CHAPTER - I

INTRODUCTION

1.1 Introduction

Management of a business is a major activity of coordinating human and material resources to achieve organizational objectives. It is easy to handle material resources but it is very difficult to handle human resources. All the companies which want to accomplish their business objectives have to use their human resources efficiently. Every business unit depends on its human element. Materials and plants are regarded as valuables and at the same time the human resources has to be valued equally. Though human beings are regarded as the dynamic factor of production, it is highly difficult to inspire, control and motivate them. Quality of Work Life (QWL) is acting as a vital role in the overall productivity of the organisation and personal life of the people. It is in higher level to a better quality of life of the individual and vice versa and any industry which wants to be a market leader with efficiency has to concentrate on their human resources. All the economic activities are aimed to achieve better quality of life and the economic development of any nation lies in the improvement of the quality of life of its people who spend a major portion of their time in doing some economic activities. The good organization is performing an activity depends on the quality of work life of the people.

The entire life of human beings can be classified into three categories, such as; family life, work life and social life. All three categories of human life are interrelated and interconnected and failures of any one will impact on the other. The total quality of life of an individual depends on the quality of family life, work life and social life. The total quality of life of the people is improve a balanced satisfactory life among family life, work life and social life. The experience gained through work life helps workers to acquire excellence, high amount of personal competence and better working skills which are necessary for the total man power development. The behavior of human beings differs widely and it is difficult to understand their behavior while they work in groups. Employees’ behavior is neither consistent nor predictable. Managers should recognize the individuals and
the organization to create healthy working environment. In modern industrial revolution manufacturing processes are automated with machines, through human resource is still regarded as a dominant factor for increasing the profitability. A worker’s life cannot be divided into two parts, one inside the company, and the other outside of the company. These two are closely bonded together, so that the troubles and joys of job life cannot be put aside when reporting for work in the morning, nor can factory matters be dropped while returning home after work. Culture, customs and norms, images and attributes conferred by society on the jobs, professions and occupations and the workers home life all play a strong motivational role.

The role of human resource department in QWL hard work extensively. The Executives have a very few staff members and must replay on the human resource department for help for executives training, attitude survey feedback, communications and similar assistance. In any organizations, the department is responsible for initiating and directing the companies QWL and productivity efforts. Possibly the most crucial role of the department is success the support of key managers. Management support particularly top management support appears to be an almost universal prerequisite for booming QWL programs. The employee satisfaction and lower-line benefits, which range from lower absenteeism and higher turnover to higher productivity and fewer accidents and department, can convince doubting managers. The ideology, policies and practices of the department also influence motivation and satisfaction indirectly. Rigorously enforced health, safety and welfare programs for example can give employees and supervisors a greater sense of safety from accidents and industrial health hazards. It is observed that the two main functions of human resource management department is recruiting the right candidate and retaining the potential candidate. So selecting the right candidate alone is not sufficient but providing a quality of work life is very essential to retain the employees to increasing in all the countries of the World. It is very considerable in the context of commitment to work, motivation and job performance. It also means to facilitate the gratification of human needs and goal achievement. Persons Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or
field-working. Quality is the talent of a product or service to meet or exceed customer needs. Work can be defined as the application of discretion within limits in order to produce a result. Work life does not merely means the facilities provided to the employees during office hours. Which reside in the mind of the employee while he works in the organization, he is in the office or away from it.

1.2 Quality of Work Life: An Introduction

Quality of Work Life is a person’s life which covers all aspect of economic rewards, benefits, security, working conditions, organizational interpersonal relations. The following table shows the development of QWL.

<table>
<thead>
<tr>
<th>Development of QWL</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 1969-1972 Quality of Work Life</td>
<td>Variable</td>
</tr>
<tr>
<td>2. 1969-1975 Quality of Work Life</td>
<td>Approach</td>
</tr>
<tr>
<td>3. 1972-1975 Quality of Work Life</td>
<td>Methods</td>
</tr>
<tr>
<td>4. 1975-1980 Quality of Work Life</td>
<td>Movements</td>
</tr>
<tr>
<td>5. 1979-1982 Quality of Work Life</td>
<td>Everything</td>
</tr>
</tbody>
</table>

The various personalities’ connotations on the term “Quality of Work Life is help to understand the real meaning of QWL. Robbins (1989) defines QWL as “a process by which an Organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work. Walton (2005) proposed eight major conceptual categories relating to QWL (1) adequate facility and fair compensation (2) safe and good working conditions (3) the opportunity for growth and security (4) Opportunity to develop human capacities (5) Social integration (6) Constitutionalism in the organization (7) Work and total life space and (8) Social relevance of work life.

In 1930 and onwards the employee unions took safety of the employee as prime factor and legislation was enacted to eliminate hazardous operational conditions and to protect employees from job-injury. The job security was emphasized at the work place and economic gains for the workers. During 1950, psychologists were proposed and developed different theories to discuss the relationship between morale and quality of life and emphasize on the importance
human relations. In the 1970s the motivation theory and leadership theory were the bases for the conceptual development of QWL. People are expecting that the needs have to be fulfilled from lower-order needs to higher-order needs. Between 1969 and 1974 activities towards developments on QWL gained importance, to improve the individual quality through on-the-job experience. The US Government has established a Federal Productivity Commission to conduct sponsored QWL experiments were jointly conducted with the University of Michigan.

