CHAPTER II

REVIEW OF LITERATURE

The contributions of Taylor, Fayol, Maslow, McGregor, Herzberg, Trist and many others have paved the way for the development of new concepts and experimental process and thus evolved as the building blocks to the concept of Quality of Work Life (QWL). The following section provides details regarding the growth of the concept of QWL.

2.1 THE QWL CONCEPT

QWL is a state of mind or condition an employee experiences within his organisation. From time immemorial there has been a focus on the QWL in India. This is due to the fact that the entire Indian philosophy has developed itself on the basis of improving the quality of life of people due to the stress given in the scriptures, sacred books and the epics, to the need and maintenance of quality in every one’s life. Karma-Yoga is prescribed as a way of life. Karma refers to work and Karma Yoga deals with meaning of work, its implications, the way in which it should be done. Applied in an narrow sense it can describe requisites of the highest quality in work.

Different expressions have been used to denote QWL in different countries. To quote a few for example, in France and French speaking nations, the most common expression is ‘improvement in working conditions’. In the former socialist economies ‘worker’s participation’ is the term that was widely
accepted. But in Scandinavia the central concept of QWL centers around 'work environment' and 'democratisation of work place'. However, the English concept of 'quality of working life' is understood commonly in all industrialised countries, even if it is sometimes barely used (Thorsrud E. 1977).

Taking Japan, the concepts namely Hatarakigui and Ikiqui have gained much impetus in usage and are almost similar to QWL and Quality of Life respectively.

In Norway Emery and Thorsurd (1969) carried out a study of the effectiveness of participation of worker representatives on company boards. The study led to the identification of six psychological requirements of working people, which were;

- need for variety in the content of a job
- need for being able to learn on the job
- need for individual decision making in some minimal area
- need for social support and recognition in the work place to some minimal degree
- need for the individual to be able to relate what he does and what he produces in his social life
- need to feel that the job leads to some sort of desirable future.

Using socio-technical studies in Australia, Emery and Emery (1974), developed workshop designs where inter-company group learning could take place which was called the search conference method.
Bolisvert and Theriault (1977) in a review of literature have discerned a variety of views concerning QWL.¹ These views are illustrated in the following figure (Fig.2.1).

**Fig. 2.1**

**QUALITY OF WORKING LIFE CONCEPT**

- Global
- Role of Work in one's Life
  - Walker (1975)
  - Walton (1975)
  - Seahove (1975)
- Restricted
- Job and the organisation's Physical Environment
  - Wilson (1973)
- Participation in Decision making
  - McDonough (1975)
  - Herrick and
  - Maccoby (1975)
- Job
- Job Content
  - Cherna and
  - Davis (1975)
  - Van Beium (1975)

In 1973, a workshop was organised by Fred Emery, for senior managers and trade union leaders. This started a chain of experiments and projects in India. These activities as reviewed by Nittish De (1979) starting from the first experiment in Bharat Heavy Electricals Ltd., Hardwar, through

BHEL, Triuchirapalli, a government post office at Chaura Maidan, Simla, Income Tax Department, New Delhi, and Hindustan Machine Tools Ltd., Hyderabad. These experiments originated primarily from the National Labour Institute, New Delhi. The work has since been conducted by the Public Enterprises Centre for Continuing Education, New Delhi.

As Nitish De (1979) has stated, "It is not very widely known that while research on new forms of work organisation was in progress in the British Coal Industry, a similar experiment was in progress in a cotton textile manufacturing group in Ahmedabad in 1953". Unfortunately, changes brought about in Calico Mills, Ahmedabad during these experiments remained static and did not become an occasion for continuing changes.

The International Labour Office Directory of Institutions engaged in improving QWL (1981) list the following areas as concern of QWL.¹

- Hours of work and arrangement of working time.
- Work organisation and job content.
- Working conditions of women, young workers, older workers and other special categories.
- Work related welfare services and facilities.
- Shop floor participation in the improvement of working conditions.

¹ Cited by J.P. Singh, Op cit.
A variety of themes were developed and focused by several organisations in the USA on QWL and these have been collected together by Bharadwaj (1983) and are reproduced below:

- The Westing House Corporation of USA named its efforts of productivity improvement through participative management as 'Theory Management'.

- William Batten, Chairman of the New York Stock Exchange, in his lecture at Wharton Business School in November, 1979 described a new productivity - impacting social technology as Quality of Working Life (QWL).

