3.1 Studies Relating to Quality of Work Life

The Human Relations movement started with the Hawthorne experiments conducted by Elton Mayo and his Harvard associates (1953) discovered the inter-relatedness of a variety of elements at work and established that changes in physical conditions of work such as working conditions, working hours, rest rooms, monotony, fatigue, incentives, employee attitude, the formal and informal association resulting in high morale, productive output and job satisfaction.

Milton L. Blum (1956) in his study acknowledged the significance of the association between job satisfaction and general satisfaction. The job satisfaction may be a function of general satisfaction or approach towards life.

George V Hawthorne (1963) conducted a study to observe what can organizations and government do to help employees in improving productivity and what employees themselves do. In his view the output improvement can best take place in the context of monetary growth. The study explains that many employees face the problems of change and uncertainty. This can be dealt with by training and retraining and by sufficient provisions of employees to go to other work within the same industry. He explained that the productivity can only be gained through effective teamwork and increased productivity should be common fairly among organization, employees and the public at large.

The study conducted by H.C. Ganguly (1964) on Indian workforce attempted to examine various aspects leading to job satisfaction or dissatisfaction and given the reason adequate compensation leading to job dissatisfaction. The
aspects which are ranked high are job security and opportunity for advancement. Some factors such as job status and prestige, working hours, relation with colleagues etc. have been identified as low motivators.

Allenspach (1975) made a study to examine the effect of flexible working hours conducted as experiments in Switzerland. In this research advantages and disadvantages of flexi working hours, and its effect on job satisfaction and employee attitude was studied.

Cherislicher (1975) gives new dimension about the relationship between working conditions and job satisfaction which indicate that job cannot be considered only from the viewpoint of productivity and that the changes in working conditions must provide to the satisfaction of worker’s need.

Frike(1975) in his research explains the humanization of work, by considering its impact on the social aspect of the working conditions which matter more than the industrial aspects. The research also indicates differentiation between static and dynamic improvements in working conditions.

Fazakerley (1975) claims that human resources want from their employment challenge they can assemble. Some propinquity is knowing how well they are doing interesting work, congenial social climate and degree of protection which enables them to work in co-operative manner rather than conflict ridden situation.

Johnson (1975) explained that the employees often value factors such as job interest and better working conditions above salary. The conclusion is the compensation becomes the most important factor in job satisfaction only when it is seen as compensation for dissatisfying and alienating work situation.
Seashore (1975) stated that individual employees have completely unique sets of standards for analyzing the quality of the work settings. Groups of individuals divide particular personal attributes which cause them to analyze work in common, methodical measurable and predictable patterns. Among other things, nature of job is responsible for differences in analyzing the quality of Work situation. There are systematic and universal characteristics of the work environment which give high levels of satisfaction and well-being on the part of employees. Experienced job satisfaction is the one element among the various factors involved in the quality of work life.

The quality of work life is a sign of how free the society is from exploitation, injustice, disparity, domination and restriction on the continuity of development of employee, leading to his development to the fullest.

Ganguly and Joseph (1976) studied quality of working life amongst young employees in Air India with special reference to life and job satisfaction. Out of the various physical and psychological reasons working conditions, pride in organization, job earned community respect, sensible working hours, etc. are positively correlated with job satisfaction than Friendship with colleagues, better work location, physical and mental strain, variety of skills and risks of injury etc. Research also indicates that strong family bonding and rural background are more positively correlated with life and job satisfaction. Expectations and aspirations of young employees affect the quality of working life.

Prakasan Rajappa (1976) explains that work-related level has some influence over the satisfaction and dissatisfaction of employees. In higher level jobs, motivational factors act as satisfiers, and in lower level jobs both motivator and hygiene factors seem to operate as satisfiers and dissatisfiers.
Vasudeva and Rajbir (1976) commented that even though various factors such as compensation, opportunity of career advancement and growth, job security, organization and management, social relevance of work, communication and benefits are connected to job satisfaction, it is the interaction among these aspects that leads to job satisfaction.

According to Richard Walton (1977) quality of work life is the work culture that acts as the cornerstone. Hence, work culture of an organization should be value driven and improved to develop the quality of work life of an organization.

Sinha (1977) suggested that – the truth of acute poverty, higher unemployment, higher disparity between the poor and the rich questions the authenticity of the concept of the quality of work life. He further explained that in India employee is seldom judged by what job he does. The criteria are: how he/she relates himself with others e.g. family and friends. He suggested for a close scrutiny for knowing the area between the work-life and the personal life and the way they are correlated.

