1.1 Introduction

Human Resource Management is a process of bringing people and organisations together so that the goals of each are met. It is the art of procuring, developing and maintaining competent workforce to achieve the goals of an organisation in an effective and efficient manner. HRM is basically concerned with employees, and tries to build and maintain cordial relationship between people working at different levels in the organisation; it tries to integrate human assets in the best possible manner in the service of an organisations\(^1\).

The scope of HRM is very wide as welfare aspect and industrial relations aspect. As a welfare aspect it deals with amenities and working conditions of employees such as canteens, restrooms, lunch rooms, housing, transport, medical assistance, health and safety, education, recreation facilities etc, and as industrial relations aspect it deals with union management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes etc. It tries to stimulate every employee to realize his/her potential\(^2\). To this end suitable programs have to be designed, which aims at improving the Quality of work life (QWL) of employees. HRM makes employment in the organisations a desirable, personal and social situation, without improvement in the quality of work life it is difficult to improve the organisational performance. Organisations are seeking to create a climate that allows employees to balance work and personal needs. The employee welfare work aims at providing such service, facilities and amenities which enable the employees employed in industries to perform their work in healthy, congenial surrounding conducive to good health and high morale\(^3\).

The study undertaken is an investigation into the aspects of Quality of work life in South Central Railway. Quality of work life is more concerned with health, safety and welfare amenities provided to the employees in an organisation. Quality of work life includes an individuals’ job related well being and extends to which work experiences are rewarding, fulfilling and devoid of stress and other negative personnel consequences. Quality of work life has been defined as better jobs and more balanced ways of combining working life with personal life\(^4\).
Quality of work life basically is all about employee involvement which consists of methods to motivate employees to participate in decision making which helps in building good relationships. The study emphasizes on use of different quality of work life practices which help in solving different employees job related problems in the organisation.

Quality of work life approach motivates people by satisfying their economic, social and psychological needs, in order to satisfy employees’ needs organisations must concentrate on job designs, system of work, work environment and organisation of work. It also focuses on helping employees to have proper work life balance. Organisations are focusing on new and innovative ideas to improve quality of work life of every employee in the organisation. Different QWL programs like flexible time, alternative work schedules, compressed work weeks, telecommuting, part time appointments etc., are being adopted by organisations to improve the quality of work life of employees. Technological advances further help organisations to implement these programs successfully. Organisations are enjoying the fruits of implementing quality of work life programs in the form of increased productivity, an efficient, satisfied, and committed workforce which aims at achieving organisational objectives.

Quality of work life practices involve acquiring, training, developing, motivating and appraising for the best performance of the employees as per organisational objectives. Core elements of quality of work life are working conditions, employee job satisfaction, employees’ behavioral aspects, employees’ financial and non financial benefits, growth and development, and supervision. (Lau & May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972).

The increased upheaval of union activities in the 1930s and 1940s through collective bargaining and legislations led to improved working conditions. Even before that labor was vigorously protesting management attempts to change the work environment. Every organisation must do its best to provide a working environment that is inclusive, enriching and encouraging to all employees. This spirit must be visible in all work processes and benefits. Quality of working life covers various aspects under the general umbrella of supportive organisational behavior. It refers to favorableness or unfavorableness of the of total job environment of the people. The basic purpose is to
develop jobs and working conditions that are excellent for people as well as organisation. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills.

The Service sector has crucial role to play in the society. Services create value by providing a bridge between the production and consumption segments of society. A major characteristic of modern socio-economic development has been increasingly dominant role of service sector. The emergence of the service sector has brought about a fundamental transportation in the social and economic structures of modern society. When compared with industrial sector, service sector requires more human related skills and competence. Employees working in service organisations have more workload as demands are high. The professionalization of the service sector has made services such as hospitals, hotels, legal, transportation etc., available to all those who can pay the prescribed fee regardless of social background.

In today’s modern world, transport is the basic infrastructural requirement for economic development of a country. If agriculture and industry are regarded as the body and bones of national economy, transport and communication constitute its nerves. In the absence of transport, the economy is bound to remain backward and underdeveloped. The means of transport are quite indispensable for the defense of the country. Thus the economic, social and political progress of a country largely depends upon the cheap and adequate transport facilities. Thus it is rightly said that transport is civilization. A civilized society cannot exist without an efficient system of transportation.

