constructive feedback and can be used to both employees’ and employers’ advantage. In an attempt to establish an inevitable linkage between the QWL and the industrial relations processes,
Mankidy, Jacob\textsuperscript{83}(2000) observes that the more positive the Industrial relations processes, the greater the possibility of improved QWL. Positive industrial relations should ensure better wages, flexible hours of work, conducive work environment, employment benefits, career prospects, job satisfaction, and meaningful employee involvement in decision making etc. leading to better QWL. The study concluded that the improved QWL will naturally help to improve the family life of the employees and would also improve the performance of the organisation.

The study conducted by McCormick\textsuperscript{84} (2000) is a notable one. The study was conducted to examine the relationship between three job attitudes: job satisfaction, organisational commitment and career commitment. A developmental concept, “career adaptability” among employed members of the library and information science profession from Virginia and Maryland. The study employed a demographic survey developed for the purpose. Career adaptability was observed to have statistically significant relationship with satisfaction with pay, satisfaction with the job in general and organisational commitment.

Sierpe\textsuperscript{85}(2000) has conducted a study on how QWL influences Job Satisfaction. The results show that although librarians working in these institutions are generally satisfied, they are dissatisfied with communication and operating procedures. This study explores that between job satisfaction and demographic characteristics, such as gender, age, academic rank, on QWL Vs job satisfaction and compared with previous research findings.

Bohlander\textsuperscript{86} (2000) has identified the following common problems of implementing QWL programmes. a) Managerial Attitudes and b) Union Influence.
QWL task force of George Mason University (2000) has conducted a survey of George Mason University employees to assess the quality of their work lives. This survey included 73 structured questions, and was sent to a random sample of 600 employees across all job categories: adjunct, restricted, administrative, and tenure line faculty, classified staff, and wage employees. The survey achieved a high rate of response (66 percent), indicating that the opportunity to speak out regarding the QWL at George Manson University is important to many employees. The results of the survey revealed that, overall job satisfaction at George Manson is reasonably high, with nearly two thirds (63 percent) saying they are either “satisfied” or “very satisfied”, employees at all levels value the autonomy of their jobs, work load is a significant source of stress for the entire sample, especially for all faculty groups and classified employees, A majority of classified staff and tenure-line, restricted, and administrative faculty identify “institutional procedures and red tape” as sources of stress, lack of promotion opportunities or the review/promotion process are sources of stress to many employees, a lack of “special recognition for achievements and milestones” was a source of great dissatisfaction among classified and faculty employees (except adjunct faculty).

Mentz (2001) conducted a study to determine the QWL of teachers on farm schools in South Africa. The sample consists of 60 teachers in 15 farm schools. Findings indicate that teachers in rural schools are generally satisfied with circumstances and enjoy teaching; they are satisfied with classroom size, physical facilities and teacher student relations.

Yousaf and Anwar (2001). Through questionnaire, interviews etc., they collected the data required for the construction of the scale. With the help of the
scale they arrived at the conclusion that those who were found using their skills and abilities most at work were found enjoying the best possible work life. The extent of feeling of successful work life was found related with quality of work performance and work activities. To have a sense of accomplishment there shall be good supervision too.

According to Balu90 (2001), QWL encompasses various aspects relating to, working environment and employee motivation. Employee motivation consists of; proper communication at shop-level, employee facilities, employee performance recognition, employee participation with team spirit, development and job redesign and job enrichment, dynamic human resource development factors and status of family.

Bearfield91 (2003) adopted an all together different approach while examining QWL, with the help of 16 questions, and the findings were surprising when he observed that causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, vary for different groups and suggested that different concerns, might have to be addressed based on different parameters.

Cascio92 (2003) Analyzed that the efforts must be aimed at enhancing the overall quality of life and shifting the focus from to life and from balance to quality. Togia et.al.93 (2004) in their study have investigated the job satisfaction among Greek academic librarians. In this study they used the employees satisfaction inventory (ESI) for the detection of job satisfaction and QWL. The instrument assessed six dimensions of job satisfaction. Working conditions pay and compensation, promotion and grievance handling system, job itself, supervision and organisation as a whole. They found that Greek academic librarians were most satisfied with job itself, supervision and working conditions are less satisfied with
pay and promotion. Prior working experience contributed negatively to the prediction of satisfaction with working conditions, supervision and organisation as a whole, whereas participation in decision-making in management positively influenced job itself and organisation as a whole.

Murthy (2004) present in his article, that globalisation appears to have become inevitable, which means we need to relearn the craft of doing business. The hitherto insulated Indian corporations have to learn now as to how to complete with global players. It would be an altogether new game plan; new technology, quality and price driven product differentiation, and constant innovation in product development. In this scheme what matters the most is human resources. He concluded that the government should work towards eliminating discrimination and reserve discrimination from the society so that all could work in unison towards nation building.

The study made by Preethi Mehra and Ajita Shashidhar (2004) describes that besides enjoying one’s work, what employees look for in prospective companies are fair pay, recognition of merit, and an opportunity for vertical growth. Companies that provide these and more to employees through innovative HR practices prove to be winners and in return earn from their employees their best effort, loyalty and a long and fruitful relationship. Employee’s satisfaction and the QWL directly affect company’s ability to properly serve its customers. They concluded that by using the most modern management practices in 1927 that companies are using today-satisfied internal customers are key to satisfied external customers.

Vivek Gupta and Sirisha (2004) presented in their study, a flexible work options implemented in India in a number of ways. This article gives examples of
several organisations like Procter and Gamble, Hewlett-Packard and ICICI Prudential that had implemented flexible work options. It lists out the various options that have been given to the employees of these organisations and how they had helped their employees in improving their QWL.

