CHAPTER 2

REVIEW OF LITERATURE

2.1 Introduction

Quality of work life is the work-culture that serves as the cornerstone of an organization. Hence, work culture of an organization should be recognized and improved for providing Quality of Work Life for its employees. Quality of Work Life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person’s life.

The main concept used to explain Quality of Work Life is the ‘Socio-Technical System’. Rice (1963)\textsuperscript{11} suggested this concept on the basis of his research which emphasizes that the optimization of the technical production system may be undertaken currently with the optimization of the social system, by means of job, constructed to satisfy human needs adequately.

The reorganization of efforts by Rice led to the provision of internal-group structure related to task-accomplishment. Likert (1961), Davis (1962), McGregor (1960), Myers (1959) and Katz and Khan (1969) all acknowledge the positive elements in the reorganization. Richard Walton (1975) and Jerome Rosow (1980) have stated longer and specific issues, related to the concept of Quality of Work Life.

Quality of Work Life is not a simple concept, a means or an end. According to Johnson Alexander\textsuperscript{12} and Kabin, Quality of Work Life embodies the following interrelated sets of ideas, 1. Ideas dealing with body of knowledge, concept and experience related to the nature, meaning and structure of work, 2. Ideas dealing with process of introducing and managing organizational change, and 3. Ideas dealing with the outcome or results of the change process.

The main purpose of this research is to study QWL in the select steel plant employees in Tamil Nadu and those suggested ideas helped the researcher to bare the study.

2.2 Reviews

The strength and weakness of an organization are determined by the quality of its human resources which play a vital role in using other organizational resources. The review deals with numerous studies from 1959 to 2010. The reviews are categorized as follows.

- Reviews before 1980
- Reviews between 1981 and 1990
- Reviews between 1991 and 2000
- Reviews between 2001 and 2010

2.2.1 Reviews before 1980

The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories.

Herzberg et. al., (1959)\(^{13}\) used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, i.e., job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction. It is understood that the satisfaction in work place can be attained only with a good environment and the behaviour of the people around them.

The quality of work life (QWL) is a relatively new concept in organizational behavior. The term QWL began to be used in a broader perspective after the Arden house meeting in New York in 1972, which led to the formation of the International Centre for QWL (Gain and Ahmad, 1995) and the term was introduced by Dr. Louis Davis.\(^{14}\)

Some of the most famous organizations of the World practiced Quality of Work Life successfully. The success stories are brought out by some of the authors. R.F. Graver\(^{15}\) in his study “American Telephone and Telegraphs (AT&T) Quality of Work Life Experiment – A Practical case study” and R.H. Guest (1979) in his study on “Quality of Work Life – Learning from Terry town” brings out experience of AT&T and Terrytown. S.K.Karalam and S. Ghosh (1983) in their article on “Quality

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of Work Life – Some Determinants” reviews various components of Quality of Work Life. N. Ahmed\textsuperscript{16} in his work on “Quality of Work Life: A Need for Understanding”, stresses the good understanding of the concept “Quality of Work Life” to avoid vagueness.

K.C. D’Souza\textsuperscript{17} in his article on “Quality of Work Life; An Evolutionary Perspective” discusses quality of work life as an emerging concept with various new areas taking place from time to time. C.L. Cooper\textsuperscript{18} especially talks about various factors which influence quality of work life of Managers in his paper on “The Quality of Managerial Life – The Stresses and Satisfiers. F. Friendlander and M. Newton\textsuperscript{19}, assess the impact of quality of work life satisfaction.

Payne and Phesey (1971)\textsuperscript{20} pointed out that organizational climate is related to job satisfaction leading to highlight the quality of employees of work life. It is important to mention here that job satisfaction is an indication of positive QWL.

Stanely E. (1974)\textsuperscript{21} had presented impact of job satisfaction on quality of employment in social indications research. Seashore Stanely E. also assessed the experience of US in this regard. Taylor J.C. (1979) had examined various dimensions of quality of work life.

Craven (1975)\textsuperscript{22} emphasized “Technology” while permitted to develop a “Workshop Environment” which allows far greater responsibility involvement on the part of the workers. He suggests, however, that the success of such efforts depends largely on the flexibility of management and on its willingness to allow the changing management relationship with the employees to evolve rather than be engineered.

Fazakerley (1975)\textsuperscript{23} claims that workers want from their employment-challenge they can meet. Some immediacy knows how well they are doing, the interesting work, congenial social climate and degree of security enables them to work in co-operative rather than conflict ridden situation.

In Lupton’s (1975)\textsuperscript{24} studies, there is a joint attempt by social scientists and engineers to increase business, efficiency and the Quality of Working Life, by designing a new manufacturing system. Six alternative production systems were proposed and then job characteristics were measured according to their variety, autonomy, responsibility interaction and completeness of task. The system finally selected and tried was fairly successful to balance automation with worker autonomy. However, while its goals included high volume output at low cost, safe and pleasant working conditions, job enlargement and enrichment and greater mechanization. Some jobs with a low quality of work life were nevertheless necessary.

Various researchers have defined QWL in different ways, Nadler and Lawler (1983)\(^{25}\) defined QWL as a variable, an approach, a method, a movement, everything and nothing. QWL is seen as the quality of the relationship between employees and total working environment (Davis 1985). QWL also refers to the degree to which the work in an organization contributes to the material and psychological well-being of its members (Harrison, 1987); Glaser (1976) thinks that the term QWL means more than job security, good working conditions, adequate and fair compensation more even than equal employment opportunity.

Seashore (1975)\(^{26}\) stated that individuals have completely unique sets of standards for evaluating the quality of the work settings. Groups of individuals share particular personal attributes which cause them to evaluate work in common, systematic and universal characteristics of the work environment which yield high levels of satisfaction and well being on the part of employees. Experienced satisfaction is one element among the many factors involved in the quality of work life.

Trist (1975)\(^{27}\) made on eloquent plea for the importance of QWL in a developing country. “In a developing country the QWL can become both ends and means. It is an end in itself because it is a highly significant component in the quality of working life-the goal of all development. It is because the experience of participation in decision making at work place and progressive learning help workers acquire the civic competencies and skills on which a developing country in the social


democratic mode must rely…. It would be tragic if in industrializing the less developed countries, they adopt authoritarian management styles from which the advanced countries are beginning to break loose…. Their best strategy would be to ignore nineteenth century models of industrial organization and the dehumanizing values embodied in them and experiment in ways, suitable to the condition of the third world, with new forms of organization that give first importance to the quality of life in world peace.”

