CHAPTER 1

INTRODUCTION, METHODOLOGY AND DESIGN OF THE STUDY

1.1 Introduction

Economic, social and cultural development of any country mostly depends upon its human resource potential. According to Arthur Lewis, “there are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviour”\(^1\) As such though the countries are endowed with same level of natural resources, technology and international aid etc., their productivity and development mostly depends upon the availability of efficient human source and more importantly, the commitment of such resource.

Internationalization of both public and private sector organizations has rapidly changed the complexion of human resource management. The internationalization of organization makes human resource management more challenging because it raises a number of new issues\(^2\) like cross-cultural training, compensation and benefits etc. As such the human resource should be viewed with an international perspective.

Another recent development that has taken place is shifting importance from service-oriented organizations to manufacturing organizations, which have resulted in growing importance of the human resource. Without predicting human behaviour at a

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particular point of the time and guiding them in proper direction, manufacturing organizations cannot survive and prosper.

Efficient human resource and their commitment is essential for effective management of organization. The management of four “M” i.e., Money, Materials, Machines and Men is essentially carried on by human resource of the organization. Stressing this point of view, McGregor observed that the effectiveness of organizations would be doubled if management could discover how to tap the unrealized potential present in their human resources.  

The depreciation that results in all other factors of production in the long run doesn’t result in case of human resource. In fact, vice versa is true. Human resources with proper organization and motivation can grow and develop their potential in the long run. There is no depreciation value for human resource. Stressing this, Peter F. Drucker remarked that man, of all resources available to man, can grow and develop. As such deriving maximum potentialities from this resource largely depends upon proper human resource managements.

It is said that, “behaviour of human beings differs widely. It is in turn very difficult to predict their behaviour, especially in organizations where they work in groups. Their behavior is neither consistent not predictable. Thus the manager should recognize that only individuals and not organizations create excellence.”

Most of the complexities in modern organizations arise from human behaviour. It is human resource that can make a difference and can have an

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everlasting impact of the survival of any organization. In this context, Oliver Sheldon observed that, “no industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human. It is not a mass of machines and technical process but a body of men. It is not a complex of matter, but a complex of humanity. It fulfills its functions, not an intricate maze of mechanical device but a magnified nervous system”. Human resources should be handled carefully by predicting the behaviour to the possible extent, in view of the complexities involved in managing them.

Directing human resource of an organization is guiding entire organization towards objectives. Because organizing any functional area is in turn organizing and leading human resource of that functional area. Organization is nothing but collection of human resource who takes up various functions to attain set objectives. “Thus all executives must unavoidably be personnel managers”. Although the human resource is a sub-system of an organization, it affects all other sub-systems and entire organization in turn. Wendell L.French rightly puts it, “Personnel management is a major pervasive sub-system of all organization”.

Human resource management consists of many sub-systems like training and development, compensation, industrial relation etc. Human resource management concerns itself regarding employee, right from recruitment till his retirement. Human resource management takes care of inducting suitable human resource into the organization through recruitment and selection, sharpen and enrich their capabilities and skills through training and development; motivates and provides welfare through

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compensation; and maintains good relations and atmosphere inside the organization. Many new sub-systems are being added to human resource management with the changing needs of employees, their culture, expectations and work environment.

The work nature and environment in Indian steel plants, is heavy in nature. Steel plants evoke images of strenuous, hot and potentially dangerous work rendering to accidents that are inevitable without proper safety measures. The neglect of safety aspect results in large number of fatalities in the steel industry. These accidents are caused due to falling from height, burns, explosion, metal spillage, suffocation, electrocution and gas poisoning leading to loss of precious lives of the workers.

Many steelworkers are exposed to intense heat and noise. The expense of plant and machinery and significant production startup costs force most steel plants to operate around the clock, 7 days a week, with varying shifts. Some steel plants in India operate two 12-hour shifts, while others operate three 8-hour shifts. Overtime work during peak production periods is common. Moreover, the career growth is very low compared to other and IT industries. The stress level is also high for employees of steel plants due to intense work environment.

In such circumstances there is a need to create a work culture in the organization wherein the employees are to be treated with dignity, respect, comfort and pleasant feeling at the work place, so as to prevent accidents, absenteeism and labour turnover.

With the rapidly changing technological, socio-economic and politico-legal environment and the trend towards globalization of business and industry, effective management of human resources has become a challenging job. Human element is the centre of economic activities. No organization can think of viability of operations and
effectiveness without the efficient utilization of human resources. Steel plants are not an exception. Effective utilization of human resources requires concentration in some specific areas.

