INTRODUCTION

This chapter serves as an introduction and provides the necessary theoretical framework for developing proper perspectives of the subject. The quality of Work Life (QWL) is a relatively new concept which defined as the overall quality of an individual's working life. QWL sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of a person's life.

The pursuit for improved productivity through human resources has its foundation in the early nineteenth century with F.W Taylor\(^1\) developing Scientific Management Theory and creating a new awareness regarding human resources. Before the advent of Scientific Management, human resources were considered as a mere instrument of production concerning work from dawn to dusk. Insufficient attention spent to working conditions. The Scientific Management focused mostly on the division of labor, hierarchy, close supervision and management principles. These have no doubt brought several benefits to the society. From then onwards continuous research and investigations have been undertaken to understand human behavior at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to work for better productivity with job and employee satisfaction. To achieve these objectives different approaches have been developed and applied for improvement of the quality of work life of workers.

Nowadays, employees are becoming more and more educated, skilled, affluent and unionized the high functional consequences of work are becoming less and less acceptable. There is no longer possible to design jobs solely according to

the needs of technology completely overlooking the needs of employees. There is an all-round demand for developing the humanized jobs which can satisfy employee’s higher needs, employ their higher skills and make them better citizens, spouses, and parents. The jobs need to be excellent both from technology and human needs. The traditional job design needs to be replaced by improved job design. This demand for redesigning of jobs has come to be known as Quality of Work Life. It rejoins management to treat workers as human resources that are to be developed rather than directly used.

DEFINITIONS OF QUALITY AND QUALITY OF WORK LIFE

Quality has defined by several authors Dedhia Navin, S. (1998)² stated that "quality is about behaving in a way that reflects on individuals and organization understanding of the fundamental interconnectedness of structure, process, and outcome." There are many aspects of quality, and they fall into categories such as consumer viewpoint of quality, producer perspective of quality, personnel, behavioral quality, quality practices, reliability, education, training, teamwork, communication and other such topics are always included in ‘quality' discussion. Quality is the totality of the features and characteristics of a product, service or a person that bear on its or his ability to satisfy stated or implied needs.

Walton. R.E, (1973)³ Who had taken up extensive research on QWL, can consider as a major contributor to the concept of productivity and human resources? He devised eight point criteria to measure the ‘Quality of Working Life’. The

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categories are: (i) adequate and fair compensation, (ii) safe and healthy working environment, (iii) opportunity to develop human capabilities, (iv) growth and security, (v) Social integration, (vi) constitutionalism, (vii) total life space and (viii) social relevance.

According to **Lippitt, G.L. (1978)** the term QWL broadly referring to the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one’s skills and knowledge.

**Nadler, D. A. and Lawler, E.E. (1983)** Defined QWL as an individual's perception of and attitudes towards, his or her work and the total working environment. In simple words, QWL can be defined as an individual’s evaluative reactions to satisfaction with his/her work and the overall working environment.

**Beukema, L. Groningen et al. (1987)** expressed that QWL defined as the degree to which employees can shape their jobs actively, understanding their options, interests, and needs. It is the level of power an organization gives to its employees to design their work.

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6 Buekema, L. Groningen et al. (1987), Quality of reduction of working hour, Groningen: Karstapel.
Knox S and J.A Irving (1997)\(^7\) Stated that the QWL practices and policies of the QWL determine the organization environment, and organization development and interventions operationalize the constructs. Individual employee’s perceptions concerning strengths and weaknesses in the entire work environment and what is or is not desirable in the workplace are other foci for research.

Gilgeous, (1998)\(^8\) Says that the Quality of life defined as an individual’s satisfaction with his or her life dimensions comparing with his or her ideal life. Evaluation of the quality of life depends on individual’s value system and on the cultural environment where he lives. Lau, Wong, Chan and Law (2001)\(^9\), it describes that QWL is the favorable working environment that supports and promote satisfaction by providing employees with rewards, job security, and career growth opportunities.

EVOLUTION OF QUALITY OF WORK LIFE

The Quality of Work Life refers to all the organizational inputs that aim at the employees’ satisfaction and enhancing organizational effectiveness. Walton R.E. (1973)\(^10\) attributed the evolution of Quality of Work Life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in the job and to eliminate hazardous working conditions, followed by the

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unionization movement in the 1930s and 1940s were the initial steps. Emphasis was on 'job security, due process at the workplace and economic gains for the worker'. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity.