The word quality of work life (QWL) was introduced by Louis Davis and “Quality of Work Life” has appeared in Research Journals at USA in 1970’s. The international council for quality of work life was established in 1972. The first International QWL conference was held in Toronto in 1972. In the mid 1990s till they faced with challenges of economization and corporate restructuring. In today’s slow economic growth contains and reduced opportunities for advancement and for career and personal life planning. In our country, QWL offers a value frame and the social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of human potential. Some evidence of the rising tide interest in the issue is the fact that the second International Conference on quality of work life held in Toronto in 1981 attracted 1,500 participations. The 200 unionists and 750 management people combined together and government officials in attendance. Quality of human inputs is the greatest asset to any organization and maintaining the quality of such human inputs rises from maintaining the work life perfectly. A perfect quality of work life would help the organization.

Relevant and Therlault (1977) studied variety of views concerning QWL which are illustrated in the following figure (Fig 1.1).
In 1973, Fred Emery organized a workshop for trade union leaders and senior managers. The experiments were conducted in Bharat Heavy Electricals Ltd - Hardwar (BHEL) – Tiruchirapalli, a Government post office at Chaura Maidan - Simla, Income Tax Department - New Delhi and Hindustan Machine Tools Ltd - Hyderabad.

The organisations indicated that there is a positive relationship between quality of life and quality of work life. It reveals that when one uses the concept of work life and has to include life. In 1974 Walton has identified the indicators are fair and adequate compensation, healthy and safe environment, development of human capacities, security and growth, constitutionalism, social integration and social relevance.

The quality of work life is an indicator of how the society is gratuitous from exploitation, inequality, oppression, injustice and restrictions on the growth
continuity of a person leading to his fullest development, (Nitish 1976). The job redesign helps to improve the QWL and people’s personal assessments of their involvement in a change project would gives appropriateness to evaluate quality of work life, (Sylvia 1984). There is a relationship between work experience and work satisfaction and the Outcomes are affecting a person’s general quality of life directly and indirectly (Rice et al.1985). The relationship between technological changes and work organizations are significant and the theories were developed with these understandings with the implications of QWL. The new managerial ideologies emerged, by recognizing the importance of social and psychological beliefs and by the ability of workers to participate in managerial decisions (Barry Wilkinson1986).

Montgomery Lustily Lynn (1986) of Harvard University conducted a study in the service division of fortune 500 companies for evaluating the impact of the work redesign programs with employee productivity and quality of work life. Data were collected through personal interviews, surveys and for performance, from internal performance measurement documents. The study indicated that internally established norms were the important criterion for improving quality of work life it has been measured with four components. The first component is the conditions of labour. The second component is the culture of the working organizations. The third component is the relations between workers and relation with the tools or machines with they work and the fourth component is attitude of the worker towards the work (Richard T.De George1990).

The primary aim of quality circle is achieving quality working environment to all level employees. When organisation guarantees QWL then the employees will be motivated. I it also reflects positively on productivity and quality in their work. It also helps to reduce the production cost (Madhurendra K.varma1988). The management and employees have to understand the benefits of QWL programs which have been implemented in the organisation.

In India, in the year 1966 a study was conducted by the Ministry of Industrial Development and Company Affairs to examine whether the Industrial Estates have been well planned and to find the time lag in implementation between the different stages of the industrial estates and how the department can improve
the growth of small industries. It was aimed to ascertain how the manufacturing units in the industrial estates are interdependent and complementing each other. It was also aimed to assess how far external economies related to production and distribution, how they are impacting the units in the Industrial Estates. And the study included finding the overall difficulties faced by the Industrial Estate units.

In the year 1972 the Working Group on Industrial Estates conducted a study and the study was concluded that Industrial Estates are successful by contributing to the development of small scale industries

1.3 Determinants of QWL

Attitude, people and career prospects are the determinates of QWL. The first determinant, Attitude pertains the employers perform in the job with sufficient knowledge, enough experience, energy level, required skill and expertise, enthusiasm, involvement in the job, flexibility to changes in the position of belongingness in the organization, enthusiasm to learn new things, capability to work under pressure, sincerity for innovative ideas, competitiveness, interpersonal relations, dynamic leadership qualities and team-spirit. Employees who performs the job by having varied tolerance, understanding, presence of mind, behavioral pattern, preferences, concentration, alertness, compassion, empathy, patience, tactfulness and control over emotions intelligent, chance for learning, discovery, research, innovation, self development, enhancement of skills, exploration, public recognition, status and fame.

The second determent of QWL is People, every employee interacts with three categories in the work place such as; the boss, peer group employees and subordinates. Professionals demands to interact with varied personalities and everyone has to show high level of prudence, tactfulness, kindness, cool temper, diplomacy, humor and sensitiveness.

Career Prospects of Every individual is interested in career development. This plays a vital role in the Management recognition; appreciations and status improvement are the motivating factors for any individual to get interest in the job. The working environment atmosphere should be conducive for individual development and to achieve organizational goal.
Generally compensation and reward will be directly proportional to quantum of work, extent of responsibility, man-hours, authority’s in the organizational chart, nature and, accountability and delegation of powers.

1.4 QWL in India

The quality of work Life (QWL) ensures safe working conditions, fair pay, fair treatment of employees and also many companies concentrating and responding to specific employee needs. In India the companies that concentrate and emphasize on the quality of work life are American Express, Colgate Palmolive, Dr.Reddy’s Laboratories, Gillette, Hewlett-Packard, Maruti Udyog Limited, Reliance and Smith Kline Beecham. HP follows flexible working arrangements with their employees.

In India QWL has emerged as a movement, the factors that led to the QWL are,

1. Profile of the Indian worker has changed from illiterate to educated, from rural to urban, low state individual to upper state individual which leads to achieving for own hopes and aspirations.

2. That worker is important factors of production filled with feelings and emotions have made organizations behave with workers accordingly. Government of India has realized the relevance by establishing a separate Ministry of Human Resource Development (MHRM).