Ganguli and Joseph (1976)\(^\text{28}\) studied Quality of Working Life among young workers in Air India with special reference to job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organization, job earned community respect, reasonable working hours, etc. are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers affect the quality of working life.

Hackman and Oldham (1976)\(^\text{29}\) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.


De. Nitish.R. (1976)\textsuperscript{30} pointed out that the quality of work life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restriction on the continuity of growth of man, leading to his fullest development.

Vasudeva and Rajbir (1976)\textsuperscript{31} commented that although a number of factors: intrinsic wages, opportunity of advancement, security, company and managements, social aspects of job, communication and benefits are related to job satisfaction, it is the interaction among these factors than any one of them in isolation, that accounts for job satisfaction.

According to Richard Walton (1977)\textsuperscript{32} quality of work life is the work culture that serves as the corner stone. Hence, work culture of an organization should be recognized and improved to enhance the quality of work life of an organization.

Sinha (1977)\textsuperscript{33} suggested that the realities of acute poverty, high unemployment, unreasonable high disparity between the poor and the rich cast some doubt on the authenticity of the concept of the quality of work life. He further pointed out that in India man is seldom judged by what work he does. The criteria are: how he relates himself with others e. g. family and friends. He recommended for a close scrutiny for understanding the area of overlap between the work-life and the off-work life and the way they tend to be interrelated. Sinha suggests that the foremost indicator of quality of work life in India would be the possibility of the fulfillment of the basic needs of man and secondly reduction of the enormous economic disparities in the haves and the have nots.

Johnson et. al., (1978)\textsuperscript{34} explained that Quality of work life (QWL) consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employer. It requires employee commitment to the organization and an environment in which this commitment can flourish. Part of the commitment to the organization is the various attitudes or value judgements of people to their jobs and to their total work environment.

Kavoussi, N. et. al., (1978)\textsuperscript{35} investigated on “The Effects of unsatisfactory working condition on the epidemiology of unauthorized absenteeism in an old textile factory”, and recommended for proper care for improving quality of work life. And they also compared the unauthorized absenteeism rates in the two large textile factories in Isfahan, Iran. The working conditions in the study factory were unsatisfactory, unlike the control factory. Findings show significantly higher absenteeism rates on the study factory. The author recommended for closer attention for improving the quality of working life.

There are evidences which indicate that “Productivity” can be increased by improving the quality of work life (Rosow, 1975)\textsuperscript{36}, Katzell R.A.’s and Guzzo’s (1983)\textsuperscript{37} work on psychological approaches to productivity improvement also found that more favorable attitudes toward work often resulted from productivity programmes showing that productivity and quality of work life can be improved through the “Socio-Technical” system design. Better quality of work life fosters more


‘cohesiveness’ in work groups, which may result in higher productivity in the organization. After that, cohesiveness itself becomes a goal of the member and he continues to gain satisfaction because of cohesiveness.

Raghvan (1978)\textsuperscript{38} the ex-chairman of BHEL, (a public sector organization) stresses the need for worker’s participation in management. According to him, “participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is underscored by the constitution of India”.

Sharma (1978)\textsuperscript{39} studied twelve organizations in different parts of the country to examine labour force commitment. With a sample of 1,971 industrial workers, he came to the following conclusion: much of the tension and strike that pervade the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlation analysis showed that, the workers’ attitude and orientation towards both the company and the job are not influenced by their socio-cultural background. Instead, these are significantly associated with the following sets of factors: (a) preference for industrial work; (b) personnel policies and practices; (c) work technology; and (d) union involvement. He suggests that it is futile to blame factors such as socio-cultural background or rural / agricultural origin of the workers as the cause of low commitment. He suggests improvement in two areas, (a) work technology; and (b) organizational culture.

Goodman (1979)\textsuperscript{40} found that people are looking for new ways to structure jobs and to organize work in order to improve economic experiences for the worker.

The development of the International Quality of Work Life Movement may be seen as a response to three major problems: 1) widespread and growing dissatisfaction and/or alienation of blue collar and white collar employees as well as many managerial personnel from their work and from the organization in which they are employed, 2) declining rate of growth in labour productivity in the face of energy shortages, and 3) the growing recognition of the paramount role of individuals’ “quality of work life” in physical and mental health as well as in family and community well being.

Warr and colleagues (1979) in an investigation of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, they found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Thus, whilst some authors have emphasized the workplace aspects in Quality of working life, others have identified the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction. Factors more obviously and directly affecting work has, however, served as the main focus of attention, as researchers have tried to tease out the important influences on Quality of working life in the workplace.

Arya (1980)\textsuperscript{42} investigated (1) nature and the extent of workers participation in decision-making, (2) the desire and the capacity of workers to participate in decision-making, and (3) the acceptance of the concept of workers’ participation on decision-making by management personnel and trade union leaders in two large public sector undertakings having divergent industrial relations setting. The important findings of the study were that workers’ involvement in participation was higher where the workers’ representatives to participative forums were elected than where they were nominated by the recognized unions; that there was no significant relationship between workers’ education and their participation in bipartite committees; that the desire of workers to participate in management through the union are not effective; that the higher the acceptance by management of workers’ participation in decision-making the higher would be their actual participation; and that where the majority of bipartite committees are elected by workers. Trade union leaders, by and large, do not want a rival in the form of these committees.

Hackman and Oldham (1980)\textsuperscript{43} highlighted the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfil employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized the personal needs are satisfied when rewarded from the organisation, such as compensation, promotion, recognition and development meet their expectations.


Sekaran and Wagner (1980)\(^4^4\) worked on sense of compliance for white collar employees of USA and India. Results indicate that experienced meaningfulness of job was the most important contributor to a sense of competence for employees in both countries because sense of competence has been highly correlated with quality of work life.

### 2.2.2 Reviews between 1981 and 1990

Bhatia, S.K. and Valecha, G.K. (1981)\(^4^5\) in their paper on “A Review of Research Finding on Absenteeism” observed the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the quality of work life.