One such new area is ‘Quality of Work Life”. The term “Quality of Work Life” appeared in research journals only in 1970s. It is not only monetary aspects that a modern employee concerns himself with. This is also concerned with conditions of employment, interpersonal conflicts, job pressure, lack of freedom of work and absence of challenging work etc. As the style of management has changed from paternalistic to democratic, the expectations of employees increase with an impending need to achieve more and more productivity efficiently and look forward to the conductive and congenial working conditions and favorable terms of employment. Productivity efficiency of an organization largely depends upon the quality of work life provided by the organization. It creates a culture of work commitment in organizations and society at large so as to ensure higher productivity with increased job satisfaction.

1.2 Need for the Study

In today's hi-tech, fast-paced world, the work environment is very different than it was a generation ago. It is not uncommon for a person to change careers, on an average of six times in his or her life time. It is now rare for a person to stay with a single company in his or her entire working life. Because employees are often willing to leave a company for better opportunities, companies need to find ways not only to hire qualified people, but also to retain them. Unfortunately, many employees these days feel that they are working harder, faster, and longer hours than ever before. Job-related employee stress can lead to lack of commitment to the corporation, poor
productivity and even leaving the company; all of which are of serious concern to management. Many employees bring work home on a regular basis, especially now that it is so easy for them to do that.

Quality of work life programmes are desirable for both human and performance needs, because it acts a motivating factor for better working, comprehends conditions at employment, includes work environment and social integration and further seeks to employ the higher skills of work and provide an environment that encourages them to improve their skills. It is therefore essential to see the problem in its totality and hence planned approach is needed to study the quality of work life. If quality of life at work could be improved, it would benefit and reward the individual employee, the company, its customers and society as a whole. That is why it is necessary to talk about work-life quality.

The pressures in the free economy, the breakdown of trade barriers and globalization are making enormous demands on today’s corporations to compete 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 factor. To improve the quality of work life and eliminate job stress, employers can also make efforts to be more aware of the workload and job demands. Employers need to examine employee’s training, communication, reward systems, co-worker relationships, and work environment. Employees often are able to give employers the best advice on reducing work stress.

Employees in the future will likely be looking for corporations that have a new work environment, one that encourages each employee to work toward improvement in the product or service; gives employees the responsibility and authority to make
decisions, provides timely feedback and rewards employees based upon the quality of
the product and efforts. Team effort will assume central importance especially that of
self-directed work teams. Employees will choose employers who have aims and
values that match theirs and who value balance in their employees’ lives. Employees
want to learn and advance, toward opportunities for professional growth which attract
them. Companies will seek employees with technical skills, vision, and the ability to
organize and persuade in presentation of ideas and information. Strong
communication skills and the ability to learn will be high on employers' demand list
for employees.

To attract and retain employees, steel plants need to be exploiting those points
of convergence and continuously work with employees to redesign the work,
eliminate job stress, increase job autonomy, provide learning and training
opportunities and improve the quality of work life.

1.3 Statement of the Problem

Steel is the most important, multi-functional and most adaptable of all
materials. The development of mankind would have been impossible without steel.
Steel is an important indicator to analyze the economic development of a country.
The Iron and Steel is a major industry in India. India's iron and steel industry
contributes about 2 per cent of Gross Domestic Product. This industry drives the
industrial progress of the country. It is one of the key industries in India and several
small and medium-scale industries depend on it. The steel industry is highly scientific
and technology oriented. Technological advancement and productivity improvement
can be achieved only with the effective involvement of human resources. To keep the
human resources effective, the management should maintain, monitor and update their needs continuously.

While Japanese work for 60 hours per week, the Indians barely work effectively for only 48 hours a week. It has to be understood that company performance cannot improve unless the employees develop a better attitude to work. For this, it is necessary to improve quality of work life at all hierarchical levels. The new workforce is fast emerging as a highly demanding body, with more knowledge, greater chances for social transformation and better economic standards.

One of the major problems facing the developing and the developed countries is the quality of work life of a vast majority of employees engaged in productive pursuits. This issue is not just one of achieving greater human satisfaction but it also aims at improving productivity, adaptability and overall effectiveness of organizations. The quality of working life movement in a broader sense seeks to achieve integration among the technological, human, organizational and society demands which are often contradictory and conflicting. Quality of Working Life is more concerned with the overall climate of work and it impacts the work, people as well as the organizational effectiveness. The recognized purpose is to change the climate at work so that the human, technological and organizational interface leads to a better quality of work life and eventually to an improved quality of life in community and society.