3. In India small per cent of workers employed in organized sectors are unionized. The unionized work force is more vocal for achieving the demands.

4. The human being is complex in nature; behavior is highly unpredictable which necessitated the study on organizational behavior. Study on QWL facilitates experimenting for effective utilization of human resources.

In India QWL practice involves understating the operational systems, workers participation in decision making, quality circles, job enrichment, etc.
1.5 Quality of Work Life in Present Scenario

Fig. – 1.2
Quality of Work Life Scenario

Murthy (1993) present scenario Quality of Work Life as follows,

Globalisation ——— TQM

Cultural factors ——— QWL ——— Job design Workers participation
Welfare

QC’s

Equitable wage system
Career Skill Development

From the figure, it is understood that Quality Circle (QC) is the effective approach to achieve Quality of Work Life. Quality of Work Life system leads Total Quality Management (TQM) which enables Indian organisations to cope with globalisation and this are require transparency in managerial policies and with their working environment in an organisation.

1.6 Need For Quality Of Work Life:

Every organization wants to get more output less input. It is possible only when employee finds the working place comfortable to perform the job. Present scenario shows that there is an imbalance between family life and work life. Job pressure, over-socialization and conflicting interests are creating problems in the minds of employees. The norms imposed by the company and control by their bosses are becoming too much of burden to the employees. The employer can impose their right to layoff on worker due to the dynamic market changes and technological factors. Workers are now on the defensive. They are now more interested in retaining their jobs rather than improving quality of life in the work place. This is the reason for loosing importance in our country regarding to improve. The Movement on quality of work life becomes meaningful through
employee participation in the decision making and making them satisfied with their works that affect their working situation positively.

1.7. Walton View on Quality of Work Life

Walton has proposed eight variables relating to the quality of work life. The eight variables are,

- Fair and adequate compensation
- Healthy and safe working conditions
- Opportunity to develop and use human capacities
- Opportunity for continual growth
- Social integration in the work place
- Constitutionalism in the work place
- Personal space and with work space and
- The social relevance of the work life

1.8 Quality of Work Life and Personal Factors

Each individual is trying to fulfill his needs and wants according to his potential and within his constraints. Each individual has to earn to full fill his desires. The jobs may be having variety, routine, creative, stultifying, easy or difficult. The job may provide opportunities to learn and explore new things or it may be monotonous. But the people are compelled to take any one kind of job. Sometimes they may do jobs which they are not interested in Work has become an important aspect of individual’s life. The attitude towards work differs, these differences exhibited in terms of experience, the work setting, age, the type of assignment one is expected to finish, the quality of work life, the attitudinal changes of the management, the task group with which one is involved, the individual performance and satisfaction in the execution of the job.

1.9 Quality of Work Life and Motivation

Quality of work life means to satisfy the higher level of needs, satisfy employee’s physical requirements and social requirements have to be fulfilled. The social requirements are social relationship with others, recognition, attention, achievements, freedom or autonomy, reputation, importance, appreciation, development for realization, self-fulfillment and creativenes. Quality of work life programmes helps in creating a motivational climate and the American
organizations are designing their programmes to meet the employees’ higher-order need satisfaction.

1.10 Techniques for Improving Quality of Work Life

The quality of work life concept has been implemented and monitored through various systems. They are workers participation, job enrichment, employees’ welfare, quality circles and organization development. Each is contributing to achieve quality of work life but the degree of contribution varies. There are some important techniques for improving the quality of work life are,

- **Job Redesign**: Job enrichment helps to satisfy the workers needs. The job enrichment can be achieved by redesigning the jobs. Jobs need to be habituated for achieving their desires.

- **Career Development**: Every worker is interested in his personal and professional growth. Organisations have to provide opportunities to their employees for career advancement and growth. A proper career planning and appraisal system satisfies the expectations of the achievement oriented employees.

- **Autonomous Work Groups**: Autonomous work group employees are making decision by themselves. The workers plan themselves, coordinate and control their activities on their own. The whole group is accountable for success or failure. So it is called as self-managed work team.

- **Flexible Work Schedules**: Flexible working hours, alternative work schedules, job sharing, staggered hours, reduced work and part-time employment gives freedom to the employees to schedule their work.

- **Participative Management**: employees are interested to get the expected working environment and pay benefits. They want their expectations to be considered in the decision making. Feedback systems, suggestion system, Managing by objective system, Quality circles are facilitates for the employees in the participative management decision making process.

- **Job Security**: job has become as integral part of everyone’s life. Each person wants that his job is secured one. Organisation has to develop the feeling among workers that their job is secured.
Administrative Justice: Fair and equity principle of justice has to be followed in grievance handling, disciplinary actions, transfers, promotions, work assignment and leave approval.

1.11 QWL and organizational factors

QWL practice involves acquiring, training, developing, motivating and appraising for the best performance of the employees as per organizational objectives. Indeed core elements of QWL are working conditions, employee job satisfaction, employees’ behavioral aspects, and employees’ financial and non-financial benefits, growth and development, and supervision (Lau & May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972) and Locke (1976) also defined job satisfaction as “a positive emotional state resulting from the appraisal of one’s job or job experiences”. Though various researchers identified it in different ways and concluded that it’s a combination of physiological, psychological and environmental circumstances, the result of this combination is a person’s job satisfaction. Job satisfaction has significant effect on organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, policy, promotion, co-worker relationship (Nash, 1985). Job satisfaction in recent year has become associated with quality of work life movement. It is well known that employee intrinsic motivation has an impact on organizational performance and Herzberg et al. (1959) and had shown that motivated employees tend to performs better. Company needs to find out the factors that influence employees’ quality of work life and ensure their job satisfaction (Gilgeous, 1998).