Attempts at reforms to acquire equal employment opportunity and job enrichment schemes also were introduced. During 1970's, the idea of QWL was evolved, according to Walton, as a broader concept than the earlier developments, and something that includes the values, human needs, and aspirations. An international conference held at Arden House, New York in 1972. It dealt in detail with the practice and theory of democratization of workplace. In this conference, the term "Quality of Working Life' was introduced, and the International Council for Quality of Working Life (ICQWL) was formed to facilitate research on and action for Quality of Working Life. During 1972 to 1980 the concern for QWL gained momentum and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another International Conference, during the 1980s. In Canada, QWL researchers were gaining attention; and a weekend meeting was organized in Toronto in 1980 to discuss ICQWL's proposal. The first open International Conference held in Toronto in August 1981 on Quality of Work Life. A large number of managers, union representatives, and academicians attended the conference. Jenkins (1981) observed that the Toronto conference demonstrated

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that the Quality of Working Life is becoming an important issue of the ongoing organizational reality to enhance the Quality of Work Life of employees.

**IMPORTANCE OF QUALITY OF WORK LIFE**

In this era, Quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human contributions raises farm to keep the quality of work life entirely. The rise in QWL would help employees' wellbeing thereby the well-being of the whole organization taken care. Which is an attempt to capitalize the human assets of the organization? Even though there are various factors which determine organizational excellence, the most significant factor which influences other factors is ‘employee related factors.’ *(Havlovic.S.J, 1991)*. Human behavior is highly complex in nature. The challenge lies not in controlling them, but to empower people who give their best. Therefore, it becomes necessary to pay attention to the ‘corporate excellence’ to enrich the performance of both the organization as well as the individual. The handling human resource is a challenging task and it is an emotionally charged and unpredictable. Hence, it becomes mandatory to get them to be motivated, which in turn ultimately adds more value to the organization.

The Organizations have been trying to increase the individual and organizational effectiveness by unleashing the creative and innovative energies of employees, by motivating the employees to cater to their needs for self-determination and be in control. Empowerment has seen as a process that results in

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individual employees enjoying autonomy while performing their jobs. (Venkatachalam. A & Veera Shanmugha Moni. M 2006)\textsuperscript{13}

In the present-day competitive environment, the emphasis is being laid more on intrinsic motivational factors and, empowerment is one of the most important factors that any successful organization needs to give importance for its effectiveness. (Thomas.K.W & Velhouse B.A, 1990)\textsuperscript{14}

SYNTHESIS OF QUALITY OF WORK LIFE

The quality of Work Life is an approach concerned with the overall climate of work and the impact that the work has on people as well as on organizational effectiveness. Direct participation of employees in problem solving and decision-making, in areas related to their job, helps upgrade the quality of life at work.

The quality of Work Life has described as ‘democratization of the workplace’. (Efrat. D & Sirgy M.J, 1990)\textsuperscript{15}. The Quality of Work Life is a broad expression covering a vast variety of program techniques, theories, and management styles through which organizations and jobs are designed, so as to grant employees more autonomy, responsibility, and authority that's usually was done. The general objective is to arrange organizations, management procedures and jobs for


\textsuperscript{15} Efraty D & Sirgy M J, 1990—the effects of Quality of Working Life (QWL) on employee behavioral responses, Social Indicatory Research, 22, pp31-47.
maximum utilization of individual talents and skills to create more challenging and
satisfying work and improve organization's effectiveness.

‘Corporate Excellence’ has become the current issue and has been keenly
watched by many organizations. Managing people by their talent and improving
QWL seems to be the new strategy for any organization. Organization's
effectiveness depends on upon the special style and their quality. Today, organization excellence comes from the ‘workers and their total working
environment’. It not only means how people can do better work but also how an
organization excellence may cause people to do better. The changing values of the
workforce indicate that current employees are more interested in elevating their
quality of life. Beyond earnings, workers expect to gain benefits from their jobs
such as challenge and achievement, career development and growth, the balance
between work and family life, a harmonious organizational climate and a supportive
managerial style. (Tung-Chun Huang, John Lawler, Ching-Yi Lei, 2007)\textsuperscript{16}. The
companies offering a better quality of Work Life and supportive working
environments are likely to gain leverage in hiring and retaining valuable people.
(May, Lau & Johnson, 1999)\textsuperscript{17}.