- General Motors involved the United Automobile Worker’s Union as Co-equal stakeholders in seven years 'Quality of Working Life Joint Labour Management Effort'.

- The steel workers of USA concluded their triennial national collective bargaining agreement with United Steel workers of America, in 1980, calling for joint union management participation committees for problem solving exercises, geared to operational improvement.

- In 1980, The Ford Motor Company and United Automobile Workers’ Union formally announced a long developing 'Employee - Involvement' (EI) programme.

- Since 1980-81 there has been an explosive proliferation in the U.S. enterprises of 'Quality circles' modelled on the Japanese Worker - involvement structures for joint operational 'problem - solving'.
National Productivity Council initiated experimental projects in Rashtra Chemicals and Fertilisers Limited, Bombay; Tannery and Footwear corporation, Kanpur; Ahmedabad Cotton Mills; Jehangir Textile Mills, Ahmedabad; Hindustan Shipyard Limited, Vishakapatnam and Jhandewalan Post Office, New Delhi (Singh, 1982). The experiments in Textile Mills of Ahmedabad led to a project in Somasundaram Mills, Coimbatore. Most of these experiments were reviewed by Kanawaty and others (1981). They identified factors which facilitate or impede the introduction of job and work place redesign. The facilitative factors were:

- Proper selection of the organisation and the entry point considering the criteria outlined earlier-support by management and unions and healthy industrial relations.

- Adequate preparation of the ground by way of securing commitment of management and unions to the details of work reorganisation.

- Identification of a meaningful and manageable problem to solve the problem needs to match the groups abilities to solve it.

- A feeling that employees are themselves the originators of the change.

- Consideration of work reorganisation as an on going process, rather than a one-shot exercise in order to sustain the momentum.

- Revision of wages to compensate for newly acquired skills and change from individual to group incentive.

- Mutual support among projects to provide an effective driving force.
The following were found to be the barriers to job and work place redesign:

- Lack of commitment among unions and/or management.
- Adverse industrial relations climate.
- Changes among committed personnel.
- Mistrust between employees and management or employees and change agents.
- Entrenched bureaucracy and reoccupation with management prerogatives, authority, status and security.
- Adverse economic or political conditions.

According to Gupta (1989), sound industrial relations were perceived to be the single most important factor in achieving technological upgradation and higher levels of productivity in TISCO. The industrial relations system included (a) an effective and expeditious grievance handling system, and (b) joint consultations at all levels.

The National Productivity Council, undertook a survey in 1990, of the QWL practices in Indian Industry. Responses to the questionnaires issued were received from 47 organisations in the manufacturing sector and 3 from the service sector. Such a survey was conducted to find out the trends in QWL programmes and practices and to examine the quantitative and qualitative benefits that organisations would have derived from such programmes.

The National Conference on HRD for workers (1993), organised by Bhilai Steel Plant (SAIL) in collaboration with National HRD network and National
Institute of Personnel Management, while taking stock of the human resources in the work place laid emphasis upon the concept of "Quality of life at Work Place and Beyond". These ideas were already experimented at Thermax Limited, Pune, Bhilai Steel Plant, Bhilai, and BHEL, Bhopal and they shared their experiences in the programme.

The thrust given by various organisations indicate the relationship between quality of work life and quality of life. Thus, when we use the concept of work life, we do not exclude life. When we show our preference to quality of work life, we include quality. By implication, then we accept that there is teleological justification for quality of life.¹

The survey of related literature covered so far reveals that, the scope, content, dimensions of QWL are almost the same in all of them. Studies on the consequences or implications of various QWL programmes conducted by researchers reveal that it is to improve the work environment, redesign the work, to encourage participative decision making etc. The researchers have also used different concepts to define Quality of Work Life (QWL) and have adopted different methodologies in measuring QWL. A brief survey on the studies related to QWL is presented in the following pages.

¹ Nitish R.De, Interlinkage Between Quality of Work Life and Quality of Life, Productivity, 1982, 22(4), pp.89-91.
2.2 STUDIES RELATED TO QWL

Monotony in jobs bring boredom and hence promotes negative growth and dissatisfaction. When the job does not employ the whole person it does not provide him with an opportunity to develop and use his valued abilities, to exercise some self-direction and control over the job and to feel part of a worthwhile productive community - the worker will feel dehumanised by the job and become either alienated from himself, becoming conditionally dead and passive and will become alienated from his society...¹

Rensis Likert, in his 'The Human Organisation', expresses that, to get a work done, when it is interdependent in nature, it is the cooperation of the members/executives which is vital. Productivity and cohesiveness tend to be correlated positively when the organisation serves the collective interest of group members.