1.12 QWL and Management’s role

Management has to play a very significant role in improving quality of life of employees. Management must strive to make the quality of employees work life as satisfying as possible. At the moment employees are challenged as never before to balance work and personal responsibilities. Therefore the management should continually address these challenges by utilizing personnel flexibilities and establishing program that help employees meet their work and personal obligations.
1.12.1 The steps that should be taken by the management are:

1. Establishing appropriate, reasonable and enforced Work rules can help to create and continue a systematic atmosphere that is pleasant to work effectively and Work rules can help to improve the quality of work life.

2. To create an good atmosphere for employees are treated with dignity and respect

3. To ensure that employees conduct themselves in a professional and safe manner

4. Encouraging open communication between employees

5. To ensuring that all employees are treated fairly and that they follow the same rules.

6. Develop and implement a flexible work policy and procedure

7. Provide training to managers and supervisors on how to respond effectively to work life issues

8. Provide resilience and personal accountability training for staff

9. Invest in organization - specific quality of work life programs in eldercare, childcare, diversity, etc.

10. Encourage participative work teams to reinforce an environment of trust and help employees to work more effectively and efficiently in order to accomplish organisation mission.

11. Provide employees assistance through the Employee Assistance Programme (EAP), a free, confidential counseling and referral service to resolve personal problems.

12. Actively support employee’s health and wellness.

1.13 QWL in Indian Context

The concept of QWL made its appearance in India in the mid 70’s. Indian philosophy advocates self – actualization as the goal of life and work as a way of life is instrumental in achieving the ultimate goal. Work life according to the Indian view is itself a spiritual discipline. The process of refinement realizes the objective on the identity of self is Yoga and Work (Swami – Yuktananda, 1990).According to the traditional teaching the work place is a temple and work is
worship. The basic philosophy the central theme of Gita is Karma Yoga. Karma Yoga is concerned with various developments. The development of the self, the community, the society and industry is possible only through karma yoga. Karma Yoga means action, duty or work, which is not performed with a selfish motive but with the object of surviving humanity. To perform ones duty is to worship the lord himself declares the Gita, Srivastava (1990). De (1985) discerns seven developmental stages in most QWL project in India:

1. Hostility
2. Curiosity
3. Spreading of interest
4. The experimental group feels privileged
5. Group consciousness emerges within the term involved in the project with some power play among sub-group and ultimate accrual of power by positively oriented sub group.
6. A majority of those involved begins to perceive gain resulting from the projects, leading to further commitment to the projects,
7. The experimental groups begin looking towards comparing notes and thus have a potential for diffusion. It has been observed time and again that QWL brings job satisfaction for the employees. But before the study relationship between QWL and job satisfaction, it is highly pertinent to understand about the job satisfaction.

1.14 QWL of Indian Executives

The quality of work life of Indian managers is far from satisfactory, which the paradigms derived from human relations theories are unable to rectify (Vikalpa, April-June 1986).

- Skepticism about the performance appraisal systems and promotion criteria
- Division into camps and cliques, hampering fruitful communication
- Frequent fits of anger of top-level officials
- Regional prejudices
- Glorification of speed and excitement as against serenity
- Limitless addiction to lower-order material needs.
The effectiveness of organizations can only be improved by more accurate assumptions on man's basic aims and by creating the conditions for their fulfillment.

1.15 QWL and Technological Innovation

Technological innovation in the work process has evidently brought about higher level of product quality and volume of production (Rahman, 2005; Islam, 2002; Yussuf, 2008). The manufacturing systems are changed by the introduction of new machines and advanced technology as demanded by the global market. This new technology has changed the traditional production systems in the textile and garments/RMG enterprise by including capital-intensive technologies like as Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM) to product textiles and garment for the international market (Mody, et. al., 1992; Wright, 1997; Indrasari, 1995). International markets are demanding high quality of products by new technology to satisfy the competitors. Technological changes in manufacturing process required working harder with newer skills (Islam, 2002). Employees however are still not comfortable in working with technology; this is because of the lack of needs-based training as well as the lack of on-the-job training. The basic philosophy of QWL is in regard to employee learning capability (Camman, 1984) and learning organization environment (Zain, 1999). Otherwise jobs become under threat and insecure, result in an increased level of employee dissatisfaction on work performance.

1.16 Chemical Industries, Industrial Estate and Middle Level Executives: An Overview

"Chemicals are part of everybody's life" – That may be the best way to describe one of the most diverse and global industries. Naturally, the challenges faced are just as varied as the industry. They differ depending on each company's position in the value chain, product portfolio and region, to name but a few. Companies in the chemicals industry are extremely diverse. They produce millions of tons of commodities such as methanol and polyethylene. But they must also be able to produce tiny volumes of specialty chemicals. Just as varied are their challenges and success factors. What's more, chemical companies are often at the center of public attention, given technological sensitivity and safety issues.
The global chemicals industry faces a wide range of challenges

- Serving a client base that is moving out of old economies to fast growing economies like China and India
- Coping with the production of base chemicals and commodities based on cheap gas and coal, mainly in the Middle East and China
- Competing with new players in either growth regions or low-cost feedstock regions and production there is based on large plants and the latest technology
- Strengthening business models with high value-added products and services, increasing customer orientation to sustain and improve margins
- Dealing with new shareholder structures and new rules, driven by increasing private equity commitments
- Positioning itself as a major contributor to solving global challenges such as cutting down energy consumption and preserving resources

The global chemicals team of Roland Berger Strategy Consultants is as international as the industry it serves. It covers mature markets like Western Europe as well as booming consumer regions like China and upcoming production regions in the Middle East.