From Comings’ view, quality of work life is the personnel’s reaction towards
work, particularly its personal consequences in job satisfaction and healthy soul. The
quality of work life is the rate of organizational employees potential to meet their
essential personal requirements using experiences, which they have acquired in the

\textsuperscript{16} Tung-Chun Huang, John Lawler, and Ching-Yi Lei, 2007 — The Effects of Quality of Work Life on Commitment and Turnover Intention, Social Behavior and Personality, 35( 6), 735-750.
Ghasemi (2000) studied the effect of QWL on the productivity of human force. The results showed that there is a direct and significant relationship between QWL and productivity of human force; that is, the more we invest in the creation of QWL system, the more the organizational productivity. Also, indices of job satisfaction, the decrement of in/out rate, and production have the most correlation with QWL, and index of creativity and innovation has the least correlation with QWL.

QUALITY OF WORKING LIFE MODEL

According to the viewpoint of Walton (1973), quality of working life has been ignored as a way to save human and environmental values due to technological advancement in productivity and economic growth that is of vital importance.

He defines the quality of working life as personnel's reaction versus work, particularly its necessary consequences in meeting job requirements and spiritual health. According to this definition, quality of work life and personal consequents, working experiences, and quality of working improvement have been emphasized to meet individual's requirements that include the following 8 elements:

1. **Adequate and Fair Compensation**: The fundamental element of QWL is Adequate and Fair Compensation. Human beings work for a livelihood. Therefore, the success of rest of the initiatives depends on the fulfillment of Adequate and Fair Compensation.

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2. **Safe and Healthy Working Conditions:** Unsafe and unhygienic working conditions cause problems to both employers and employees. It affects the productivity and profitability of the organization. Therefore, adequate investment must be made to ensure safe and healthy working conditions.

3. **The opportunity of Use and Develop Human Capacities:** The everyday job will become routine, meaningless and too specialized, which forces the employee towards dissatisfaction on his Job. Therefore, efforts should be made to increase the independence, perspective and exposure to multi skills and multitasking.

4. **Opportunity for Career Growth:** Career Growth of employee plays a vital role in QWL. Significant career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL.

5. **Social Integration in the Work Organization:** A healthy relationships between Employees with-in the team and with another department in the organization facilitates an energetic work environment. Hence, organizations should provide opportunities for formal and informal interactions between employees.

6. **Constitutionalism in the Work Organization:** Organizational standards that affect the freedom of an individual employee. Efforts must be made to see right rules are formed in the organization. This needs to accommodate the privacy of an individual employee, freedom of speech and equity.
7. **Work and the Total Life Space:** Organizations should not allow employees towards continuously engaging themselves in work. Psychological and physical strains will rise due to the continuous hard work. Organizations must create proper work offs to enrich the life of employees. This will create a balance between the personal and professional life of an employee.

8. **Social Relevance of work life:** The social relevance of work life includes an array of action such as behaving ethically, support non-profit organization, treating employees fairly. Organizations must pay proper attentions for the above aspects.

**NEED FOR THE STUDY**

Most of the Indian software companies largely provide services rather than products. Offering services would require more dedicated time and energy of an individual for delivering the solution. So the engineers have to be more spontaneous for the task entrusted to him. Due to this, there will be a significant level of negative impact on his work as well as social life. There might result in delivering the output which is not up to the benchmark.

Most WLB efforts by HR Departments and special teams fail despite a “lot of doing”. An organization may have the most employee-friendly policies in the form of health insurance, vacation time, various benefits, and possibly EAP or education programmers or flexible work policies but still these may not give positive results.
In addition to laying down these policies, it is also important to have them implemented and put in place and ensure that they are working. As an enforcer of WLB/QWL policies, it is also important to keep on reinforcing on them. The concept of QWL has been implemented in private organizations to facilitate their efficient functioning. QWL is still an unfamiliar concept.

