

CHAPTER - II

REVIEW OF LITERATURE

The present study is concerned with the 'Quality of Work Life of College Teachers of the Self Financing and Government aided Colleges'. The first part explains the concept of quality of work life, which are defined and designed by the authors and researchers in their previous studies and research works. The second part presents the reviews of various past studies to understand the research gap and design the conceptual frame work of the study with strong variables which are influencing the quality of work life of college teachers in the study area.

Walton (1974) attributes the evolution of Quality of Work Life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionisation movement in the 1930's and 1940's were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for the worker. The 1950's and the 1960's saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes also were introduced. Finally in the 1970's the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include 'the values that were at the heart of these earlier reform movements and human needs and aspirations'.

Sekharan (1985) observes that, historically the concept of Quality of Work Life had originally included only the issues of wages, working hours, and 26 working conditions. However, the concept has now been expanded to include such factors as the extent of workers' involvement in the job, their levels

of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job etc.

According to Keith (1989), Quality of Work Life refers to “the favourableness or unfavourableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement.

Gani (1993) in his study stated that the core of the Quality of Work Life concept is the value of treating the worker as a human being and emphasizing changes in the socio-technical system of thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making.

Kumar and Tripathi (1993) in their work stated that the Quality of Work Life is a philosophy of management that believes co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organisations. Quality of Work Life is a process to involve employee at every level of the organisations in the decision about their work and workplace. It refers to the intended outcomes of practicing above philosophy and process with improvements in working condition, working environment, working climate or work culture. The process brings ultimate benefit to individual employee as well as to the organisations through individual development and increasing quality and productivity respectively.

Singh (1983) stated that, Quality of Work Life is not based on any theory. It is concerned with overall climate of work place, reduced supervision, increased self-regulation and self-management which are pillars of Quality of Work Life.

American Society of Training and Development (1979) presented Quality of Work Life as a process of work organisations, which enables its members at all levels to participate actively and efficiently in shaping the twenty eight organisations environment, methods and outcomes. It is a value based process, which is aimed towards meeting the twin goals of enhanced effectiveness of organisations, and improved quality of life at work for employees.

Cohen and Rosenthal (1980) described Quality of Work Life as an intentionally designed effort to bring out increased labour management, and cooperation to jointly solve the problem of improving organisational performance and employee satisfaction.

In the opinion of Jain (1991), Quality Of Work Life represents a blending of motivational factors of work, socio-technical systems etc. which are of very real concerns for human values in today's society with an awareness that all individuals devote the greater part of their mature lives to the work, spending time, energy and physical and mental resources to this endeavor. Moreover, it recognizes that, work is the chief determinant of an individual's freedom, growth and self respect as well as his or her standard of living. Quality of Work Life denotes the experienced "goodness" of working in the organisational settings.

In the views of Johnston (1993), Quality of Work Life is more than simply a concept, means or an end. It embodies the following inter-related sets of ideas:

- a) Ideas dealing with a body of knowledge, concepts, experiences related to the nature, meaning, and structure of work;
- b) Ideas dealing with the nature and process of introducing and managing organisation change; and
- c) Ideas dealing with outcomes of results of the change process.

Umaselvi et al., in their study entitled “Quality of work life: Perception of College teachers”, analysed the quality of work life of college teachers under various dimensions. New Challenges can be faced with employee’s commitment and involvement in achieving organizational goals. This study helps the college teachers to know the level of perception towards QWL and to enhance the same by the educational administrators. Quality of Work Life is the essential concept of favorable situations in a working environment. The Quality of Work Life facilitates employee’s training opportunities, job satisfaction and working conditions. A better Quality of Work Life improves the growth of the employees along with the organizations growth.

Santhana lakshmi, K., in her article entitled “Work Life Balance of Women Employees – with reference to Teaching Faculties ”, found that majority of women are working 40-45 hours per week and 53% struggle to achieve work/life balance. Women reported that their life has become a juggling act as they have to shoulder multiple responsibilities at work and home. Management of educational institutions need to be conscious of this status of working women and periodically review the status. They can create supportive environment to help these women achieve work life balance. This article highlights the issues connected with work life balance of women in an educational institution and the factors that determine work life balance. It is concluded that modern organizations, especially educational institutions, should address the Work Life Balance related issues among their staff, specifically women and take a holistic approach to design and implement policies to support the teaching staff to manage their work/life balance which would add to the performance of these staff members. The results also indicated that the work life balance is a challenge for the lower level staff than the higher level staff in educational institutions.