**Indian Railways**

Indian Railways (IR) is an iconic Indian organisation, owned and operated by the Government of India through the Ministry of Railways. Indian Railways is the world’s fourth largest commercial or utility employer, by number of employees, with over 1.4 million employees. The Indian railways are proposing to build the highest railway track in the world overtaking the current record of the Beijing-Lhasa Railway line.

The history of rail transport in India began in the mid-nineteenth century. A British engineer, Robert Maitland Brereton, was responsible for the expansion of the railways from 1857 onwards. By 1875, about £95 million were invested by British companies in Indian guaranteed railways. In 1900, the GIPR became a government
owned company. The network spread to the modern day states of Assam, Rajasthan and Andhra Pradesh and soon various independent kingdoms began to have their own rail systems. In 1901, an early Railway Board was constituted, but the powers were formally vested under Lord Curzon

The South Central Railway

The South Central Railway is one of the 17 zones in Indian Railway. It is headquartered at Secunderabad and has six divisions namely Secunderabad, Hyderabad, Guntakal, Vijayawada, Guntur, and Nanded. It was created on 2nd October, 1966 as the ninth zone of Indian Railways. South Central Railway predominantly serves the states of Andhra Pradesh, Telangana and Maharashtra and to a limited extent, portions of Karnataka, Tamil Nadu & Madhya Pradesh. South Central Railway Zone is the second highest revenue earning zone in Indian Railways after Northern Railway Zone. The six divisions of this railway have a total 5,752 route kilometers of track.

SCR plays a pivotal role as a catalyst for agricultural and industrial development in the Southern peninsula apart from fostering the growth of trade and commerce including import, export through ports by connecting sea ports with their hinder land and inland container depots. In its forty six years of committed service and path breaking progress it has built a modern system of mass transportation fulfilling the aspirations of the passengers or customers and carved the niche for itself in Indian Railway System. In its great task of mass movement of people and material, SCR has a workforce of 95,645 qualified, trained personnel. By providing service to the customer with efficiency and earning profit for the organisation, the fraternity of SCR has provided to be a model workforce

1.2 Statement of the problem

The survival of the fittest has become the dictum of every organisation with the emergence of economic reforms, organisations should reap higher return with lower cost of establishment, thus cost reduction and higher productivity have became common phenomena in the organisations. In country like India where mixed economy is existent both the public and private sector organisations have focused on cost benefit analysis and the huge returns on investment. Employees encounter many problems like poor working conditions, less salary or wages, lack of grievance redressal cells etc which demotivate
the employees resulting in unsatisfactory Quality of Work Life. Since the literature indicates that QWL plays an important role in satisfying the employee and helping the employees to balance both family and work life (Work life balance, WLB) hence it would be of value to understand different QWL factors or determinants’ role in maintaining the Quality of work life of employees of South Central Railway.

1.3 REVIEW OF LITERATURE

1. Miles (1973)\(^1\) pointed out that quality of work life movement is one which views workers as persons capable of reason rather than as mere machines, postulates that the inclusion of workers in shop floor in decision making will increase their identification with their organisation.

2. Allenspach (1975)\(^2\) emphasized that work on flexible working hours enumerates disadvantages and advantages of flexible working hours and its impact on job satisfaction and employee and managements’ attitude.

3. Herrick and Maccoby (1975)\(^3\) had given four basic principles of Quality of work life which summarize the humanization of work, they are: principle of security, principle of equity, principle of individualization and principle of democracy.

4. Seashore (1975)\(^4\) observes that individuals own personal satisfaction or dissatisfaction that defines the quality of his or her work rather than any criterion owing to individual differences in culture, social class, family upbringing, education and personality. A wide range of human preferences exist and any assessment of improvements in the quality of work life would be subject to these differences in personal expectations.

5. Walton R.E, (1975)\(^5\) proposed eight major conceptual categories to provide framework for analyzing QWL, they are: adequate and fair compensation, safe and healthy working environment, immediate opportunity to use and develop human capabilities, opportunity for continued growth and security, social integration, constitutionalism, work and total life space and social relevance of work life.
6. Ganguli and Joseph (1976) have observed quality of work life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that among the various physical and psychological working conditions, pride in organisation control and respect in organisation, job earned, community respect, reasonable working hours etc., are more positively correlated to job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. It also indicates that strong family ties and rural background are more positively correlated to life and job satisfaction. Expectations and aspiration of young workers affect their quality of work life.

