CHAPTER - II
REVIEW OF RELATED LITERATURE

The aim of any organization is to satisfy the employees with needs and wants, for which labour welfare measures play a pivotal role. Human Resources with efficiency and effectiveness do the right things and also do the things right in order to achieve organization’s goal. Hence research on relationship between labour welfare measures and labour effectiveness in cement industry was carried out (i.e.) the impact of labour welfare on labour effectiveness and it provides a timely examination of what might lead to better outcome for employees and as a consequence, the organization.

As the study is simple descriptive in nature it is pertinent to cite the review of related literatures, thus an attempt has been made to review the research works already undertaken in labour welfare measures and on the factors of labour effectiveness respectively. A review of selected studies published in national and international journals has been given under different headings such as labour welfare measures, job satisfaction, work life balance, job stress, industrial relations, labour efficiency & productivity and finally labour effectiveness.

2.1. Labour welfare
Antony Michael. V (2000) made a study on industrial welfare measures in Trichy steel rolling mills ltd, Tiruchirappalli. 150 sample respondents selected through convenient sampling were interviewed to find their perception on welfare measures. The findings reveal that regularising statutory and non statutory welfare measures are to be enforced. Based on the observation, the researcher extended suggestions on canteen, rest room, medical benefits, educational allowance, rent allowance, transport facilities and leave encashment procedure which ought to be expanded to suit the order of the day.

Frits Van Wel and Trudie Knijn (2001) investigated the implementation of General Assistance Act (1996) in The Netherlands where single parents, for welfare have become obliged to seek work as soon as their youngest child has become 5 years old. A study of 1,049 Dutch single mothers on welfare using LISREL (a conceptual model) examined the
effects of both the past and current circumstances of the mothers on their labour orientation and on their steps toward a full-time job. An individual mother’s motivation to work is particularly related to the importance she attaches to caring (care ethos) as opposed to working (work ethos) and to the problems she anticipates in combining care and work. The findings reveal that labour welfare extended by their employer helps her to decide the work and family and the means to create the balance.

Gayathiri.S (2002) conducted a study on job satisfaction of employees on labour welfare measures in NPK Ramasamy co-operative sugar Mill limited at Thalaimayar and examined both statutory and non-statutory measures through 235 sample respondents. The questionnaire distributed were analyzed after collecting back in order to gather information. He concluded that labour welfare measures provided in the organization certainly hike job satisfaction of employees in the mill.

Kazutaka Kogi (2002) found that there is a growing trend in re-orienting occupational health towards welfare management among Asian industries through the study conducted among randomly selected 1458 employees from India, Pakistan and Bangladesh. Questionnaires were mailed and the following results such as offering new opportunities for strengthening primary prevention, improved occupational risk management, regular examining of occupational health status with workers’ full cooperation and finally improvement in the nature of work with the latest amendments of welfare provisions were arrived at while analysing the collected data.

David Strang and Patricia Meiying Chang (2003) studied the international coordination of welfare policy which occurred through bilateral treaties seeking to stem labour migration between countries by providing equivalent working conditions for foreign nationals in each country. The researcher found that migrants had provisions such as workplace protection, social welfare and labour relations. Besides, freedom of association and right of collective bargaining are the expansions of welfare program. The study also focuses on the impact of the International Labour Organization (ILO) on the expansion of the modern welfare state. The findings reveal that modern welfare states articulate and legitimize welfare policies within the international arena.
Thingeshwaran.S (2002) studied labour welfare measures in Kothari sugars and chemicals limited at Lalugudi, Tiruchirappalli. 255 workers were identified through lottery method and the pre tested questionnaires were distributed for data collection. The findings of the study confirm that ventilation facility, sanitary condition, safety measures, medical facility, strict in uniform and toilets were properly maintained. He also suggested improving the aspect of issuing awards and financial rewards.

Gille.H (2004) observed that in Denmark, for many years social welfare policies are many and comprehensive measures were introduced to aid families with children. Later a Commission was designed to make it possible for working mothers in particular, to send their children to a day nursery with free school meals and a range of programmes for public assistance to crèches, kinder gardens and play centers. Various important measures have been brought into operation such as free medical examinations for pregnant women, for children, establishment of home-help service and the introduction of family allowances. Provisions for sex education and marriage loans are included. Various parts of the social services, housing and public finance etc had been pervaded by family welfare considerations.

Habibullah N. Saiyed and Rajnarayan Rtiwari (2004) made a research study on the relationship between occupational health and labour welfare in India, where India being a developing nation faces traditional public health problems like communicable diseases, malnutrition, poor environmental sanitation and inadequate medical care. However, globalization and rapid industrial growth in the last few years have resulted in emergence of occupational health related issues. The major occupational diseases in India are silicosis, muscular-skeletal injuries, coal workers’ pneumoconiosis, chronic obstructive lung diseases asbestosis, pesticide poisoning and noise induced hearing loss. They conclude that strict enforcement of safety measures, inspecting health provisions, effective implementation of welfare measures, creation of environmental and occupational health cells and development of database for information might reduce occupational hazards and diseases.
Gita Bharali (2005) in her study on the problem of the social security of the plantation labourers in the context of the present crisis in the plantation estates in India, highlighted the various legislations imposed for the welfare of the labours and their dependents. The study throws light on the historical background of tea industry and the plantation workers. The focus on the education of their children is required because the law includes it among the amenities to be provided to them. The responsibility for welfare measures has been given to their management through the Plantation Labour Act of 1951. This act provides certain welfare measures for the workers and imposes restrictions on the working hours. The employers are to attend to the health aspect, providing adequate drinking water, latrines and urinals separately for men and women, hospital with garden, transportation, recreational atmosphere with indoor games, television sets for workers and crèche with play ground for wards of the workers.

Ida C. Merriam (2005) expressed that the proportion from total resources that a society devotes to social welfare is a useful general measure related to social policy. The United States spent 21 percent of Gross National Product (GNP) for public social welfare programs including health, education, social insurance (the largest segment) and assistance. More than 90 percent of citizens aged above 65 get social security (pension) benefits. Meanwhile the intervening of social welfare objectives and systems into the fabric of modern labour life cannot be undone. Developing clear indicators of latest labour welfare needs and accomplishing the same are being done.

Stephen Garton (2005) made a study on the expenditure of welfare programmes in Australia and Canada. It was revealed that insurance system forms the funding source of welfare benefits. Old age pension programmes are the single largest social welfare expenditure. Yet there is considerable variation in the composition, value and structure of the available benefits. The findings reveal that for other social welfare benefits the timing, nature and extent of social welfare provision were determined. Hence the relation between labour and the government which was problematic in the beginning started to change the atmosphere through their affinity towards welfare.
Wolfgang Streeck and Christine Trampusch (2005) report that the central problem of the German is the high cost of labour, driven up by the burden of funding an extensive welfare state through social insurance contributions. A study was conducted among the 350 textile workers to know about their welfare measures extended by the government inspite of political influences. The findings revealed that more reforms have taken place since last decades, and the multiplicity of veto points in the German political economy has widened reform initiatives and reduced the disparity in enhancing the prospect for effective reform in the foreseen future. Perhaps both intramural and extra mural welfare measures for the working community were enhanced in the national government policy.

Violante G. L (2007) opines that Welfare-To-Work (WTW) program is a mix of government expenditures on various labour market policies targeted at the unemployed and employed workers (e.g. unemployment insurance, social assistance, wage subsidies, welfare benefits). This study provides a dynamic principal-agent framework suitable for analyzing chief features of an optimal WTW program, such as the sequence and duration of the different policies and the dynamic pattern of welfare subsidies. The findings show that the existing welfare to work programmes in U.S (optimal WTW scheme ) deliver sizeable welfare gains to unskilled, semi skilled and skilled worker to suit their immediate needs and requirements.