Manga, M.L. and A. Maggu (1981)\(^4^6\) in their study “QWL: A study of Public Sector in India” found that influence of QWL on the health of the public sector organizations; as such on the members of such organizations. They have concluded that the QWL in the Indian public sector is poor and there exists a significant gap between what managers expect and what they have. They also point out the nature of obstructions of QWL efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Sayeed and Prakash (1981)\(^4^7\) studied-employees who worked in organizations which provided either a high or low Quality of Working Life. Results showed that QWL dimensions were related to job satisfaction in both types of organizations. It

was noted that QWL dimensions demonstrated consistently low relationship with self- and supervisor-related performance measures. The low QWL organization tended to yield comparatively better relationship between QWL dimensions and performance measures than did the high QWL organization.

Sekaran (1981)\textsuperscript{48} used a multi-variate cross-cultural approach to explore the meaning of two attitudinal concepts – job involvement and job satisfaction. His sample consisted of 267 white collar workers from US banks and 307 from Indian banks. He found that in both the cultures, job variety and stress were the two common predictors for job satisfaction. Income was a third significant predictor in the US while communication was the third additional predictor in India. For job involvement, age appeared to be a differential predictor. She concludes from her study, that a manager should concentrate on job design and stress reduction to enhance the job satisfaction of employees in both cultures.

Sinha and Sahaya (1981)\textsuperscript{49} opined that even the best sophisticated and modern equipment could give no result if the human machinery marshaled to operate them was not sincere, effective and efficient in using them to the best advantage of the organization. So, he urged the personnel management to create conditions under which each individual employee would not only give maximum job performance, but would also feel maximum job satisfaction.


Thackray (1981)\textsuperscript{50} made a study relating to the effect of boredom and monotony on quality of work life. He found boredom and monotony produces adverse effect on quality of work life.

Thorsurd E. (1981)\textsuperscript{51} brings out comprehensive comparison between Quality of Work Life in the First and the Third World countries in his paper on Quality of Work Life. Walton R.E. (1974)\textsuperscript{52} has written many papers exclusively on various components of Quality of Work Life. In one such paper on “Ideas for Action-Improving the Quality of Work” he discusses in detail various techniques to be practiced for successful implementation of quality of work life.

Bharadwaj (1982)\textsuperscript{53} argues that quality of work life movements offers India a value-frame and the social technology of organizational change which can lead to task-effectiveness in micro-industries through the full utilization of the human potential. Bharadwaj further emphasizes that the values, concepts and methodologies of quality are important in QWL. In the same study, he eloquent in urging the adoption of quality of work life principles to the Indian situation, “The quality of work life movement offers India a value-frame and a social technology of organizational change, leading to task effectiveness of micro-entities through utilization and unfolding of the potential.”


Lawler (1982) defines QWL in terms of job characteristics and working conditions. He highlights that the core dimension of the entire QWL in the organization is to improve employees’ well-being and productivity. The most common interaction that relates to improvement of employees’ well-being and productivity is the design of the job. The job design that is able to provide higher employee satisfaction is expected to be more productive.

Mehta. P (1982) had put in considerable research in the field of Quality of Work Life, discussing in his paper “Rising Aspirations, Quality of Life and Work Organizations” deals with the quality of work life from the point of view of workers and tries to match quality of work life to their changing attitudes.

Tandon (1982) presents four key areas of concern for India, 1) Improving QWL implies improvement in wages, poor working conditions, worker amenities and safety and occupational health, 2) There is need for systematic analysis prior to change, 3) Dynamics of implementation: willingness for participation, and 4) Diffusion and strategic considerations.

Emphasizing on human beings in the organization, Buchanan and Boddy (1983) discussed that human force is more important than economic market forces. It is, therefore, important that work is organized to develop skills and motivation for organizational effectiveness.

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Singh and Dewani (1983) found that overall job satisfaction in nationalized banks was significantly related to position in the bank hierarchy, with managers reporting the highest degree of job satisfaction followed by accountants and clerks. Managers and accountants also reported greater feelings of security, adequacy and acceptance by appropriate authorities.

Singh (1983) in his study of managers from the public sector concludes that he overall perceived quality of work life in the Indian industries is considerably poor. While this finding is common across all the work dimensions studied; the Quality of working Life is perceived to be the poorest in the area of democratization of work, culture leading to a state of mismatch between motivational and the existing QWL. He found that QWL was perceived to be poorer by private sector employees in comparison to public sector employees. QWL was operationalised for the study of human growth such as exciting work place, creativity and innovativeness concern for people and democratization of the work process.

J.P. Singh. (1983) in his paper presented in the National Symposium on QWL, Hyderabad on “Towards a Human Philosophy of Job Design” and in his book on QWL experiments. “Trials and Triumphs in Chemical and Textile Factories in India” suggests that job designing for improving QWL is to be done by reorganizing the work and introducing participatory management.

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Edwards (1984)\textsuperscript{61} discussed, about the robots replacing the executive of skilled tasks. The robot system may reduce human employees job satisfaction and it is suggested that greater emphasize should be placed on design and implementation of procedures to ensure safety and improvement in the quality of working life for humanity.

Hartenstein and Huddleston (1984)\textsuperscript{62} emphasize that for QWL measures to be successful, management and labour must have shared values. Without such shared values, managers are often authoritarian and deny worker’s sense of involvement, responsibility and autonomy, resulting in a lack of commitment and low productivity.

The aim of the study of Michael Maccoby (1984)\textsuperscript{63} is to identify the job satisfaction of employees and supervisory of Bell System employees over a 5-year period. He found that the employees and supervisory staffs were satisfied with pay and benefits and motivated to work productively, but they were dissatisfied with technology and perceived too much supervisory control. They believed that they were mismanaged, pushed around, not listened to, and that the spirit of service was being eroded by the drive to increase profit.

Mirvis and Lawler (1984)\textsuperscript{64} suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions. He described the “basic elements of a good quality of work life” such as safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Nitish De (1984)\textsuperscript{65} discusses for concepts, problems, issues and experiences in quality of work life. He initiated work on job or work designing in India through his associates. Successful experiments have been carried out on several settings by them. His major findings indicate that to make the quality of work life better, the practice of job redesign and work commitment are suggestible.

Schlesinger and Oshry (1984)\textsuperscript{66} discussed the need to recognize the problems that QWL activities create for the professional roles of middle managers. QWL activities may indicate the problems that middle managers already face, such as adequate recognition, lack of influence, and hectic work place. It is argued that organizational changes adopted as part of QWL effort must be linked to existing structure and system over time. Means must be provided for middle managers to discuss concern, share problems and develop skills in the organization. The implementation of QWL measures must be monitored with attention paid to the consequences of QWL activities for all people in the organization.

