Chapter - II
Review of Literature

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CHAPTER - II

REVIEW OF LITERATURE

2.1. INTRODUCTION

Review of literature is a critical summary of research on a topic of interest, often prepared to put a research problem in a context. A review included a research report, which include a brief literature reviews with their introduction. To provide readers with a quick overview of the being addressed document the need for the new study & demonstrate how it will contribute to existing evidence.

Review of literature is conducted to generate a theoretical and scientific knowledge about particulars phenomenon and results in a synthesis of what is known and unknown about that phenomenon. The primary purpose of literature is to gain a broad background that available related to problems in conducting research, the literature review facilitates selecting a problem and purpose, developing a frame work and formulating a lesson plan. Literature review is a key step in research process. Review of relevant literature is an analysis and synthesis of research sources to generate a picture of what is known about a particular situation and knowledge gaps that exist in the situation. In order to attempt the goal in the present study, an attempt has been made to review and discuss the literature.
2.2. REVIEW OF LITERATURE

A large volume of literature is available wherein different dimensions of quality of work life have been studied. Similarly several study reports and articles related to Indian Railway are available. But no study has been so far conducted related to quality of work life in Railways. So, the findings of the earlier studies have been treated in two different sections.

1. Studies Relating to Quality of Work Life Dimensions, and

2. General studies on Railways.

The review of the significant studies coming under the above categories is presented in the following pages.

2.2.1. Studies Relating to Quality of Work Life Dimensions

PAY AND COMPENSATION

Mirvis and Lawler (1984)\(^1\) suggested that quality of working life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as:

- safe work environment,
- equitable wages,
- equal employment opportunities and
- opportunities for advancement

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Jain (1991)\(^2\) conducted a study on QWL of 591 employees in a large scale Private industry with the objective of studying the difference between individuals of different hierarchical levels in their perception of QWL at their organization. The respondents included executives, supervisors, skilled workers, semi-skilled workers and unskilled workers. Respondents of higher hierarchical level were found to be more satisfied with the income level and safety at the work place. The semi-skilled and the unskilled workers showed lower mean score on the opportunities available for personal development. The result indicated that the perception of QWL differs across hierarchical levels.

Yousuf (1996)\(^3\) mentioned that Quality of Work Life is a generic phrase that covers a person’s feelings about every dimensions of work including economic rewards, benefits, security, working condition organization and interpersonal relations. QWL denotes all organizational inputs which aim at improving the employees satisfaction and enhancing organizational effectiveness.

According to the American Compensation Association’s 1995-96 salary budgets survey, one of the factors affecting increases in annual salary was cost of living (Argon, 1996)\(^4\).

Kellough & Selden (1997)\(^5\) discuss at salaries of buyers in relatively similar positions vary depending on whether employees are operating in


private, public, or nonprofit organizations. Many scholars suggest that managers in the public sector should be rewarded based only on their level of performance.

Swope (1998) argues that in the government sector an inviolable rule is that seniority translates into more pay.

David et al. (2001) the objective of this research was to test whether extrinsic, intrinsic or “prior” traits best predict satisfaction with quality of work life in health care. Extrinsic traits are salaries and other tangible benefits; intrinsic traits include skill levels, autonomy and challenge. Prior traits are those of the individuals involved, such as their gender or employment status. A survey of employees was conducted in seven different health-care settings located in the south central region of Ontario, Canada. A total of 65 questions were gathered into scales measuring such factors as co-worker support, supervisor support and teamwork and communication. These were factor-analyzed into intrinsic and extrinsic variables, and regressed against a satisfaction scale, with socio-demographic variables included. Based on the results, the following conclusions can be drawn: objectively identifiable traits of an organization - pay, benefits and supervisor style-play the major role in determining quality of work life satisfaction. Decision-makers with an interest in improving quality of work life in a health-care institution can focus on these traits and pay correspondingly less attention to enhancing staff autonomy or discretion.

Lowe, Cieri and Dowling (2002)\textsuperscript{8} to find out an expectation of high quality of work and responsibility from public employees leads to a need to recruit quality workers, which in turn emphasizes the need for competitive wages and rewards offered by public agencies. Therefore, a successful compensation plan is key to success in this environment. Establishing the right wage for the right employee becomes critical to an agency’s ability to recruit and retain good employees.