To sustain and progress in a competitive environment. Skills and competencies of software professional are upgraded and attuned to specific needs. Therefore, it becomes necessary to pay attention to the 'software professional excellence' regarding performance at the company as well as on the individual level. Simultaneously it is the means also which involves decision making, participation, autonomy, creativity and innovativeness and thus improving productivity and overall performance of skills and competencies of software professional. Thus, the study of QWL of Software professionals has become vital so as to motivate them to work, going beyond their formal role, requirements and making the climate of the company more human-centered.
OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

- To study the Quality of Work Life of Employees and its effectiveness in IT industry in Chennai region.

SECONDARY OBJECTIVES

- To identify the factors influencing quality of work life employees working in IT industry
- To measure the effectiveness of Quality of Work Life among the employees in working in IT industry
- To find the influence of personal and Organizational profile of employees on their Quality of Work Life perception
- To construct an empirical model for Quality of Work Life.

HYPOTHESES

- There is a significant relationship between adequate income & fair compensation & their quality of work life.
- There is a significant relationship between safe & healthy working conditions & their quality of work life.
There is a significant relationship between opportunities to use & develop human capacity & their quality of work life.

There is a significant relationship between opportunity for career growth & their quality of work life.

There is a significant relationship between social integration in the workforce & their quality of work life.

There is a significant relationship between constitutionalism in work organization & their quality of work life.

There is a significant relationship between work and total life space & their quality of work life.

There is a significant relationship between the social relevance (eminence) of work life & their quality of work life.

There is a significant influence of demographic variables on QWL perception.

SCOPE OF THE STUDY

The study will help to analyze various factors which influence the quality of work life.

The study will reveal the strength and weakness of the approach of the quality of work life among the different IT Companies in Chennai.
This study will help IT Company to improve the methods to increase the quality of work life among employees.

LIMITATIONS OF THE STUDY

The study focuses on the Quality of Work Life of Software Professionals and their perception in their respective companies in Chennai Region. It analyzes on the various factors relating to Quality of Work Life, and constraints faced by them. Examining Quality of Work Life is highly qualitative in nature, and the elements are subject to change in the days to come.

The Software Professionals expressed their current view on their Quality of Work Life. A questionnaire survey conducted among the Software Professionals in IT Companies, and purely based on the opinion of an individual, and it cannot generalize.

RESEARCH METHODOLOGY

This Chapter Describes Research Design, Data Collections, And Questioner Development Efforts Used In The Study.

The sampling used for the final study to be discussed in detail along with DATA Collection procedure & Data Analysis Procedure used in Pre-Test, Pilot Study & Main Study.
SAMPLING PLAN & DATA COLLECTION

The present study depends upon the opinion of employees in IT Companies. IT companies are selected as a suitable Research domain to test the prospect model.

IF AND ONLY IF

The employees are satisfied with QUALITY OF WORK LIFE IF AND ONLY IF they are satisfied with Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the workforce, Constitutionalism in work organization, Work and total life space and The Social relevance (Eminence) of Work Life.

Main the focus was to identify predominant factors of QUALITY OF WORK LIFE among the IT companies. The main reason for selecting the IT industry because

- It opens a lot of opportunity to the employees and assisting them to improve their quality of work life.

- The No. Of Employees in IT companies is significant with sufficient income for their quality of work life.
IT companies in Chennai city, is selected due to the extreme growth in the industry, and Chennai is a metropolitan city with the interactive cultural approach.

To obtain the flawless perception of it company employee. The researcher selected top companies are **TIER I, TIER II & Tier III Level**.

These companies selected on their basis of their Financial Performance & Business as well as HRD Practices.

**SELECTION OF SOFTWARE COMPANIES**

The following sampling plan is used to collect the response from the employees. Convenience Sampling Method is used to collect the data. Special care was taken to circulate the questioner proportionally to the known population.