Dr.Bhawna Khosla Sindhvani, in his article titled “ Quality of work life, employee performance and career growth opportunities: a literature review”, analysed that the Quality of work life is being

used these days by organizations as a strategic tool to attract and retain the talent. QWL policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employees' quality of work life and more importantly to help them to maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of Quality of Work Life (QWL) is the career growth opportunities as supported by various researches done in past. Studies also predict that employees' performance is also correlated with QWL.

Indumathy.R., Kamalraj.S., in their article entitled " A study on quality of work life among workers with special reference to textile industry in Tirupur district – a textile hub", analysed the level of happiness or dissatisfaction with one's career. The research design chosen is descriptive in nature. The sample size taken to conduct the research is 60 workers. Using convenient sampling technique, a structured interview schedule was used for primary data collection. Secondary data was collected from earlier research work, various published journals, magazines, websites and online articles. Simple Percentage Analysis, Chi – Square Analysis and Weighted Average Score Analysis are the tools used for data analysis. The investigation has remarkably pointed out that the major factors that influence and decide the Quality of Work Life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards.

Kanagalakshmi,L., in her article entitled that "A study on perception of quality of work life among textile manufacturing workers in Tirunelveli", analysed that the Quality of Life is the extent of relationships between individuals and organizational factors that exist in the working environment. Quality of work life is the extent to which workers can satisfy in important personal needs through their experiences in the organization. It is focusing strongly on providing a work environment conducive to satisfy individual needs. It is assumed that if employees have more positive attitudes about the organization and their productivity increases, everything else being equal, the organization should be

more effective. The study was conducted to examine the work related factors and demographic factors have any relationship with the perception of quality of work life and to explore the relationship between quality of work and quality of life in textile industries located at Tirunelveli. The work related factors are combined in six categories: working environment, welfare measures, safety measures, supervision, participation in decision making and intercommunication. The results hold that demographic factors and work related factors have significant relationship with perception of quality of work life.

Subrahmanian., in his article entitled “Constructs of Quality of Work Life– A Perspective of Textile and Engineering Employees” found that the success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' Quality of Work Life' (QWL) to satisfy both the organizational objectives and employee needs. The constructs of QWL discussed are job satisfaction, compensation, human relation, working condition, grievance, competency development, stress and wellbeing.

Ayesha Tabassum, in her article entitled “Quality of Work Life Among Male and Female Employees of Private Commercial Banks in Bangladesh”, analysed that the valuable implications for the banks that have growing interest in maintaining gender equity for attracting and retaining quality human resources. The study revealed significant differences in overall QWL and the determinants of QWL i.e. compensation, flexibility in work schedule and job assignment, attention to job design and employee relations. So the private commercial banks should try to eliminate these differences to improve the overall QWL among all the employees regardless of sex differences.

Ayesha Tabassum., in her article entitled “ A Comparative Analysis of Quality of Work Life among the Employees of Local Private and Foreign Commercial Banks in Bangladesh”, analysed and

identified whether there is any significant difference among the employees of the local private commercial banks and foreign commercial banks in Bangladesh in quality of worklife. Thus the study aims to make a comparative learning of the existing QWL between the employees of the local private and foreign commercial banks through quantitative survey on 50 local and 50 foreign bank employees. The study reveals that a significant difference exists between the local private and foreign commercial bank's employees perception over QWL and in the following factors of QWL; adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment and employees' relations.

Sabarirajan, et al., analysed., in their article titled "A Study on the Various Welfare Measures and their Impact on QWL Provided by the Textile Mills with reference to Salem District, Tamil Nadu, India", found that 15% of the employees are highly satisfied with their welfare measures, 22 % of the employees are satisfied with their welfare measures, 39 % of the employees had average level of satisfaction with their welfare measures, and 16% of them are highly dissatisfied. Welfare measures play important role in employees' satisfaction and it results in improved quality of work life.