Singh, P. (1984)\textsuperscript{67} reports on quality of work life experiments in India. Two studies were conducted on chemical and textile factories that were designed to improve the quality of work life by reorganizing the work and introduce participatory management. He also pointed out in his studies about the Managers from the public sector. He found that quality of work life is perceived to be the poorest in the area of demonstration of work-culture leading to a stage of mismatch between motivations and exiting quality of work life.


Rice, (1984-1985)\textsuperscript{68} emphasize on relationship between work satisfaction and quality of people’s lives. They contend that work experiences and outcomes can affect person’s general quality of life both directly or indirectly through their effects on family interaction, leisure activities and levels of health and energy. Modification in work place can have their effect by changing environment or changing worker’s own characteristics which can affect their QWL and family life.

Sengupta and Sekaran (1985)\textsuperscript{69} conducted a study on Indian bank employees and found that QWL is not high in banks. It was found that QWL in bank is not high, and he recognized reasons fairly for this area. The external environment (Govt. and unions interference) facing the banks are seen as impediments to take effective actions by the banks. The study suggests the Government to formulate broad policies designing the jobs with greater decentralization and more autonomy, power and control, reward employees differently on the basis of performance and enhance QWL.

D’Souza (1985)\textsuperscript{70} remarked that the classical, neo-classical and systems school of thought in organization theory provide different conceptions of man and organizations, which resulted in the broadening of the scope of quality of working life theory and application.

Harrison (1985)\textsuperscript{71} emphasis on participative decision making necessary precondition for successful communication between superior and subordinate, but

Griffeth (1985) says contrary to their hypothesis of participation and confirms that it does not enhance the effects of enriched workers.

Rao (1986)\textsuperscript{72} conducted a study to evaluate the difference between quality of working life of men and women employees doing comparable work. The result shows a significantly higher composite quality of working life of men and women employees. Men employees have significantly higher composite quality of working life score for opportunity to learn new skills, challenge in job and discretionary element in work. Rao found that age and income had a positive impact on perceived quality of working life of women.

Chakraborty, A (1987)\textsuperscript{73} states in his book, that the Indian approach to QWL and to work ethic adds a spiritual dimension to the personality.

Gupta and Khandelwal (1988)\textsuperscript{74} conducted a study and found a significant positive relationship between quality of work life and role efficiency. They also found that supervisory behavior is the most important dimension of the quality of work life.

Mathur and Paranjpe (1988)\textsuperscript{75} in his study “Identification of training areas for special educators as related to job satisfaction factors of QWL perceptions” found significant relation of overall job satisfaction with QWL feelings and condition.

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\textsuperscript{73} Chakraborty, S.K., (1987), \textit{Managerial Effectiveness and Quality of Work Life, Indian Insights}, New Delhi, Tata McGraw Hill.


\textsuperscript{75} Mathur, P. and Paranjpe, S., (1989), “Identification of training areas for special educators as related to job satisfaction factors of QWL perceptions. Paper presented on 25th Annual Conference of Indian \textit{Academy of Applied Psychology}. 
Subba Rao, P and Rao, V.S.P (1990)\textsuperscript{76} in their book on ‘Personnel/Human Resource Management’ have talked about the conceptual issues on QWL. They also dealt with QWL issues and role of the government based on different studies and observations. In fact, there is paucity of empirical research in the areas such as humanistic management, quality of work life and job design in the past

\textbf{2.2.3 Reviews between 1991 and 2000}

Baba and Jamal (1991)\textsuperscript{77} listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Narayana Reddy (1991)\textsuperscript{78} studied the working life of workers in three large scale garment units in Goa and suggested measures to motivate the workers to eliminate their grousing.

Sangeeta Jain (1991)\textsuperscript{79} in her study presents the hierarchical effect in viewing quality of work life in a large scale private industry.


Trivedi and Chundavat (1991)\textsuperscript{80} in their combined effort studied the quality of work life with special reference to banking industry focusing on the positive and negative attitude of workers regarding the work environment.

Tseng and Ismail (1991)\textsuperscript{81} discussed the importance of QWL in Singapore in terms of its main resource, humans, and in terms of Singapore’s increasing emphasis on high technology industries. With higher education and more training, Singaporean workers have rising expectations with regard to the workplace. Therefore, it is important that organizations foresee the needs of a rather large segment of potential employees. QWL programmes may be the kind of approach to help and fulfill the rising expectations of the more highly educated and trained workers.

A study was conducted in 7 manufacturing factories (Adhikari, 1992)\textsuperscript{82}. The study revealed that, a) the shop floor jobs in Nepal were generally considered routine and non-motivating, b) overall consensus among workers was that job design dimensions were unsatisfactory on the shop floor, and c) interestingly, although the jobs were routine, non-motivating and unsatisfactory there was no effect on workers remaining on the job, due to their economic necessity alone. In the same study it was observed that jobs were very simple and repetitive and less challenging and it is explored that the main motivating factor in the job was the money. The study further asserts that workers were strongly in favour of pay rise. Workers were less creative and innovative and it was noticed that the strongest factors on the job were: pay rise, opportunity for overtime work and money for the education of workers’ children.

\textsuperscript{80} Trivedi, I.V., and Chundavat, D.S., (1991), “Quality of Work Life with Special Reference to Banking Industry”, \textit{The Indian Journal of Commerce}, Vol. XLV.


And the most dissatisfying factors on the job were larger size of family, severe off the job stress, lack of opportunities in the labour market, lower social status, difficulty in meeting the costs of living and limited opportunities to join trade unions and occupational schools.

Asit Naryan and Amarnath Jha (1992)\textsuperscript{83} stated that labour is human. Employees differ in mental abilities, emotional stabilities, institutions and sentiments. They also stated that “Quality of work life is a generic phrase that covers a person’s feeling about every dimension of work including economic rewards and benefits, safe and healthy working conditions, organizational and interpersonal relationship and its intrinsic meaning in a person’s life”.

Fields and Thacker (1992)\textsuperscript{84} conducted a study on the influence of QWL on company and union commitment after the implementation of the joint union management QWL program. Results indicate that company commitment merged only when participant perceived of the perception of QWL effort as successful, but union commitment increased irrespective of the perception of QWL success.