Five core dimensions were identified by Lawler and Hackman², which provide job enrichment. These dimensions tend to improve motivation, satisfaction and quality of work and reduce turnover and absenteeism.

¹ Macoby M. Emotional Attitudes and Political Choices, Politics & Society, 2(2) 1972.

Again, the reasoning of Edward E. Lawler III\(^1\) is that government may have to interfere and provide legislative measures for a better quality of work life. He believes that in many situations there is presently no definite motivation for organisations to provide employees with opportunities for personal growth and development, to make sure that employee needs are satisfied or to dispense with those working conditions that contribute to mental illness, alcoholism and drug-abuse.

QWL indicators according to Walton R.E.\(^2\) are adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism, the total life space and social relevance.

De\(^3\) points out that quality of work life is an indicator of how free the society is from exploitation, injustice, inequality oppression and restrictions on the continuity of growth of man, leading to his fullest development.

Bennett, S.N.\(^4\) et al., express that pride and happiness in work may not only increase the quality of input, but improve the quality of work also.


Yuves Delamotte and Shin-Ichi-Takezawa\textsuperscript{1} in their study on ‘Quality of Working Life in International Perspective’, examined the main dimensions of quality of working life movement, the issue of the quality of working life in a balanced perspective against the background of modern labour policies and explored the inter-relationship of policy position of concerned parties on the quality of working life.

Frank Blacker and Sylvia Shimmin,\textsuperscript{2} have observed that quality of work experience should be evaluated less in terms of the achievement of specific objectives and more in terms of the development of self managing processes. Further, in order to improve QWL, they suggest job redesign should be the primary change objective. They also view that people’s subjective assessments of the value of their involvement in a change project would be an appropriate approach to evaluate quality of working life.

In the viewpoint of Rice R.W., \textit{et al.}\textsuperscript{3} there is a relationship between work satisfaction and quality of people’s life. The work experience and outcomes can affect a person’s general quality of life, both directly and


\textsuperscript{2} Frank Blacker and Sylvia Shimmin, \textit{Applying Psychology in Organisations}, New York: Methuer Inc. 1984, pp.104-123.

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

Tennings, Sandra Ann Ruff\(^1\) in her investigation compared the data collected in 1969 and 1977 by the Institute for Social Research at the University of Michigan to determine what, if any, changes that were important in the QWL issues during that period. Additionally, various demographic categories of employees were examined to determine if responses to questions about QWL were consistent with and across demographic categories. The observation that was made from this study was that the findings of 1967 did not differ much from those of 1977. White collar employees and whites reported higher job satisfaction than did women and blacks and blue collar employees. Union employees were found to be more satisfied with extrinsic rewards from work than non-union employees.

Barry Wilkinson\(^2\) outlines some theories regarding the relationship between technological change and work organisation, thereby drawing out the implications of QWL. He concludes that advances in his country on QWL developments depend on the emergence of new managerial ideology, wherein there is recognition of social and psychological importance of work organisation and belief in the ability of workers to constructively participate in managerial decisions.

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A study conducted by Montgomery, Leslie Lynn\(^1\) of Harvard University, in the Service Division of Fortune 500 Companies referred to as 'Infocorp', for evaluating the impact of the work redesign programme on Infocorp's employees productivity and quality of work life. Data for the purpose of the study were collected through surveys, personal interviews and for measuring performance, from internal performance measurement documents. The study indicated that quantity and quality of work improved in relation to an internally established norm.

The problem of a study conducted by Stanley Dennis\(^2\) was to establish reliability, content, construct, concurrent, known group and predictive validity of two QWL Indices. The sample included 734 salary and 4,277 hourly workers for testing 35 specific and 10 general hypothesis.

Richard T. De George\(^3\) asserts that quality of life has been carried over into the work place as concern for the quality of work life. He scales four components for analytical purposes. The first is the condition of labour; the second, the organisation of the work performed; the third, the relations of the workers among themselves, with those above them, and with the tools or

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\(^1\) Montgomery, Leslie Lynn, Improving Productivity and Quality of Work Life: An Impact study on Work Design at Infocorp: Harvard University, 1986.


machines with which they work; and the fourth, the attitude of the worker to work.