\textbf{WORK ENVIRONMENT}

Delamotte and Walker (1974)\textsuperscript{9} indicated that a number of emphases have been made in humanization of work including the need to protect the worker from hazards to Health and Safety, the wage-work bargain (a fair day’s pay for a fair days work) the protection of workers from the hazards of illness and unemployment, and the protection of the worker from arbitrary the authority of management.

Walton (1975)\textsuperscript{10} in their study “Quality of Working Life: What is it?” contributed handful of Work on the subject of Quality of Work Life and he proposed eight conceptual categories relating to the Quality of Work Life which are

\begin{itemize}
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1. Adequate and fair compensation
2. Safe and healthy working condition
3. Immediate opportunity to use and develop human capabilities
4. Opportunity for continual growth and security
5. Social integration in work organization
6. Constitutionalism in the work organization (rights to privacy, free speech and equitability treatment and due process
7. Work and Total Life space
8. Social relevance of Work Life

Hackman and Oldham (1976)\textsuperscript{11} drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified:

- Skill variety,
- Task Identity,
- Task significance,
- Autonomy and
- Feedback.

They suggested that such needs have to be addressed if employees are to experience high quality of working life.

Alexander and Robin (1978)\textsuperscript{12} Quality of Work Life the idea and its application - Ministry of Labour Canada explain the QWL as a set of interrelated

\begin{footnotesize}
\textsuperscript{12} Alexander and Robin – Quality of Work Life the Idea and its application Ministry of Labour, Canada.
\end{footnotesize}
ideas of (i) Ideas dealing with body of knowledge, concept and experiences related to the nature, meaning and structure of work, (ii) Ideas dealing with nature and process of introducing and managing organization (iii) Ideas dealing with the outcome or results of the change process.

In contrast to such theory based models, Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. He suggested that a number of other aspects could be added, including:

- Individual power,
- Employee participation in the management,
- Fairness and equity,
- Social support,
- Use of one’s present skills,
- Self development,
- A meaningful future at work,
- Social relevance of the work or product,
- Effect on extra work activities.

Taylor suggested that relevant quality of working life concepts may vary according to organisation and employee group.

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13 Taylor J C in Cooper, CL and Mumford, E (1979) The quality of working life in Western and Eastern Europe. ABP.
Lawler and Ledford (1982)\textsuperscript{14} in their study “Strategies for improving the QWL” have identified that the cross nation experiences amply demonstrate the improvement in QWL which has definite potential and scope for improving productivity and overall organization effectiveness.

U. Sekaran (1989)\textsuperscript{15} was of the view that the commonly measured indices of the QWL is the extent of employees job involvement or self-investment at work, their sense of competence, and job satisfaction they derive from the various factors of their work such from the nature of the job itself, the supervision, co-workers, pay, promotional opportunities, growth and development on the job and other aspects of the work environment.

Deutsch and Schuram (1993)\textsuperscript{16} suggested that strategies in the USA developed by unions are to increase the amount of employee participation and involvement in decision making around the areas of new technology, work environment and skill training and development.

Piccinini and Tolfo (1995)\textsuperscript{17} mentioned the study conducted by the Hay group in 1995 at Brazil among 4000 employees all over the country and 130 organisation selected 1\textsuperscript{st} stage and employees are asked which company is best to work based on Quality of Work Life, The results revealed that out of 130 companies short listed in the fair compensation, safe and healthy working

\textsuperscript{15} U. Sekaran – Organisational Behaviour, New Delhi, Tata McGraw Hill Publishing co.
\textsuperscript{17} Valmivia Piccinini and Suzana da Rosa Tolfo – The Best Companies to work in Brazil and Quality of Work Life; Disjunctions between theory and practice, Working paper.
condition, opportunity to continued growth and security, social integration, constitutionalism, work and total life space, social relevance of working life are highlighted as most important factors to influence the best work place.

**Gain & Ahmed (1995)** under look a study correlates of QWL-An analytical study on the QWL in large central public secondary undertaking in Jammu and Kashmir. The sample consisted of worker and 50 managerial personnel. The Quality of Work Life factor considered the physical working condition; relational factors, job factors and financial factors. The results showed both the workers and management perceived the Quality of Work Life to be unsatisfactory. Further the difference between the workers and management were found to be statistically significant with regard to working condition, working group relation and on financial aspects of advancement and compensation factors.