Irudaya Rajan. S and Mishra U. S (2008) in their survey on welfare measures in Kerala State of South India observed that non statutory welfare measures had wider impact on the labour efficiency. 37 sample respondents were gathered through probability sampling techniques and were distributed with the self structured questionnaires. The finding reveals that there exists a significant association between non statutory welfare schemes and labour effectiveness. Similarly socio economic profile such as age and income has a positive influence on labour effectiveness among the employees. The conclusion highlights that management had to concentrate on the various issues of the labour effectiveness since statutory welfare alone is not the vital measure for organisation’s survival.
John C. P (2008) The large gap existing between the rich and the poor and between unorganized workers and organized workers have led several countries to make an attempt on providing social and economic security for the poor and the unorganized labours. The Researchers had tried a study among the construction workers in Kerala and analyzed their welfare scheme. This scheme covers 26 types of workers such as brick workers, masons, carpenters, blacksmiths, plumbers, fitters, helpers, electricians, road workers, welders and seawall workers. The result of the study reveals that The Kerala Building and other Construction Workers Welfare Fund (KBCWWF) has already mobilized around Rs 88 crores from workers, builders and from the state government. The fund has been used for pensions, death benefit, accident or disease benefit, health and maternity benefit, housing assistance, family pensions and marriage of children.

Sukhareva I. A (2009) investigated health, labour and welfare activities of Japan government through a study among public and private sector workers. 1550 employees from 6 states of Japan were randomly selected and interviewed regarding the legislations and its implications related to health and welfare measures. The findings of the study show that the government departments particularly health department insist on healthcare, safety, hygienic and comfortable life. Workers are satisfied with welfare, health insurance, medical care and allowances for children. Medical insurance like employee health insurance, national health insurance and seamen’s insurance rescue elders in the family. Retiring employees gain more from the pension bureau through established employees’ pension insurance and national pension system. Welfare department of every public and private concern in Japan educates and trains employees in this regard to get the benefit.

Vimal Joy (2009) found serious social concern over health problems due to long working hours that had arisen in Japan. The article briefly summarizes the Japanese circumstances about long working hours and its Government’s achievements. The national survey shows that 6 million people worked for more than 60 hours in a week between the years 2000 and 2008. Approximately three hundred cases of brain and heart diseases were recognized as labour accidents resulting from overwork. Japan government has launched a program for the prevention of health impairment due to overwork as one of the main
labour welfare measures. Long working hours are controversial issues because of conflicts between health, safety, work-life balance, and productivity. Hence more welfare programs are on the way in Japan.

Howard Chernick and Andrew Reschovsky (2010) observed the changes that occur in welfare policies at national and state level according to the needs that arise. This article concentrates on the issue whether in the new regime, states will be able to meet the need of public assistance during recessions. While Under the former welfare system, Aid to Families with Dependent Children (AFDC) all families meeting eligibility criteria were entitled to cash payments that were jointly financed by the states and the federal government through a system of matching grants. Similarly the findings show that the new welfare system, Temporary Assistance for Needy Families (TANF) transfers federal entitlement to welfare payments, where child care, job training and transportation that were designed to support low-income families were shifted to state governments for ensuring the well-being of low-income families.

Richard F (2011) in his study on the welfare for unorganized sectors in India expressed the new pension scheme for beedi and cigar workers that have been disclosed by the Andhra State Government. Under the scheme each registered worker will get Rs 1,000 per month as pension on attaining the age of 60. Beedi and cigar workers in the age-group 18 to 50 are eligible to join the scheme. Each worker will have to pay Rs 200 per year. The Beedi and Cigar Workers’ Welfare Board and the Central Government will pay Rs 1,000 individually as their share for the worker's premium.

Poongavanam. S (2011) made a study on labour welfare facility in Anglo French textiles, Pondicherry. The researcher expressed that India’s labour force ranges from large numbers of illiterate workers unaccustomed with machinery and to a sizable pool of highly educated scientists, technicians and engineers capable of working anywhere in the world. Labour welfare is to make life worth living for workers by adopting measures to promote physical, social, psychological and general wellbeing. This labour welfare varies depending on social customs, degree of industrialization and the general standard of socio-economic issues. The findings show that there exists the influence of socio
economic factors namely educational status and work experience on labours’ perception on labour welfare measures. The researcher concludes, based on the 320 sample respondents selected randomly that welfare measure will improve the physique, intelligence, morality and standard of living of the workers which in turn will improve their efficiency and productivity.

Vijaya Banu .C and Ashifa M. J (2011) made a study on labour welfare measure in public transport corporation at Karnataka, which throws light on welfare measures being distributed in Karnataka. This study analyses the various dimensions of labour welfare measures that were perceived by the labours and highlights their level of satisfaction with regard to ESI, PF, gratuity and family welfare schemes. Welfare measures like housing facilities, loans, rest rooms, flexi timing and medi claim should be incorporated along with the existing welfare measures in order to satisfy employees and hence job performance can be improved effectively. The findings also exhibit significant relationship between socio economic profile (age and income) of the respondents and their perception on welfare schemes.

Vijayabaskar. M (2011) shows how a micro-level study of worker livelihoods and state regulation in Tiruppur in Tamil Nadu has been integrated into global networks of commodity production through garment exports. It points out the demand for welfare as a right is met in the lived work spaces, allowing for simultaneous empowering of labour in the workspaces and the expansion of claims outside the workspaces as members of political society. In fact, Tamil Nadu Agricultural Labourers-Farmers (Social Security and Welfare) Scheme provides maternity benefits, accident and health insurance, scholarships for the education of the children, and old-age pension for agricultural workers and marginal farmers. Tamil Nadu state appears to have one of the best social security nets in the country through its scheme of 100 days employment at a minimum wage to all rural households seeking employment.

2.2. Job satisfaction

Sunil K. Dhawan (2001) made a study on the relationship between stress and job satisfaction. 560 patrolling police officers in Chennai city were selected through quota
sampling to interview them for collecting primary data. The findings explain that job factors such as salary, supervision, conditions of work, promotion, recognition of ability, evaluation of work, social relations, settlement of grievances, treatment by employer etc are the sources of stress. Similarly stress influences health, temperament, desires, level of aspiration, family relationship, social status and recreational outlets. Finally stress affects the overall satisfaction of police officials. The author concludes with the responsibilities of the management to indulge in active measures to curtail stress and thereby enhance job satisfaction among employees.

**Paramer and Athithiya (2002)** reported a study that examined the job satisfaction among academic personalities particularly librarians in Pondicherry. 378 sample respondents were gathered from 9 libraries in and around Pondicherry. Convenient sampling method was adopted to select the samples. Distribution of questioners followed by phone interviews to clarify doubts was carried out. The findings of the study highlights that job status, nature of work, time durations, availability of assistances, interpersonal relations with assistances and readers etc are the sources of job satisfaction. It is also found that librarians with academic rank were more satisfied than faculty in educational institutions. Similarly there exists a positive correlation between the level of satisfaction and the type of library they work. The result was concluded by stating that librarians in public libraries are prone for more job satisfaction than their counter part in universities and colleges.

**Bradley Peter and Simmon (2004)** explained that creating on-going learning as well as training in workplace has a highly significant effect on job satisfaction. Their study was among the employees of Caterpillar industries Ltd, Chennai. 375 respondents from workshop, stores, marketing and production were selected through cluster sampling. The study indicates that training increases the probability of work done either completely or to the satisfied level that finally enhances employee motivation and commitment. The conclusion highlights the existence of positive association between job satisfaction and learning.
Lise M. Saari and Timothy A. Judge (2004) expressed that one of the primary causes for the relationship between job satisfaction and attitude was the perception of the job itself. Personality traits such as extraversion and consciousness can also influence job satisfaction. The study was conducted among the executives of Hindustan Latex at Tiruvananthapuram. 350 respondents were randomly selected to examine the following statement “Happy employees are productive employees.” Findings revealed that the greater understanding of personal character like emotions in defining job satisfaction and also the influence of attitude in organizational performance ought to be measured. The conclusion proves that the employee’s attitude and their job satisfaction are correlated.

Terkla.K and Adithya (2005) investigated the impact of human resource management practices on job satisfaction by selecting 470 sample respondents through shopping mall intercept sampling. They considered supervision as independent variable and job satisfaction as dependent variable. The findings show that workers prefer to have closed supervision for their work since they enjoy strict performance evaluation and suggestions are the desired outcome of the monitoring process. Therefore their study among employees in Tamilnadu Electric Board at Ramnad, reaffirms that there is positive association between supervision and job satisfaction. Besides, findings confirmed that the age and income of the respondents tune the level of job satisfaction to the maximum.