The chemicals team provides a comprehensive range of consulting services covering topics from strategy (e.g. value chain positioning, M&A) to operational excellence (e.g. pricing, supply chain management, organization). Roland Berger's exceptional experience with sectors that are clients or suppliers to the chemical industry helps us deliver tangible and sustainable results for chemical companies. Corporate social responsibility (CSR) for equally important topics such as expertise is rounded off by extensive experience in non-core.

Chemicals are a part of every aspect of human life, right from the food we eat to the clothes we wear to the cars we drive. Chemical industry contributes significantly to improving the quality of life through breakthrough innovations enabling pure drinking water, faster medical treatment, stronger homes and greener fuels. Ensuring development of sustainable green solutions in the fields of water treatment, food production and health care are the key challenges for the future. Fueled by an increasing focus of industry on improving its image, the trends
are shaping the priorities for R&D in the field of chemistry. In order to emphasize
the importance of the chemical industry in meeting the key challenges for the
future, the United Nations Organization has proclaimed 2011 as the ‘International
Year of Chemistry’ The Indian chemical industry is among the established
traditional sectors of the country that play an integral role in the country’s
economic development. This sector forms a part of the basic goods industry and is
a critical input for industrial and agricultural development. The Indian chemical
industry is one of the oldest industries in India and has made immense contribution
to the industrial and agricultural development of India. It encompasses both large
and small-scale units. The chemical industry serves the needs of sectors such as
textiles, leather, plastics, paper, printing inks and food stuffs, among others. The
chemical industry is among the most diversified industrial sectors and includes
basic chemicals and its products, petrochemicals, fertilizers, paints, gases,
pharmaceuticals, dyes, etc. The sector covers over 70,000 commercial products,
and provides the feedstock to many downstream industries such as finished drugs,
dyestuffs, paper, synthetic rubber, plastics, polyester, paints, pesticides, fertilizers
and detergents. Over the years, the industry has been evolving with a shift towards
product innovation, brand building and environmental friendliness. Besides
customer focus is gaining significance in the industry.

The industry comprises both small-scale and large units (including MNCs)
and produces thousands of products and byproducts ranging from plastics and
petrochemicals to cosmetics and toiletries. The industry consumes a significant
share (around one-third) of its own production. The industry has a 14% weight age
in the overall Index of Industrial Production (IIP) which gives an indication of its
importance in the country’s industrial growth. A robust chemical industry ushers in
many economic and strategic benefits for the nation. The Indian chemical sector
accounts for 13-14% of total exports and 8-9% of total imports of India. In terms
of volume of production, it is the twelfth-largest in the world and the third-largest
in Asia. Currently, the per capita consumption of products of the Indian chemical
industry is one-tenth of the world average, which reflects the huge potential for
further growth. The Indian advantage lies in the manufacturing of basic chemicals
that are also known as commodity chemicals that account for about 57% of the total domestic chemical sector.

1.17 Chemical Industry Classification

Tata Strategic has classified the chemical industry into 5 key segments, based on a detailed analysis of various industry classifications followed by several domestic & international bodies. The key segments are given below

1. Base chemicals are organic & inorganic chemicals, man-made fibres, industrial gases, fertilizers, chlor-alkali and other Petrochemicals.
2. Specialty chemicals are personal care ingredients and other specialty chemicals, Dyes & pigments, leather chemicals and construction chemicals.
3. Pharmaceuticals are APIs and formulations
4. Agrochemicals are herbicides, fungicides, insecticides and other crop protection chemicals

Growing at an average rate of 12.5%, the Indian chemical industry offers a wide spectrum of opportunities for the investors both from India and the world. The significant market potential, coupled with the existing pool of human resources, and the comprehensive variety of resources in the country make it a profitable destination in the new millennium. In the world production of chemicals, Indian industry stands at 12th position.

The specialty chemicals segment has grown at 11 to 13 percent per year over the period of the XIth Five-Year–Plan (fiscals 2007 to 2011). The country's specialty chemical industry (excluding agrochemicals and dyes & pigments) is currently valued at US $ 17.7 billion and is an important growth driver for Indian economy. The segment has the potential to reach US $ 38 billion by the end of 2017, with estimated growth rates of 13-14 percent per year, industry insiders believe.

1.18. Industrial development in Tamil Nadu

Tamil Nadu has traditionally been leading in industrial development. Unique position in the industrial map of the country in terms of flow of investment, factor endowments and favorable industrial climate. Tamil Nadu leads in various sectors such as automobiles, auto ancillaries, IT, spinning textiles,
leather and pharmaceuticals. In the post reform period, the State is advancing in many facts of industrial development particularly in communication and information technology, automobile and related industries. Various policy formulations made in the textiles, garments, agro based and other manufacturing industries not only increased their production but also increased exports. Modernization and amalgamation of existing industries in the corporate and public sectors shores up their financial position besides increasing their competitiveness. Creation and strengthening of industrial infrastructures in the established industrial growth centers, industrial complexes, industrial parks, apparel parks, foot wear parks, food parks, textile processing parks etc. also gave way to the unprecedented development of the services sector which is generating lot of employment opportunities in the State. The industrial scenario bristles with prospects and uncertainties. In the wake of liberalization, there is now increasing mobility of the factors of production. Competitiveness, governance, infrastructural adequacy and regulatory environment determine investor’s preferences. This calls for constant measured and calibrated responses to the dynamic industrial environment with respect to the chemical industries. 7 percent of the chemical industries located in Tamil Nadu which attributed to 7 to 8 percent of production of various chemical production and significant portion of the people engaging in the production process in the same line chemical industries prone for health hazardous and accidents thus the analysis of the chemical industries would be effective to understand the QWL of the staffs especially the middle level executives in the industries in Tamil Nadu.