7. Hackman and Shuttle (1977) described QWL from varied view points. From a professional view point, it refers to industrial democracy, increased workers participation in corporate decision making or a culmination of the goals of human relations. In terms of the management perspective, it relates to a variety of efforts to improve productivity through improvements in the human rather than the capital or technological inputs of production.

8. Taylor (1977), the central theme of quality of working life program is to improve the workers satisfaction. Surveys have shown that the majority of American workers are satisfied with their jobs. Technology advances, participation in management decisions has more meaning and applications in quality of work life. Surveys have also shown that the work ethics as it affects quality and productivity may be declining.

9. Cohen and Resenthal (1980) have described quality of work life as an internationally designed effort to bring about increased labor management co-operation to jointly solve the problem of improving organisational performance and employee satisfaction.

10. Sekaran and Wagner (1980) opined that experienced meaningfulness of job was the single most important contributor for sense of competence to employees in both USA and India, because sense of competence is highly correlated to quality of work life.
11. Hayes, T. C (1981)\(^{11}\) established quality of work life program in the Buick Division of General Motors. Buick allowed workers to stop assembly line when they spot quality defects, adjust machine settings, reject faulty raw materials to increase production. Workers have responded by getting along better and putting out a better product, the result shows that a Buick division is one of the best divisions of GM in meeting production schedules.

12. Jain (1981)\(^{12}\) conducted a study on QWL in large scale private industry with a total strength of 644 to observe the hierarchical effect in viewing quality of work life and its effect on group behavior. The results shown that there was a difference at various hierarchical levels of the organisation in pursuing their working life. He observed that at the higher level there is better perception than lower level regarding quality of work life.

13. Singhal (1983)\(^{13}\) commented that quality of work life will be meaningful only if the people working in the organisation live a happy and healthy life in the society. Quality of work life is a time and situation related concept and require constant revision and modifications as socio-organisational context change over time.

14. Carl Anderson R (1984)\(^{14}\) QWL is concerned with providing a meaningful experience in a person’s life through work. In these programs workers assumes a stake in what becomes of their organisation sometimes even sharing in its ownership. QWL programs have had a particular strong influence on work schedule and union management relations.

15. D’Souza (1984)\(^{15}\) remarked that the classical and neo-classical and systems schools of thought in organisation theory provided different conception of man and organisation, which resulted in the broadening of the scope of quality of working life theory and application.

16. Central Labor Institute (1985)\(^{16}\) conducted a study to analyze the quality of work life as the intangible outcome of quality circles in BHEL Hyderabad, the parameters such as job satisfactions, sense of accomplishment, pattern of need satisfaction and alienation were measured, the findings have shown that quality of work life has positive impact on all areas like team work, sense of
belonging, personal image, analytical ability, employee desirability. QWL has positive impact on important areas of work organisations like job satisfactions, better team work, and quality of work and sense of identity.

17. Harrison et al (1985)\textsuperscript{17} opined that employee participation provide the operating manager with tools capable of enhancing both employee productivity and quality of work life.

18. Klatt et al (1985)\textsuperscript{18} identified eleven issues related to quality of work life, they are: pay and stability of employment, occupational stress, organisational health programmes, alternative work schedule, participative management and control of work, recognition, superior subordinate relations, grievance procedure, adequacy of resources, superiority and merit in promotion and development, employment on permanent basis.

19. Somshekharappa CA, Satyanarayana P\textsuperscript{19}, QWL is an indicator of how free the society is from exploitation, injustice, inequality, oppression, and restrictions on the continuity of the growth of a man. Developing consciousness among the sections of industry i.e., worker, unions, and management. Success of any organisation much depends upon the healthy equation amongst these three players, (De 1976).

20. Mehta (1987)\textsuperscript{20} opined that composite perceived quality of work life revealed a gradual decline with increasing activities, and greater the proximity to the development, the lower was the perceived quality of work life. This was done on personal interviews, work, questionnaire, general opening personal background of some senior central government officials.

21. Gupta and Khandelwal (1988)\textsuperscript{21} analyzed the significant positive relationship between quality of work life and role efficacy. They also found that supervisory behavior is the most important dimension of the quality of work life contributing 21% of the variance in the employees’ role efficacy. Supervisory behavior includes general satisfaction with supervisors’ day to day behavior, amount of communication, listening and appreciation of good work.
22. Singh M. K, Bhattacharya A (1990)\textsuperscript{22}, the actual QWL refers to an approach to the designs and operations of organisation in accordance with the values of democratic society. This design strategy is based on the explicit set of values principles and notions about organisations as systems and the behavior of people in organisation which were developed by the Tavistock Institute of Human Relations in England in 1950s and 1960s.