**Heskett, Sasser and Schlesinger (1997)** suggested QWL as the feelings that employees have about their jobs, co-workers and organization in general that act as a catalyst resulting in the organizations growth and profitability. A positive feeling towards their job reflects that the employees are happy doing work and a satisfying work environment increases productivity. This definition indicates that the satisfying work environment is one of the factors responsible for better QWL.

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Carayon et al. (1999)\textsuperscript{20} developed a macro economic model of work design and he tested Total Quality of Management in the public sector and he found that Total Quality of Management can influence different aspect of work design and quality of work life, but he found the negative impact of TQM was on work load, uncertainty and role clarity.

David et al. (2001)\textsuperscript{21} the objective of this research was to test whether extrinsic, intrinsic or “prior” traits best predict satisfaction with quality of work life in health care. Extrinsic traits are salaries and other tangible benefits; intrinsic traits include skill levels, autonomy and challenge. Prior traits are those of the individuals involved, such as their gender or employment status. A survey of employees was conducted in seven different health-care settings located in the south central region of Ontario, Canada. A total of 65 questions were gathered into scales measuring such factors as co-worker support, supervisor support and teamwork and communication. These were factor-analyzed into intrinsic and extrinsic variables, and regressed against a satisfaction scale, with socio-demographic variables included. Based on the results, the following conclusions can be drawn: objectively identifiable traits of an organization – pay, benefits and supervisor style-play the major role in determining quality of work life satisfaction. Decision-makers with an interest in improving quality of


work life in a health-care institution can focus on these traits and pay correspondingly less attention to enhance staff autonomy or discretion.

Ellis and Pompli (2002)\textsuperscript{22} identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including:

- poor working environments,
- resident aggression,
- workload, innability to deliver quality of care preferred,
- balance of work and family,
- shift work,
- lack of involvement in decision making,
- professional isolation,
- lack of recognition,
- poor relationships with supervisor/peers,
- role conflict,
- lack of opportunity to learn new skills.

National Institute of Health (2002)\textsuperscript{23} defines quality of life and quality of care research, the purpose of this programme announcement is to encourage research on improving the quality of life, health, functional abilities, and health outcomes for residents of long-term care (LTC) institutions such as nursing homes, extended care, and assisted living facilities. Impaired quality of life,


\textsuperscript{23} National Institute of Health Quality of Life and Quality of Care Research, September 4, 2002, pp. 1-11.
poor functional status, and healthy concerns are well documented in long term care settings to have a deleterious impact on outcomes.

Wilson (2003)\(^{24}\) in his study observed, that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations, behaviour of co-workers and nature of job.

Worrall and Cooper (2006)\(^{25}\) recently reported that a low level of well-being at work is estimated to cost about 5-10% of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature. A large chunk of most peoples’ lives will be spent at work. Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just have to put up with, or even something they don’t even expect to enjoy.


Some of the factors used to measure quality of working life pick up on things that don’t actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don’t feel pleased or happy - they just don’t feel bad. This can apply to a range of factors that affect someone's working conditions.

Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life.

**PROMOTION AND CAREER GROWTH**

Whilst quality of life has been more widely studied, quality of working life, remains relatively unexplored and unexplained. A review of the literature reveals relatively little on quality of working life. Where quality of working life has been explored, writers differ in their views on its core constituents.

It is argued that the whole is greater than the sum of the parts as regards quality of working life, and, therefore, the failure to attend to the bigger picture may lead to the failure of interventions which tackle only one aspect. A clearer

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understanding of the inter-relationship of the various facts of quality of working life offers the opportunity for improved analysis of cause and effect in the workplace.

This consideration of quality of working life as the greater context for various factors in the workplace, such as job satisfaction and stress, may offer opportunity for more cost-effective interventions in the workplace. The effective targeting of stress reduction, for example, may otherwise prove a hopeless task for employers pressured to take action to meet governmental requirements.

Rapoport and Rapoport (1980)\textsuperscript{27} concluded that the family’s psychological support and the diversion that it entails make it a crucial factor affecting QWL. Studies also support the facts that a happy family life has a positive impact on the greater job satisfaction and objective career achievement with a directly proportional relationship.

According to Saxena (1987)\textsuperscript{28} promotion was understood as the selection from inside the service. Therefore, promotion system was affected by a number of factors like; (1) the kind of career system that existed, (2) the initial recruitment and examining policy that were decrees with which people were selected on the basis of capacity for advancement, (3) the number of key posts that were reserved for political appointees, (4) the proportion of career


type (above junior levels) appointments from outside, (5) the size and heterogeneity of the organisation, and (6) the element of dynamism, growth or change in the organisation’s programme of work.