Mohammed zia Ur Rehman, in his article entitled "Effect of job rewards on job satisfaction, moderating role of age differences: An empirical evidence from Pakistan", analysed that the relationship between work rewards and job satisfaction with moderating effect of age differences. It is an empirical study and a sample of 84 full time employees of FESCO (Faisalabad Electric Supply Company, Pakistan) was taken. The results of this study reveal that job rewards are proved to be strong determinants of job satisfaction. Job satisfaction is more related to extrinsic rewards for employees than intrinsic rewards. The age differences have moderating effect on job satisfaction as it increases with rise in age.

Alireza Bolhari., in his article entitled "The Relationship between Quality of Work Life and Demographic Characteristics of Information Technology Staffs", the association between gender, age,

income and work experience with QWL were analysed. Future researches should include other salient variables and also examine more complex interactions of quality of work life with demographic characteristics and other variables among information technology staffs. It is recommended to present a comparison between QWL level in IT workforce and other professions.

Ashok kumar and Sundar,K., in their study entitled “ Influence of feminine traits on the job performance of women executives in commercial banks in Pondicherry”, found that the Feminine traits are highly associated with those having PG qualification. Age is significantly associated with level of traits. It means that the level of traits of the female executives is influenced by age factor. The longer the level of experience shows the higher the level of feminine traits. The medium to high level of traits may be expected to reflect in medium to high level of work performance as the traits have greater potential to influence ones’ thought process. Hence it can be concluded that possession of higher level of feminine traits help in performing their work more productively to the satisfaction of various stakeholders.

Jeyarathnam, M., in his article entitled “ Quality of work life among sugar mill employees – a study in Tamilnadu”, found that human resource plays an important role in the success of any organization, because most of the problems in organizations are human and social rather than physical or technical. A good quality of work life not only attracts new talent but also retains the existing talent. This study attempts to evaluate the quality of work life of sugar mill employees and analyze the relationship between the productivity and quality of work life. Data were collected through questionnaire from a sample of 190 employees from sugar mills in Erode district in Tamilnadu. The results of the study showed the intensity of working conditions and the behavioral aspects of the employees in the study area. It concludes that the basic strategy for improving the quality of work life is to identify employees’ important needs and to satisfy those needs. The study also indicated that

dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relations, poor working conditions, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job.

Jayashree Nayak, in his article entitled “Factors influencing stress and coping Strategies among the degree college Teachers of Dharwad city, Karnataka”, found that differences in the demographic characteristics significantly influenced the QWL. Therefore, it is a prime perspective to resolve the teachers’ stress by discussing the stressors which are responsible for creating stress. Similarly it is confirmed that the potentiality of coping strategies will have positive reinforcing effect on the stress which is an indicative of effective measures to manage stressors in day-to-day and resolve the state of stress by making the teachers to face and resolve the state of stress by making use of the management strategies consciously at appropriate time. The present study is useful to guide employees’ to achieve their goals to satisfy their career by creating awareness about the stressors and coping strategies for minimization of stress in their life as stress can not be vanished from life.

Jagadish and Srivastava (1989) stated that Stress has become one of the major concerns of present times. People are under stress of some sort or other, most of the time. Stress at work, stemming from increasing job complexity and its divergent demands have become pervading feature of modern organisations. A little amount of stress may be helpful from organisational and personal point of view. It is reported that stress creates as well as promotes employees inclination towards the job, thus enhances the performance and develops positive attitude among employees. However it has been more frequently observed that excessive and persistent stress is aversive for employees.

Etuk (1989) successfully investigated job satisfaction of the junior library staff in the University of Calabar Library in Nigeria. The study was aimed to examine the factors that influence the work attitude of the Junior Staff in the University of Calabar Library. Data was gathered through a

questionnaire from a 30 selected samples from the staff of University Library. The major factors taken into account for investigating the Job Satisfaction of the Library staff were pay, job security, extent of fairness of the management, working condition, participation in decision making. Making use of individual talent, recognition and appreciation one gets from their boss etc. The analysis of the data reveals that most of the staff were not satisfied with their pay, working conditions, lack of facilities to improve their talents etc. It suggests improved interactions between the subordinates' and supervisors' involvement of junior staff in planning, decision making etc.