Studies on QWL, in India are limited. But the studies of QWL in steel plants are rare to find. In this context a study on Quality of Work Life of steel plant employees in Tamil Nadu is a need. This study is significant and timely as it would reveal the level of Quality of Work Life among the steel plant employees of Tamil
Nadu. It would help to compare the levels of Quality of Work Life of select steel plants in the state. It is hoped that the study can make some suggestions for improving the level of Quality of Work Life. This study would help to re-orient the attitude of the steel plant management towards their employees and thereby increase the morale of employees. This may lead to sincere involvement of workers in their work and thereby increase productivity. Moreover, any change in this field would affect each and every individual because prosperity in the industrial sector is connected with the society as a whole.

1.4 Objectives of the Study

The study intends

1. to trace the need and importance of quality of work life of employees from past research.
2. to review the quality of work life practices of the select steel plants in Tamil Nadu.
3. to study the perception of the employees towards quality of work life practices presently followed in select steel plants in Tamil Nadu and
4. to compare the quality of work life among select steel plants and suggest appropriate measures to improve the quality of work life of employees in both companies based on the findings of the present study.

1.5 Hypotheses

In line with the objectives stated above, the following hypotheses were formulated to be tested for the purpose of this study.
There is no relationship between working place in different steel plants and level of satisfaction towards Quality of Work life of employees.

There is a close relationship between working place in different steel plants and level of satisfaction towards Quality of Work life of employees.

There is no relationship between gender and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between gender and level of satisfaction towards Quality of Work life of employees in steel plants.

There is no relationship between age and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between age and level of satisfaction towards Quality of Work life of employees in steel plants.

There is no relationship between educational qualification and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between educational qualification and level of satisfaction towards Quality of Work life of employees in steel plants.

There is no relationship between monthly income level and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between monthly income level and level of satisfaction towards Quality of Work life of employees in steel plants.
There is no relationship between cadre and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between cadre and level of satisfaction towards Quality of Work life of employees in steel plants.

There is no relationship between working experience and level of satisfaction towards Quality of Work life of employees in steel plants.

There is a close relationship between working experience and level of satisfaction towards Quality of Work life of employees in steel plants.

Quality of Work life could not impact the employees based on gender in SSP.

Quality of Work life could impact the employees based on gender in SSP.

Quality of Work life could not impact the employees based on age in SSP.

Quality of Work life could impact the employees based on age in SSP.

Quality of Work life could not impact the employees based on educational qualification in SSP.

Quality of Work life could impact the employees based on educational qualification in SSP.

Quality of Work life could not impact the employees based on monthly income in SSP.

Quality of Work life could impact the employees based on monthly income in SSP.
$H_{0_{12}}$ Quality of Work life could not impact the employees based on cadre in SSP.

$H_{1_{12}}$ Quality of Work life could impact the employees based on cadre in SSP.

$H_{0_{13}}$ Quality of Work life could not impact the employees based on length of service in SSP.

$H_{1_{13}}$ Quality of Work life could impact the employees based on length of service in SSP.

$H_{0_{14}}$ Quality of Work life could not impact the employees based on gender in JSW.

$H_{1_{14}}$ Quality of Work life could impact the employees based on gender in JSW.

$H_{0_{15}}$ Quality of Work life could not impact the employees based on age in JSW.

$H_{1_{15}}$ Quality of Work life could impact the employees based on age in JSW.

$H_{0_{16}}$ Quality of Work life could not impact the employees based on educational qualification in JSW.

$H_{1_{16}}$ Quality of Work life could impact the employees based on educational qualification in JSW.

$H_{0_{17}}$ Quality of Work life could not impact the employees based on monthly income in JSW.

$H_{1_{17}}$ Quality of Work life could impact the employees based on monthly income in JSW.
H0.18  Quality of Work life could not impact the employees based on cadre in JSW.

H1.18  Quality of Work life could impact the employees based on cadre in JSW.

H0.19  Quality of Work life could not impact the employees based on length of service in JSW.

H1.19  Quality of Work life could impact the employees based on length of service in JSW.

H0.20  Different place of work could not change Quality of Work life of employees in steel plants.

H1.20  Different place of work could change Quality of Work life of employees in steel plants.