Kavoyssu et al. (1978) compared the not permitted absenteeism rates in two large textile factories in Isfahan, Iran. The working conditions in the study factory were disappointing, unlike the control factory. Considerably higher absenteeism rates are found in the study. He recommended for quicker attention for humanizing the quality of working life.

Goodman (1979) originated that people are looking for innovative ways to structure jobs and to organize employment in order to make better economic experiences for the worker. The development of the International Quality of Work Life Movement may be looked as a response to three main problems which are widespread and rising dissatisfaction and alienation of blue collar and white collar employees as well as many managerial employees from their
work and from the organization in which they are working declining rate of
growth in employee productivity in the face of energy shortages, and the
increasing appreciation of the supreme role of individuals “quality of work
life” in physical and mental health as well as in family and societal well being.

Sekaran and Wagner (1980) emphasized on sense of competence for
managerial employees of USA and India. Research shows that experienced
meaningfulness of work was the very significant contributor to a sense of
competence for employees in both countries because sense of capability has
been strongly correlated with quality of work life.

Thackray (1981) made a research relating to the effect of boredom dullness and
monotony on quality of work life. Research indicates that boredom and
monotony produces undesirable effect on quality of work life.

Sinha and Sahaya (1981) Research indicates that even the best sophisticated
and contemporary equipment could give no result if the human equipment
marshaled to operate them was not sincere, valuable and efficient in using them
to the best advantage of the organization. The Human Resource management to
produce circumstances under which each individual employee would not only
give highest job performance, but would also experience maximum job
satisfaction.

Bharadwaj (1982) Research indicates that the quality of working life
association offers India a value framework and organizational change leading
to job-effectiveness by utilization and relating of the human potential. The
frameworks of quality of work life have to be adopted by organizations to suit
our needs, and our dream of an evolving society.

Manappa and Saiyadain (1983) indicated that worker’s participation in
management had suffered heavily because of employees who felt that such a
strategy would take away from them their right to manage. This thought was supported on large-scale by government.

D’Souza (1984) explained that the classical, neo-classical and systems school of thought in organization theory give different conceptions of man and organisations, which lead to broadening of scope of quality of working life theory and application.

Rao (1985) carried out a study to evaluate the difference between quality of working life of male and female employees doing similar work. The result indicates a significantly higher complex quality of working life score for male than for female employees. Male employees have significantly high scores for opportunity to grasp new skills, challenge in work and optional element in work. Research found that age and income of employee had a positive impact on perceived quality of working life of female employees.

Muthikrishnan and Sethuraman (1986) laimed that organizations cannot themselves generate job satisfaction in employees. They can create only conducive environment for enhanced job satisfaction through job redesigning.

Rudrabasvaraj (1986) analyzed several areas in Human Resource Management and concluded that there were several ways in which employee estrangement manifested itself. It might be articulated by the positive withdrawal from work, turnover, absenteeism, lateness, and in-attention while on the job, or might be expressed in the form of fierceness, sabotage, assault, gheraos, violence and other disturbances in work routines. People might feel disconnected when their jobs ceased to give satisfaction and when their jobs were chopped into several meaningless little parts. People wanted to be mixed up and they wanted to have an opinion in all the aspects that affected them.
According to Saxena (1987) promotion was taken as the selection from inside the service. Therefore, promotion system was affected by various factors like; the kind of career system that existed, the preliminary recruitment and examining policy with which people were chosen on the basis of capacity for advancement, the number of key positions that were reserved for political appointees, the amount of career type appointments from outside, the size and heterogeneous nature of the organization, and the dynamism and growth in the organization’s work programme.

Varandhani (1987) experimented that the Indian employee was not having a sense of responsibility with the organization. They were suffering from poverty, lived on normal standard of living, not well educated and inadequately trained. These circumstances resulted in low productivity and efficiency, usual performance, a high absenteeism and obvious indiscipline.

Oza (1988) argued that the government policy of HRD of large-scale industries during the first two decades post independence has not paid attention to development of human resources required to promote the growth of small and cottage industries.

M. K Manilal (1989) in a research study concluded that the operators, technicians and supervisors should be given adequate training form time to time in order to cope with the changes in the technology and equipments and measures are to be taken for reducing administrative cost.

Bhabani (1989) discussed that industrial relation and participative management gives detailed discussion on the concept of workers’ participation and their experiences of participative management in some countries including India. The study was carried in a leading public sector steel plant, offers a systematic scheme which can be used in future. The inferences are based on the working of participative plan at the unit level.
For showing importance of enhanced relationship between the management and the employees, Srinivasan (1990) expressed that an employee was not a machine, nor he was a component in the wheel, but was complete with a lot of human features such as happiness, fears, desires, and needs. Love and respect are desirable for every employee being human.