Elizur (1990) attempted to analyse the relationships between employees' perception in quality circles, their sense of Quality of Work Life, perceived job enforcement capacity and job satisfaction. 143 employees of a large industrial Corporation in Israel, half of them regularly participating in quality circles and half not participating were surveyed. A positive relationship was found between participation in quality circles and various aspects of quality of work life.

Navalani (1990) conducted a survey to measure the level of satisfaction of the professional and semi professional manpower working in the university libraries in India with various characteristics of job study. The researcher administered questionnaires to 353 professionals and semiprofessionals chosen from 23 selected universities in India for the collection of data for the study. Of the population 216 were males and 137 were females. 154 of them were seniors and 199 were juniors. The questionnaire covered mainly 10 dimensions of the job such as professional work, planning and policies working conditions, supervision and management, communication, salary, promotion, user services and status. The study reveals that majority of the professionals are satisfied with most of the attributes of their work, but there is a difference in the perception of men and women and seniors and juniors.

Suri (1991) undertook a survey to study about the quality of work life practices in the Indian Industry. The organisations covered were manufacturing and service sectors. The result of the study

indicated that there are several trends, which have implications for Quality of Work life practices and their outcomes. Both public and private sector organisations least preferred the job and workplace redesign programmes.

Quality of Work Life of secondary teachers and principals was investigated by Rossmiller (1992). It was found that principals positively influenced the teachers with respect to various aspects like accorded teachers, teacher participation in decisions affecting their work, professional collaboration and interaction, use of skills and knowledge and the teaching learning environment.

Ghosh (1993) has conducted a study to find out the factors that help to improve the Quality of Work Life at micro level with the objectives of developing tools for evaluation of Quality of Work Life. The primary data have been collected from organisations randomly selected, engaged in manufacturing, mining, power generation and service sectors covering both public and private enterprises. The categories studied are the management perception regarding significance of Quality of Work Life, organisational supportive activities of management and its involvement in Quality of Work Life programmes. The finding is that the core determinant of QWL in an organisation is the management's perception of Quality of Work Life in affecting the organisation's effectiveness.

Singh-Sengupta (1993) in her study observed that one of the most critical and one of the least discussed elements in QWL is the issue of power relations. In their series of observations in a wide range of organisations the top management is suffering from deficit of power as the non-managerial cadres amass all powers because of the strength of trade unions and their numerical strength. The study disclosed that the two groups, managers and workers seemed to be currently interdependent. Appropriate intervention programme may change the relationship to co-operatively interdependent.

Kershaw (1994) conducted a study to assess teachers' perceived levels of satisfaction with the Quality of their school life according to school level, gender and years of teaching experience. Data were

collected from 701 teachers in 21 Tennessee public schools. Findings indicated that perception vary according to school site. School level factors were found to be significantly different in terms of importance. communication, support, workload, working conditions and resources were consistently ranked important to teachers, while work enrichment, leadership and recognition were ranked least important.

Lam (1995) surveyed 350 teacher trainees from Singapore to examine relationships among Quality of Work Life, Career Commitment, Job Satisfaction and Withdrawal Cognition. Results showed that a perception of the social status of teaching was strongly related commitment to and satisfaction with teaching.

Kumar and Shanubhogue (1996) have attempted in their study to analyse and compare Quality of Work Life in university systems. The study was aimed to investigate the reactions of the teachers about the existing and expected Quality of Work Life in the universities under study; to see the impact of designation and the perception about the QWL; and to make a comparative learning of existing and expected Quality of Work Life of a rural and an urban university. Two structured questionnaires framed for the purpose of the study were administered to more than 200 teachers to observe the existing and expected Quality of Work Life of teachers. The hypothesis has been proved correct, as there is significant gap between the existing and expected Quality of Work Life of university teachers.

Mishra (1996) conducted a study to compare the levels of occupational stress and job satisfaction among male and female teachers of higher educational institutions. The study was conducted on a sample of 80 degree college teachers comprising 40 males and 40 females. Results indicated that significant differences observed between male and female teachers on overall stress and

overall job satisfaction scores. Stress was found to be correlated negatively and significantly with job satisfaction in both the groups.