H0.21  Quality of Work life of employees could not change in steel plants based on gender.

H1.21  Quality of Work life of employees could change in steel plants based on gender.

H0.22  Quality of Work life of employees could not change in steel plants based on age.

H1.22  Quality of Work life of employees could change in steel plants based on age.
H_{0.23}  Quality of Work life of employees could not change in steel plants based on educational qualification.

H_{1.23}  Quality of Work life of employees could change in steel plants based on educational qualification.

H_{0.24}  Quality of Work life of employees could not change in steel plants based on monthly income.

H_{1.24}  Quality of Work life of employees could change in steel plants based on monthly income.

H_{0.25}  Quality of Work life of employees could not change in steel plants based on cadre.

H_{1.25}  Quality of Work life of employees could change in steel plants based on cadre.

H_{0.26}  Quality of Work life of employees could not change in steel plants based on length of service.

H_{1.26}  Quality of Work life of employees could change in steel plants based on length of service.

1.6 Methodology

In pursuance of the above mentioned objectives and the hypotheses, the following methodology was adopted for the study. The study is an empirical one based on the primary and secondary data. The first objective of the study was pursued and achieved by the collection and analysis of the data from secondary sources whereas all the other objectives viz., 2, 3, and 4 have been achieved by collection and analysis of primary data.
1.6.1 Sampling Design

There are two large-scale steel plants in operation in Tamil Nadu, namely, the Salem Steel Plant (SSP) and JSW Steel Limited. The employees working in these organizations are only considered as total population and they are about 2260 (SSP-1295, JSW-965) as on 01.12.2009. For this study, the employees are categorized into executives, supervisory staff and technicians/operators. By adopting the stratified random sampling technique, 452 respondents (259 from Salem Steel Plant and 193 from JSW Steel Limited) i.e., 20 per cent of the population from each stratum were selected by using Tippett’s random number table. The Table 1.1 shows the sampling distribution of the present study.

Table 1.1 Sampling Distribution of Respondents

<table>
<thead>
<tr>
<th>Employees’ Category</th>
<th>Salem Steel Plant(SSP)</th>
<th>JSW Steel Limited</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technicians/Operators</td>
<td>190 (950)</td>
<td>67 (335)</td>
<td>257 (1285)</td>
</tr>
<tr>
<td>Supervisory staff</td>
<td>37 (185)</td>
<td>58 (290)</td>
<td>95 (475)</td>
</tr>
<tr>
<td>Managers</td>
<td>32 (160)</td>
<td>68 (340)</td>
<td>100 (500)</td>
</tr>
<tr>
<td>Total</td>
<td>259 (1295)</td>
<td>193 (965)</td>
<td>452 (2260)</td>
</tr>
</tbody>
</table>

Source: Personal inquiry with the HR Department of respective Steel Plants
Figures in the parentheses refer to the total population as on 01-12-2009.

1.6.2 Sources of Data Collection

1.6.2.1 Primary Data

This study is empirical in nature based on questionnaire survey and personal interview method. The first-hand information for this study was collected from the human resource departments and open discussion with management, managers,
employees and workers in the select steel plants. As an essential part of the study, the primary data were collected from 452 employees. A pilot study was conducted with 20 employees. In the light of the experience gained from the pilot study, changes were incorporated in the revised questionnaire. Questionnaire administration was employed to collect the primary data.

1.6.2.2 Secondary Data

The secondary data have been drawn from various publications and also from personal discussions with the officials. Various studies, Organizations and publications from which secondary data have been drawn are, 1. The Ministry of Steel, Government of India, 2. The Library, Salem Steel Plant, Salem, 3. JSW Steel Limited(Salem Works), 4. Joint Parliamentary Committee Report for Steel, New Delhi, 5. World Steel Association Website, 6. Indian Institute of Management, Bangalore and 6. Indian Council of Social Science Research, New Delhi.

Research studies conducted in the related areas in different Universities, books and journals dealing with the subject and various reports published by agencies working in this field were the other sources of secondary data.

1.6.3 Collection of Data

The primary data were collected by conducting interviews with the sample employees in the select steel Plants using a questionnaire. The questionnaire contained 100 variables under the eleven main factors pertaining to this study.

The researcher had developed a five point rating scale namely ‘Strongly Disagree’, ‘Disagree’, ‘Neither agree nor disagree’, ‘Agree’, and ‘Strongly Agree’,
for rating the answers to the questions. The respondents were asked to give information on this five point scale. In this rating 5 points were given for Strong Agreement, 1 point for Strong Disagreement and in between points 4, 3 and 2 were given in order of rating.