Ramesh, Hazel and Manikandan (2006) examined the intervening role of professional skills on job satisfaction and labour turn over. 285 staff nurses from government hospitals of Sivagangai district were identified through snow ball sampling. The study found that the effective implementation of professional practices namely participative decision making, control over work practices, organizational supportiveness, collegial relationships, open and multilevel communication and reward linked with clinical proficiency brought higher satisfaction among nurses in their jobs. The conclusion of the study affirms significant relation between job satisfaction and lower turnover rates among staff nurse in government hospital. In fact, the result gave an idea about the existing relationship between job satisfaction and turnover.
Hulusi Dogan (2009) made a study on job satisfaction consisting of conceptual analysis of job satisfaction and an empirical research on the relationships between job satisfaction and a set of variables like pay, promotion, encouragement, job involvement, relation with co-workers, health facilities, relation with supervisor, training and education facilities, autonomy, physical provisions, tangible aids, role clarity, participation in decisions and democratic style of supervision. The results based on the sample of 220 employees selected from Aydn and Nazilli Municipality of Megalaya indicated that 59% of the variance in job satisfaction was explained by the variables such as role clarity, health facilities, autonomy and participation in decision, job involvement and training included in the regression test. The study found that satisfaction level for tangible aids was significantly higher for employees in Aydn Municipality, while satisfaction level for health facilities, physical provision and relations with supervisor was significantly higher for employees in Nazilli Municipality.

Vaughn, Williams J. and Durga J. D (2010) made a study to find the relationship between multi dimensional factors and job satisfaction in an organization. The study was performed among textile industry, chemical industry and mechanical industry of North Tamilnadu. 456 samples selected through systematic sampling comprise engineers, supervisors, labour and executives. They were interviewed. The hypothesis states that the multidimensional factors influence the job satisfaction level. The findings proved that employee employer relationship, negative working condition, appropriate delegation and keeping staff informed influence job satisfaction positively and negatively.

Hamdia Mudor and Phadett Tooksoon (2011) attempted to propose a conceptual framework consisting of three human resources practices namely job training, job satisfaction and labour turnover and explained the relationship among these variables. They made an analytical study among four industries comprising chemical, electrical, textiles and machinery in Himachalapradesh. The findings revealed that job satisfaction played an important role in employees’ turnover because employees resign when their job satisfaction is low. Besides, the results of the study indicated that the job training had a positive association with job satisfaction. On the other hand the conclusion justifies the
significant relationship among work experience, monthly expenses and educational status of employees with their job satisfaction.

2.3. Job Stress

Infanta Baby (2000) conducted a study on work place stress in NLC (Neyveli Lignite Corporation Limited), Tamil Nadu. 456 sample workers from 6 departments namely stores, finance, marketing, human resources, maintenance and electrical were selected through multistage sampling for this study. The results show that 65% of workers affirm that work place stress has caused difficulties in attitude. 14% of workers work in an atmosphere where physical violence has occurred because of job stress and 42% report that yelling and verbal abuse are common due to job stress. 29% had yelled at co-workers because of workplace stress. 14% said they work where machinery or equipment has been damaged because of workplace stress and 2% had actual personality struck. 34% report difficulty in sleeping because of too much stress. The findings highlight the outcome of stress in a job. The conclusion also reports that half of the workers often spend 12-hour days on work related duties and an equal number of workers frequently skip lunch because of stress due to demands in their work.

Jagadish and Srivastaa A.K. (2001) conducted a case study among the textile labours in Tirupur. 145 workers from 5 textile units were collected through sequential sampling. This study intended to examine the relationship between perceived occupational stress stemming from various job dimensions and psychological well being of the employees. The findings in general offer a strong support for the contention that occupational stress arising from various dimensions determines employee’s mental health. Stress arising from various job dimensions makes the total employee tensed, depressed and emotionally unstable which ultimately extends impairing effect on his or her psychological well being. Besides, socio demographic variables like age, monthly income, nature of family and marital status have relationship with levels of job stress.

Karuna Sharma and Sadhna Mahajan (2000) conducted a study on gender difference in stress that affects personality among clerical staff of nationalized banks in the municipal limits of Shimla city of Himachal Pradesh. It was observed that extrovert and introvert
female respondents experienced more stress than their male counterpart on most of the stress parameters. Neurotic female and stable male expressed more stress. Introvert females were more stressed on all types of roles. Stable male respondents experienced more stress on inter role distance, role stagnation, personal inadequacy and resource inadequacy whereas female respondents experienced more stress on inter role distance and role erosion. The above findings were obtained from 356 sample respondents selected randomly and questionnaires were distributed to them for collecting data.

Raja (2002) conducted a study on job-related stress and its management among the executives in BHEL, Tiruchirappalli. The researcher carried out personal interview among 127 executives to identify the stress, stressors and eustress. The findings of the research revealed the utmost presence of job stress. The conclusion insists that role ambiguity, lack of support from team workers and inadequate information from the boss were the ultimate sources of job stress.

Bhakiya and Madan.E (2007) had conducted a study on occupational stress among professional drivers with hypertension in Tamilnadu. 865 respondents from various phases of Tamilnadu were collected through deliberate sampling and were interviewed to gather their opinion related to stress at job. The investigator found that drivers with hypertension showed a heightened brain wave reaction when they performed traffic accident. This indicates that their attention levels were very high in these situations and on the other hand, most of the drivers with hypertension denied any kind of fear whatsoever when driving. This seems to indicate that denying the difficulty associated with driving puts an extra burden upon the driver’s physiology and could contribute to the risk of hypertension. The conclusion of the study shows that the risk factor is always associated with occupational stress.

Michael R. Frone (2007) found that employees who drink heavily or abuse or depend on alcohol undermine health and productivity. A study was undertaken among the textile labours in Andhra Pradesh. 235 workers were interviewed in order to get the data related to alcoholic behaviour and stress on jobs, for better understanding the reasons behind abusive drinking and to develop effective ways for preventing alcoholism among the
workforce. The Researcher has developed paradigms that guide for further research. Research findings support the relation among work-related stressors, increased alcohol consumption and after effect of drinking. Future research should focus on the newly recruited workforce and their habit in heavy drinking. The suggestion reveals that longitudinal studies are needed to explain better relationship between work stress and alcoholic behaviour.

Valerie J. Sutherland and Cary L. Cooper (2007) made an attempt to compare the job stress, job satisfaction and mental health among the general practitioners before and after the introduction of ‘New contract in April 1990’. Cross sectional postal questionnaire survey was carried out in Pondicheery and the results were compared with those obtained in previous survey during 2000. 1500 general practitioners randomly were selected from medical service list. 917 (61%) completed questionnaires were subjected to statistical analysis. Findings reveal that doctors experienced more stress, less job satisfaction, and poorer mental health. The new contract in April 1990 insists that the general practitioners are increasingly required to work and cooperate as part of a multidisciplinary team with other autonomous professionals. Medical profession has become more of a business practice and general practitioners are likely to be confronted with stress while balancing needs and demands of these new roles.

Arrington. P (2008) made an attempt to know the stress among social workers in Delhi. 345 social work professionals involved in various works such as health, welfare, policy implementations and care for old aged etc were taken for observations through stratified random sampling. The questionnaire distributed to the respondents reveals that social work professionals often face challenges or obstacles that may cause them to feel overwhelmed and stressed. Findings report that those involved in direct services namely behavioural health and health care may experience higher level of stress as a result of their emotionally involved practices. The author suggests that in response to the stress and in order to maintain psychological and physiological homeostasis, social workers invoke different strategies to help them to cope with small amount of stress.
Munjula J.K (2008) investigated the effects of job stress on the physic, mental health personal and work behaviours of nurses in public hospitals in Kerala. It aimed at addressing the issue of marginalising stress effectively at work by the government and hospital management in order to enhance the health of the nurses as well as improving their personal and work behaviours. Expost-facto research design was adapted to 153 nurses in two public hospitals at Kerala where Stress Assessment Questionnaire For Hospital Nurses (SAQFHN) containing 72 items, measuring demographic variables, job stress, physical and mental symptoms, personal and work behaviour were measured. Findings report that a significant difference in age and work behaviour (income and experience) of highly stressed nurses and less stressed nurses was observed by the student’s ‘t’ test.