Kumari (1990) expressed that the employees were highly organized and called a problem state in respect of industrial relations. In organizations, there were two entities management and the employees. That is why there could not be useful team work, co-operation or democracy, unless the basic inequality was redesigned. The new structure in industry intended to ensure sharing decision making process so that the employees, customers and suppliers could know themselves with the objectives products, processes and the distribution of civil liberties, profits and earnings from which they were estranged.

C.S Hemavathi (1990) in her research study demonstrated a historical perspective of motivation in India from beginning to end from the Indus Valley Civilisation to the modern age. Motivation has been researched from the stand point of Mahatma Gandhi, Karl Marx, Swami Vivekananda, and Thiruvalluvar. She emphasied that a federal organisation is must for the cooperative sector for manpower planning and HRD with special accent in streamlining recruitment and reducing deputation lists from the government. The researcher specifically mentions that job security is the main motivator to the employees in the government and public sectors.

George Zachariah (1990) attempted a study relating to the socio-economic background of organizations. Employment exchanges play insignificant part in finding placement for the job-seekers in industries. The established industrial employees have to stay longer to get the first factory job. These employees are more satisfied with their working conditions than traditional industrial employees. The gap between the traditional and modern industrial employees
are arising from the relatively economic background of the latter and perpetuated by the higher salary and other conditions which the modern industrial employees had. He opined that besides investment in other resources plants, equipment, machinery etc., an organization should invest in its own human resource, in the form of training and development.

Narayana Reddy (1991) researched on the working life of employees in three large scale garment organizations in Goa and recommended some measures to motivate the employees to eliminate their dissatisfaction.

Sangeeta Jain (1991) in her study gives the hierarchical effect while viewing quality of work life in a large scale private industry.

Trivedi and Chundvat (1991) in their joint effort studied the quality of work life with special reference to banking industry emphasising on the positive and negative attitude of employees about the work environment.

Ray (1991) suggested that the importance of career planning was due to additional rising concern for quality of work life and personnel life, increased education and occupational aspirations and sluggish growth and reduced career advancement opportunities.

Baig (1991) in an experiential assessment of job satisfaction and work involvement indicated that job satisfaction referred to an employee’s general attitude about a job and a employee with high level of job satisfaction held positive attitude towards his job.

According to Venkata Rantna & Srivastava (1991) the objective of training is to bring change in the behaviour of employees to gather the current and future requirements of their jobs and roles. From the organizational perspective, training reduces the time required for employees to acquire peak efficiency
levels. Training helps to increase the quality and quantity of work and reduces inoperative time.

Mathew (1992) made a study on the HR practices in the co-operative sector in the state with the aim of assessing the extent of application of modern HR concepts in the cooperative sector. Even though employees were moderately compensated, their job satisfaction is moderate. The scope for improving HR practices in recruitment and selection, training and development, co-operative education, Industrial relations, employees participation in management, performance management, HR research, professionalization of management, communication, strengthening of HR department etc.

Asit Naryan and Amarnath Jha (1992) acknowledged that employee is human. They differ in mental abilities, emotional stabilities, institutions and sentiments. Quality of work life is a term that covers a person’s feeling about various dimensions of work including monetary rewards and benefits, safe and healthy working conditions, organizational and interpersonal relationships and its essential meaning in a employee’s life.

J.M Juran (1992) stated that without high-class physical working conditions employee satisfaction may not be obtained. This is factual irrespective of the type and size of the organisation.

A. Gani (1993) studied several aspects of QWL in the manufacturing organizations of Jammu & Kashmir. His suggestions to improve the troubles of working class in the state are notable.

Jyothi Varma (1993) stated that work experiences cannot be seperated from total life experience of an employee because work is a way of seeking fulfillment in life. Life becomes qualitative when daily in various dimensions of life such as work life, social life, personal life, spiritual life are meaningfully
incorporated with the totality of life experience. Generally, quality of life must be an indicator of quality in general.

Industrial relation at work Ramachandran Nair’s (1993) study is worth considering. He tested the trend of industrial relations by testing the hypothesis of labour militancy. The study resulted in the argument of labour militancy is highly overstated, even though, there is scope of considerable improvement in industrial relations.

According to Rao Raghunathan (1994) permanent quality improvement depends on the best utilisation of talents and abilities of a company’s workforce. To achieve outstanding quality, it is imperative that a company encourages its employees.

Companies must expand and realise the full potential contribution for personal and organisational growth. This can be gained through training employee participation and involvement.