Before the commencement of the interview, a sample was given to each respondent and a brief explanation was given regarding the study to respondents. Care was taken to give sufficient time to the respondents to think over and answer the questions. The respondents were encouraged to express their opinions and suggestions freely and frankly. Before the interview, the respondents were given assurance that it was an independent and unbiased study and their responses and opinions would not be disclosed to anyone so as to enable them to be frank, lucid and fearless in making opinions. The respondents were interviewed taking into account their time and availability and after obtaining permission from their employers.

1.6.4 Reliability and Validity of Enquiry Schedule

The reliability of the enquiry schedule and individual items in it was tested with the help of Cronbach’s alpha. Alpha scores could be interpreted as the squared correlation between the score a subject obtained on a particular conceptual scale (the observed score) and the score that the respondents would have obtained if questioned on all possible measurement items for the concept of interest (true score). Thus, the alpha level quantifies the relationship between a specific group of measurement items (sub scales) and the underlying concept that the grouping of items is intended to measure. Examination of Cronbach’s alpha provided information about the reliability of any given set of measures. The alpha scores are standardized, allowing for the direct comparisons among the scales. The value of alpha must be larger than 0.84 to
imply reliability. While reliability justified the use of the instrument actual response had to be tested for unbiasedness and minimum of response error.

1.6.5 Analytical Framework

The data collected were organized as simple tables and further analyzed with the help of appropriate statistical tools such as percentage analysis, ranges, standard deviation, two-way tables, Chi-square Test, Anova, etc., for logical interpretation of the data collected. Further Henry Garrett Ranking Technique has been used to find out the factors to improve the Quality of Work Life. Apart from the Multiple Correlation Analysis, Multiple Regression Analysis and multi-variate tests like - Multi Discriminate Analysis have been used to ascertain the level of Quality of Work Life of the employees working in Salem Steel Plant and JSW Steel Limited. Factor Analysis has also been used to find out the influencing variables that impact the quality of work life.

1.7 Period of Study

The period of study is from March 2008 to March 2011 under various phases like identification and development of topic, finding background information including literature reviews, collecting primary and secondary data from various resources, conducting interviews with employees, pre-testing of questionnaires, data collection through questionnaires and analysis.

1.8 Measuring the Quality of Work Life

In order to measure relevant issues of interest or importance, the employees of the two organizations viz., SSP and JSW have been surveyed using the questionnaire.
Information gathered from such surveys is typically used to identify problems, strengths and weaknesses within a particular selected organization or with identifiable groups within that organization.

The concept of Quality of Work Life, however, goes beyond measuring employee’s experiences within a particular organization and encompasses a wider value set that is specific to individuals. Therefore, measuring specific issues are of importance to an organization and risks overlooking these issues are important to individuals working in the organization.

According to Lau and Bruce (1998)\(^9\) Quality of Work Life is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancement opportunities and participation in decision making. As such Quality of Work Life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improve working conditions for employees and organizational effectiveness for employers”.

Richard Walton’s article (1975)\(^10\) in the Davis and Cherns collection on this subject proposed eight conceptual categories relating to the quality of working life and these being, 1. Adequate and fair compensation, 2. Safe and healthy working conditions, 3. Immediate opportunity to use and develop human capabilities, 4. Opportunity for continued growth and security, 5. Social integration in the work organisation, 6. Constitutionalism in the work organisation, 7. Work and total life space, 8. Social relevance of work life.

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Various criteria were evolved in the past three decades to measure Quality of Work Life. Various researchers who carried out studies in this area came up with various criteria which are not entirely different from each other. This research aims to provide a national benchmark on the working life issues that concern steel plant employees. This provides insights into the positives and negatives of working life from an employee’s perspective. As cited earlier, though many criteria were evolved, the 11 factors are considered as the comprehensive criteria for measurement of Quality of Work Life.


1.9 Major Factors Contributing QWL Taken up for Study

The above 11 major factors analyzed detailing the sub variables taken up for studying quality of work life of select steel plant employees in Tamil Nadu are presented in Table 1.2.