Hoque and Rahman (1999) conducted a study to assess and compare the Quality of Work Life of industrial workers of organisations of public and private nature in Bangladesh (Dhake) and to measure whether there is any significant relationship among Quality of Work Life, job behaviour and demographic variables of the workers. The results revealed that the private sector workers perceived significant and higher Quality of Work Life than their counter parts in the public sector. Quality of Work Life has significant correlation with performance and negative correlation with absenteeism and accident.

A study was designed by Hossain and Islam (1999) with a view to investigate the overall Quality of Working Life, job satisfaction and performance of the Govt. hospital nurses in Bangladesh. Significant correlation was found between Quality of Work Life and job satisfaction. Quality of Work Life had the highest contribution to performance. Morning shift nurses perceived higher Quality of Work Life and job satisfaction than the night shift nurses.

How the Canadian Workers rated their job and their employers with respect to the prevailing Quality of Work Life in their workplace were evaluated by Lowe (2000). It was stated that a sizeable group (between 18 and 26 per cent) considered themselves to be in a dead-end job, underemployed, or not encouraged to use initiative. While rating their workplace on a scale of 'very poor' to 'excellent', roughly half or fewer gave 'good' or 'excellent' ratings in their areas of involvement in decisions affecting their work, job security, time of training, effective performance, feed back, recognition for doing a good job and advancement opportunities. Though Canadians have engrained commitment to work, a good number of them tend to express discontentment when they are asked about specific

features of their jobs or to evaluate their employers. These findings could be taken as a constructive feed back and can be used to both employees' and employers' advantage.

In an attempt to establish an inevitable linkage between the Quality of Work Life and the industrial relations processes, Mankidy (2000) observes that the more positive the Industrial relations processes, the greater the possibility of improved Quality of Work Life. Positive Industrial Relations should ensure better wages, flexible hours of work, conducive work environment, employment benefits, career prospects, job satisfaction, meaningful employee involvement in decision making etc. leading to better Quality of Work Life. The study concluded that the improved Quality of Work Life will naturally help to improve the family life of the employees and would also improve the performance of the organisation.

The study conducted by McCormick (2000) examined the relationship between three job attitudes – job satisfaction, organisational commitment and career commitment – and found a developmental concept, “career adaptability” among employed members of the library and information science profession from Virginia and Maryland. The study employed a demographic survey developed for the purpose. Career adaptability was observed to have statistically significant relationship with satisfaction with pay, satisfaction with the job in general and organisational commitment.

Mentz (2001) conducted a study to determine the Quality of Work life of teachers on farm schools in South Africa. The sample consists of 60 teachers in 15 farm schools. Findings indicate that teachers in rural schools are generally satisfied with circumstances and enjoy teaching; they are satisfied with classroom size, physical facilities and teacher student relations.

A study to develop a scale for measuring Quality of Work Life of Doctors was presented by Yousaf and Anwar (2001). Through questionnaires and interviews etc., they collected the data required for the construction of the scale. With the help of the scale they arrived at the conclusion that those

who were found using their skills and abilities most at work were found enjoying the best possible work life. The extent of feeling of successful work life was found related with quality of work performance and work activities. To have a sense of accomplishment there shall be good supervision too.

Truch (1980) identified many factors that contribute to teacher stress and burnout including discipline problems, physical and emotional abuse of teachers, low pay, little support from superiors, public criticism of educational quality and an almost traditional attitude to low esteem for teachers as professionals.

A statewide teacher stress survey was conducted with 365 full time special education teachers by Fimian and Santoro (1982). Of the 365 respondents 58 were identified with low stress, 250 with moderate stress and 57 with high stress. In the findings there were the strongest and most frequent sources of stress which included inadequate salary, frustration, lack of time for the administration. Many of the teachers surveyed, enjoy their work and are satisfied with the administration. Many of the teachers surveyed enjoy work and are satisfied with their job regardless of the moderate to high stress levels that may be incurred.

Meagher (1983) studied the variables associated with stress and burnout of regular and special education teachers and the analysis of data revealed that there was no major difference between regular and special education teachers in terms of teacher stress. When the two groups were compared on each of the eight scales included in the questionnaire, considered collectively, the most frequently reported stressors were lack of support from administrators, working with other teachers and discipline/behaviour problems.