R. K Dhawan (1994) explains the need for possessing human values to build up attitudes and behaviour. For being effective human being, one should properly deal with self, his family, work place, society at large. The ingredients of manifesting human values are positive attitude, self confidence, strong willpower, high objectives such as thinking big, acquiring knowledge, self help, regular practice, hard work, courage and conviction, conscientiousness, spirit of service, empathy, love of nation etc.

S Sajeev. (1994) in his research work explained that the trade unions are affiliated to political parties. Many of them were either members or sympathizers of political parties. Many union leaders are part of political movement. The union leaders were often being harassed for their union actions.
Bharat Wakhlu (1994), An organization which takes interest in the welfare of its employees will be considered as organization of repute. Employee engagement initiatives such as Arranging family picnics, celebration of various festivals, fests, organized interactions will create bonding between employees and employers. Planning for employee satisfaction begins with provision of better facilities. Employees want a peaceful and relaxing environment so that they can perform their best for the organization.

Pradeep Kumar (1995) researched on QWL in organizations of Thiruvananthapuram district and establish no significant difference in the favorable and unfavorable attitudes among the employees in respect of overall QWL. Some attitudinal differences among different groups were found when employees are segregated according to industry, compensation and skill. He commented that essence of quality of work life is the value of treating the employees as human being.

Bino Thomas (1995) researched that, for quality circle activities to grow the employees must believe that their support and participation will promote themselves as well as the organization. They must be persuaded that quality circle is a people-building philosophy. Developing a positive organisational culture with minimum stress and strain is a certain way for improving productivity in any organisation. For the quality circle to be functioning, It should be an essential part of the total quality of work life in the organisation.

V Anil Kumar (1995) researched that, in order to motivate the employees to develop their efficiency, the management should take measures to evaluate the skills of the employees and to make them feel that their skills and performance is appreciated by the organisation.

Gabriel Simon (1996) in his study suggested that management must treat training and development as a need rather than a luxury. All training
programmes. should begin with carrier planning and identification of training needs. Employees participation in management is possible only when employees are capable and willing to do so. Management should be willing so that employees are made true participants. He recommended research on study on the impact of the continuous service of dissatisfied employees.

S.R Achary (1997) explains The term labour, the term itself has been replaced by the term human resource, and efforts are being aimed at for the best use of these precious resources by giving appropriate training, welfare facilities and morale boosting, in the organizational interest, employees and employer have to join hand. By considering human factor in organisation the organisation should review their HR policies.

Anitha, and Subha Rao (1998) in their study “Quality of Work Life in Commercial Banks” explained the quality of work life prevailing in commercial banks. They made a comparison of quality of work life in public sector and private sector banks and remarked that quality of work life in public sector and private sector banks differ in some points like economic HRD point whereas in all other aspects of quality of work life they are similar.

According to Joseph Zakhariya P.J(1999) job intrinsic factors indicated that job security was most important to all employees irrespective of level. Analysis of the factors affecting quality of work life reveals that factors such as age, experience, educational qualification, are not related to quality of work life. but factors like job satisfaction and job perception were directly corelated to quality of work life. It was evident in case of workers because of the monotonous nature of jobs and less scope for promotion.

Arun Wakhlu (1999) explained that, when value based management goes hand-in-hand helping people find and do, their most natural work spirit explains further in the organization. It is called as ‘good work’. means working with a
spirit of love and total commitment, and making it constantly demanding adventure rather than routine chore.

According to Batra and Dangwal (2000) There are two aspects of viewing quality of work life. One emphasies that QWL with a set of objective organizational condition and practices (e.g. job enrichment, democratic supervision, employee involvement, and safe working conditions). The second emphasizes that QWL entire range of human needs is met.

Basheer Ahammed (2000) in his study linking to motivational factors of industrial employees explained that the employees in organisation posses medium level of efficiency. Employees are moderately satisfied with the working conditions existing in organisation. The Level of satisfaction is inversely connected to the length of service. Other variables have no significant influence on satisfaction. The level of satisfaction depends upon various motivational factors for various companies. They also vary with the background of employees like age, caste, education, length of service etc. While instant financial improvement get the highest inclination, other expectations like facilities at work site and medical facilities for family are also significant for some companies.

Reghan Bilgie (2001) and explained that organizational attitudes are essentially the feelings, beliefs and behaviour towards one’s job and organization. Those attitudes consist of the feeling towards work, identification with a job and organisation, perception of the HR policy of the organization. Research indicates that attitudes towards the job change with organizational or job level.