23. Chakraborty (1991)\textsuperscript{23} highlighted the approach of quality of work life and work ethics through a spiritual, metaphysical dimension to the personality of the worker.

24. Mitra (1992)\textsuperscript{24} opined that QWL is one of the dominant forces that exist in the industry. Survival, growth and happiness of the society and the ability of the government to meet needs of the public depend upon efficiency and effectiveness of its business enterprise. According to him, quality of work life is a part of management progress which is basically concerned with human constituents of an organisation. It is the basic responsibility of management to ensure the development of its quality of work life.

25. Bhattacharya (1993)\textsuperscript{25} observed that job content for bank employees remained unchanged even after computerization as the routine and repetitive jobs have only been computerized. The researcher has adopted the statistical techniques, such as F test, Standard deviation and ANOVA technique. High degree of dependence of the sample employees on unions and tribunals and other legal machinery for redressal of their grievances, monotonous and repetitive jobs also badly reflect quality of work life for bank employees.

26. Chandra et.al (1993)\textsuperscript{26} examined the teachers perception to the actual and excepted quality of work life in a university. In the study eight determinants of quality of work life were selected and a five point Likert scale was used to analyze the above and t-test to identify the teacher perception. The whole respondents have been analyzed in three designations of teachers including Lecturers, Readers and Professors. He concludes the quality of work life in the selected university was not very satisfactory. Further the designation, age and experience didn’t impact much their perception of quality of work life.
27. Archana Tyagi, (1997) summarized QWL as favorableness or unfavorableness of the job environment for people. Enriched work systems move beyond the individual level to that of natural work modules and natural work teams and the total organisational systems. The socio-technical system approach seeks to provide complete employment enrichment through a balanced emphasis on human and technical factors. Major experiments with these systems have been made by many firms, such as Volvo, General Motors, Toyota and Digital equipment. There are cost as well as benefits, but results are generally favorable.

28. Brief (1998) explained job satisfaction through two models. Top to bottom and bottom to top models. In the top to bottom model, an individual interprets his own work environment and in the bottom to top model an individual experiences positive job conditions. Judge et.al (1998) supported the top to bottom model.

29. Sangeeta Jain (1998) as a concluding remark the author pointed out that the stress due to functional job nature (risks and high responsibility) caused low perception of QWL. Management should provide good physical working conditions pay and other extrinsic benefits to compensate dissatisfying and alienating job situation of security men.

30. Dann et. al (1999) QWL has been seen as incorporating a hierarchy of concepts that not only include work based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues but also factors that broadly reflect life satisfaction and general feelings of well being.

31. Kellie Lunney (2000) pointed out how the quality of life for employees can be improved by improving the quality of work environment.

32. Madegowda (2000) analyzed the investment pattern and operating cost of the Karnataka State Road Transport Corporation and shows how it affects the profitability. He suggested the progressive nationalization of passenger road transport for rendering better service, also suggests that there is need for splitting the corporation into four separate bodies which has already been accepted and implemented by state government and advocated the
appointment of qualified, trained and experienced persons to heads of the corporation.

33. Winter et. al (2000) observed that quality of work life for academicians as an attitudinal response to the prevailing work environment and positive work environment domains that include role of stress, job characteristics, supervisory, structural and sectoral characteristics to directly and indirectly shape academicians experiences, attitudes and behavior.

34. Alan Bradshaw (2001) observed that stress may be less important than what people think. General wellbeing, working conditions, management support and relationships appear to be more important factors than stress in determining quality of working life. He emphasized that conducive office environment coupled with employees experiences obviously promote quality of work life.

35. Institute of Industrial Engineers (2001) founded that it is not uncommon for a person to change careers at an average rate of six times in his or her entire working life. This is due to the fact that employees are willing to leave a company in search of better opportunities. Further, it suggested that companies need to find ways not only to hire qualified people but also to retain them.

36. Jadhav (2001) revealed the measures followed in view of industrial safety. The study reveals that to achieve 100% safety many measures were needed practical like formation of safety committee, good discipline, housekeeping practices, creating an atmosphere of motivation, integrity and involvement.