**Table: 1.1**

**SOFTWARE COMPANIES LIST**

<table>
<thead>
<tr>
<th>Tier level</th>
<th>Company</th>
<th>Population</th>
<th>Circulated</th>
<th>Received</th>
<th>Rejected</th>
<th>Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>CTS</td>
<td>138108</td>
<td>1381</td>
<td>90</td>
<td>17</td>
<td>73</td>
</tr>
<tr>
<td></td>
<td>MPHASIS</td>
<td>36901</td>
<td>369</td>
<td>68</td>
<td>15</td>
<td>53</td>
</tr>
<tr>
<td></td>
<td>TECH MAHINDRA</td>
<td>67053</td>
<td>671</td>
<td>87</td>
<td>17</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>CSC</td>
<td>17777</td>
<td>178</td>
<td>62</td>
<td>7</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td>MIND TREE</td>
<td>13266</td>
<td>133</td>
<td>60</td>
<td>18</td>
<td>42</td>
</tr>
<tr>
<td>II</td>
<td>RAMCO</td>
<td>1694</td>
<td>169</td>
<td>62</td>
<td>11</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>SORPIA STERIA INDIA</td>
<td>2000</td>
<td>200</td>
<td>74</td>
<td>15</td>
<td>59</td>
</tr>
<tr>
<td></td>
<td>FIS</td>
<td>1200</td>
<td>120</td>
<td>50</td>
<td>17</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>HTC GLOBAL SERVICES INDIA PVT LTD</td>
<td>2832</td>
<td>283</td>
<td>68</td>
<td>7</td>
<td>61</td>
</tr>
<tr>
<td></td>
<td>ACCEL FRONTLINE</td>
<td>3000</td>
<td>300</td>
<td>90</td>
<td>18</td>
<td>72</td>
</tr>
<tr>
<td>III</td>
<td>CALSOFT LABS INDIA PVT LTD</td>
<td>350</td>
<td>35</td>
<td>34</td>
<td>1</td>
<td>33</td>
</tr>
<tr>
<td></td>
<td>LATENT VIEW ANALYTICS</td>
<td>324</td>
<td>32</td>
<td>30</td>
<td>0</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>LOGIC INFORMATION SYSTEMS</td>
<td>110</td>
<td>11</td>
<td>11</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>PRODAPT SOLUTIONS (P) LTD.</td>
<td>816</td>
<td>82</td>
<td>78</td>
<td>6</td>
<td>72</td>
</tr>
<tr>
<td></td>
<td>OBJECT FRONTIER SOFTWARE</td>
<td>404</td>
<td>40</td>
<td>40</td>
<td>3</td>
<td>37</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>4004</strong></td>
<td><strong>904</strong></td>
<td><strong>153</strong></td>
<td><strong>751</strong></td>
<td></td>
</tr>
</tbody>
</table>
After selecting the TIER I, TIER II, TIER III companies the researcher randomly selected five companies from each level. The researcher has selected the employees from these companies based on their total strength.

In this approach, the researcher categorizes the companies into three levels - a company with more than 10,000 employees and company with less than 10,000 employees. After categorizing the researcher selected 1% sample from the companies with more than 10,000 employees and 10% each from the company with the less than 10,000 employees.

This strategy is applied to maximize the number of employees in each sample.

**QUESTIONNAIRE DESIGN**

The pre-test enabled the selection of IT company, and the responses of professionals from the respective company gathered through a well-framed questionnaire. The survey based on the initial research model and propositions. Primary data collected through the questionnaire survey. The respondents were asked to share their opinion related to the eight factors and its impact on the Quality of Work Life. The first part of the questionnaire comprises demographic factors with mandatory multi-choice questions, followed by the second part of the questionnaire containing the eight factors affecting the QWL with Likert scaling (5 points).

All relevant statements were included to derive responses. The researcher circulated the framed questionnaire among the professionals in different IT
companies in Chennai region. Respondents were selected based on their willingness and availability

PILOT STUDY

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the survey. The personal interaction with professionals in IT Company gave the output of eight factors of Quality of Work Life listed below

Factor 1: Adequate Income & Fair Compensation
Factor-2: Safe & healthy working conditions
Factor-3: Opportunities to use & develop human capacity
Factor-4: Opportunity for career growth
Factor-5: Social integration in the workforce
Factor-6: Constitutionalism in work organization
Factor-7: Work and total life space
Factor-8: The Social Relevance (Eminence) of Work Life

These factors extracted through the ranking process of mean values. The numerical values of the total scores of each factor arranged in the descending order, and eight vital elements established. The filled up questionnaires which collected from 60 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined is shown in below table which illustrates the authenticity of the Questioner.
## Factors and Cronbach’s Alpha Value