Greenhaus (1990) suggested that career satisfaction is an outcome of the fulfillment of career growth needs of individuals that depends upon intrinsic and extrinsic aspects of their career, including pay, advancement, and developmental opportunities.

Ray (1991) pointed out that the importance of career planning was due to further rising concern for quality of work life and for personnel life, planning, rising educational levels and occupational aspirations and slow growth and reduced advancement opportunities in employment.

Gallie (2003) suggests that there is a comparison of employees’ perceptions of the quality of working tasks, the degree of involvement in decision making, career opportunities, and job security to see whether the Scandinavian countries have a distinctive pattern from other European Union countries.

Serey (2006) observed in his research on QWL, that career growth opportunity is a crucial factor determining constructs of QWL. He concluded

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

SUPERVISORY BEHAVIOUR

Davis et al. (1984) made use of a step by step Delphi analysis, to develop a definition and measure of Quality of Work Life. In their results the degree to which supervisors treat subordinate with respect and have confidence in their abilities as significant predictor of Quality of Work Life is identified.

M.K Manilal (1989) in a research study mentioned that the operators, technicians and supervisors should be given sufficient training form time to time in order to cope with the changes in the technology and machinery and at the same time, measures are to be adopted for reducing administrative overhead.

J. Bruce Tracey & Michael J. Tews (1995)\textsuperscript{35} in their study “Training Effectiveness Accounting for Individual characteristics and the Work Environment” reported that to ensure the effectiveness of training program hospitality managers should look at the usual factors (needs analysis, project design and implementation). In addition managers must examine such external matters and the characteristics of the trainees themselves.

Moen (2000)\textsuperscript{36} found that employees with supportive supervisors experience far better quality of Work Life.

Scaife and Walsh (2001)\textsuperscript{37} also support the inclusion of this as a legitimate focus of supervision, describing how supervision can provide an opportunity for dealing with the effects of organizational climate and professional relationships.

In a study of higher education employees, Bakker et al. (2005)\textsuperscript{38} showed that the combination of high demands and low job resources in the workplace significantly added to the risk of burnout. Furthermore, work overload, emotional demands, physical demands, and work – home interference did not result in high levels of burnout if employees experienced autonomy.


received feedback, had social support, or had a high quality relationship with their supervisor. These authors postulated that the aspects of the high-quality supervisor relationships provided important instrumental help and emotional support.

SOCIAL INTEGRATION

Hughey, Margaret et al. (1983)\textsuperscript{39} in their study “QWL Rural Teachers perception studied the rural teachers” and perception of QWL 528 teachers in rural British Columbia constituted the sample. Their opinions on working condition, professional autonomy and interaction with students and administrative were obtained. The result of the study indicated that the teachers were far from satisfied with their QWL.

Balch, David E., Blanck, Robert (1989)\textsuperscript{40} Quality of Work Life (QWL) is the state or condition of work life that employees experience within their company. Indicators of the level of quality of work life include: 1. Quantitative measures of accident rates, 2. Sick leave usage, 3. Employee turnover, 4. The number of grievances filed, and 5. Comparative salary studies. Evidence of high quality of work life can be increased productivity and loyalty, increased levels of morale, frequent participation in cost saving suggestions, and employees who feel they do not need union representation to achieve their goal of having a good place to work. An organizational survey is a particularly

\textsuperscript{39} Hughey, Margaret, Murphy and Peter – Canadian Administrator 23 Nov.1983,pp.1-6.
\textsuperscript{40} Balch, David E., Blank, Robert, Measuring the QWL. Quality Progress Milwaukee: Nov. 1989, Vol. 22, Iss. 11, P. 44.
good way to measure quality of work life. Companies demonstrate a climate of openness by their willingness to invest time and effort in quality of work life surveys. Such a survey can also improve communications between employees and management. The following steps should be taken when conducting an organizational survey: 1. Determine information needs. 2. Create a sampling design. 3. Determine the instrument design. 4. Collect the data. 5. Analyse the data. 6. Generate reports.

Chakraborty (1994) compared the Walton’s list of 8 major conceptual categories in terms of human needs and aspirations for the improvement of working life like adequate fair compensation, safe and healthy working condition etc to sacrifice - Chitdha Shuddhi, theory of work mentioned in Bhagavat Gita, Religious Text of the Hindus. He concludes that Indian approach towards the quality of work life and work ethic is founded on the premise that man has spiritual – metaphysical dimension too to his personality, a dimension inherently superior to that of his economic biological and social dimensions.