37. Ashwathappa K (2002) It is worth noting that often the conditions that contribute to motivation (equitable salaries, financial incentives, effective employee selection, etc.) will also contribute to QWL. Some of these activities (like job enrichment) might contribute indirectly to QWL by tapping the workers higher-order needs and motivating them. Still, other activities may contribute directly to QWL providing for a safer workplace, less discrimination on the job, etc.
European Foundation for the Improvement of Living Conditions (2002) described QWL as a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety, job security, competence development and balance between work and non-work life.

National study of changing work force (2002) observed importance of supportive work life policies and practices such as flexible work arrangements, are clear when they are available, employees exhibit more positive outcomes such as job satisfaction, commitment to employer and retention as well as more positive life results such as less interference in job and family life, less negative spill over from job to home, greater life satisfaction and better mental health.

Bearfield (2003) adopted an all together different approach while examining quality of working life with the help of 16 questions, and the findings were surprising when he observed that causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, vary for different groups and suggested that different concerns might have to be addressed based on different parameters.

Biswajeet Pattanayak (2003) after studying the interrelation among QWL indicators and the correlation between quality of work life and quality of life, he concluded that (a) There is a positive correlation between QWL and QL. (b) Some factors like intrinsic motivation, job involvement, job attractiveness potentially influences both quality of work life and quality of life. (c) The interdependence between QWL and QL is not disturbed evenly when socio-cultural background is considered. (d) Socio-cultural background is an effective moderator of QWL and QL.

George Milkovich T, John Boudreau W (2003) Quality of work life or quality circle stem from the recognition that the properly trained rank-and-file employee may be in the best position to identify unrecognized problems with product quality and or how work is done. They speculated that the QWL
efforts could be seen as one strategy to breakout of the cycle of high conflict and low trust that can occur in a collective bargaining relationship. The key test of QWL success they say is whether effective collaboration can be maintained at the workplace during periods of difficult negotiations at the bargaining table.

43. Nguyen et.al (2003)\textsuperscript{,43} proved that employees’ happiness from their jobs critically depends on the duration of working hours and stress. Freedom is more important in the workplaces i.e., people feel free to help.

44. Subba Rao P (2003)\textsuperscript{,44} Quality of work life is broader than motivation though these two terms seems to be similar. All personnel related activities affect quality of work life. Increase in QWL increase in productivity, but continual increase in QWL eventually decreases productivity due to increase in cost of output, this is because the workers output does not increase proportionately after a certain level even though QWL increases.

45. Benarjee D.B.R.N.K, Roja Rani. E (2004)\textsuperscript{,45} The article New Perspective of Quality of work life presents the findings of a case study which describes the influence of QWL on job involvement. For this study they selected a sample of 5\% i.e. 305 employees on random basis from a reputed public sector undertaking, Visakhapatnam Port Trust. QWL dimensions are selected based on the studies of Klatt, Murdick and Chuster, Herrick and Maccoby, David E. Balch and Robert Blanck. Job involvement was measured by using the Lodahl and Kejner scale. The result reveled that employees who felt that there is QWL in their organisations are highly job involved.

46. Douglas Shellen Barger (2004)\textsuperscript{,46} identified emerging trends in the future of work life as a consequence of rapid industrialization and better job opportunities. The emerging trends are ready to drive, access unlimited, shifting tides, changing structures, women power and more than just money.

47. Jeff Hyman, Juliette Summers, (2004)\textsuperscript{,47} The UK has operated a lightly regulated approach to help employees balance their work and domestic obligations, an approach which employers have welcomed and which they and government consider to be successful. On the basis of empirical studies
this paper challenges these assumptions and outcomes. Apart from definitional difficulties, seven major problems associated with current UK practice over work life balance are identified.

48. Rao V.S.P (2005)\textsuperscript{48} to be successful, QWL programmes must be planned thoroughly. The aspirations and attitudes of workers must be examined closely before launching any programme. The work must be studied carefully and a congenial work atmosphere must be provided where the work itself provokes interest and workers genuinely desire to progress on their own. Above all supervisors and line managers must be adequately trained to interact with employees in friendly and democratic manner.

49. Vijayarani (2005)\textsuperscript{49} has conducted a study on “Absenteeism among transport employees- causes and effects with special reference to Tamilnadu State Transport Corporation, Kumbakonam, Division-I. The research could bring out the following five effects of employees absenteeism on the society, they are: the unreliability and inconsistencies in the operating schedule, cost increase and its effects on passenger fare determination, road safety and security, generation of new employment opportunities and the additional income to the family.