Thomas Jacob (2001) mentions that the significant competitive advantage of any organization depends on the quality of its human resource and the effectiveness with which they were utilised. Acquisition of the sufficient and
appropriate kind of human resources is perhaps the most important, complex and perpetual task of management of any organisation.

Arun Kumar Krishnamurthy (2001) conducted a research on human resources management. The best function which a human resource function can do is to make the employees feel that they are in the right place, doing the right work and getting paid well as long as the employee remains in service. Few norms for employee compensation such as annual pay and perquisites, grade or positional based compensation, compensation based on number of years’ service, rewarding performance with increments has a everlasting impact on compensation for ever, etc.

Gangadhar and Madhar Keswani (2001) researched on the changing nature of employment and payment. The study reveals that with today’s compensation, employees are attaining the level of hygiene for the monetary compensation. The ability of monetary benefits to attract and retain has been reduced due to similar and better opportunities available and marginal utility of monetary gains.

Rethi Thampatty (2001) The employee productivity in organizations does not directly transmit to the kind of performance appraisal carried out. The other factors such as the technology used, level of innovation achieved, and the kind of market also plays a crucial role in keeping productivity elevated. Performance appraisal keeps the people aware of their job performance, motivate them sufficiently by helping them to develop and use fully their skill, potential and capability and creativity and talent.

Jacob (2002) conducted a research on the industrial relations in public sector organizations and found that industrial relations in the public sector organizations are relatively better than that of private organizations. He
checked the role of employee participation in management as well as the role of trade union in establishing industrial democracy.

Markel Karen. (2002) in his study affirmed that there has been a great deal of attention in work-life practices from researchers, practitioners and public policy makers. Work-life practices are generally defined as any practice intended to assist employees in managing their work and non-work lives. He checked why organizations take up these practices using a large study of organizations in the United States. The findings suggested that work-life practices are not identical and should not be treated as such by every stakeholder. Each practice has its own unique background while adopting, implementing for the organizations.

Prasad (2002) in his study observed that bulk of the employees in the Textile organizations were not well educated. Because of technical incompetence of the employees of the textile companies could not take up the challenges of globalization. He also commented that work-variety is crucial factor capable of increasing the morale of employees, providing them job satisfaction and avoiding boredom. Though the shift mechanism was essential to enhance productivity and to make better utilization of available resources, night-shift caused issues related to individual health and related to domestic as well as social life of the employees.

Ibrahim Muhammad Faishal (2003) made a study and stated that quality of work life studies are getting the attention of urban planners due to their utility in assessing and monitoring public policies. The study of quality of work life of people staying near industrial estates in Jurong, Singapore using 18 subjective life variables to measure the in general life satisfaction and established that health, family life and public safety were as the most important indicators, while self-development, religion, and politics were of lesser importance. As far as satisfaction was concerned public safety, family life and public utilities were
among the most satisfied aspects, whereas consumer goods, politics and environment were measured to be among the least satisfied aspects.

Wilson (2003) observed that employees were generally satisfied with the setting in which they worked. The satisfaction rate was high among the public sector organisation employees than the private sector employees. Regarding supervision both the types were satisfied. Both the types were not satisfied with respect to promotion and participation in decision making. public sector employees are more satisfied than private sector employees with respect to reward and reorganization, human relations, behaviour of coworkers and nature of job.

Sarang Shankar Bhola (2003) completed a study of quality of work life in casting and machine shop industry in Kolhapur. He found that employees from public limited companies and limited number of employees from private limited companies were receiving good compensation. He commented that majority of the organizations under study have not focused on the safety aspects of the employees. All units were deficient in basic policy making and its implementation. They are also not up to the mark in defining the goals and mission. He recognized that the level of the quality of work life is not depending upon the nature of ownership of firm.

Smythe (2004) carried out a qualitative study of the working-lives of twenty six Chinese women sweepers in China. Majority of participants were illiterate and were migrants from the Chinese countryside. The sweeping employees indicated that illiteracy was root cause of their employment problems. Organised efforts are recommended for Policy and taxation reform initiatives addressing the formal and informal educational needs of poor women.

Mala Bhandari (2004) completed a study about women in two work roles and the quality of their life. The study was based on home and work as two
encompassing spheres of life. It investigates how the quality of life of women is affected by their dual roles, one at home and the other in organization. She studied their dual lives with the quality of life approach. It analyses the socioeconomic aspects of their households and discussed the determining factors of their quality of life.