UNION

Michael Maccoby (1977) in their study “Helping Labour and Management set up a Quality of Work Life Program” a consultant who was engaged in assisting American Telephone and telegraph company and the

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communication workers of America established a QWL program designed to continue after divestiture reports that nearly half a million worker in 21 Bell system companies including operating telephone companies Western Electric, and Bell Laboratories participated in QWL program. A subsequent survey revealed that 80% of the employees volunteer to participate in the program. Further, he said, both Union and Management leaders in the divested Bell companies have declared their commitment to QWL projects. QWL program must include the design of technology and the organization of work and if management builds more efficient system it must consider allowing the workers for broad learning including problem solving skills that are not made obsolete by change.

**Baumgartel (1980)**\(^{43}\) “The Quality of Work Life Movement” proposed dimensions of Quality of Work Life such as job security, wage equity, individualism are work place democracy.

**Fuller (2001)**\(^{44}\) found that there exists a body of opinions that views trade union collaboration and endorsement of QWL efforts as critical for their success.

**Maccoby (1984)**\(^{45}\) concurred that QWL grew out of the collective bargaining process. It is therefore a commitment of management and union to

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support localized activities and experiments to increase employee participation in determining how to improve work. This process is guided by union-management committees and facilitators, and requires education about the goals of work and training in group process.

Kotze (2005)\textsuperscript{46} in his research study found that growth of QWL projects requires a developing relationship between management and union built on mutual respect for institutional interests and values.

According to Bluestone (1989)\textsuperscript{47} quality of work life program cannot succeed unless the local parties develop a collective bargaining climate of mutual respect, a climate in which solving problems supersedes beating the other party down.

S. Sajeev (1994)\textsuperscript{48} in his research work is of the opinion that the trade union leaders in Kerala showed too much affiliation to political parties. The majority of them were either members or sympathizers of some political party or other. He also mentions that a great percentage of the union leaders come into the filed through a close association with some political movement. At the same time, the union leaders were often subjected to harassment for their union activities.


LIFE SATISFACTION

Ganguli & Joseph (1976) in their study “Quality of Working Life: Work prospects and aspirations of young worker in Air India”, analyzed the Quality of Working Life among young workers in All India with special reference to Life and Job Satisfaction issues. The findings of the study indicated that the various physical and psychological working conditions, pride in organization job earned community respect; reasonable working hours are more positively correlated with Job Satisfaction than friendship with colleagues, good work location, and physical strain, variety of skills and risks of injury. The study also revealed that strong family ties and rural background are more aspired in young workers, with affect the quality of working life.

Roschelle (1991) explains the most common assessment of Quality of Work Life as the individual attitudes. This is because individual work attitudes are important indicators of Quality of Work Life. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace.

Parasuraman et al. (1992) documented that segments of the workforce may be subject to unique work/family pressures, yet often have few sources of support. The under-representation of these groups of individuals with potentially difficult types of work/family pressures represents a major gap in work/family research and employees understanding of their needs. From the employer and employee viewpoint, the changing nature of what constitutes a family is one of the complications of today’s society.

Lau and May (1998) made a study and provides empirical evidence that links elements of QWL and overall satisfaction to the overall financial performance of the firm. Consistent results of a positive relationship between Quality of Work Life and business performance have been found in the 1994, 1998 and 1999 lists of the 100 best companies to work for in the United States when comparing to S&P (Standard and Poor) 500 companies.

Danna & Griffin (1999) commented that quality of working life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being.

JOB SATISFACTION

Milton L. Blum (1956)\textsuperscript{54} in his study noted the significance of the relationship between job satisfaction and general satisfaction. He states that job satisfaction in part may be a function of general satisfaction or attitude towards life.

Allenspach (1975)\textsuperscript{55} made a study to analyse the effect of flexible working hours based on experiments in Switzerland. In his report he discussed its advantages and disadvantages, including its effect on job satisfaction and employee and management attitude.

Locke (1976)\textsuperscript{56} defined job satisfaction as “a positive emotional state resulting from the appraisal of one’s job or job experiences”. Though various researchers identified it in different ways and conclude that it’s a combination of physiological, psychological and environmental circumstances, the result of this combination is a person’s job satisfaction.