Raju Bhinge, Chief Executive and Ankur Singhai of Tata Strategic Management Group said that the growth story for the Indian chemical industry remains intact. The domestic chemical companies are different segments likely to face stiff competition either from imports or global giants manufacturing locally to serve in the market. Indian chemical companies would do well to tailor their strategy depending upon the segment in which they operate. There is no common solution to counter such competitive pressures as each segment has different critical success factors.
1.19. Industrial Estates

Indian economy is in need of a device to boost employment opportunities, raise income and its standard of living and to bring about a more balanced and integrated economy. Chemical industry are playing a vital part in the economic structure of India.

In January 1995, The United Nations industrial development organization (UNIDO) defines an industrial estate as “a planned clustering of industrial enterprises offering standard factory building erected in advance of demand and offering variety of services and facilities to the occupants” the idea of establishing industrial estates in India as a means of the development for small scale industries. An industrial estate is “a tract of land which is sub-divided and developed according to a comprehensive plan for the use of a community of industrial enterprise”

In the option of P.C Alexandr, “industrial estate is a group of factories constructed on economic scale in a suitable site with facilities of water, transport, electricity, steam, bank, post office, canteen, watch and ward and first aid. It is provided with special arrangement for technical guidance and common service facilities. The estate combines in itself some of the important schemes of assistance to small industries and provides a total outlay for integrated development”.

Industrial estates is to provide factory accommodations suitable sites with facilities of water, electricity, steam, transport, banks, post offices, canteens, watch and ward, first aid etc. and thus create a healthy atmosphere for the development of industries. The industrial estate bring a number of industrial units together and facilitates establishment of common facility centers, introduction of modern techniques, and collective purchase of raw materials and sale of finished goods, besides fostering a co-operative spirit of interdependence between them.

1.20. Objectives of Industrial Estates

The main objective of the creation of industrial estate programme was to encourage and support the creation, expansion and modernization of small scale industries through the provision of factory accommodation with built up sheds, infrastructural facilities and all other assistance to create necessary climate for their development. Provision of infrastructural facilities, marketing opportunities, and
tax concession to entrepreneurs alone cannot provide success to small scale industrial sector through industrial estates. Efficient human resources and their commitment are essential for the effective management of any organisation. Directing human resources of industrial estates to the right path through better quality of work life is needed for the success of any industrial estate programme.

Following are the main objectives of the industrial estates in India:

- Promotion of small scale industries by providing facilities, assistance and guidance to small industries in establishing, operating and managing their units.
- Decentralization of industries from big cities, urban areas and highly industrialized centers to other places.
- Development of industries and employment in backward regions.
- Provision of facilities of all types at one place for the smooth functioning of industry.
- Provision of built-up factory accommodation to the small entrepreneurs so as to make them ready to start their industries without any inconvenience of delay.
- Rapid industrialization of the country through the development of small industries.
- Savings and capital formulation in industrial sector, and
- Development of entrepreneurial skills among people belongings to different social groups and communities.

1.21. Functional Industrial Estates

In these industrial estates the functions required for an industrial product are divided and units in the estate are allotted specific functions. For example in the cotton textile industry the total functions can be classified as a) Ginning, b) Carding c) Spinning d) Weaving, and e) Dyeing and Bleaching. These different functions are performed by different small units within the estate. All the units in the estate function according to a coordinated manufacturing programme. The main advantage of the functional estate is that it can provide to small scale units the economics and efficiencies of specialization and large scale production and promote regional economy growth for balanced regional development rural areas.
should also be developed. Moreover, these areas provide so many natural resources and agricultural products which can be profitably used for industrial purpose. In some places industrial estates were set up in rural for supporting traditional craft of skill by providing such assistance as May necessary.

1.22. State Industries Promotion Corporation of Tamil Nadu Limited (SIPCOT)

SIPCOT was formed in the year 1971, to promote there industrial growth in the State and to advance term loans to medium and large industries. Consequent on the transfer of term lending operation of SIPCOT to Tamil Nadu Industrial Investment Corporation (TIIC) in the year 2000, SIPCOT is pursuing its objectives for promotion of industrial parks and other infrastructure projects. The goal is to facilitate the establishment of balanced growth and dispersal of industries in the State like industrial estate.

Thus SIPCOT is primarily focusing on (a) Development of industrial complexes or parks or growth centers with basic infrastructure facilities b) Establishing sector-specific Special Economic Zones (SEZs) (c) Implementation of Special infrastructure Projects; and (d) Follow-up monitoring and recovery of term loans given prior to the year 2000. SIPCOT has formed Industrial Complexes at Bargur, Cheyyar, Cuddalore, Gummidipoondi, Hosur, Manamadurai, Nilakottai, Pudukkottai, Ranipet and Thoothukudi. Industrial Parks at Irungattukottai, Sriperumpudur and Siruseri and Industrial Growth Centres at Perundurai, Oragadam and Gangaikondan. Since its inception, SIPCOT has acquired a total area of 23909 acres of land, of which the total allotable area is 19018 acres. SIPCOT has so far allotted 11460 acres to 1530 units.

A new SIPCOT is going to be established in Dharmapuri and Thiruvannamalai areas very soon. Information Technology Park in Asia, located in Padur and Siruseri, is the largest SIPCOT IT Park at Chennai.
1.23. Middle Level Executives

Middle Executives have been described as ‘Manager or senior supervisory staff in charge of an organization or business and reporting to top management. Middle level Executives are now found to be the “glue” that hold organizations together, and are responsible for accomplishing the core tasks of the organization. At the basic level, the MLE still has the historic role of acting as the transmission belt between the top and bottom of organizations, but the ME now has scope to manage internal and external teams and relationships and be fundamentally involved in managing risk. They make day-to-day choices and key trade-offs that escape top management attention, know-how and interest, yet are central to an organizations performance. In the context of off-shoring and outsourcing, MLE
must acquire another dimension of skills dealing across significant boundaries, countries and perhaps cultures where there can be distinct status differences.