50. Nasal Saraji and Dargahi (2006)\textsuperscript{50} stressed that high quality of work life is essential for organisation to continue, to attract and retain employees. The results showed that the majority employees of Tehran University of Medical Sciences were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying.

51. Raduan Che Rose (2006)\textsuperscript{51} opined that to overcome dissatisfaction and make the work interesting QWL programs will benefit both faculty and management, by mutually solving work related problems, building cooperation, improving work environments, restructuring tasks carefully and fairly managing human resource outcomes and payoffs. The result indicated that three exogenous variables are significant: career satisfaction, career
achievement and career balance in QWL. However from the literature we can summarize that QWL may be is viewed as a wide ranging concept, which includes satisfaction towards work, participative management and improve work environment.

52. Saksens (2006)\textsuperscript{52} highlighted the importance of Road Transport in India. The role of road transport in the infrastructure and economic development is underlined. A broad set of suggestions, recommendations are also given.

53. Serey (2006)\textsuperscript{53} observed that career growth opportunity is a crucial factor determining constructs of QWL. He concluded that QWL includes (i) an opportunity to realize ones potential and utilize ones talents, to excel in challenging situations that require decision making, taking initiative and self-direction; (ii) a meaningful activity perceived worthwhile by the individuals involved; (iii) an activity in which one has clarity of role necessary for the achievement of some overall goals; and (iv) a feeling of belongingness and pride associated with what one is doing and moreover doing it well. This aspect of meaningful and satisfying work is generally integrated with aspects of career related variables, and assumed to be more favorable to QWL.

54. Worrall and Cooper (2006)\textsuperscript{54} reported that a low level of well being at work is established to cost about 5-10\% of Gross National Product per annum, yet quality of working life as a theoretical construction remained relatively unexplored and unexplained within the organisational psychology research literature.

55. Indrasen Singh (2007)\textsuperscript{55} conducted a study to measure the job satisfaction of professional drivers. This study looks at driver’s opinion about specific areas of their work and how important these areas are to their job satisfaction. Management’s perceptions of drivers are also addressed and compared with driver opinions. Job satisfaction is hypothesized to measure driver productivity, turnover among current drivers, new driver attraction and the number of drivers leaving the industry. Strategies are suggested to help managers incorporate these results into a plan of action.
56. Bani Kochar (2008)\textsuperscript{56} revealed that combination of three prominent dimensions i.e., balance (working environment, pay, cooperation of peers), enforcement of motivation (delegation of work, authority, opportunity for growth, for advancement) and commensuration (higher rewards for higher level of stress, job security) are essential to enhance job satisfaction among academics.

57. Dolan, Garcia, Cabezas and Tzafrir (2008)\textsuperscript{57} stated that the concern for QWL has preoccupied social scientists for the past several decades. QWL is a major issue for employees, and how organisations deal with this issue is both of academic and practical significance. Therefore, it is no wonder that thousands of studies have revolved around the concept of job satisfaction and stress as core concepts.

58. Gopala Krishna (2008)\textsuperscript{58} in his study on employees job satisfaction in the drug industry have found that the employees satisfaction was good among employees provided with reasonable salary, incentives like gift cheques, rewards, awards, pay for holidays, working environment, job security, promotional policy and work autonomy.

59. Rethinam and Ismail (2008)\textsuperscript{59} defined QWL as the effectiveness of the work environment that transmit to the meaningful organisation and personal needs in shaping the values of employees that support and promote better health and wellbeing, job security, job satisfaction, competency development and balance between work and non work life.

60. Tracey J. Dickson, Jeremy Huyton, (2008)\textsuperscript{60} conducted a study on Customer service, employee welfare and snow sports tourism in Australia, he highlighted the challenging living conditions of many seasonal workers on whom the industry depends and at the organisational level this research demonstrated a need for effective management skills and employment strategies that reflect the needs of seasonal staff. As was shown, there is a relationship between staff satisfaction, camaraderie and customer satisfaction.
Douglas Renwick, (2009) conducted a study on the origins of employee wellbeing (EWB) in Brazil: an exploratory analysis. Numerous factors emerge regarding the origins of EWB in Brazil, including, inter alia, traditions of landed estates employing slaves and countryside workers; historical social protest movements; a lack of free association for labor movements and rights associated with them; union recognition providing freedoms and protections in the employment relationship; pro-worker political institutions emerging; worker campaigns for better quality of working life; a history of exclusion of worker interests by state bodies (and worker resistance to it); a need for worker representatives to gain political office to increase worker-related discourse; contradictory results arising from relatively recent government policies; and new concerns, and enabling/restricting factors in EWB.