Rubina Kazmi, Shehla Amjad and Delawar Khan (2008) made a study with 155 house officers in Abbottabad district of Pakistan. The purpose of the present study was to investigate the effect of job stress on job performance. Multiple regressions analysis showed an inverse relationship between job stress and job performance indicating that there is high job stress among house officers resulting in low job performance. The findings show that occupational stressors contribute to organizational inefficiency, high staff turnover, absenteeism, decreased quality, increased costs of health care and decreased job satisfaction. One of the organizational outcomes that were affected by occupational stress is job performance.

Tony Lalitha (2008) had conducted a study on job stress causing depression with in unorganized workers of Tamilnadu particularly construction workers. The study revealed that 17% of working women suffer depression that could attribute their working condition to job stress compared with 13% of working men with depression. Similarly it is observed that workers in low-skilled jobs are twice as likely as those in higher-skilled professions to experience job stress. The findings expressed that stress is often developed when an individual is assigned a major responsibility without proper authority and delegation of power. Finally the researcher suggested that compensation system has to deal with this issue of job stress. The concluding part of the research confirms the
relationship between education, other source of family income, number of dependents and job stress levels.

Jennifer Smith (2009) investigated the relationship between job stress and job satisfaction. The determinants of job stress that have been examined under this study include management role, relationship with others, workload pressure, homework interface, role ambiguity and performance pressure. The sample consists of a public university academician from Mumbai. The results show that there is a significant association among role conflicts, relationship with others, workload pressure, home-work interface and job stress. The study concludes that negative relationship between job stress and job satisfaction exists.

Kumar. S and Jasmine R.A (2009) conducted a study on role ambiguity among the foreman in pharma factory at Coimbatore city. The objective of the study was to determine the effects of role ambiguity. The result of the study revealed that stress is the major effect of role ambiguity and the researcher found that 66 per cent respondents had a clear idea of the role expectations by their bosses while the remaining respondents were not aware of the outcomes expected by their bosses, thus creating tension in the work atmosphere.

M A D. S, Bharadwaj A. and Narula. S (2009) made a study on stress in the pharmaceutical industries, Mumbai. The researcher applied phone interviews to collect primary data from the 357 samples selected randomly. The result of the study reveals that stress exists in the place of work and the causes of the stress are multiple in nature. Target is heavy to achieve, non co operation of workers and management, occupational hazards, nature of work and environment etc are a few causes that lead to stress at work.

Aizzat Mohamed Nasurdin, Ramayah.T and Kamaresan. S (2010) made an attempt to determine the influence of organizational variables (conflict, blocked career, alienation, work overload and unfavourable work environment) on job stress among managers in various MNC’s at Chennai and to examine the variation in these relationships according to the individual’s level of neuroticism. Analyses of 285 responses using hierarchical
regression revealed that three of the five organizational variables (conflict, blocked career, and alienation) have significant effects on job stress. The conclusion of the study said that the neuroticism can moderate the effects of three organizational stressors (alienation, work overload, and unfavourable work environment) on job stress.

**Srivastava P.K (2010)** found that occupational pressures and fears are the leading sources of stress for Indian adults and these have steadily increased over the past few decades. Self expressing questionnaire were mailed to the systematically selected sample respondents working in various deodorant manufacturing firms throughout Tamilnadu. 540 respondents involved in full time, part-time and hourly based work were surveyed. The results show that housewives were under more stress than the CEO's of major corporations surveyed through residential phone calls in the afternoon. It is crucial to keep all these caveats in mind when evaluating job stress and productivity. Findings exhibit that 40 percent of workers reported that their job was extremely stressful while 56 percent said that even in the stressful conditions, their productivity is supposed to be maintained for survival.

**Dhanapal.R, Ranjith Kumar.V and Ramachandran.M, et al (2011)** made an attempt to know about the stress among employees in Tidal Park at Chennai.655 respondents randomly selected were interviewed for a period of six months. The study clearly reveals the problems that employees face in their work because of the stress. Looming deadline causes sleepless nights, angry boss, failure, mistake, setback or a lean patch, unclear requirement, change in technology and communication gaps etc are the troubles in the work. Even then socio economic status such as loan procurement, nature of family, domicile, medical expenses, less amount of savings etc also have direct impact on job stress. In order to overcome stress, the researchers suggest that employees are aware of their capability and skills through SWOT analysis. Finally an effective time management surely helps to go through the stress.

**Joseph Thomas (2011)** made a survey on work place stress among clerks and desk staff in Southern railways at Madurai. Variables like age, sex, education, religion, household income and work factors are taken for the study. 263 respondents were selected through
snow ball sampling from among those agreed to participate. Findings of the survey revealed that more than one third (36 percent) of workers said that they typically feel tense or stressed during their workday and almost half (49 percent) said that low salary is significantly influencing their stress level at work.

2.4. Work Life Balance

Christopher Higgins, Linda Duxbury and Karen Lea (2000) made a study on the influences of part time work among women workers and its role of influence in their family and life in Calcutta. Sample of 238 women employees were selected for discussion through panel sampling from 5 selected industries (electrical, mechanical, textiles, chemicals and pharmaceuticals). Results show that women respond differently to part-time work as against their career which is found to be motivational with work-context differences. Part-time work was associated with lower work-to-family interference, better time management and greater life satisfaction for women in both career and income earning. The findings expresses that role overload; family-to-work interference and family time management were dependent on job type with beneficial effects for women earners. To conclude the researcher express that significantly lower work-to-family interference happens for part time women employees than their full-time counterparts.

Nancy R. (2003) assessed the work life balance among professionals in multinational companies outlets involved in electronic goods distribution and services. 505 sample employees selected randomly from 5 MNCs in Bangalore were interviewed. It is found that in a society with conflicting responsibilities and commitments, work life balance has become a predominant issue in the workplace. Employees in global communities want flexibility and control over their work and personal lives. Finding report that with the growing diversity in family structures represented in the workforce, employer ought to better understand the interface of work in family relations and the resulting impact in the workplace.

were identified through multi stage sampling from 12 major factories which have a population of 25,000 workers. The results show that workers were embodied with working hours and over time. They have to scarifice their family life in several circumstances. Findings disclosed that the workers in chemical factories are to shed more sweat and blood to manage their family household and by absenting themselves in the regular family happiness. The conclusion insists that management should create welfare policies for the well being of the workers that help them to maintain work and life balance.

Eileen Peter and Evelyn Mohan and Martin (2004) studied the work, family and factors that influence women in idol making and fancy items manufacturing at Jaipur. This sector is mostly small scale unit where more women are involved for their livelihood. 565 such women were selected through convenient samplings from the 9 units. Interview was conducted to collect their opinions. The results highlight the pathetic conditions of the women at work and their family circumstances. 60 percent report that their drunkard husbands always interfere in their work, heavy demand in the work (order completion) and difficulties in looking after their family needs develop stress among these women. The findings also highlight that the socio demographic profiles of the women namely age, income, education, nature of family, domicile, dependents and status of loan availed influence their work life balance.

Rajadhyaksha and Swati Smita (2004) studied the influencing source for women in their work and life balance. 245 married employed women and 55 married unemployed women from Chennai were identified through sequential sampling for the study. Interviews were carried out to collect the primary data and the result reveals that women work for monetary gain, social recognition and other personal reasons. Necessary support from husbands towards their wives’ work reduces strain. Working women seek paid servants and household gadgets like food processors, refrigerators etc to reduce the demand from housework. However non-working wives were stronger in their opinion that children and family get neglected at the expense of work commitment by working women. The findings expressed the view that in general, a large portion of working wives and mothers has faced the dilemma of excelling at home without compromising their
working status. The conclusion highlights that the current organizations have to offer family friendly measures to women employees in order to balance work and family responsibilities.