A comparison of levels of stress of special education elementary teachers and secondary teachers was done by Pipkin (1983). The result of the study showed that there was a significant difference in the levels of job related stress between secondary and elementary special education

resource teachers. The elementary teachers experienced a significantly higher degree of stress than did the secondary teachers. No significant difference was revealed between the elementary and secondary teacher's level of stress regarding non-job related life events.

By using a path analytic model, Hubert (1984) determined the relationship of school organisational stressors to teacher stress in public high schools. Surveying 786 teachers from a group of 50 high schools, it was found that variation in stress from school to school was strongly related to selected organisational health variables but that stress does not vary among schools. Need and satisfaction are proved valuables in explaining how organisational variables are related to stress.

Kanter (1977) suggested that the fact of both men and women are inextricably bound up with workplace structures and processes. The construction industry provides a hard and demanding work environment. Companies operate in a highly competitive market with relatively low profit levels to complete construction projects within tight dead lines. With the threat of significant penalties for time overruns, professionals and managers need to ensure their availability while work on site continues. Thus, work hours are often long and sometimes irregular. Research suggests that participation in work, reflected in work hours, is negatively related to family participation and positively related to divorce rate (Aldous *et al*, 1979). Irregularity of work hours has also been identified as an important variable affecting low marital quality and marital instability among shift workers (White and Keith 1990, Presser 2000).

Taylor (1979) more pragmatically identified the essential components of Quality of working life as; basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that relevant Quality of working life concepts may vary according to organization and employee group.

Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the —basic elements of a good quality of work life such as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Baba and Jamal (1991) listed what they described as typical indicators of quality of work life, including job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions.

Bertrand and Scott (1992) in their study entitled *Designing Quality into Work Life* found that improvements in the quality of work life are achieved not only through external or structural modifications, but more importantly through improved relations between supervisors and subordinates.

Datta (1999) in his study entitled “Quality of Work Life: A Human Values Approach” say that in a deeper sense, quality of work life refers to the quality of life of individuals in their working organizations—commercial, educational, cultural, religious, philanthropic or whatever they are. Modern society is an organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable.

Normala and Daud (2010) in their study entitled the *Relationship between “Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms”* say that the quality of work life of employees is an important consideration for employers interested in improving employees’ job satisfaction and commitment.

Rice (1985) emphasized the relationship between work satisfaction and Quality of people’s lives. He found that work experiences and outcomes can affect person’s general Quality of life, both directly

and indirectly through their effects on family interactions, leisure activities and levels of health and energy.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management.

Rastogi and Kashyap (2003) conducted a study on “occupational stress and work adjustment among working women”. The sample consisted of 150 nurses, clerks, and teachers. The average age of the sample is quite matured and experienced, which help them to ignore the stress and maintain smooth adjustment in the organization.

Anitha Devi (2007) aimed at identifying the degree of life stress and role stress experienced by professional women. A total sample of 180 women professionals belonging to six occupations were chosen for the study. The results revealed that, the older person experience lower life stress and role stress. Younger people experience more stress as compared to older people. The greater the numbers of years of service the greater life and role stress. The lower the income, greater stress experienced *i.e.* stress decreases with increase in income.

Skinner and Ivancevich (2008) urged that QWL is associated with adequate and fair compensation, safe & healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and workflow, better union-management cooperation, and less structural supervision and development of effective work teams.

Eswari (2009) in his study revealed that the women employees are increasingly exploited by the employer in the post-liberalization phase while it is heartening to observe the growing presence of

women in work place across the cadres. Inherent feminine traits like submissiveness, humility, patience, tolerance and non assertiveness are misused to extract more work from them.

Mallika Dasgupta, (2010) is of the view that Emotional Intelligence is considered to be a very powerful tool to an employee to manage relationships and achieve success at work. The study explored its relationship to some of the important psychosocial variables like Quality of Work Life (QWL), Work Family Role Conflict and Perceived Happiness of female IT professionals. The findings were encouraging as Emotional Intelligence had been found to bear significant relationships with all other variables. It was positively correlated with Quality of Work Life and Happiness, indicating that it contributes toward achieving higher Quality of Work Life and greater perceived happiness and was negatively correlated with both the domains of Work family Role Conflict, indicating that Emotional Intelligence tones down the perception of role conflict and thereby reduces the stress produced by it. The implication of the study is far reaching, as it suggests an important tool to HR professionals to deal with some of the very important variables like stress, discontentment, Quality of Work Life and Work family Life Balance.