Praveen M Kulkarni et. al. (2009) observed that the organisation has a culture which is not as per the present market scenario; this fact has influenced the employee satisfaction level. Further, he advocates that organisation needs to adopt entrepreneurial organisational culture to boost employee satisfaction.

Upasna Joshi (2009) to balance work and family life and managing stress levels organisation need to provide working arrangements that are flexible enough especially for younger age workers. Greenhaus and Beutell (1985) have proposed that high level of job involvement and family involvement heighten the level of work-family conflict experienced by individuals and its aversive effects on individuals’ well being.

Kotishwar and Mohd Akbar Alli Khan (2010) studied the impact of select SHGs of Nizamabad district of Andhra Pradesh, India, in including quality of life as measure of inclusive growth. The study examines the pattern of self-employment, borrowings, income, savings and standards of living, pre and post establishment of SHGs, the overall findings of the study suggest that SHGs members having access to financial services of the rural poor had considerable positive impact on the socio-economic conditions. It has
empowered the members (more particularly the women) substantially and contributed to increase self confidence and positive behavioral changes in the post-SHG period as compared to pre-SHG period.

65. Nathan Bowling (2010) highlighted that those who are unhappy in life are unlikely to find satisfaction at work. The studies investigated the combination of job satisfaction and life satisfaction or subjective well being. He opined that if people are satisfied at work does it mean they will be more satisfied and happier in life in general or is the casual effect the opposite way around. According to Bowling the casual link between subjective well being and subsequent levels of job satisfaction were found to be strong than the other way round, further Bowling opined that if people were predisposed to be happy and or satisfied in life then generally they are likely to be happy and contented.

66. Prachi Bhatt (2011), efforts in the directions of QWL can not be ignored as it does play a very important role in improving the job satisfaction level of the employees and in improving the performance level of the human resource in the organisation and thus to gain leverage, especially in the case of job satisfaction, public sector scores more over the private sector and the feeling of job change in case of public sector are very less.

67. Raju B.S.N (2011) the study found that there is high level of satisfaction among the employees regarding the Quality of Work Life. The factors determining the satisfaction with the quality of work life in the organisation were adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organisation, and eminence of work life social relevance of work. All these factors are positively correlated with the quality of work life in banks. So by improving these factors Quality of Work Life in the bank can be enhanced.

68. Charu Mohla (2012) a higher stress will lead to poor quality of work life for IT professional. The results emphasize that to have good quality of work life certain factors like fair compensation, consistent role demands, managerial
support, comfortable job, job capability, fit, role autonomy and stress are required to be in place, they all will contribute directly to the quality of work life.

Luxmi, (2012)\(^{69}\), quality of work life has significant and highly negative correlation with role stress. Work related stress has been linked to reduced productivity, absenteeism, low organisational commitment and high staff turnover and all of these contribute to reduced service and financial loss for the employer organisation. Thus organisation should be alert for behavioral symptoms related to stress such as reduced enthusiasm, high absenteeism, tardiness and decreased productivity.

Lalitha Balkrishnan, Srividhya. S\(^{70}\), opined that high QWL is sought through an employees’ relationship philosophy that encourages the use of QWL efforts which are systematic attempts by an organisation to give workers greater opportunity to affect their jobs and contribution to the organisation’s overall effectiveness.

1.4 Research Gap

Many studies and researches have already undertaken by different authors and researchers and they have analyzed different factors responsible for Quality of work life. Some of the studies are:

1. Walton R.E, (1975) proposed eight major conceptual categories to provide framework for analyzing QWL, they are: adequate and fair compensation, safe and healthy working environment, immediate opportunity to use and develop human capabilities, opportunity for continued growth and security, social integration in the work organisation, constitutionalism, work and total life space and social relevance of work life.

2. Seashore (1975) observed that individuals own personal satisfaction or dissatisfaction that defines the quality of his or her work rather than any criterion owing to individual differences in culture, social class, family upbringing, education and personality. A wide range of human preferences exist and any assessment of improvements in the quality of work life would be subject to these differences in personal expectations.
3. Sangeeta Jain (1998) as a concluding remark pointed out that the stress due to functional job nature (risks and high responsibility) caused low perception of QWL. Management should provide good physical working conditions pay and other extrinsic benefits to compensate dissatisfying and alienating job situation of security men.