<table>
<thead>
<tr>
<th>Major Factors</th>
<th>Identified Sub-Variables</th>
</tr>
</thead>
<tbody>
<tr>
<td>V₁ Nature of job (6 sub-variables)</td>
<td>Interest on job</td>
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<tr>
<td></td>
<td>Involvement in job</td>
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<td></td>
<td>Status in organisation</td>
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<td>Matching job with skills</td>
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<td></td>
<td>Proudness of the job</td>
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<td></td>
<td>Challenging job (6)</td>
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<table>
<thead>
<tr>
<th>Major Factors</th>
<th>Identified Sub-Variables</th>
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<tbody>
<tr>
<td>$V_2$</td>
<td>Fair compensation policy</td>
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<tr>
<td>Compensation of Employees (9 sub-variables)</td>
<td>Salary as per experience and skills</td>
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<td></td>
<td>Allowances</td>
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<td></td>
<td>Incentive scheme</td>
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<td></td>
<td>Sufficient to meet their basic needs</td>
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<td></td>
<td>Fair and adequate wage</td>
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<td></td>
<td>Fringe benefits</td>
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<td></td>
<td>Bonus</td>
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<td></td>
<td>Consistent with other companies (15)</td>
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<tr>
<td>$V_3$</td>
<td>Priority for safety</td>
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<tr>
<td>Working Conditions (9 sub-variables)</td>
<td>Free from occupational hazards</td>
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<td></td>
<td>Compromises on safety</td>
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<td>Training on safety</td>
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<td>Importance to individuals Conducive working condition</td>
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<td></td>
<td>Introducing novel ideas and equipments</td>
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<td></td>
<td>Fatigue</td>
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<td></td>
<td>Providing safety measures (24)</td>
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<td>$V_4$</td>
<td>Encouragement to learn and develop</td>
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<tr>
<td>Opportunities for Growth and Development (11 sub-variables)</td>
<td>Reward for creativity and innovation</td>
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<td>Frequency and quality of training programmes</td>
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<td>Responsibility</td>
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<td>Job rotation and enlargement</td>
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<td>Facilities for self improvement</td>
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<td>Importance for individual achievement</td>
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<td>Opportunity to develop new skills and ideas</td>
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<td>Freedom to take decisions</td>
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<td>Opportunity to use capabilities</td>
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<td>Satisfaction with career opportunities (35)</td>
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<tr>
<td>$V_5$</td>
<td>Diverse backgrounds</td>
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<tr>
<td>Social Integration of Work (14 sub-variables)</td>
<td>Recognition for contribution</td>
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<td></td>
<td>Performance on committees</td>
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<td></td>
<td>Human relations</td>
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<td>Recognition as a team</td>
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<td>Free from prejudice</td>
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<td>Attitude towards job</td>
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<td>Sense of single community</td>
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<td>Interaction of ideas and feelings</td>
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<td>Management understands subordinates problems</td>
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<td>Team spirit</td>
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<td>Opportunity to accomplish work individually</td>
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<td></td>
<td>Views of employees</td>
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<td></td>
<td>Reciprocal help among employees (49)</td>
</tr>
</tbody>
</table>

Contd…
### Table 1.2  Major Factors Analyzed in the Present Study (Contd…)

<table>
<thead>
<tr>
<th>Major Factors</th>
<th>Identified Sub-Variables</th>
</tr>
</thead>
</table>
| V₆ Constitutionality in the work Organisation      | Treatment of employees with respect  
| (9 sub-variables)                                   | Chance for expressing opinions  
|                                                    | Equitable treatment for all employees  
|                                                    | Equal distribution of work assignments  
|                                                    | Satisfaction of norms and rules  
|                                                    | Legislative/Statutory norms followed  
|                                                    | Employees are able to voice opinions and influence changes in their area of work  
|                                                    | Encouragement of cooperation and teamwork  
|                                                    | Right to join Trade union/Association as they like (58)                                                                                                                                                     |
| V₇ Work and Total Life Space                       | Satisfaction of work schedule and rest  
| (9 sub-variables)                                   | Flexible work schedule to meet family events  
|                                                    | Attending family events  
|                                                    | Adequate counseling facilities to employees  
|                                                    | Working hours/patterns  
|                                                    | Employees do jobs only for money  
|                                                    | Needs and wants of employees are satisfied  
|                                                    | Employees are able to concentrate on social and individual care  
|                                                    | Time spent on job does not affect employees’ life (67)                                                                                                                                                     |
| V₈ Occupational Stress                             | Stress in organization  
| (6 sub-variables)                                   | Management has attempted to understand stresses and its causes  
|                                                    | Management adopts strategies for minimizing stress  
|                                                    | Efforts to reduce monotonous and disinteresting job  
|                                                    | Periodical workshops for control and reduction of stress  
|                                                    | Stress on productivity (73)                                                                                                                                                                                 |
| V₉ Workers’ Participation in Management            | Recognition of employees as a human being rather than as a labourer  
| (12 sub-variables)                                  | Participation of employees in management  
|                                                    | Consideration of employee suggestions while making policy decisions  
|                                                    | Mutual trust and peace  
|                                                    | Autonomy to subordinates  
|                                                    | Involvement of employees in organizational matters  
|                                                    | Meetings with employees for mutual understanding  
|                                                    | Sharing information by superiors  
|                                                    | Opportunity to express views  
|                                                    | Joint consultation exists on job related matters  
|                                                    | Importance given to employee participation while drafting rules, procedures and regulations  
|                                                    | Participation of employees at different levels in management (85)                                                                                                                                              |
Table 1.2  Major Factors Analyzed in the Present Study (Contd…)