Kumar (1989) conducted a study in an oil company to investigate the relationship between role stress, role satisfaction and role efficacy. He took a sample of 292 lower and middle level executives from different functional areas of the company. The ORS Scale (Pareek, 1983), the MAO-R (Pareek, 1986) and the Role Efficacy Scale (Pareek, 1986) were used to measure the relationship. The findings of the study revealed that (a) Role stagnation, personal inadequacy and self-role distance were found to be significantly higher among lower level executives. (b) Unmarried executives experienced significantly higher total role stress as compared to married executives.

Manthei (1989) surveyed the school counselors about the job-related stress. Results indicated that females reported significantly more than males when performing non professional duties. Males

reported more stress regarding financial concern than the females. Older subjects reported lesser stress than younger subjects. Stressors included role ambiguity, role overload and the role conflict.

Dhadda (1990) studied the relationship of role stress, job involvement and personality types in aviation and railway officials. The sample consisted of fifty railway and fifty aviation officials. For the purpose of the study, the ORS scale (Pareek, 1983), the Job Involvement Scale (Lodahl and Kejner, 1965) and the Type-A/Type-B Scale (Bortner, 1969) were administered to the respondents. The study arrived at the conclusion that (a) Role overload caused maximum stress among railway officials and role ambiguity caused the least, whereas role erosion caused maximum and role overload caused minimum stress among aviation officials (b) Job involvement was found to be positively related to role stress.

The study by Kirby (1990) explored the perceived stress levels of 115 Kentucky elementary school principals. Findings show that the most stressful events involved forcing the resignation or dismissal of a teacher and dealing with unsatisfactory performance of professional staff. The two most stressful events correlated significantly with the variables such as gender, age and number of years as principal.

Borg and Riding (1991) conducted an investigation of Occupational Stress on 545 teachers in Malta. It was revealed that one-third of the respondents rated teaching as stressful or very stressful. The study also identified pupil misbehaviour, poor working conditions, poor staff relations and time pressures as leading contributors to stress.

Relationships among secondary school teachers' Occupational Stress, Personality Type and Social Supports were examined by Mo (1991). Results of the study reported greater stress among single and newer teachers, graduate teachers undergoing less social support. The results also indicated that teachers with Type A personality suffered less from burnout and the harmful effects of stress.

Hipps and Halpin (1992) studied the difference in teachers' and principals' general job stress and stress related to performance based accreditation. The sample consists of 65 principals and 242 teachers from Alabama school system. Results show that teachers experienced more stress than principals. They also found out the largest source of stress being the job overload, relationships with students, salary and compensation.

Johnstone (1993) conducted a study on 58 primary and 32 secondary Scottish teachers to examine the workload and stress, and found that the teachers experienced between three and five occasions of stress in those week in which they had extra work and registering high scores on the measure of Occupational Stress.

Teachers' workload and associated stress was studied by Johnstone (1993) on 570 Scottish classroom teachers. The results indicated that 93% of teachers reported at least one occasion of stress during the week. The longer the hours worked, the more stress occasions reported.

Minner and Lepich (1993) examined the Occupational Stress of rural and urban special education teachers. A 60-item questionnaire was administered on 265 special education teachers in Illinois. Significantly higher levels of job related stress were found in rural teachers compared when with urban teachers.

Olsen (1993) studied work satisfaction and stress in the first and third year of appointment on 52 and 47 teachers respectively. Findings indicated a decrease in job satisfaction and increase in job related Stress. Factors driving stress and satisfaction varied over time.

Russell and Wiley (1993) studied the Occupational Stress levels among rural teachers in the area of mental retardation, learning disabilities and emotional conflict. The survey of 154 rural special

educators found no significant difference in stress levels among groups as measured by the teacher stress inventory.

Brown and Ralph (1994) conducted a research study with teachers in the University of Manchester to identify stressors and stress management strategies. Sample comprised of 100 Teachers. Findings indicated that certain work related factors were common stressors. These stressors are teacher/pupil relationship, relation with colleagues and parents, innovation and change, school management and administration and time factors.