While pronouncing the dynamics of team behaviour, and the interactions among individuals working together, Eugene Raudsepp,¹ points out that team work is nurtured when employees consider their work environment to be safe and when they regard themselves as competent and valuable.

QWL issues affect both the satisfaction that employees and managers derive from their work and in turn, the productivity of large corporations. Corporate giants such as General Motors and TRW Inc. of USA have successfully experienced with QWL programmes. Leonard Schlesinger² reports that at least one-third of Fortune 500 companies have QWL programmes under way.

Ahmed N.³ observes that QWL is a generic phrase that covers a person’s feelings about every dimension of work, including economic rewards and benefits, security, safe and healthy working conditions, organisational and inter-personal relationship and add intrinsic meaning to a person’s life.

² Leonard Schlesinger and Richard Walton, Unpublished background paper for the Resources and Review Committee, Harvard Graduate School of Business Administration.
Nilkant and Tandon\(^1\) pointed out the validity and relevance of socio-psychological factors in the Indian Context. They suggest that management can initiate a number of changes in work procedures, rationalise wage structures and bring about improvements in worker amenities and working conditions - all these would lead to improvement in the QWL.

Singh and Dewani\(^2\) conducted a study on "Job Satisfaction Among Bank Employees". They concluded that job satisfaction among bank employees was significantly related to their position in the hierarchy. The highest degree of job satisfaction was reported by the managers, followed by accountants and clerks.

Madhurendra K. Varma\(^3\) believes that quality circle does help in achieving desired results. But its primary aim is to provide a better quality of working life to workmen at all levels in an organisation. It is because, when better QWL is assured, the motivation among workmen for actualising better quality in their work, in their products, in their productivity, in cost reduction cannot lag far behind.

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goods industry. The perceptions of the 90 executives indicated that there was a significant gap between what the managers expect and what they have, thus indicating a poor QWL in public sector undertakings.

(3) Sayeed and Sinha (1981) observed that QWL is related to job satisfaction, in their examination conducted in a high QWL organisation and a low QWL organisation. Again in the high QWL organisation, satisfaction by self and supervisor rated performance measures were found to be related.

(4) The study conducted by Kalra and Ghosh (1983) covered 28 junior level and 42 middle level executives from industrial and service organisations revealed that importance has been given to job related factors, such as employee commitment, involvement and influence, advancement based on merit and opportunities to use one's capabilities. Work environment is ranked next in order of importance, followed by relation oriented, financial, personality and non-organisational factors.

(5) P. Singh's (1984) study included a sample of 171 managers from 42 organisations across sectors and a variety of industrial activity and size. The perception of the sample respondents exhibited a uniformly poor QWL. QWL was measured in terms of opportunity for social-psychological need fulfillment viz., growth opportunities, work as an exciting and creative place, concern for people and democratization of the work process.
Chakraborthy S.K.\textsuperscript{1} while discussing the theory and method of work, after conceding its spiritual connotation, expresses three sequential stages that are in practice, viz., (a) work and worship (b) work as worship and (c) work is worship. He points out that, if such a faith is practiced, the goal of the improvement of the quality of working life in organisations would be attainable.

According to R.C. Monga\textsuperscript{2} the holistic view of the productivity concept in practical terms means (i) doing right things - providing products which meet functional reliability and aesthetic needs of consumers and generate less waste and pollute less in use, meet qualitative needs, and are easy to maintain, (ii) doing things rightly - manufactures products in a manner which optimises use of all resources, uses clean and low wastage technologies, improves quality of work life, reduces wastage and maximises value addition.

Sangeeta Jain\textsuperscript{3} found that (1) there were differences at various hierarchical levels of the organisation in perceiving their working life. Higher levels were found to have better perception regarding their working life than worker level on all the sub-factors of QWL and overall QWL. (ii) QWL factors were positive, contributing towards group cohesiveness. These findings were


the outcomes of a study conducted in a large scale private industry with a total strength of 644 employees.

Subrata Ghosh\(^1\) (1992) of IIM. Calcutta conducted a study on improvement of QWL in the micro level in India. Only 13 organisations responded to the structured questionnaire. The concept of QWL adopted covered all possible aspects of work-related life including work-environment, job enrichment and employee participation in management, wages, benefits and welfare services, career outlook and human relations etc. Out of the 13 organisations, the implications of QWL in Telco and Canara Bank revealed that according to categories identified and measured, the QWL was excellent. The organisational support and top management commitment to QWL were conducive to the growth of high level of QWL. The studies also revealed the effect of work culture on the QWL.