<table>
<thead>
<tr>
<th>Major Factors</th>
<th>Identified Sub-Variables</th>
</tr>
</thead>
</table>
| V_{10}  
Grievance Handling  
(7 sub-variables) | Volume of grievance  
Machinery for redressal of grievance  
Feeling of injustice  
Scope for appeal on grievance  
Chance for ventilating grievance  
Management is keen on redress grievance  
Superiors find time to solve employee grievance (92) |
| V_{11}  
Social Relevance of Work  
(8 sub-variables) | Satisfaction of employees on quality of products/services  
Feelings on organization’s contribution to the society  
Improvement in standards of living  
Satisfaction of employees’ life comes from work  
Improvement of dignity and respect  
Organization functions as a social responsible unit  
Job enhances the social prestige of employee  
Match of work life with the social life (100) |

Source: Enquiry Schedule

The level of quality of work life is made on the basis of their personal, job related and organizational profiles. Basis of classification of employees is shown in the following Table 1.3.

Table 1.3  Basis of Classification of Respondents

<table>
<thead>
<tr>
<th>Personal</th>
<th>Job related</th>
<th>Organizational</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender Age</td>
<td>Monthly Salary</td>
<td>Salem Steel Plant</td>
</tr>
<tr>
<td>Education</td>
<td>Cadre</td>
<td>JSW Steel Limited</td>
</tr>
<tr>
<td>Marital status</td>
<td>Length of service</td>
<td></td>
</tr>
</tbody>
</table>

Source: Enquiry Schedule

1.10  Concepts and Definitions

The specific concepts and definitions of major 11 factors used in this study have been furnished in Table 1.4.
Table 1.4    Concepts and Definitions

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select steel plants in Tamil Nadu</td>
<td>In Tamil Nadu two integrated steel plants are chosen. A plant from Public sector (Salem Steel Plant) and another from Private sector (JSW Steel Limited). All the respondents are from these two units only.</td>
</tr>
<tr>
<td>Quality of Working Life</td>
<td>It refers to the values and attitudes concerned in working life of an employee. A high score on quality of work life scale indicates “better quality of work life”.</td>
</tr>
<tr>
<td>Nature of Job</td>
<td>It means something that just naturally comes along with, is a part of, and/or is integral to the job.</td>
</tr>
<tr>
<td>Compensation of Employees</td>
<td>Compensation is the total amount of the monetary and non-monetary pay provided to an employee by an employer in return for work performed as required.</td>
</tr>
<tr>
<td>Working conditions</td>
<td>Working condition helps a worker to perform his duties in hygienic conditions and such conditions ensures safety to the body and mind of a worker.</td>
</tr>
<tr>
<td>Opportunity for Growth and Development</td>
<td>Allotment of work which provides career opportunities for development of new abilities and expansion of existing skills on continuous basis.</td>
</tr>
<tr>
<td>Social Integration of work</td>
<td>The nature of personal relationship help in acceptance of the work based on work related traits, skills, abilities and potential work without regard to race, sex, physical appearance etc, and sense of community in work organisation.</td>
</tr>
<tr>
<td>Constitutionalism in the Work Organisation</td>
<td>Constitutionalism to work place to protect employee free from exploitative actions by the employer and any other member in the organisation.</td>
</tr>
<tr>
<td>Work and Total Life Space</td>
<td>The relation between employees’ family life, social life and work life is described as work and total life space.</td>
</tr>
<tr>
<td>Occupational Stress</td>
<td>Occupational Stress is stress at work. Stress is defined in terms of its physical and physiological effects on a person (or thing). Stress is mental, physical or emotional strain or tension or it is a situation or factor.</td>
</tr>
<tr>
<td>Workers’ Participation in Management</td>
<td>Workers Participation in management refers to the emotional and mental involvement of an employee to contribute for the goals and share responsibilities of an organization.</td>
</tr>
<tr>
<td>Grievance Handling</td>
<td>Grievance handling is a process of addressing problems which are raised by any individuals from any relation</td>
</tr>
<tr>
<td>Social relevance of Work</td>
<td>Provision of work which should not only be the source of material and psychological satisfaction but a means of social welfare.</td>
</tr>
</tbody>
</table>