Antti and others (2004) analyzed the relationship between provisional employment and the quality of working life by concentrating on findings during the late 1990’s. Research on job insecurity, work attitudes, and work behaviour is analysed with comparisons between provisional and permanent employees. Analysis of the psychosocial work setting of fixed-term employees in Finland explains the differences in relation to age, gender, job demands and control, work support. However findings do not indicate adverse consequences of provisional employment.

Blanche R and Elma (2004) designed a questionnaire and given to twenty two social employees in South Africa. Job satisfaction was defined in advance. Work content, compensation, promotion opportunities, working conditions, leadership & management style, and group factors. How the supervisor can impact social worker job satisfaction is considered, along with how to improve social worker’s quality of working life. Research shows that work content is positively practiced by respondents and they gave highest priority to adequate and fair remuneration, while attaching the significant value to supervisor attitude and credit of their good work.

Thomas Vander Ven, & Francis Cullen. T (2004) made a study relating to the growing entrance of women into the paid jobs. The authors analyses data to examine whether the work-related status of mothers has the criminal mindset effect on their children during adolescence and early adulthood. After finding the effects of maternal resources, work hours, and work-related controls to criminality, they found that cumulative time spent by mothers in paid jobs had
no measurable influence on criminal participation. And coercively controlled maternal work over time was connected to greater criminal involvement in the children in adolescence.

Sidde Gowda (2004) made an examination for understanding and also to test the efficacy of social work interference on the well being of the managerial employees and their family. A total of 80 managers were interviewed. The result of the study indicated that after the social work strategy the executives’ work related profile was tested, and there were major changes in role perception, Role overload, role conflict, and poor peer relations. Major reduction was observed in their proneness to heart disease, depression, inadequate mental health, and perceived ill health. There was significant enhancement in their orientation, active-recreational and organisational characteristics.

Sreedhar (2004) explained that when the size of the organisation (based on number of employees) increases, efficacy of human resource management decreases. Research indicates that small sized state level public organizations are at effective human resource management systems as compared to medium and large sized state level public organisations. This indicates that when the number of employees in an organisation increases, the complexity in managing those employees also increases. There exists two solutions for this one is to absorb employees within the capacity of their HRM system and the other is Improve the capacity of the HRM system at the required level with increase in the manpower.

Ramakanta Patra1 (2005) observed that ‘employee relationship management’ is a process by which organisation can achieve differentiation which enables employees and gives them additional motivation to do their work better in association to the conventional human resource practices. It is an effective tool to harness the cordial relationship between employees and the human resource
practices and create a devoted and effective work force. It is an incorporated human resource system which allows employees to participate in a clear communication in the organisation, which helps to achieve organisational goals without any confusion.

Perrucci (2005) and others researched the demand-control theory of work strain by designing the hypothesis that shift work has negative impact for employees including health and well-being of employee, family life and social relationships. by allowing for the effects of different job demands, as well as by considering the influence of different forms of employee control, and by counting several forms of work strain consisting of mental health, job satisfaction, and work-family conflict. The findings support the predictions of demand-control theory with important qualifications. Non-standard shift of working is a work stressor in the area of family life, and has no negative effects on mental health as well as job satisfaction. Independence, job control and supervisor support are very important for job satisfaction. Self control and resource control are of prime importance for understanding work-family conflict and mental health of employees.

Handel (2005) observed that there is significant disagreement over recent trends in the material and essential quality of work. Some researchers argue that material conditions such as compensation, job security, promotion and growth opportunities, have changed for the workforce. The new work designs are increasing levels of intrinsic rewards such as job challenge, autonomy, and cooperation and are also offering higher compensation. Results suggest that employees’ awareness of quality of their jobs remained remarkably stable on most of the dimensions.

The QWL is a “broad term covering a vast variety of concepts techniques, theories and management styles with which organization and jobs are planned and redesigned so as to give employees more autonomy, responsibility and
authority than is usually given. Previous studies on quality of work life are essential to comment on the areas already focused and also the areas to be covered. In review of Indian employees (Kapoor, 1967, Vaid, 1968) found that compensation were ranked first important factor by Indian employees than other factors while working. The term quality of work life was first incepted by Davis (1972) in the context of the prevailing poor quality of life at work place; but it was not defined specifically. It was referred to the quality of relationship between the employees and their organization as a whole, giving importance to human dimensions. Sirota (1973) found that under utilization of worker’s skill and abilities cause low QWL and suggest job enrichment programme to correct the problems of employees.