In the view of Subrata Ghosh\(^2\), the problem of poor work culture also creates obstacles to productivity in many organisations. In order to improve work culture, he adds, strategic management of human resources geared to strategic corporate planning, with particular emphasis on the improvement of quality of working life along with selected HRD instruments


would bring about rewarding results, in the form of improved productivity and better organisational effectiveness.

Amar Chand and Jayaraj\textsuperscript{1} lay emphasis on self-motivation as one of the values that contribute to growth-oriented organisations. According to them, one should not work in anticipation of a reward, but work like a master, giving up all attachments to work - working through freedom, working through love. If such an ideal is cultivated, it would solve several work-related problems like efficiency, quality, perfection, accountability etc.

R. Chandhury Lawton \textit{et al.}\textsuperscript{2} argue that team work is one of the best strategies to create greater synergies in corporate working. The authors posit that team building brings about greater awareness, increased speed, innovation, flexibility, better co-ordination in complex managerial situations and heightened involvement. They suggest that in order to achieve better results, permanent teams can be built within the existing structures for long-term results and smaller teams could be built outside an existing corporate structure for short term projects.

Pradip N. Khandwalla\textsuperscript{3} while discussing the different keys to organisational excellence, views that human excellence is manifested not


Goel S.S\(^1\) points out that for a QWL programme to work properly, it must be perceived as being a benefit to management and employees. But, some management representatives have expressed opposition to the concept of QWL because successful programmes might tend to erode managerial authority... supervision must understand that cracking the whip over workers and acting as constant overseers need not be the essential ingredients of supervisory work.

Asha Bhandarker\(^2\) in her literature survey concludes that several empirical surveys on QWL in the prevailing work environment in organisations conducted across companies in India has been found it to be uniformly poor. This have also been the observation made by the following studies:

(1) Singh and Maggu (1980) have surveyed 251 respondents who participated in an executive development programme. The findings lead to the conclusion that the perceived QWL in Indian Industry is considerably poor. It is poorest in the area of democratisation of the decision making process. The study further revealed that managerial experience, hierarchy and remuneration do not significantly influence their perceptions to QWL.

(2) Monga and Maggu (1981) conducted a study in 8 public sector organisations across textile, fertiliser, engineering, electronics and leather


goods industry. The perceptions of the 90 executives indicated that there was a significant gap between what the managers expect and what they have, thus indicating a poor QWL in public sector undertakings.

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through individual efforts. Team effort is often needed especially in organisational settings - for surpassing achievement. In settings of large organisations, where specialisation is extensive, excellent teamwork is vital for human excellence to manifest itself.

Thus, "in a developing country the QWL can become both ends and means. It is an end in itself because it is a highly significant component in the quality of working life - the goal of all development. It is a means because the experience of participation in decision making at the work place and progressive learning help workers acquire the civic competences and skills on which a developing country in the social democratic mode must rely ... It would be tragic if in industrialising the less developed countries, they adopt the authoritarian management styles from which the advanced countries are beginning to break loose... Their best strategy would be to ignore nineteenth century models of industrial organisations and the dehumanising value embodied in them and experiment in ways, suitable to the conditions of the third world with new forms of organisation that give first importance to quality of life in the work place".¹

2.3 REVIEW OF STUDIES ON PERFORMANCE AND SATISFACTION

There are a number of studies conducted in India and abroad on the above theme. The review of the earlier studies have not been presented in this

chapter, as the significance and findings of the studies may not directly relate to QWL.

2.4 REVIEW OF STUDIES ON QUALITY OF WORK

The present study intends to examine the relationship of quality of work with quality of work life on an experimental basis. But, there is no significant literature that exists on this specific theme, though separate studies on QWL and quality of work are many as noted above.

Based on the review done so far, the following points are worth a recaptulation.

1. QWL is a broader concept and in assessing the level of QWL of employees mostly job content factors, social responsibilities of the organisations towards their employees, individual relationships in the organisation and democratisation of the work place are taken as some of the important parameters. There is scope for redefining the concept especially for application purposes. Though most of the studies associate QWL with blue collar workers, some have extended it to managerial cadres since 'quality' and 'life' are involved.

2. Differences in the level of job satisfaction are the outcomes of the performance levels of individuals. Thus performance leads to satisfaction.

3. There is a human side of product/performance quality.