Aston and Lavery (1993)\textsuperscript{85} examined the possible benefits of the workplace experience for women in terms of rewards and concern intrinsic to the job, rewards and concern intrinsic to the job, social support and cynicism. Results reveal that intrinsic factors were generally related to psychological well being, while extrinsic factors were most closely related to physical health. A cynical attitude was found to


influence the value of work life or role, with effects being particularly marked in the clerical group.

Gani, A. (1993)\textsuperscript{86} studied various aspects of QWL in the manufacturing sectors of Jammu and Kashmir. His suggestions made to ameliorate the plight of working class in the state are worth mentioning.

Jyothi Varma (1993)\textsuperscript{87} stated that work experiences cannot be segregated from total life experience because work is a means of seeking fulfillment in life. Life gains quality when day-to-day experience in different dimensions of life like work life, social life, personal life, spiritual life are meaningfully integrated with the totality of life experience. Normally, quality in the domain of life ought to be an indicator that there is quality in general.

Long Richard (1993)\textsuperscript{88} conducted the study to see the impact of new office information technology on job quality of female and male employees and found significant increase in job quality of both male and female employees subsequent to the introduction of computerization and found that female experienced much larger increase than males. This occurred because clerical and secretarial employees experience much larger increase in job quality than did professional/technical employees or managerial employees


Murali Krishna P. (1994)\textsuperscript{89} defines human resource development including the factors like manpower planning, training and development, performance appraisal, compensation, working conditions, work environment, employees’ aspects of opportunity for the development of human capabilities, career planning for the improvement in Bharat Heavy Electricals Limited.

Bino Thomas (1995)\textsuperscript{90} stated in his study that, for the sustaining of quality circle activities the employees must come to believe that their support and participation will benefit themselves as well as the organization. Employees should not feel that quality circle is just another management gimmick to ‘use’ them. They must be convinced that quality circle is a people-building philosophy rather than a people-using approach. Suggestions and recommendations of the work related problems flow upwards, in lieu of a top-down approach with instructions and directions flowing from the top downwards. Developing a positive organizational climate with minimum stress and strain is a sure way for improving productivity in any organization. For the quality circle to be enduring, it should be an integral part of the total quality of work life in the organization.

Pradeep Kumar (1995)\textsuperscript{91} studied QWL of selected SSI units in Thiruvananthapuram district and found no significant difference in the favourable and unfavourable attitudes among the workers in respect of overall QWL. But he found some attitudinal difference in this respect among different groups when workers are classified on the basis of industry, wage and skill. He concluded the work with the

statement that the core of quality of work life concept is the value of treating the worker as a human being.

Anitha, B. (1996)\textsuperscript{92} observes the QWL in Andhra Bank Vs Vysya Bank in Anantapur district, and examined the current status of the variable like economic, employment aspects of QWL in terms of the social aspects, economical aspects, opportunity for the development of human capabilities, career planning and for the improvement of work and organization.

In one study, Karrier and Khurana (1996)\textsuperscript{93} found that managers with higher job satisfaction and more job involvement had the higher perception of higher QWL. Srivastava (1996)\textsuperscript{94} points out that organizational climate and higher order needs (self esteem, autonomy and self actualization) are found to be positively related to job involvement. In is necessary to point out that this study has not noted the variables which had been undertaken for study as the term QWL but organizational climate, higher order needs and all other bio-social needs are the determinants of QWL.

Yosuf (1996)\textsuperscript{95} says that QWL is a generic phrase that covers a person’s feelings about every dimension of work including economic rewards, benefits, security, working conditions, organizational and interpersonal relations. To sum up, it can be said that QWL denotes all organizational inputs which aim at improving the employees’ satisfaction and enhancing organizational effectiveness.


Another investigation undertaken by a group of experts comprising academicians, managers, and plant engineers in 40 manufacturing industries employing 10 to 1000 workers in 1997 revealed the following QWL features in the manufacturing industries (CEMIR, 1993):\(^{96}\)

*Physical working conditions:* A large number of small scale industries were established in existing building with available facilities, and layouts are not systematically arranged.

*Physical and mental efforts required:* In these industries jobs are very short-cycled, simple and repetitive and involve conventional low-level technology, dexterity and initiative. Performance of most of the jobs does not require high physical and mental efforts.

*Social security:* Workers are not insured against health hazards and the given medical facility is not enough to cover health and sanitation needs.

*Skill required in the jobs:* About 44 per cent of the jobs do not require even reading and writing skills of the workers and 43 per cent workers require detail instructions to perform their jobs. Less than 4 per cent jobs require close attention, diligence, initiative and a high degree of dexterity and accuracy; 90 per cent supervisors working on production floors have no ideas about the principles and practices of modern management, marketing, finance, engineering, auditing and other relevant disciplines.

\(^{96}\) Centre for Management and Industrial Relations (CEMIR, 1993), *Job Evaluation and Classification in the Private Sector Manufacturing Industries*, prepared in collaboration with Federation of Nepalese Chambers of Commerce and Industry and Danish International Development Agency, Kathmandu, Nepal
Accommodation: Only 27 per cent workers were having apartment provided by the factories. The quality of accommodation was very poor from hygiene and sanitation point of view. They normally stayed in a small room and in most cases, the kitchen would be attached to the bedroom, in the corner.

Job responsibility: Only 2 per cent workers have some economic and supervisory responsibility on the job.

Feroz Babu, P. (1997)\textsuperscript{97} observed the Quality of Work Life in textile industry, Rayalaseema region. The current status of the variable like economic and employment aspects of quality of work life were observed and examined the quality of work life in terms of the social aspects, economical aspects, opportunity for the development of human capabilities, career planning and for the improvement of work and of organization structure.

Heskett and Schlesinger (1997)\textsuperscript{98} define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations’ growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

Nasreen and Ansari (1997)\textsuperscript{99} studied on supervisors and middle level managers and reported that socio-psycho personality variables failed to influence


QWL perceptions. In a similar effort Barkat and Ansari (1997) found significant influence of job tenure and number of promotions earned on perceived QWL.

Anitha and Subba Rao (1998)\textsuperscript{100} in their “Quality of Work Life in Commercial Banks” portrayed the quality of work life prevailing in commercial banks. They made a comparison between quality of work life in public sector and private sector banks. Their conclusion is that quality of work life in public sector and private sector banks differ in certain aspects like economic and HRD aspect whereas they have the same degree of agreement in all other aspects of quality of work life.