Job enrichment, job satisfaction, incentives, division of work and opportunities given by work settings along with considerations for humanization of work place were main concerns. Andrretta, (1974) Studies show that individuals have completely special sets of standards for evaluating the quality of work life (Walton, 1974; Seashore, 1975). To quote Beinum (1974), it is the quality of relationship between human beings and their work. Walton (1974) one of the major interpreters of QWL movement, has proposed eight major conceptual categories for understanding what this is all about Fricke (1975) looks into the subject of the humanization of work, considering especially its impact on the social aspect of the working conditions which matter more than the technical aspects. Allenspach. H. (1975) report on flexible working hours based on experiments in Switzerland, views its advantages and disadvantages by considering its effect on job satisfaction and employee attitude.

Cherisilicheer (1975) regarding working conditions and job satisfaction, it is evident that work cannot be considered merely from the view point of productivity and that the improvement of working conditions must consider satisfaction of employees needs. Johnston R. (1975) supports the other studies which view that employees always value factors such as job interest and good
working conditions above compensation. According to Trist (1975), the quality of working life is both an end and a means.

Nitish R (1975) writes that the quality of working life is the pointer of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the ongoing growth of employees leading to his development to the fullest extent.

The study made by Ganguli and Joseph (1976) for young employees in Air India with special reference to life and job satisfaction issues remarked that various physical and psychological working conditions, pride in organization and rational working hours are more positively correlated with job satisfaction than friendly relations with colleagues, good working place, physical strain, variety of skills and risk of injury. Opportunity and aspirations of young employees affect the QWL. According to Majumdar (1976), the quality of working life directly impacts the output from an individual. Vasedev and Rajbir (1976) studied several skilled and several semi skilled employees on various job factors and summarized that it is the interaction among these factors, rather than in seclusion that is couted for overall job satisfaction.

There are differences in approaches to the concept of QWL. One approach looks at it on a broadband encompassing all aspects of work life including wages, hours of work, work environment, employment benefits, career prospects, and human relations. In other words, it embraces the whole gamut of every conceivable aspect of work ethics and work conditions (Merton 1977) According to Suttle (1977), the quality of working life aims at healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organizations.

Kavoussi et al (1978) compared the unofficial absenteeism rate in two large textile companies in Iran and could find out that working conditions in the
studied organisations were unsatisfactory, unlike the control factory and commented that closer attention was to be paid for improving the quality of working life to minimize widespread absenteeism.

The richness of it is reflected in the definition given by Guest (1979). The definition says that the quality of working life is a general term that encompasses a person’s feelings about each dimension of work including organizational rewards, benefits, security, working conditions, organizational and interpersonal relations, and their inherent meaning.

During 1980s, employees’ welfare and union management relationships were given importance. Even thoughts were emerging to have national policies on QWL. It was believed that Life at work is an integral part of total life space (Lawler III et.al 1980). The QWL can be conceptualized as a subset of the quality of work life, and which is inclusive notion of life and living conditions (Mukherjee, 1980, Szalai and Andrews 1980). Keith Davis (1981) studied employees who worked in organizations which gave either a high or low QWL. Results showed that QWL aspects were related to job satisfaction in both types of organizations.


The importance of training role, and system analysis incentives to have better working conditions was the theme of research. Bharadwaj (1983) reiterated that the concepts, values, and methodologies of quality of working life have to be considered by us to suit our needs, and our dreams of an evolving society. Singhal (1983) gives importance to that quality of working life will be of use only if the people working in organizations live a happier and healthy life while
being in the society. Researcher says that quality of working life is a concept related to time and situation and will need constant revisions and modifications as societal context changes constantly. Sengupta (1983) in his study of managers from the public sector units concludes that the overall supposed QWL in the Indian organizations is considerably not good.

Rahman (1984) in his study on the employees in organizations of India found that respondents have feeble educational background and lower earnings had better perception of QWL than those having higher education and higher income. Levine, Taylor and Davis (1984) recommended that the implementation of quality of working life should be specific and concrete.

Previously, the QWL among African Americans has been shaped by inequality (Farley and Allen 1987). Thus, for most of them, work life consists of poor working conditions, inadequate income, less independence, and job instability. Gupta and Khandelwal (1988) carried out a study and found a significant positive relationship between quality of work life and role efficacy. Research also indicates that supervisory behavior is of immense important dimensions of the quality of work life contributing significantly in the employee’s role efficacy.