<table>
<thead>
<tr>
<th>Factors</th>
<th>Cronbach’s Alpha Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adequate Income &amp; Fair Compensation</td>
<td>0.833</td>
</tr>
<tr>
<td>Safe &amp; healthy working conditions</td>
<td>0.82</td>
</tr>
<tr>
<td>Opportunities to use &amp; develop human capacity</td>
<td>0.804</td>
</tr>
<tr>
<td>Opportunity for career growth</td>
<td>0.857</td>
</tr>
<tr>
<td>Social integration in the workforce</td>
<td>0.756</td>
</tr>
<tr>
<td>Constitutionalism in work organization</td>
<td>0.902</td>
</tr>
<tr>
<td>Work and total life space</td>
<td>0.821</td>
</tr>
<tr>
<td>The Social relevance (Eminence) of Work Life</td>
<td>0.786</td>
</tr>
</tbody>
</table>

Source: Computed data

The quality of the questionnaire ascertained, and the test showed high reliability. The variables considered for the analysis are satisfying the standard probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit a response from the sample group.

**DATA ANALYSIS**

All data analysis was conducted using SPSS V-15. Sample means standard deviation and N presented in the Analysis chapter for all the variables of the study. The data were screened to obtain the variance between various factors of Quality of Work Life. Factor analysis, cluster analysis, one-way analysis of variance, Linear Multiple Regression Analysis, t-test discussed in this chapter.
FACTOR ANALYSIS

Both Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) have been used in this thesis. Factor analysis is a branch of multivariate analysis that is concerned with the sharp internal relationship of a set of variables. The numerous variables used in a multi-item scale such as those utilized in the thesis can be analyzed to note if those variables could be seen as approximately explaining a single factor (De Groot et al., 1982).

CLUSTER ANALYSIS

This procedure attempts to identify relatively homogeneous groups of cases based on selected characteristics using an algorithm that can handle a large number of cases (Cox 1999). However, the algorithm requires specifying the number of clusters. It allows the researcher to analyze the existence of different perceptions of the respondents. The number of clusters may be derived by trial and error method or by computing the vast scale differences among coefficients obtained from hierarchical clusters.

ANALYSIS OF VARIANCE (ANOVA)

ANOVA allows for the study of a single factor or several factors, but will only measure one variable (Bray and Maxwell 1985). An ANOVA works by measuring the variance of the population in two different ways; the first is by noting the spread of values within the sample; the second is the spread out of the sample.
means. If the samples are from identical populations, these methods will give an identical result.

**KARL PEARSON’S CO-EFFICIENT OF CORRELATION**

The Karl Pearson’s Coefficient of Correlation measures how variables or rank orders are related. It also develops the linear parametric relationship among any of the factors.

**NON-PARAMETRIC CHI-SQUARE ANALYSIS**

Chi-square association test is a non-parametric test useful to establish an association between two categorical variables. The frequency dumping in each cell of the cross tabs allows identification of the association between two types of heterogeneous groups and also the nature of cases in that particular cell. It also exhibits the linear by linear relationship and Crammer’s Phi-statistics to study the relationship.

**T-Test**

T-tests used in situations where the research wants to compare two statistics. The primary utility of a t-test is that it produces a straight forward easy to interpret results of significance. The t-tests further strengthened by the use of the Bonferroni correction test which uses t-tests to perform the pair-wise comparison between group means. It controls overall error rate by setting the error rate for each test, to the experiment-wise error rate divided by the total number of tests. Hence, the observed
significance level is adjusted, and the multiple comparisons are made (*SPSS In. 2001*).

**CHAPTERISATION**

Chapter I: Introduction, Definition, statement of the problem, objectives of the study, methodology, scope and limitations of the study.

Chapter II: Sketches the review of related literature relevant to the present study.

Chapter III: Conceptual framework of QWL module

Chapter IV: Data Analysis and Interpretation, deals with simple percentage analysis, cluster analysis, T-test analysis, Analysis of variance (ANOVA), regression analysis and theorem.

Chapter V: Findings of the study and deals with conclusions and suggestions – scope for further study

This chapter is a gist of the study on QWL of professionals in IT Company in Chennai city, the factors influencing Quality of Work Life, objectives to be achieved and a brief introduction to the methodology used. The following chapter explores the previous research on the various elements of QWL of employees in general and professionals in IT Company in particular.