Soyibo (1994) conducted a study on 230 high school teachers in Jamaica using 40-item self-report instrument to identify the significant stress factors. From the results it can be seen that institutional, environmental and personal factors were identified as significant stress factors.

Affleck (1996) surveyed the Bibliographic Instruction Librarians in New England. She has mainly chosen three dimensions of burnout, such as emotional exhaustion, loss of feeling for clients or depersonalization, and diminished feelings of personal accomplishment. She has used the Maslach Burnout Inventory as the psychometric instrument to measure the above three dimensions of burnout. There were 142 BI Librarians in the sample for study. It has found high levels of burnout among 52.8 percent of the total sample of BI Librarians in a single dimension of the syndrome and in all three of its dimensions among 8.5 percent.

Arnold (1996) investigated the influence of institutional characteristics on teacher stress on nearly 43,000 teachers at 300 secondary education institutions in USA. Results revealed that institutional variables did not appear to be predictors of faculty stress. Among professional status variables, academic rank was identified as a significant predictor of general stress with higher rank predicting higher stress.

Lim and Teo (1996) examined gender differences in occupational stress and coping strategies among Information Technology (IT) professionals in Singapore. It was found that the female IT personnel reported significantly higher scores on sources of stress originating from 'factors intrinsic to the job', 'managerial role', 'career and achievement', 'organisational structure and climate' and 'relationships with others'. Contrary to initial prediction, no significant gender difference was found for stress originating from 'home-work interface'. With respect to coping strategies female IT personnel tend to suppress their emotions and deal with problems in a logical and unemotional manner.

Schamer and Jackson (1996) conducted an investigation on Teacher stress and burnout. The sample consists of 515 secondary level teachers of Ontario city. The study suggests that more than any other public service professionals, teachers are affected by continued stress leading to burnout. This in turn results in a negative attitude towards student and a loss of idealism, energy and purpose.

In a survey conducted by Thorsen (1996) on 494 teachers in four disciplines at four Ontario Universities it was found that quality rather than nature of academic work was stressful. Hours spent on the job with a time constraint were found as significant sources of stress.

Chen and Miller (1997) reviewed the International literature on Teacher Stress. They summarized research on both organisational and individual characteristics positively correlated to Teacher Stress. Organisational characteristics are time constraints, workload, job demands, role conflict, role ambiguity, income resources, class size, participation in decision making student discipline and interaction. Individual characteristics are age, marital status and gender. Teachers found increased stress by time factors, workload, role conflict and role ambiguity etc.

Biographical differences in Occupational Stress of teachers were investigated by McCormick (1997) in Australia. Significant difference in Occupational Stress between elementary and secondary school teachers was found.

Mishra (1997) conducted a study to compare the level of Occupational Stress among public and private sector public relations officers. The Occupational Stress Index of Srivastava and Singh (1981) was administered to the sample population. Critical ratio test was used to find out the difference between perceived occupational stress among public and private sector public relations officers. The analysis of the data revealed that public relations officers of public sectors experienced significantly higher occupational stress on the dimensions of role ambiguity, role conflict, unreasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions as compared to public relations officers of private sector.

Guglielmi and Tatrow (1998) reviewed the health effects of Teacher Stress and reported serious health problems as suffered by teachers having occupational stress.

Tupes (1986) conducted a study to measure, analyse and compare the degree of stress perceived by public elementary and secondary school teachers in the Prince William country school system. The findings of the study revealed that even though a moderately high level of stress across selected levels of key demographic variables, such as sex, age, marital status, race, degree and percentage of total family income.

RESEARCH GAP

Research on quality of work life and review of the past studies suggest that the influence of various factors on quality of work life of individual which has been reasonably established, but there is a lot of scope for further research into unexplored areas.

Firstly, most of the earlier research works have been done in the Quality of work life of employees of manufacturing and industrial units.

Secondly, earlier studies have not analysis the comparisons of the Quality of work life teachers of aided and self-financing colleges in the study area.

Thirdly, past studies have taken only less number of factors for analysis the Quality of work life of college teachers.

Therefore, the present study addresses the gaps identified by the review of existing research studies.

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