Arun Wakh u (1999)\textsuperscript{101} observed that, when value based management goes hand-in-hand helping people find and do their job, their most natural work spirit unfolds further in the organisation. He called it as ‘good work’. He added the ‘good work’ is working with a spirit of love and total commitment, making the work, a constant challenging adventure rather than routine drudgery.

According to Joseph Zachariya P.J (1999)\textsuperscript{102} job inherent factors indicated that job security was uppermost in the minds of all employees irrespective of officers and workmen. Analysis of the factors influencing quality of work life reveals that factors like age, experience, educational qualification, etc. bear no relation to quality of work life. However, factors like job satisfaction and job perception in terms of suitability and challenges offered were directly related to quality of work life. This was more prominent in the case of workmen who may be attributed to the monotonous nature of jobs and lesser scope for promotion.

\textsuperscript{101} Wakhlu, Arun, (1999), Managing from the Heart of Unfolding Spirit in People and Organisations, Response Book, New Delhi.
The study of Md. Mosharraf Hossain and Md. Tariqual Islam (1999)\textsuperscript{103} investigates the correlation between QWL and Job satisfaction, QWL and performance, and job satisfaction and performance. A total number of 63 nurses were selected from three government hospitals on a stratified random sampling basis. The findings reveal that there was significant positive correlation between QWL and Job satisfaction. A significant positive correlation was also found between QWL and performance and job satisfaction and performance. QWL had the highest contribution to performance. Perceptions of QWL and job satisfaction were significantly higher among the respondents in small organizations than in the large organization. Morning shift nurses perceived higher QWL and job satisfaction than the night shift nurses. Night shift nurses were suffering from more security problems than the nurses of other shifts. Thus, it is suggested to keep the hospitals lighted to certain extent and allow the nurses to work in small groups. This would provide the nurses not only a feeling of security but also provide them an opportunity to interact with each other which in turn would lead to improved and congenial working relationship in the hospitals.

Venkatachalam (1999)\textsuperscript{104} says that study was to see whether advanced technology has an impact on the quality of work life of employees. The sample for the study constituted 227 executives and 173 non-executives of a public sector steel plant. The result of the step-wise multiple regression analysis reveals no significant influence of technology on the employees’ QWL values, but revealed a clear significant impact on other QWL dimensions, work complexity, autonomy, personal


growth opportunities, top management support, workers’ control, concern for organization’s performance, QWL feelings and the quality of their social life.

According to Batra and Dangwal (2000)\textsuperscript{105} there are two ways of viewing quality of work life. One way equates QWL with a set of objective-organizational condition and practices (e.g., job enrichment, democratic supervision, employee involvement and safe working conditions). The second way equates QWL with employee’ perception that they are safe, relatively well-satisfied, and are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met.

Sunil K Augustine (2000)\textsuperscript{106} in his study “Quality of Work Life in Eastern Continents” explains the various aspects of quality of work life in a private sector industrial unit.

2.2.4 Reviews between 2001 and 2010

David E Guest (2001)\textsuperscript{107} puts those perspectives on the study of work balance, is to explain why it is of contemporary interest, so as to identify some of the key conceptual and empirical issues and needs to give some attention to ways of defining and operationalising balance. It might to useful to consider whether in practice it is easier to define balance by its absence. In other words, people are more likely to be subjectively aware of their state when there is imbalance.

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In a study concluded by the General Federation of Nepalese Trade Unions (GEOFONT) Nepal in 750 enterprises in 2001, the following situations of implementation of Labor Act 1992 revealed (GEOFONT 2001)\textsuperscript{108}:

*Recruitment*: 61 per cent organizations had no system of providing appointment letter, 77 per cent organizations had not reappointed persons as permanent even after completing 240 days; 86 per cent organizations had no system of advertisement for recruitment and 40 per cent organization had no employees in permanent basis.

*Working hours*: Regarding working hours and facilities, the survey finds very unsatisfactory results. Only 42 per cent of enterprises had implemented minimum wage system and 36 per cent of enterprises had no provision of fixed working hours.

*Leaves and holidays*: Regarding provision for leaves and holidays, 65 per cent of organizations had provided sick leaves, 54 per cent had provided public holidays, 55 per cent had provided compassionate leave, 50 per cent had provided sick leave and 33 per cent had provided maternity leave.

*Collective bargaining*: Regarding trade union rights and collective bargaining agreements (CBA), 54 per cent of enterprises had CBA atmosphere, 55 per cent enterprises have not created obstacle or harassment for CBA, only 64 per cent organizations had implemented CBA, 60 per cent organizations created problem in the formation of unions and 35 per cent organizations were found to be punishing or harassing union activists.

**Occupational health and safety:** Only 13 per cent organizations had provision for life insurance and 22 per cent organizations had provision for accidental insurance. The survey reveals that only 37 per cent enterprises had provisions for pay during accident and injury, 62 per cent had provided medical treatment in the accidental injury, 49 per cent organizations had provision for first aid. Furthermore, only 15 per cent enterprises had provided pay during sick time, 23 per cent had provision for medical treatment and 15 per cent had medical checkup facilities.

**Formation of Labour Relations Committee (LRC):** Only 7 per cent of organizations are having LRC to facilitate labour management relations and 24 per cent of organizations had their own regulations of enterprises. The situation of garment industry is worst in terms of labor relations where almost 98 per cent of enterprises had no LRC.

**Work permit:** Regarding the situation of guest workers, 41 per cent of enterprises had employed guest workers whereas only 3 per cent of these enterprises employed guest workers having work permits. In accordance to the Labour Act every foreign citizen should have to take work permit in order to get employed.

Research by Saipin Narongrit and Supit Thongsri (2001)\(^{109}\) dealt with the quality of work life and organizational commitment. The objectives of this research were to study the level of the asset management organization, Thaitoyo Denso Company Limited’s staffs’ quality of work life and organizational commitment, to compare the organizational commitment according to personal factors, and also to

analyse the factors affecting organizational commitment. The population consisted of all the two hundred employees in Thaitoyo Denso Company Limited. Data were collected by using questionnaires and analysed by using SPSS/FW computer program. The statistics used for analysing the data were percentage, mean, standard deviation test at the 0.05 per cent level of significance, and Pearson product moment correlation coefficients at the 0.01 per cent level of significance. It was found that the levels of the staffs’ quality of work life were moderate. Personal characteristics like sex, age, status, education, position, staff salary, and line function caused no difference. All factors of quality of work life had positive correlation with organizational commitment.