**Warren Trency and Manjit Singh (2004)** planned to analyse the work life balance among part time working women in Assam. 245 part time employed women of different level occupations were selected through cluster sampling and the self evaluating questionnaires were distributed. 97 percent of the turned up questionnaires were taken for analysis. The results proved that part time employed women have family, employment, financial security and leisure that form key domains. Findings show that the financial situations and the leisure lives of female part-timers in lower level jobs have a less positive picture of their ‘life balancing’. The study also expresses that work life balance for the part time women employees is influenced by several domains and work life initiatives devised on all these domains, will bring their work and life to balance.

**Kalpana.K and Shivaram (2007)** studied the importance of work life balance. Investigator selected 125 block development officers from 4 districts namely Karur, Pudukkotai, Tiruchi and Namakkal of Tamil Nadu through stratified random sampling. The results collected through questionnaires distributed reveals that work life and personal life are inter-connected and interdependent. Spending more time in office, dealing with clients and the pressures on job can interfere and affect the personal life, making it difficult to complete the household chores. On the other hand, personal life can be demanding and may be absenting from work, creating stress and lack of work concentration. The author concluded that it is important for employees to maintain a healthy balance between work and their private lives. It helps them achieve their personal and professional goals.

**Maria.T and Karen.K (2007)** concentrated on family, work and quality of life along with the changing economic and social roles in Kerala. Throughout the state, random sample of 2350 respondents including men and women of varying age were selected for the study. The relationship between multiple role responsibilities and a range of indicators like quality of life, material resources, health and engagement in social
activities was investigated. An interesting finding is that ‘being caught in the middle’ expressed in terms of having simultaneous care-giving responsibilities to dependents, children and frail parents in the paid work has been a typical issue. Only one-in-nine women and one-in-ten men aged 45 to 49 years occupy all three roles concurrently but multiple role responsibility is increasing day by day. In addition, income, work experience, educational status, marital status, gender and monthly salary, nature of dwelling and mode of travelling have upper hand on work life balance system.

Sudipta Dev (2007) attempted to find the impact of work-life initiatives on labour productivity. Nowadays Organizations increasingly understand the need for implementing work-life programs. Here the investigator analyzes business driven initiatives. 125 technical and 105 decision bound employees were taken for this study from West Bengal. Questionnaires and interviews were applied to collect the data in time. The result proved that more organizations take greater pride in claiming to have system for a better work-life balance to their employees. This quality life program makes employees spend quality time with their family and help them to achieve high quality and productivity at the workplace. The conclusion of the study highlights the benefit of work life initiatives namely increased production and satisfaction, diversity in skills, improved morale, reduced sickness and absenteeism, enhanced working and encouraged employees for more initiative and teamwork.

Williams J (2008) examined the prevalence and types of shift work among persons between the ages of 19 and 58 with full-time jobs. The study also includes examining the hours spent on other activities like unpaid work or time with family members. Work-life balance, role overload and other indicators of well-being are examined for differences across shifts. Selected 245 samples workers were from BHEL, Tiruchirappali, Tamilnadu. Stratified random sampling technique was applied to identify the sample workers, to whom the structured questionnaires are distributed to gather their opinions. The findings show that working shifts may reduce the need for child care and may ensure that a parent is available to get children ready for school in the morning, greet children after school or provide elder care, thereby reducing work-life conflict. In general, work-life balance can be difficult to achieve for full-time workers irrespective of work
schedules, especially for those with children. The conclusion exhibits that satisfaction with work-life balance varies somewhat by type of shift. Finally almost 73% of rotating shift workers were satisfied with their work-life balance.

**Desai A, Rajesh Khana and Molly Gordon (2009)** in their study among middle class working women and their problems due to work and family expressed that many middle-class women struggle with the balance between work and family and are supported by their personal policies to avoid tensions and stress. 356 sample respondents were collected through snow ball sampling in Chennai. The respondents namely women employees from educational, nursing, private and public industries and also unorganized sectors were interviewed to collect data. The findings show that women workers (organized sectors) are encouraged to take time off from work when they have children. Yet women in unorganized sectors are mandated to work longer hours in order to comply with the basic requirements. The conclusion insists that industrial welfare policy and public assistance policy ought to be streamlined in order to wipe out the disparity and discriminations among women folks.

**Jerry Anderson and Jamal.M (2009)** intended to know about the ‘work–life balance’ issues that affect older workers. A study was conducted in public and private sectors in Andhra Pradesh. It is concerned with those factors that influence older workers to achieve harmony between their preferred contribution to employment on one side of the balance and with their roles, responsibilities and activities in private life on the other. The findings reveal that policies and strategies enable organizations and individuals to make decisions that satisfy senior workers. The conclusion focuses on ‘family-friendly’ employment policies, part of welfare measures that widely promotes work life balance.

**Abigail, Zuge, Jahanvi Trivedi C.A, Krishna Reddy N and Anand.K (2010)** attempted to study the work life balance among physicians in Tamil Nadu state. 458 physicians selected random sample consist of 124 male general practitioners, 134 female gynaecologists, 102 male paediatricians, 57 female ophthalmologists and 43 male oncologists. On the whole 453 of them responded by filling the questionnaires and attending the queries extended to them. The analysis reveals that female doctors were
more satisfied with their relationships with patients and colleagues and were equally satisfied with their overall careers but they were 60 percent more than the men to report burnout. The findings also expressed that dissatisfaction and stress are the outcome of the professionals as 67 percent of the male doctors and 54 percent of female doctors were disturbed by the litigations filed against them by their clients in case of medical failures. This makes them lose concentration on their family responsibilities. The study suggests devising personal and work life strategies to reduce the interface of work in the family situations.

Dhyani S.N and Sam Sunder (2010) studied the relationship between work place flexibility and work life balance in Arasu Hyundai at Chennai. 326 respondents selected through cluster sampling inclusive of 115 workers, 110 supervisor and 101 executives were identified. 205 were men and the remaining were women respondents. The study reveals that nowadays women employees are growing in numbers and families have increasingly relied on more than one earner to eke out livelihood. These changes have caused many workers to face conflicts between their work and their personal lives. The out come of the study explains the worker’s need and desire for more flexibility in the workplace. Flexible work time includes job sharing, phased rest for older workers and telecommuting that allow workers to continue productive contribution at their work and also attending family and other related responsibilities. The conclusion clearly explains that flexible working system naturally reduces absenteeism, lowers turnover, maintains healthier workers, and increases productivity with balanced work and life.

Justin .K and Prince (2010) studied the influence of work life balance on employee engagement. The study was carried out in the cement industries of Tamil Nadu.250 sample workers were gathered for analysis from various cement industries. F test and t test were applied to test the framed hypothesis. The findings reveal that there is a direct relationship between employee engagement and work life balance. Several factors like organizational climate, inter personal relationship and welfare measures will have a positive influence on the work life balance. The study suggests employer to promote work life balance so that employee engagement with 100 percent work involvement will happen.
Karthik Namasivayam (2010) examined the relationship among work–family conflict, organizational commitment and job satisfaction in hotel setting. Responding to calls in the literature to explore organizational culture and work life balance in international settings, data were collected from employees of large independently owned hotels in Kerala. Hierarchical linear regression analyses demonstrated that one of two sub dimensions of work family conflict, namely family related roles interfering with work was negatively associated with job satisfaction. Both direct and moderating relationship of three sub dimensions of organisational commitment were investigated and it was found that the affective component of organisational commitment has stronger direct effects on job satisfaction than normative organisational commitment. Similarly employees’ affective commitment moderates the effects of family interference with work on job satisfaction. The article concludes with implications of work life programmes for hospitality managers and workers to lead a balanced work life.