Contd…
Table 1.4  Concepts and Definitions (Contd…)

<table>
<thead>
<tr>
<th>Concept</th>
<th>Definition</th>
</tr>
</thead>
</table>
| Managerial Cadre         | The employees involved in decision-making in their area of work.  
  *Salem Steel Plant:* Managers and above.  
  *JSW Steel Limited:* Managers and above |
| Supervisor               | These employees work in shifts and control their line /area activities, in charge of production. They are not involved in major decision-making process. They co-ordinate between workmen and managers.  
  *Salem Steel Plant:* Junior officers, Management Trainees, Junior Managers, Assistant Managers and Deputy Managers.  
  *JSW Steel Limited:* Assistant Engineers, Deputy Engineers, Engineers, Sr. Engineers and Executives, Junior Managers, Assistant Managers and Deputy Managers |
| Technician/Operator      | Both Technician/Operator belongs to workmen cadre. Technicians’ carry out maintenance works, while Operators are engaged in production activities.  
  *Salem Steel Plant:* Technicians and Senior Technicians, Operators, Senior Operators.  
  *JSW Steel Limited:* Technicians and Senior Technicians, Operators, Senior Operators. |


1.11 Scope of the Study

The scope of the present study is restricted to the quality of work life of employees in two select steel plants in Tamil Nadu. *Salem Steel Plant* is a unit of Steel Authority of India Limited (SAIL), a Maharatna Public Sector and *JSW Steel Limited, Salem Works*, a unit of *JSW Steel Limited* (Private Sector). It has been widely accepted that the business performance is closely associated with the quality of work life of employees.

Quality of work life is a complex subject resulting from number of factors and depends upon their numerous dimensions. The most common 11 factors that influence the quality of work life of employees are nature of job, compensation, working
conditions, opportunity for growth and development, social integration of work, constitutionalism in the work organization, work and total life space, occupational stress, workers’ participation in management, grievance handling, and social relevance of work were considered in this study. The results obtained during the study will pave way for improving the quality of work life in manufacturing industries, particularly in steel industry.

1.12 Limitations of the Study

The present study is concerned with employees’ perception towards quality of work life, rather than how it is reported by the top management of the select steel plants. The study has the following limitations:

1. In such a study having a bearing on attitude, any incomplete, wrong information and non-responses to some delicate questions could not be avoided. However, the researcher took maximum efforts to minimize such errors by personal interview and by briefing the respondents.

2. The quality of work life has a wider ramifications and a subject matter influenced by numerous factors. Therefore, the most common 11 factors that mainly influence the quality of work life only were considered in this study.

1.13 Scheme of the Report

The thesis has been arranged in six chapters.

The first chapter, “Introduction, Methodology and Design of the Study” presents the introduction, need for the study, statement of the problem, objectives of
the study, methodology (sampling design, tools for data collection, and framework of analysis), period of study, major factors included for study, concepts and definitions, scope of the study, limitations of the study and scheme of the report.

The second chapter, “Review of Literature” presents the previous studies related to the research and enables gap identification leading to the objectives of the present study.

The third chapter, “Overview of Quality of Work Life (Across Developed Nations and India)” deals with basic definitions, concept of quality of work life, development of quality of work life in various countries.

The fourth chapter deals with “Profile of Select Steel Plants and Quality of Work Life”.

The fifth chapter “Data Analysis, Results and Discussions” furnishes the profile of the sample employees and highlights their perception towards quality of work life in the select steel plants.

The sixth chapter dwells with “Summary, Findings, Conclusion and Suggestions”, of the study and offers scope for future research. Various suggestions for improving the quality of work life of employees in select steel plants in Tamil Nadu are indicated.