Sirgy et. al., (2001)\textsuperscript{110} suggested that the key factors in quality of working life are: Need satisfaction based on job requirements, Need satisfaction based on Work environment, Need satisfaction based on Supervisory behaviour, Need satisfaction based on Ancillary programmes and organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow’s needs were seen as relevant in underpinning this model, covering Health and safety, Economic and family, Social, Esteem, Actualisation, Knowledge and Aesthetics, although the relevance of non-work aspects play down, as attention is focused on quality of work life rather than the broader concept of quality of life.

The above research attempted at defining quality of working life and has included theoretical approaches, lists of identified factors, correlational analyses, and

opinions varying as to whether such definitions and explanations can be both global, or based on the need to be specific to each work setting.

Some have argued that quality of working life might vary between groups of workers. Ellis and Pompli (2002)\textsuperscript{111} identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care preferred, Balance of work and family, Shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor/peers, Role conflict and Lack of opportunity to learn new skills.

National Institute of Health (2002)\textsuperscript{112} defines quality of life and quality of care research. This purpose of this programme announcement is to encourage research on improving the quality of life, health, functional abilities and health outcomes for residents of long-term care (LTC) institutions such as nursing homes, extended care, and assisted living facilities. Impaired qualify of life, poor functional status, and health concerns are well documented in long term care settings to have a deleterious impact on outcomes.

Markel Karen S (2002)\textsuperscript{113} in his study stated that there has been a great deal of interest in work-life practices from researchers, practitioners and public policy makers. Work-life practices are broadly defined as any practice designed to assist employees in managing their work and non-work lives. He examined why organizations adopt these practices using a large study of organizations in the United

States. The findings revealed that work-life practices are not interchangeable and should not be treated as such by researchers, practitioners or public policy makers. Each practice has its own unique antecedents for adoption, implications for the organizations and public policy issues.

In a study undertaken by Pant and Pradhan (2002)\(^{114}\) in the garment industries the following features of QWL are noticed:

*Pay system mechanism:* The amount of salary, wage and allowance is based on personal whims of the entrepreneurs. No standard pay system is developed across the industry. There is no link between workers' productivity and wages.

*Training and development:* A large number of the employees were trained on-the-job. However, employers began to think that such training only increases operational costs. It was due to the experience in the past with female workers who failed to develop their skills despite the training given to them.

*Performance evaluation:* No industries have formal system of performance evaluation and therefore no promotion is done on the basis of work performed.

*Job security:* Almost 70 per cent of employees are employed on daily wage contract or piece-rate basis. Only 14 per cent are employed under the permanent basis. Appointment letters are issued only for permanent employees. Temporary employees are not provided with appointment letters because employers fear that after 240 days of employment they are entitled to claim for permanent jobs. Almost 25 per cent of garment factories are paying

wages below the wage fixed by the government which is against the provision of the Labour Act.

*Retirement and other benefits:* Although few industries have claimed that they have provisions for provident fund, gratuity and accident insurance, many of them have failed to comply with Labour Act in this matter.

*Safety and comfort at work place:* Although the factories are not hazardous by their nature they need to take few more safety measures to improve the quality of work. The study explores that factories need to have some safety measures such as provision for fire-exits, fire-alarms, safe drinking water and regulated temperature.

Bearfield (2003)\textsuperscript{115}, in the researches of quality of work life among Australian employees, reports about the level of satisfaction with different job aspects- salary, work load, work pressure, control over the way of doing work, health and safe standards at work place, the type of job, relations among coworkers, trust in the management, recognition of work efforts and employees’ treatment by the immediate manger, opportunity for development of a career and job skills, information about work and balance between working and private life. The data of the attitudes toward work environment, obtained in these successive researches suggest an existence of a stable high- quality work life of Australian employees so that the job satisfaction is higher among a lower than between a higher level of education.

In the study by Duncan Gallie (2003)\textsuperscript{116}, there is a comparison of employees’ perceptions of the quality of working tasks, the degree of involvement in decision making, career opportunities, and job security to see whether the Scandinavian countries have a distinctive pattern from other European Union countries. It was found that on the aspects of working life that were most central to the reform programmes, the results were consistent with the view that there could be societal effects deriving from the policy orientations of the major economic interest groups.

Ibrahim Muhammad Faishal (2003)\textsuperscript{117} made a study in the subject and stated that quality of work life studies are increasingly gaining the attention of urban planners due to their usefulness in assessing and monitoring public policies. He made an attempt to study the quality of work life of residents staying near industrial estates in Jurong (Singapore), using 18 subjective life indicators to measure the overall life satisfaction and found health, family life and public safety emerged as the most important aspects, while self-development, religion, and politics were least important. On the satisfaction level, public safety, family life and public utilities were deemed to be among the most satisfied aspects, while consumer goods, politics and environment were considered to be among the least satisfied aspects.

Sarang Shankar Bhola (2003)\textsuperscript{118} made a study of quality of work life in casting and machine shop industry in Kolhapur. He found that workers from public limited units and very few workers from private limited units were receiving comparable good wages. Workers working with proprietary units were not receiving good wages.


He observed that majority of the units under study have not concentrated on the safety aspects of the workers. Almost all units were lacking in basic policy making and its implementation. They are also lagging in defining the goals and mission. He established that the level of the quality of work life did not depend upon the nature of ownership. Public limited, private limited and proprietary units have good or poor quality of work life.

Wilson (2003)\(^\text{119}\) in his study observed that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations, behaviour of co-workers and nature of job.

Antti and others (2004)\(^\text{120}\) analysed the relationship between temporary employment and the quality of working life by focusing on findings during the late 1990’s. Empirical research on job insecurity, work attitudes, and work behaviour is reviewed with comparisons between temporary and permanent workers. Analysis of the psychosocial work environment of fixed-term employees in Finland illuminates differences according to age, gender, job demands and control, and work support. Findings do not demonstrate adverse consequences of temporary employment.


The research of David Efraty, M. Joseph Sirgy (2004)\textsuperscript{121} on Quality of work life was conceptualized in terms of need satisfaction stemming from an interaction of workers’ needs of survival, (social, ego, and self-actualization needs) and those organizational resources relevant for meeting them. It was hypothesized that need satisfaction is positively related to organizational identification, job satisfaction, job involvement, job effort, job performance, and negatively related to personal alienation. A survey study was conducted based on a sample of 219 service providers to the elderly in a large Midwestern city. It was found that the results were consistent with the hypotheses. Managerial implications were also discussed.