According to Best (1988) quality of work life also expresses that employees have requirements beyond monetary gains, health and safety issues, and basic rights. Best further recommends that employees also need the opportunity for personal growth in the jobs that they are doing. Earlier emphasis was on the relationship of QWL with quality of life, technological advancement and better working conditions. The concept of socio technical system with the focus on the effective deployment of human resources, impact of technology on working conditions, introduction of artificial intelligence for safe and healthy working conditions, has been one of the aspect being addressed.
Haque (1992) researched the relationship between QWL and job satisfaction and found that QWL led to greater job satisfaction. The research also found that QWL is positively correlated to performance and negatively correlated to absenteeism. But there is no significant relationship was found between perceived QWL and employees’ age, his education and job experience are related. Previous research on job satisfaction of African Americans reveals lesser level of job satisfaction than whites. (Austin and Dodge 1992)

Wadud (1996) found that QWL was significantly higher among the private sector female employees than their counterparts in the public sector. QWL has been found to be significant for job performance, job satisfaction, labour turnover, and labour management relations and similar other factors which play an important role in determining the overall well-being of any organization (Hoque and Rahman, 1999).

Hossain and Islam (1999) found that there exists a positive relationship between QWL and job satisfaction among government hospital nurses in Bangladesh. The study deals with the correlation between Quality of work life and job satisfaction, QWL and performance, and job satisfaction and performance. The findings divulge that there was significant positive correlation between quality of work life and job satisfactions and Quality of Work life and performance and job satisfaction and performance.

In another study, Hussain (2000) found that public sector banking organization employees were in a better position when it comes to their job satisfaction than private sector banking organisation employees.

Saipin Narongrit and Supit Thongdri (2001) The research is done for finding the equality of work life and organizational commitment. It was found that quality of work life was moderate. All attributes of quality of work life had positive correlation with organizational commitment.
Another research study was conducted to predict QWL in relation to career related aspects. The MNC’s and the small medium industries. QWL had the highest part to performance. Perceptions of QWL and job satisfaction were significantly higher among the participants in small organizations than in the large organizations. Morning shift nurses professed higher QWL and job satisfaction than the night shift nurses. Night shift nurses were in distress from more security problems than the nurses of other shifts. It is suggested to permit the nurses to work in small groups. This would give the nurses not only a feeling of safety but also an occasion to interact with each other which in turn would lead to improved and congenial working environment in the hospitals.

QWL has different notion to various persons and the factors contributing to QWL are also diverse.

To employees it may mean a day’s work, safe and healthy working conditions, and a superior who treats employee with dignity. To the employee it may mean opportunity for advancement, career growth, being able to utilize one’s abilities etc. It also means being able to satisfy important personal needs. Thus various factors contribute to QWL, such as adequate and fair compensation, safe and healthy working conditions, employment security, opportunity for growth and development, promotion prospects, nature of supervision, application of philosophy of natural justice and fairness and respect at work place.

Most research studies focus on two sets of factors; one is organization - driven factors and other is Individual - driven factors. Under the first class such policies and procedures that deal with retaining the employees are being explained. The second factors are those that are very much governed by individual likes and dislikes. Both the factors are must for maintaining quality of work life of employees.
Organizations have created focus groups and conducted employee satisfaction surveys to get to know how their employees are feeling and to decide what they can do to make their employees happy. There are also a number of organizations that conduct employee surveys to gather the information. One such organization is the Families and Work Institute, it provides information to indicate decision making on the varying workforce and workplace, changing family and changing society.

Founded in 1989, FWI does research into emerging work life issues; for answers oriented studies addressing chapters of vital importance to all sectors of society, and for nurturing connections among workplaces, families and communities.

The level of economic development significantly determines people’s quality of life. While the linkage between industrial relations and quality of employees in general seems distant, there exists a direct relationship between Industrial relation and Quality of Work life. It may be stated that Industrial relation gives the backdrop for QWL and the flourishing human resource management policies eventually lead to organizational effectiveness and employee efficiency.

In today’s dynamic world, the work environment is very diverse from it was a some years ago. According to the Institute of Industrial Engineers, it is normal for an employee to change career on an average of six times during lifetime. It is now uncommon for an employee to stay with a single company during entire working life. Because employees are often prepared to leave a company for better opportunities so companies need to discover ways not only to hire qualified employees, but also to retain those employees.
3.2 Conclusion:
Quality of work life suffers from hurdles like any other new concept. Organisation should develop strategies to enhance quality of work life in view of hurdles. A variety of strategies for enhancement of quality of work life can be as self managed work teams, job redesign and job enrichment, effective leadership and better supervisory behaviour, career development and management, optional work schedules, job security, organizational justice, participative management etc.

Implementation of these strategies guarantees a higher level of quality of work life. The present study is an attempt to know the quality of work life of MSEDCL employees. By and large the studies in this area show the effect of organization and individual employee - driven factors on fulfillment and commitment of employees to their work. Various researches focus on the association of QWL with some variables such as employee performance, productivity, job satisfaction etc.