Krishna Reddy N, Vranda M.N, Nirmala B.P and Siddaramu B (2010) prepared a study on the work life balance among married women employees in Tiruchirappali of Tamilnadu. 265 married women aged between 20 and 50 years employed in service and production sectors were selected through deliberate sampling. Questionnaires were mailed to them and later were subjected for analysis. Work family conflict and family work conflict scale were administered to measure WFC and FWC of working women. The collected data were analyzed using inferential statistics. Carl Pearson's Correlation was used to find the relationship among the different variables such as size of family, age of children, working hours and level of social support. The result revealed that women with children were significantly lower in occupational commitment relative than women without children. Women with younger children out performed women with older children. The study concludes that workplace characteristics contribute to higher levels of WFC. Women working in hospital setting reported more WFC, whereas FWC was found to be more among those women working in industrial setting. Besides social factors like age, income, education, work experience, nature of family, savings, and loan availing system affect their work and family life.
Louise Waite (2010) made a study on work life balance among employees in textile industries in Maharashtra. 12 textile units were identified for the study and 453 sample employees were selected through sequential sampling. Self developed questionnaire with validity of 8.89 had been distributed to all the selected samples. The results reveal that work life balance is maintained by the employees along with the concern of the management. The findings exhibit that employees had received the following benefits such as increased life management, reduced stress, childcare and wider employment opportunities through welfare measures. The concluding statement expresses that there exists a direct relationship between welfare polices and work life balance among employees.

Timothy R. B and Johnson,S (2010) intended to explore factors associated with physicians’ career satisfaction, work–life balance, and burnout focusing on differences across age, gender, and specialty. Sample of 2,000 physicians randomly selected throughout Tamilnadu were mailed with cross-sectional self-administered questionnaire. Sample respondents were stratified by speciality, age, and gender (response rate 48%). Main outcome measures included work–life balance, career satisfaction, and burnout where scale ranges from 1 to 100. The findings suggest that 76 per cent (women and men) are highly satisfied with their careers; 48% have moderate levels of satisfaction with work life balance and 5 per cent have moderate level of emotional resilience. Gender, age, and specialty were not strong independent predictors of career satisfaction, work–life balance or burnout. The conclusion stresses that physicians have to struggle with work–life balance; yet remain highly satisfied with their career. Control over schedule and work hours are the most important predictors of work–life balance.

Kavitha .R and Shalini.M (2011) made a study on the work life balance and work place culture in Tamilnadu paper mills Ltd, Pugalur at Kakur. 230 employees were selected for the analysis through stratified random sampling. Questionnaire with 4 dimensions were distributed to the respondents. 98 percent of the completed questionnaires were returned to the principal investigator. The findings of the study exhibit the direct relationship between work life balance and organizational culture. Suggestions in the form of fair treatment, good industrial relations, enhanced wage and salary, welfare benefits and
regular feedback etc are to be implemented for proper maintenance of work life balance. Thereby the organizational culture with the above said features will motivate employees to hike their productivity.

**Rina Agarwala and Nathan Lillie (2011)** made a maiden effort to analyse the work life balance among textiles and wooden furniture firms in Punjab. 367 samples of workers and employees were collected through snow ball sampling from 6 technical firms. The results of the study reveal that the benefits which the employees get out of maintaining life at work and in family include increased productivity, reduced absenteeism, increased satisfaction, better relationship in work place and 24/7 working schedule (24 days in a month and 7 hours in a day). The findings show the direct relationship between work life balance and labour productivity.

**Simon K and Alfred J (2011)** decided to find the relationship between work life balance and productivity. The study was held in Tannery industries of south Tamilnadu with 145 labours working in several tannery firms were selected through quota sampling for interview and the collected data were analyzed. The finding confirms that there is inverse relation between work life balance and productivity. Very few respondents agree that when their life at work and family is disturbed, automatically their labour productivity gets hampered. The conclusion of the study clearly proves that employer should concentrate on the work life issues in order to maintain labour productivity.

**2.5. Industrial Relations**

**Patil B. R (2008)** portrays the contemporary industrial relation scenario with reference to Maharasthra transport corporation Ltd, Maharashtra. The survey was carried among 385 labours comprising drivers, conductors, cleaners, foreman and supervisors collected through systematic sampling from 7 booths. The findings reveal that the environmental changes are fast enough while the organisation and labours in transport industries are slow in responding to these changes. Simultaneously, the role of the state government in dispute settlements also undergoes considerable change. Consequently, managements have been able to gain a lot in terms of their rights to manage the organization and work.
The study concludes with increasing change in the mind set of management and labour union makes industrial relation become globally competitive.

Baldev R. Sharma and Sundara Rajan P. S (2003) reported the findings of an all-India survey on organizational climate and its influence on labour-management relation. Structured questionnaire designed for data-collection was distributed to the stratified random samples of 3523 first-line supervisors selected from 150 manufacturing organizations scattered all over Tamil Nadu. Of these, 80 were from public sectors and the remaining 70 are from private sector. With the help of multiple regressions, the investigators isolated two factors namely grievance-handling system and scope for advancement that together explains 58 per cent of the variation in labour-management relation. These organizational determinants strongly influence labour management relations.

Pawan S. Budhwar (2003) examined employment relation scenario in Indian organisations, particularly in southern India (Tamilnadu, Karnataka and Maharastra). The investigation was based on questionnaire survey conducted with in 137 firms involved in manufacturing electronics, petrochemicals, textiles, fabrications, mechanics, glass wares, alloy products and chemicals etc. The analysis of collected data along with existing literature reviews highlights the role of three key actors (management, unions and the government) in the management of employment relations in Indian organizations. It also shows the significant impact of the competitive pressure created by the liberalization of the Indian economy on the changing nature of employment relation in Indian firms. The conclusion of the study shows that the government and the employers are to take regular measures to maintain harmonious industrial relations in their industries.

Khurana S.K (2005) evaluated the industrial relation system that exists between private and public sectors in India. The researcher made a comparative study on the industrial relations based on industrial conflict, performance of the tripartite forums, implementation of the code of discipline and several antecedent variables that have an important bearing on industrial relation. The study found that industrial relations in their sectors have progressively deteriorated during 1962-1968 and that the public sector
registered a better performance to reduce industrial conflict but when viewed in the context of its performance, in terms of the tripartite forums, the code of discipline and the prevalent attitudinal climate have no significant difference from the private sector. The conclusion expressed that there exists uncertainty in the linear relationship between ownership and industrial relation.

**Arun Joshi (2006)** made a research on the living status (industrial relation) of the workers in Travancore chemicals Limited, Thiruvananthapuram in Kerala. 765 sample respondents were selected on quota sampling and the pre tested questionnaires were distributed. The study exhibits that the welfare measures influence the sentiment of workers and makes them contribute for industrial peace. Wives of all the employees become members of the T C FW (Travancore chemicals family Welfare) where self developmental programmes, and health programmes are conducted. Similarly career guidance, educational camps, sports and recreational activities are carried out regularly for children. Finally it is found that welfare measures certainly influence the industrial relation in Travancore chemicals limited.

**Robert and Mark (2007)** expressed that all enterprises operate in a regulated environment, where employers’ understanding of specific regulations (Industrial Relation) and their effect on enterprise are subject to debate. It was drawn on a telephone survey of over 1000 small employers from Madurai with face-to-face interviews on owner’s knowledge and perceived effects of employment rights in small firms. Particular attention is paid to maternity and parental leave, working time regulation, minimum wage and industrial relation. The findings of the survey argue that knowledge of employment rights varies according to a range of factors namely enterprise size, workforce composition, relevance of particular rights and history of employment disputes in the concern. The investigator also analyses the perceived effect of employment rights on industrial relation in small firms. It was concluded that employees’ rights have brought better labour management relation in the organization.

**Alain lipietz (2007)** made a study in Larson and Turbo in Mumbai and observed the updated functions of industrial relation officers. 235 respondents were randomly gathered
and interviewed for data. The findings expressed the function of industrial relations such as to maintain contacts with local industries, national societies and other organizations, and to promote seminars and other events of industrial relevance. It facilitates to develop tools and material to communicate with local industry, distribute information regarding IREC (Industrial Relations Executive Council) activities and form network between IREC and educational institutions.