Mala Bhandari (2004)\textsuperscript{122} made a study about women in two work roles and the quality of their life. The study was based on home and work as two overlapping 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 office. She studied their home and office lives with the quality of life approach; it analyses the socio economic dynamics of their households and discussed the determinants of their quality of life.

Smythe (2004)\textsuperscript{123} made a qualitative study of the working-lives of twenty six Chinese women sweepers in Hefei, Anhui Province, in the People’s Republic of China. Most participants were illiterate peasant women called nongmingong, migrants from the Chinese countryside. The study’s methodology was a projects called reframing suggested by Tuhiwai-Smith (1999), used for researching indigenous populations. The sweeping workers suggested that illiteracy was at the root of their


employment problems. Policy and taxation reform initiatives by the All-China women’s Federation and the Ministry of Education in the Chinese Party of China Central Committee addressing the formal and informal educational needs of poor women nongmigong are recommended.

Martin Lees and Sandra Kearns (2005)\textsuperscript{124} outline the systematic approach and used at Blue water Health in Sarnia, Ontario, to recognize the importance of job quality in work life and progresses, for a diagnosis to the implementation of improvements, with positive outcomes.

Another empirical study was done to predict QWL in relation to career-related dimensions (Raduan Che Rose et al., 2006)\textsuperscript{125}. The sample consists of 475 managers from the free trade zones on Malaysia for both Multinational Corporations (MNCs) and Small and Medium Industries (SMIs). The results indicate that three exogenous variables are significant: career satisfaction, career achievement, and career balance, with 63 per cent of the variance in QWL.

Worrall and Cooper (2006)\textsuperscript{126} reported that a low level of well-being at work is estimated to cost about 5-10 per cent of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organisational psychology research literature.


Kalayanee Koonmee and Busaya Virakul (2007) surveyed in Thailand companies and conclude that, the institutionalization of ethics, both in implicit and explicit form, create a positive impact on a business organization’s performance. The research findings seem to support the research framework, which proposes that ethical institutionalization positively influences QWL, which will in turn strengthen job-related outcomes (i.e., job satisfaction, organizational commitment, team spirit).

Rama J. Joshi (2007) wanted to find out the issue of representation of legitimate interests of women workers in it’s entirety to make suggestions to help the policy makers to improve the QWL of women workers, specifically in Banking, Insurance, PSUs and Hospitals. It was found that the level of satisfaction of women employees with QWL in their respective organization was quite high.

Md. Zafor Sadique (2007), in his study on QWL of four sugar mills in Bangladesh investigated that,

Designation, experience and age of the sugar mill employees do not alter their rating of the existing and expected quality of work life (QWL).

Sugar industry is functioning in an environment, where four major determinants of QWL i.e., Participation in decision making, Pay and allowance, Compensation and Career advancement are largely missing and

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the employees would like to see an environment that includes these determinants.

Most of the determinants of QWL do need immediate attention from the government and the concerned authority to improve the quality of work life (QWL).

Maimunah Ismail (2008)\textsuperscript{130} in his study examined that many factors determine the meaning of quality of work life (QWL), one of which is work environment. A group of workforces that is greatly affected in QWL as a result of dynamic changes in work environment is information technology (IT) professionals. The constructs of QWL discussed are health and well-being, job security, job satisfaction, competency development, work and non-work life balance.

Kameswara Rao and Venugopal (2009)\textsuperscript{131} illustrated their perceptions concerning Quality of Work Life of employees in India. They suggested on four dimensions of Quality of Work Life and labelled as “favourable work environment”, “personal growth and autonomy”, “nature of job”, and “stimulating opportunities and co-workers”. Employees viewed a high Quality of Work Life as one in which there was no negative impacts on personal life and such a high Quality of Work Life would also exhibit an absence of inappropriate work demands. One might view a low Quality of Work Life as one in which there is predominantly negative features in the working environment.


Azril, M.S.H et. al., (2010)\textsuperscript{132} in their study discovered whether quality of work life among the agriculture extension employee do have impact on their work performance or not. The study necessarily estimated quality of work life function in enhancing work performance, analyzed the most important factor and variables on this work performance. Results depict that all of the nine qualities of work life studied have significant and positive relationship with work performance where the highest relationship occurred between individual and family life with work performance. Multiple regression analysis demonstrated that five factors which are individual and family life, job satisfaction, organization policy and management style, work environment and remuneration are the main contributors to work performance among government agricultural extension employees.

Normala, Daud (2010)\textsuperscript{133}, investigated the relationship between Quality of Work Life and organizational commitment among employees in Malaysian firms. The results revealed that QWL and Organizational Commitment are a multidimensional construct and is a product of the evaluation of one’s work place. This study provided information how employees in organizations view their work environment.

2.3 Identification of Research Gap

In pursuance of the first research objective of the present study i.e., in tracing the need of the importance of the quality of work life of employees from past researches,


an extensive literature search was made from 1959 to 2010. Researchers have been carried out all over the world in Quality of Work Life. Majority of the studies reveal that QWL has a positive relationship with work performance in various sectors like Banking, textiles, sugar mills and women workers, Education, Nursing, Manufacturing, Bus Transport, Health and IT industry.

The past research results indicate the need and importance of QWL in various sector like industrial, services and public utility. Researches confirm that QWL improves job satisfaction, employee commitment, loyalty there by contributing to work performance and productivity in the respective organizations studies. From past research, it is an established reality that there is a dire need for organizations providing needed QWL to employees and hence indicating the importance of QWL. **Thus the researcher achieves the realization of the first research objective.**

In any field of study, existing literature constitutes a base for further research. The researcher feels that there is a wide gap in steel sector where in the work process involve tough and on hard lines rendering the maintenance of their sound mental and physical health. Study on Quality of Work Life in the Indian context, is scanty, especially in Steel Plants. To study Quality of Work Life of employees the steel plants, the researcher selected Salem Steel Plant (unit of SAIL) and JSW Steel Limited, Salem Works (Unit of JSW Steel Limited). Both SAIL and JSW Steel Limited have several manufacturing units in India. Hence the present study will provide results that can be applicable to both corporate giants as a whole.