Benarjee and Roja Rani (2004) made an attempt to present the findings of a case study which describes the impact of QWL on job involvement. Towards this end they have selected a sample of 305 employees on stratified random basis from Visakhapatnam Port Trust. QWL dimensions are selected based on the studies of Klatt, Murdic and Chuster, Herrick and Maccoby, David E.Balch and Robert Blanck. Job involvement was measured by using the Ladahl and Kejner scale. The results revealed that employees who felt that there is QWL in their organisations are highly job involved. It is clear from the data obtained that when there is less menial work, there is high satisfaction regarding all factors of QWL.

Chaudhari (2004) in his article has developed a cycle which begins with quality work which lead to satisfied customer, which in turn results in happier employees and which ultimately leads to a better quality of life for all. He has concluded that, no one can do perfect work without a constant learning by individuals and by the organisation as well for the achievement of quality output.

Riyaz Raiaye (2005) made an attempt to scrutinize QWL in two prestigious commercial banks viz., State Bank of India and Jammu and Kashmir Bank. It evaluates the perceptions of the employees of two cadres of both the banks. The objective of this study was to assess the effectiveness of the various facets of quality of work life. For this purpose 18 independent variables were adopted and these variable were classified into four categories: working
environment (includes physical working environment, employee welfare, absence of undue job stress and respect for individual); relational factors (includes relations with supervisors, union-management relations, work-group relations and confidence in management); job factors (includes job security, advancement based on merit, employee commitment, on the job development and utilization, employee involvement and influence, employee state of mind, impact on personal lives and absence of developing apathy); and financial factors (included economic well-being and career goal progress). He concluded that, the QWL in the banks under study is to be a fair extent satisfactory. When compared to relational, job and financial factors the working environment factor presents a better picture.

Madhusudhana Raju and Shanmukha Rao\textsuperscript{(100)(2005)} made an attempt to analyze the present state of quality of work life and examine the terms of wage and salary, incentives, welfare, social security and industrial safety in Hindustan Zinc Limited (HZL), Visakhapatnam, which is one of the mini ratnas and profit-making public sector organisations. In this study relational factors, safety measures and working conditions very much influence the QWL. They concluded that the QWL in HZL, Visakhapatnam was said to be good but not excellent.

Rishu Roy\textsuperscript{(101)(2006)} in his paper asserted that performance can neither be achieved by external motivation nor by financial and non-financial rewards, rather it comes from the workers and their total working environment. In his paper highlights the impact of QWL on job performance. The pressures in the free economy, the breakdown of trade barriers and globalisation are making enormous demands on today’s corporations to complete in every domain. The performance naturally tops out of all the critical items in the Indian industries and therefore, it becomes imperative to understand how the job performance is influenced by the
above mentioned factors. The idea is illustrated by doing a survey of 50 employees who were selected from different press media on a random sampling basis which showed good QWL has a significant positive correlation with job performance.

Syed Hussain M.M.E, (2006) an attempt is made to measure the level of perceived quality of work life of the employees of private and public sector banks in Sivagangai District. He identified QWL factors and given rank in order to relating to the perceptional levels of the QWL of employees of banks. He concluded that both private and public sector banks assign almost the same ranks to all the 11 factors contributing to QWL except seniority and merit in promotion and congenial work supervisor relation.

Sathyanarayan and Somaseshekarappa (2006) identify the job related dimensions of quality of work life viz., job challenge and meaning, job security and monetary were not significantly contributing to enhance organisational effectiveness in a private sector organisations whereas they do have a significant influence on organisational effectiveness in a public sector organisation. They conclude that there was no significant difference between a public sector and a private sector in terms of QWL and organisational effectiveness.

Worrall and Cooper (2006) found in their recent survey that a low level of well-being at work may cost dear to an organisation resulting in a low of about 5-10% of gross national product per Annum. Sarang Shankar Bhola (2006): In his article highlights that the QWL is one of the interesting approaches to motivation. It also works as a means of increasing productivity and reducing inflation and as a way of obtaining industrial democracy and minimising labour
disputes. The basic purpose of the QWL is to develop jobs and working conditions that are excellent for people as well as for the economic wealth of organisation.

Shanmukharao\textsuperscript{106}(2007):- Carried out study on grievance handling system. He denoted that grievance of the employees is the key for industrial peace, and corporate success, as it leads to healthy work environment resulting in improvement in QWL of the employees in Hindustan Shipyard Limited, Visakhapatnam.

Ghai.R.K\textsuperscript{107}(2007):- Made an attempt to study the QWL tend to prove themselves as an asset for the organisation by developing their knowledge and skills, creating the environment of mutual co-operation and collaboration becoming a self-disciplined and motivated individual. The factors of the QWL depict the commendable efforts made by the management of the organisation.

Padala S. Rao\textsuperscript{108}(2008):-Made an attempt to research study of social sciences on QWL in Visakhapatnam Steel Plant. He has identified various QWL practices which are essential and evaluated and suggested on implementation of QWL practices.

R.Ganapathi and Padma bhaskar\textsuperscript{109} (2011):- have conducted a study on “QWL among the employees of public sector in banks in Coimbatore city. Study reveals that existing mindset of management in India must give way to modern outlook.

Shalini Sheel, Bhawna Khosla Sindhuwani, Shashank Goel, and Sunil pathak\textsuperscript{110}(2012) they conduct a study on QWL, employee performance, and career growth opportunities. Study reveals that high QWL is essential for organisations to continue to attract and retain employees.
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