The MLEs emerge as the key means by which strategic direction and executive decisions are converted into work. They do this by coordination, retention and communicating information and knowledge, and through becoming repositories of corporate memory and experience. They create vital social capital through relationship management, as well as through team and project leadership. In dynamic contexts, with frequently changing demands, they can become adaptive change agents in search of business results. The priority given to the four general roles of Coordinator, Knowledge Repository, Social Capitalist and Change Agent will depend on the specific context in which a middle manager is operating. But far from dispensing with these modern roles, outsourcing changes the management model the following table shows the important role of MLE.

Table No. 1. 1. Role of Middle Level Executives

<table>
<thead>
<tr>
<th>Middle Level Executives Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leader</td>
<td>Integrates the effort with business purpose and activity</td>
</tr>
<tr>
<td>Informed Buyer</td>
<td>Manages the sourcing strategy to meet the needs of the business</td>
</tr>
<tr>
<td>Business Systems Thinker</td>
<td>Ensures that capabilities are envisioned in every business process</td>
</tr>
<tr>
<td>Relationship Builder</td>
<td>Gets the business constructively engaged in operational issues</td>
</tr>
<tr>
<td>Contract Facilitator</td>
<td>Ensures the success of existing contracts for external services</td>
</tr>
<tr>
<td>Architecture Planner and Designer</td>
<td>Creates the coherent blueprint for a technical platform that responds to present and future needs</td>
</tr>
<tr>
<td>Vendor Developer</td>
<td>Identifies the potential added value from service suppliers</td>
</tr>
<tr>
<td>Contract Monitor</td>
<td>Protects the business’s contractual position present and future.</td>
</tr>
<tr>
<td>Technical Fixer</td>
<td>Rapidly trouble-shoots problems which are being disowned by others across the technical supply chain</td>
</tr>
</tbody>
</table>
The middle level executives are located between the strategic apex and the operating core. Irrespective of their location, their distinguishing function is to align the organisational goals and strategies with its operating levels (Floyd and Woolridge 1996).

Middle level executives were given the role of executors of a calculated formal strategy that was articulated in detailed plans. This role was appropriate for a period up to the 1970s, where the emphasis was on meeting an expanding demand for goods. With the growth of middle level executives in the post world war II eras, there was also the rise of the management schools which was an attempt to professionalize the burgeoning cadre of middle level executives and thus creating a distinction from the rest of the members of the organisation. They personified commitment and were the core of corporate strength (Floyd and Woolridge 1996). With increasing pace of change in today’s business environment due to globalization of competition, demanding customers and rapidly changing technologies, the role of middle level managers has shifted to supporting the top management’s vision by developing and promoting initiatives that respond to changing conditions (Floyd and Woolridge 2000).

1.24. The Factors Influencing The Performance Of Middle Level Executives

In an organisation top management mediates between the organisation and capital markets to maintain economic discipline and take care of stakeholders’ interests; core transforms inputs into outputs and the middle management, who have the largest connections, hold the organisation together transferring knowledge and influence (Floyd and Woolridge 2000). It highlights the criticality of the role of middle management which they operate. Factors which influence their performance can be categorized into individual and organisational factors.

1.25. Conceptual Frame Work of The Study

Quality of work life of middle level executives in the chemical industries is one of the interesting one for series research which help to indicate the real position of the middle level executives in chemical industries. Improving working environment, reduce the job stress and increase the job satisfaction outcomes of quality of work life which is an important areas of concern with the increase in interpersonal relationship, autonomy and control, emotional maturity, organization
based self-esteem, job content, locus of control etc. in industries. Compare with other industries, the chemical industries employees are affected by the odours, gas, skin problem, lungs problem and others. Which is also affecting their functions? In this context the main aim of this study is to examine the quality of work life in Chemical industries in Tamil Nadu. Considering the research literature, the conceptual model is presented below. The variables namely, independent variables of the study is Quality of work life, other dimensions and the dependent variables are Interpersonal Relationship, Autonomy and Control, Job Satisfaction, Job Stress, Emotional Maturity, Organization-Based Self-Esteem, Job Content and Locus of Control given.

Fig. No. 1. 3. Conceptual Frame Work of the Study

1.26. Need for the Present study

For the past few decades human resources is gaining more and more importance. Day by day the need to understand and develop human resources is getting increased attention. Organizations are responding to employee needs by developing various mechanisms. Employers are assisting employees to design their lives at work place. The pleasant state of mind for the employees about their work place in all aspects is very essential to utilize the potential of the employees.

The major function of human resources management is divided into two main functions. First one is recruiting the right candidate and the second one is retaining the potential candidate. So selecting the right candidate alone is not
sufficient but also organization has to provide a quality of work life. Then only they can able to retain the employees. So organizations has to concentrate on every dimension of work including economic rewards and benefits, security, working condition, interpersonal relations, safety, job satisfaction ect.,

In light of the above said reasons studying quality of work life of employees is very essential, specifically Quality of work life in chemical industries. In chemical industry employees are working under high stress, though chemical industries are significantly improving the quality of life.

Companies in the chemical industries are extremely diverse. They also varied in their challenges and success factors.