**Amrita Chhachhi (2008)** made a study among 650 women workers in the electronics industry in Delhi, selected through shopping mall intercept sampling. The researchers discussed the features of women labours in the electronics industry and the recent changes within intensified labour due to flexible response towards liberalization and globalization of the Indian economy. The findings record a positive relationship between flexibility and women labour. In addition the socio demographic factors like age, income, education, monthly savings, medical expenses, mode of transportation etc have a significant relationship with industrial relation. That is, the industrial relation was enhanced according to the changing globalization.

**Papola T. S (2008)** focused on labour welfare in Kottayam Textiles Limited with specific interest on industrial relation. The researcher collected 348 respondents from this textile unit through lottery method and interviewed them on the impact of industrial relation in the current scenario. The findings of the study revealed that labour welfare occupies a significant place in the Indian industrial development and the growth of industrialization and mechanization has brought more importance to collective bargaining (phase of industrial relations). The conclusion highlights that a happy and contented work force forms an asset to the industrial prosperity of any nation. Thus welfare services are to improve and maintain cordial industrial relations.

**Samuel. M (2008)** made a study on the influence of e-network on industrial relation in Ramco cements at Sankarankoil, Tirunelveli. 296 sample respondents from various vital departments were engrossed for the discussion through sequential sampling. The conventional form of communication (print media, motion pictures, radio, telephones, and records) is increasingly being replaced with digital and wireless technologies such as
cellular telephones, satellites, electronic mail and above all internet. The findings revealed that contextual phenomenon has changed the nature of the workforce, human relations and public expectations. In line with this global trend, India has undertaken massive initiatives to introduce e-governance at the national, state and local levels. This had a major impact not only in the public services but also on the industrial arena. The conclusion highlights that even a simple conversation as well the heavy grievance handling in larger industries is heard and solved through electronic mode only. Hence industrial relation in most of Indian industries is influenced by the e networking.

Jinky (2009) made analytic study about women workers in manufacturing sector in Philippines in the light of labour regulations. The analysis focuses on occupational health and safety programs, facilities at work, industrial relation provisions like disciplinary procedure, grievance redressal and labour issues pertaining to women workers. Women’s participation in the labour force shows the contribution of women to economic productivity. Today women are engaged in garment, microchip processing, computer assembling, electronics industry and export agencies. The findings exhibit that they are more vulnerable to occupational hazards, unsafe work environment, overwork, lack of job security, burden of dual role (household and employment), sexual harassment, and lack of solidarity among women. Finally the study recommended policy implications related to health, safety and industrial relation of women workers.

Krishna Kumar.K (2009) underwent a study in India cements limited at Ariyalur based on the relationship between labour relations and human resource management practices. 235 respondents from production, mines, stores, marketing and research departments were selected through stratified random sampling to collect the data. The findings show that level of labour relations is determined by the individual inputs and reflected in the customer satisfaction. Friedman’s chi-square test result reveals that welfare measures (Human Resource Management) have significant association with industrial relations.

Peter.H (2010) found that Karnataka state in India had developed a strong reputation with regard to software development services. This study focuses on the nature of industrial relation in the technological industries of this electronic state. The findings
show that as per the Industrial Relation Act, there exists free and harmonious relation in the industries. Meanwhile unions on the part of employees indulge in negotiations to settle their grievances and the employer on the other hand involves in win-win strategy to maintain effective industrial relations.

Sodhi J.S (2010) provided an overview of industrial events which had influenced or are influencing the development of industrial relation among workers and employees in Arasu Hyundai motors Ltd, Chennai. 458 employees were collected through snow ball sampling and their perceptions about industrial relation were gathered. The findings expressed that sound industrial relation and labour relation policy fulfil the objectives of effective industrial relation in the current and in the future context. Perhaps the social factors like age, marital status, number of dependents, present department, monthly income, savings, expenditure etc have necessary impact on industrial relations in an organisation. The results were later compared with the functions of industrial relations in other south Asian countries particularly Pakistan.

Sinthu.R (2012) detailed the study on industrial relation and social security at Hindustan Newsprint Limited, Kottayam. 458 respondents selected through deliberate sampling report that the industrial relation comprises of employees’ and their dependents’ well being because workers’ well-being cannot be achieved in isolation of his family. The welfare measures influence the sentiment of the workers and make them maintain industrial peace and harmony. The findings of the study reveal the existence of subsidized canteen, hospital, conveyance, employee welfare fund, drinking water, residential quarters, recreations, library and shopping complex as welfare schemes for social security. The conclusion finalises that stable industrial relations are developed through social security measures strictly implemented by the labour relations officer.

2.6. Labour Efficiency and Productivity
Osama Moselhi (2005) describes a study conducted to investigate the impact of change orders on construction productivity and introduces a new network model for quantifying this impact. The study was based on comprehensive literature review and field investigation of projects constructed in Canada and United states over 6-month period
and collected 33 cases related to contract labours and their productivity in construction works. The findings of the study show that the adverse effects of change orders on labour productivity are identified and the earlier model was expanded to account for change orders. The conclusion shows that the developed model estimates the loss of labour productivity due to change orders and also suggests the ways and means to improve labour productivity through safety and health measures.

Gilbert, Y and Stanley, M (2006) attempted to find the impact of labour turnover on labour productivity using a panel data from 347 shops belonging to a large UK clothing retailer over 1995-2005. Shops and their permanent characteristics when observed, lead to an inverted U-shape effect of labour turnover on productivity. Every year productivity is hiked by 25 per cent and the turn over rate is increased by 43 per cent. The findings reveal that even in the presence of turnover, productivity is maintained through management practice of welfare implementation. The investigator concluded that between shops there is a positive link between average rates of turnover and average productivity and suggested that an unobservable management factor generates productivity in spite of labour turnover.

Jan C. Van, Justin and Kumar, K (2006) intended to find the relationship between aging and labour productivity. Data from sea foods processing units in Kerala were taken for discussions. The results express that aging may affect productivity levels for various reasons. On the one hand older workers are thought to be more reliable and have better skills than average workers. They are prone for higher health care costs, low in accepting new assignments and less suitable for training. Findings report that older workers are more consistent, cautious and conscious. Further older workers face few accidents, less likely to quit and hence reduce hiring costs. The conclusion insists that individual productivity is complex and multi-dimensional, influenced by communication skills, physical strength, endurance, health, self-discipline, strategic capacities, education, motivation, energy and work experience. Hence forth, age alone could not be the poor predictor of individual performance.
Sheik Mohammed and Jonathan (2008) attempted to find the relationship between employee ownership and labour productivity in ITC (Indian Tobacco Corporation ltd), Kolkata. 7 tobacco processing units were selected through cluster sampling, 346 labour respondents were interviewed for the primary data. The findings of the study revealed that there is a positive relationship between employee ownership and labour productivity and thus insist on enriched performance. The conclusion says that employee participation has an indirect influence on employee attitude and behaviour (also that of management) which in turn results in high productivity, good quality and innovation. Factors like age, sex, educational status, work experience, type of family, number of dependents, loan availed and domicile nature mostly influence labour productivity and their efficiency.

Simon M. Burgess and Dan Manson (2008) considered the potential importance of labour efficiency for aggregate growth of an industry as well as the nation. The idea has been explained by the research study undertaken in 5 pharmacy industries in US. 432 technical labours were selected through stratified random sampling and questionnaires were distributed and based on the results, the findings were collected, such that labour efficiency is inversely related to aggregate growth of the concern and nation. Quantitative hike in the labour efficiency depends on the labour safety and labour welfare measures.

Diana Galarneau (2009) attempted to find out the relation between labour productivity and standard of living among industrial labours in 5 electronic industries at Canada. 346 randomly samples selected were provided with the standard questionnaires for data collection. While the finding reports that an increase in labour productivity increases the standard of living, an increase in productivity decreases the unit labour cost which leads to a decrease in the price of goods and services produced. Growth in domestic and foreign consumption (more exports) increases the standard of living. It is concluded that an increase in production will entail a greater use of equipment and eventually an increased demand for workers leads to growth in employment and consequently in the standard of living.
Francis and Mario Pianta (2009) examined the policy implementation and diversity of technological activities that contribute to the growth of labour productivity in 8 major manufacturing and services industries at EU countries. They proposed models for the determinants of change in labour productivity and empirical tests for group manufacturing and services industries with distinct patterns of innovation. Tests are carried out by pooling industries using Community Innovation Survey (CIS). The results confirm that strong diversity of the mechanisms lead to productivity growth in pharmaceuticals and textiles industries with different roles of technological activities developed in the pursuit of cost competitiveness. The major finding express that policy implementation related to labour welfare and safety has a significant influence on labour productivity.