4. Cummings and Worley, (2005) the concept of QWL included other aspects that affect employees’ job satisfaction and productivity and these aspects are reward systems, physical work environment, employee involvement, rights and esteem needs.

Based on the different studies and after studying the literature from many published and unpublished theses, articles, and books, research papers on the topic Quality of work life in India and abroad it is noted that though there are various studies undertaken on QWL but none of the studies have undertaken on “Quality of work life in Indian Railways: A Study with Special Reference to South Central Railway”, hence to analyze the factors influencing QWL of employees of SCR and to fill the gap the present study has been undertaken.

1.5 **Scope and need of the study**

The scope of present study entitled “Quality of work life in Indian Railways: A Study with Special Reference to South Central Railway”, is indeed very essential. The scope of this study does not permit inclusion of all the zones. Thus, the study is confined to only South Central Railway zone. Various issues and dimensions of human resource practices have been taken into account to assess the quality of work life; it also covers job satisfaction, work life balance, employer-employee relationship, participative management etc. The present study has been carried out with following objective.
1.6 **Objectives of the study**

The present study was carried out with the following objectives.

1) To study the conceptual framework of the Quality of Work Life.
2) To study the employee perception on Human Resource practices being followed by South Central Railway.
3) To analyze employee perception on factors affecting Quality of work life in South Central Railway.
4) To examine the relevant criterion contributing to Quality of work life.
5) To present recommendations based on findings of the study for effective provisions of Quality of work life.

1.7 **Hypotheses of the study**

1) There is significant relationship exist between gender and their opinion on Human Resource practices being followed by South Central Railway.
2) There is significant relationship exist between group and their opinion on Human Resource practices being followed by South Central Railway.
3) There is significant relationship exist between gender and their opinion on factors affecting Quality of work life.
4) There is significant relationship exist between group and their opinion on factors affecting Quality of work life.

1.8 **Research Methodology**

This study has been conducted in South Central Railway zone of Indian Railways, a sample size of 400 respondents has been chosen for the study. For the purpose of selection of respondents Cluster sampling technique was used. Respondents were requested to give their opinion for all the questions or statements related to QWL. The study included employees working in all the divisions and different departments of South Central Railway.

**Sources of Data**

Both Primary data and Secondary data are being used for the study. The primary data have been collected with the help of a pre structured questionnaire, interviewing the employees and discussion with respondents. A well-structured questionnaire was formulated containing two parts: Part I to collect the demographic profile of the
employees and Part II of the questionnaire has ten different statements on Human resource practices with Yes or No options, it also contains different statements related to factors affecting Quality of work life with options ranging from strongly agree to strongly disagree using Likert five point scale. A pilot study has conducted to see the response of the employees to the questionnaire accordingly the questionnaire had redrafted. Walton’s eight major factors influencing QWL have been used in the questionnaire to understand the perception of employees towards Quality of work life.

The secondary data have been collected from SCR Journals, General Manager’s Annual Reports, Year books published from Ministry of Railways, New Delhi, Pamphlets, Published and unpublished Ph.D Theses, Indian Labor journals, and International Labor journals, Research Papers, Research Articles from different National and International journals, Text books and different Websites.

To analyze and interpret the obtained responses from the employees different statistical tools have been used, such as percentages, mean, standard deviation. Chi-Square test has been used for testing the Hypotheses with the help of tools such as MS Excel and Statistical Package for Social Sciences (SPSS) 20 version.

1.9 Limitations of the study
The study has following limitations

- The present research conducted has focused on only one zone i.e., South Central Railway in Indian Railways.
- The present study focused only on sample size chosen (400) but not the views of whole population.
- The present study has limited to only Quality of Work Life, not to other aspects of Human Resource.

1.10 Chapter scheme
The study was presented in six chapters

1. The first chapter deals with Research Design of the study which covers introduction, statement of the problem, review of literature, scope and need of the study, objectives of the study, hypotheses, limitations, research methodology, and scheme of the study.
2. The second chapter throws light on the conceptual frame work of Quality of work life which covers origin, development, meaning, definition, determinants/factors affecting, models, benefits, issues relating to Quality of work life and techniques to improve Quality of work life.

3. The third chapter throws light on profile of Indian Railways South Central Railway and its divisions.

4. The fourth chapter throws light on Quality of work life in South Central Railway.

5. The fifth chapter dealt with Analysis of Data and Interpretation.

6. The sixth chapter gives the summary of findings, conclusion, recommendations and scope for further research.

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