1.27. Statement of the Problem

The management of human resources plays a key role in opening up new opportunities for increasing productivity and promoting both individual and organizational growth. In any organization man power management is a great importance as it implies identification of training needs of the man power from time to time and taking action towards all round development of the human resources with a view to help the entrepreneur to achieve its predetermined goals on the basis of efficient working of its trained and motivated manpower. Quality of work life covers all aspects of worker’s life with special reference to his integration with his work and his working environment.

For achieving the objectives of the industrial estates proper man power management and suitable quality of work life programmers are essential. Quality of work life is the degree by which members of a work organization are able to satisfy their personal needs through their experience in the organization. Quality of work life is reflected by job involvement, job satisfaction and productivity.

The large and small scale industrial sectors are complementary and they are considered to be the two wheels of the vehicle of industrialization. But the growth and modernization of the chemical industries in India are constrained by a multitude of factors. Industrialization of the country by the development of small industries is the most important objective of the industrial estate programmed in India. Industrial estates, a device for promoting dispersed industrial development, play a significant role in promoting small scale industries in Tamil Nadu. Industrial
estates are organized with the objectives of promoting small scale industries by providing facilities, assistance and guidance to small industries in establishing, operating and managing their units in the chemical industries.

Industrial estates provide a powerful instrument of industrial growth. But, in practice their effectiveness depends largely upon the planning, execution and operation of the programme. The commonly accepted characteristics of underdeveloped countries are administrative inefficiency, inadequacy of infrastructure, lack of entrepreneurial and technical skill and of capital. These have really come in the way of successful implementation of industrial estates programme and many of the desirable objectives for which such estates were created have not been achieved so far.

Studies on QWL, in India are limited. But the studies of QWL in Chemical industries are rare to find out. In this context a study on quality of work life in the major conventional chemical industries in Tamil Nadu is highly relevant and useful in the following areas. How industrial estate programmes help SSI units? What are the factors affecting QWL and which one is more important for employees in the chemical industries? Is there any difference in the QWL of the middle level executives, when they are grouped on the basis of personal, job related and organizational profiles? Is there any measure or measures for improving the quality of work life in the Chemical industries

1.28. Scope of the study

Quality of work life (QWL) is viewed as an alternative to the control approach of managing people. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives. Successful industry support and provide facilities to their people to help them to balance the scale. In this process, organizations are coming up with new and innovative ideas to improve the quality of work and quality of work life of every individual in the organization.
Various programs like flexible time, alternative work schedules, compressed work weeks, telecommuting etc., are being adopted by these organizations. Technological advances further help organizations to implement these programs successfully.

The scope of the present study is restricted to the quality of work life in all the major conventional chemical industries (19) of Tamil Nadu. The measurement of quality of work life is done on the basis of Walton’s eight point criteria. Comparative study is made on the basis of middle level executive’s personal, job related and organizational profiles.

QWL provides for the balanced relationship among work, non-work and family aspects of life. In other words, family life and social life should not be strained by working hours including overtime work, work during inconvenient hours, business travel, transfers, vacations, etc. This study quantifies the effects of Quality of Work Life (QWL) on executives. It aims to gain an insight into current working life policies and practices.

Quality of work life refers to the level of happiness or dissatisfaction with one’s career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. This study is undertaken to analyze Quality of Work Life at chemical industries. For the purpose of study, both primary and secondary data will be collected. The observational method and survey research methods are used to collect the primary data. For this study, a sample of 570 respondents were collected from chemical industries.

The study involves analyzing the quality of work life at chemical industries. The scope of the study is limited and the all information collected from the industries alone. The study is conceded out by taking the feedback of middle level executives of chemical industries in Tamil Nadu. This study is aimed at providing useful insights into the management of chemical industries on quality of work life prevailing in the company.

1.29. Significance of the Study

Quality of work life covers various aspects under the general umbrella of supportive organizational behavior. Thus, the QWL should be broad in its scope. It must evaluate the attitude of the executives towards the personnel policies. The study will be helpful in understanding the current position of the respective
company and provide some strategies to extent the executive’s satisfaction with little modification which is based on the internal facilities of the company. This research can be further used to evaluate the facilities provided by the management towards the executives. This study also helps in manipulating the basic exception of the executives.

1.3. Chapter schemes

The entire study has been presented in six chapters.

The first Chapter includes introduction, definitions of quality of work life, quality of work life: an introduction, determinants of qwl, qwl in india, quality of work life in present scenario, need for quality of work life, Walton view on quality of work life, quality of work life and personal factors, QWL in Indian context, QWL of Indian executives, chemical industries, industrial estate and middle level executives: an overview, chemical industry classification, state industries promotion corporation of Tamil Nadu limited (SIPCOT), middle level executives, the factors influencing the performance of middle level executives were discussed. The specific Conceptual frame work of the study, Need for the Present study, Statement of the Problem, Scope of the study and Significance of the Study have also been indicated in this chapter.

The second chapter reviews the related literature about the chemical industries and middle level managers, General studies on small scale industries, The Variable taken for the study and definitions of the variables, Studies pertains to QWL, Interpersonal relationship, Locus of control, Autonomy and control, Job content, Job satisfaction, Emotional maturity and Organisational based self esteem.

The third chapter deals with the research methods of the study. It is presented as, Objectives of the study, Hypotheses, Research Design, Sampling, Questionnaire Design, Pilot Study, Statistical Tools Used and Limitations of the Study.

The fourth chapter explains the Results of the analysis of the collected primary data from respondents, testing of hypotheses and discussion.

The Fifth Chapter Portrays Summary of the Results and Discussion.

The six Chapter Conclusion, Suggestions and Future Areas of Research.

The Bibliography, the Questionnaire and the list of Chemical Industries studied is given at the end.