Jonathan Reynolds (2009) intended to identify strategies for improving the competitiveness of Cambodia garment industries, in particular the productivity of its workforce. A survey of 80 factories operating in Cambodia was conducted between February 2005 and May 2005. Data collected through interviews, site visits, and survey questionnaires provided the benchmarking of factory management practices relative to global best practices. The findings revealed that adequate wage, proper identification of training needs, appropriate training methods, systematic execution of welfare and safety measures, presence of work study methods, sound human information system and effective staff were present in the garment industries. The conclusion reports that when workers’ needs in the factory are properly disbursed then labour efficiency will be enhanced. The study was later extended to Surath garment industries in India and arrived that productivity has been influenced by welfare measures.

Anitha , J and Samuel,W (2010) investigated the relationship between labour efficiency and overtime. The research study was conducted in automobile industries of Ludhiana. 6 automobile industries were identified and 457 sample labours were selected through non probability sampling for the interview to collect primary data. The finding reveals that there is inverse relationship between labour efficiency and over time. Over time provides monetary gain for the workers but it has no influence on the labour efficiency as they are intended to produce the time bound out put.
**Ivan. O (2010)** analyzed the labour productivity in developing countries particularly and later developed a model. Modelling is based on the finding that the rate of labour force participation is a unique function of GDP per capita. Therefore, labour productivity is fully determined by the rate of economic growth as well as the safety of workers. The study focused on the quantitative relationships among labour productivity, labour force participation rate and safety of the labour. Initially, they proposed a model for US and then tested it using data from Japan, France, UK, Italy and Canada. Results obtained for these countries are compared later with those of other countries. It is concluded that labour productivity is directly related to economic growth and labour safety.

**Thomas Rollins (2010)** intended to measure the relationship between job satisfaction and employee efficiency among bank employees in New Delhi. 4 nationalized banks were selected and 345 sample respondents were collected through stratified random sampling. Questionnaires were mailed to them and 301 of them returned completed questionnaires. Necessary statistical tools were applied for analysis and from those results, findings were gathered. There exists an inverse relation between labour efficiency and job satisfaction and the study suggests that welfare provisions such as health, safety and care will enhance the employee efficiency leading to better productivity. Meanwhile socio demographic factors such as income, marital status, age, educational levels, family conditions, monthly savings and transportation mode has upper hand on their productivity and efficiency.

**Viji, Sunder and Gerald (2010)** made a study on employee’s attitude and employee effectiveness in BHEL, Ranipet of Chennai. 674 workers of various departments were selected through simple random sampling followed by distribution of questionnaires which later was subjected to analysis and interpretations. Using co relational techniques, an investigation was made on the relationships among job difficulty, employee attitudes, job environment and ratings of employee performance. It was observed that when job difficulty increases, employee attitude was significantly positive towards job, management and opportunity for advancement. Similarly partial correlation shows that the relationship between job satisfaction and job difficulty increases when the effects of general morale decrease. The study concludes that the ratings of employee performance
were significantly negative to employee salary and job tenure. Complexity of job content and increased relations with people as a part of the job is positively related to employee's attitude toward his or her job.

Madhumathi. M and Desai R.G (2012) in their study at Karnataka soaps and detergents limited, Karnataka expressed the welfare as a state of living of an individual or a group in a desirable relationship with the total environment. 557 respondents were collected through sequential sampling and were subjected to interview for required data. It was observed through the study that welfare could be viewed from economic, social, psychological and other dimensions. The findings reveal that the labour welfare plays a vital role in any industrial society. Welfare facilities influence the workers' motivation whereby industrial peace and higher productivity will be achieved. Perhaps personal variables like sex, income, age, educational levels, work experience, marital status, experience, nature of family, source of income, savings and loan availed etc will certainly influence labour efficiency.

2.7. Labour effectiveness

Gerard and Swathi (2000) in their study on work life balance and labour effectiveness in Butterfly kitchen appliances, Chennai observed the importance of work life balance to maintain labour effectiveness. 482 sample respondents were selected through stratified random sampling from all the departments. Phone interview followed by personal approach was carried out to collect correct information. It was found that work life initiatives such as flexi time, well understood goals, supervisor support, spouse adjustments, well planned activities, elderly and child care, management support, tele-working system, fixed time for house hold activities, prioritising work, concentrating one thing at a time, respecting private time, go for vacation, set boundaries, and learn to say no are quite useful to balance life at work and family. There also exists significant relation among education, experience, work life balance and labour effectiveness.

Samuel and Srinivas L.S (2003) examined the means to obtain labour effectiveness in TATA motor at Jamshedpur. 863 respondents were identified through snow ball sampling and were interviewed to collect the first hand information. Among the factors of labour
effectiveness, the researcher confined himself to industrial relation in order to find its association with labour effectiveness. The findings highlight that the characteristics of industrial relations namely collective bargaining, worker’s participation in decision making, ESOPs, works committee, grievance handling machinery, uninterrupted production, reduction in industrial dispute, high morale, industrial democracy, facilities for change and reduced wastages (man, money and materials etc) bring labour effectiveness. It shows the direct association between industrial relation and labour effectiveness. The socio economic profile such as age, sex, domicile, expenditure, nature of family and other source of income also has a role to play on labour effectiveness.

Adolph Held (2007) made a research study on labour effectiveness in Needle manufacturing industries of America. 425 samples were drawn from 8 industries spread throughout England by applying panel sampling. The findings show the existence of significant association between labour effectiveness and job satisfaction of the workers. Even the socio economic profile such as age and income of the workers has an impact on their effectiveness. Whenever satisfaction in job increases, then its influence on labour effectiveness gets hiked. The researcher concludes that management ought to enhance the satisfaction level of the workers through labour welfare measures since job satisfaction is directly related to effectiveness.

Morris J. A and Feldman D. C (2009) interviewed 876 respondents selected through convenient sampling. The researcher was interested in observing the labour effectiveness in Yamaha motor cycle units at Utter Pradesh, India. Self structured questionnaire were mailed and the primary data was collected through online. Data was subjected to statistical tools inorder to arrive at the results. The findings show that labour effectiveness is influenced by job stress. When the stress level with in oneself gets triggered through external stressors, automatically the job affinity starts decaying. Commitment and responsibility were also beaten aback. Meanwhile the researcher enlisted goal ambiguity, role conflict, incompatible goals, inter dependants among departments, family responsibilities and commitments, sharing limited resources and dumping of works etc as the source of job stress.. The suggestion of the study expresses that controlled stress leads to prosperous labour effectiveness.
Imberman A.A (2010) intended to measure the labour effectiveness in Bajaj motors limited, (Utranchal) Aurangbad. 756 samples collected through sequential sampling were subjected to the questionnaire inorder to collect primary data. These data were exposed to statistical tools for analysis and interpretations. The finding of the study shows the existence of significant relationship between labour effectiveness and labour productivity. Favourable physical conditions, enlightened motivational level, developed work activities, standardised rewards and resources are the basic factors of labour productivity in Bajaj motors private limited. The researcher suggested that employee have to make due consideration on labour productivity which ultimately leads to labour effectiveness.

Ragavan Sanjay.R (2011) made a study on labour effectiveness among workers in Rane Brake line private limited, Tiruchirappalli. The researcher collected 375 respondents inclusive of contract labours using quota sampling and they were exposed to discussion followed by interview to collect data with needed clarifications. The results exposed the direct association between labour effectiveness and labour efficiency. Labour efficiency in Rane Brake line private limited was developed through power to work and will to work such that power to work consists of inherent and acquired qualities , while will to work refers to the motivational status. The findings show that socio demographic factors like age, income, work experience, marital status, nature of family number of family members and medical expenses etc have an impact on labour efficiency.