Warr and colleagues (1979)\textsuperscript{57} in an investigation of quality of working life, considered a range of apparently relevant factors, including:

- work involvement
- intrinsic job motivation
- higher order need strength

perceived intrinsic job characteristics

job satisfaction

life satisfaction

happiness and

self-rated anxiety.

They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, Warr et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety.

Thus, whilst some authors have emphasized the workplace aspects in quality of working life, others have identified the relevance of personality factors, psychological well being, and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work have, however, served as the main focus of attention, as researchers have tried to tease out the important influences on quality of working life in the workplace.

**Kornhouser and A. Khalegne(1981)**

“Job Satisfaction perceived effort and Heart rate in light industrial work” this studies revealed that Job Satisfaction plays an important role for an employees in terms of health and

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well being and for organization in term of productivity, efficiency, employee relationship absenteeism and Turn Over.

**Sayeed and Prakash (1981)**⁵⁹ in their study “The QWL in relation to Job Satisfaction and performance in two organization” analyzed the level of QWL of the employees of two different types of organization (employees who worked in an organization which provided a high QWL and another organization which provide a low QWL). The result of the study indicated that QWL dimensions were related to Job Satisfaction in both types of organization. The study further consistently reveals low relationship with self and superior related performance measures and the low QWL organization tended to yield comparatively better relationship between QWL dimensions and performance measures than the high QWL organisation.

**Arie Richel and Abraham Pizam (1984)**⁶⁰ intended to compare the United States hospitality industry employees work attributes demographics and lifestyles with employees in four other industry groupings and found out that in all 3 major areas, hospitality employees were typified by very specific characteristics. In demographic characteristics these employees came from minority grouping and large families and perceived themselves to be of lower social class. They were less satisfied with their job and life in general and did not think their job to be an important element in their self-accomplishment.

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Nash (1985)\textsuperscript{61} critically analyses the Job satisfaction that has significant effect on organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, company policy, promotion, job itself, co-worker relationship (hygiene factors).

D. Elizur Dov (1990)\textsuperscript{62} Quality Circles (QC) have been recently suggested as a means of enhancing employees, quality of work life (QWL) and satisfaction with their work. The action system approach was used to examine the impact of Quality Circle participation on employees’ quality of work life and job satisfaction. The study was conducted in one of the manufacturing divisions of a large industrial corporation in Israel. A total of 1423 employees, half of them participating in Quality Circles and half not participating, were surveyed. A positive relationship was found between participation in Quality Circles and various aspects of quality of work life, perceived job reinforcement capacity, and job satisfaction. All quality of work life items showed positive correlation with participation in Quality Circles, except that of physical activity. Quality circle participants may perceive Quality Circle activities.

Baba and Jamal (1991)\textsuperscript{63} suggested a list of the determinants of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational

\begin{itemize}
  \item\textsuperscript{63} Baba, VV and Jamal, M (1991) Reutilization of job context and job content as related to employee’s quality of working life: a study of psychiatric nurses. Journal of organizational behavior, 12, pp. 379-386.
\end{itemize}
commitment and turn-over intentions. Baba and Jamal also suggested that monotony in job due to routine work activities can affect quality of working life negatively.

**Baig (1991)** in an empirical assessment of job satisfaction and work involvement pointed out that job satisfaction referred to an employee’s general attitude towards a job and a person with high level of job satisfaction held positive attitude towards his job.

## COMMITMENT

**Varandhani (1987)** observed that the Indian worker was not having a sense of commitment with the organisation. He was suffering form poverty, lived on the margin of living standard, poorly educated and insufficiently trained. These conditions reflected themselves in low productivity, poor performance, a high percentage of absenteeism and glaring indiscipline.

**Mandell & Barbara (1989)** indicated through their study “Does a better Work Life Boost Productivity?” That a clear definition of the various projects that compose “Quality of Work Life” is lacking. The study indicated that the basic conceptual criteria for quality if work life include; adequate and fair compensation, safe and healthy environment, growth, social integration, and social relevance. It further indicated that the common feature of the many

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successful experiments has been the inclusion of financial benefits for the employee who increases production, learns new skills, or increases responsibility and participation. Human Resource professionals contemplating the introduction of QWL projects should consider realistic expectations, the level of commitment for, all levels of the organization, and the capability of employees.

**Caldwell (1990)** suggests that Organisational Commitment is largely determined by the rewards offered by the organization, particularly financial rewards.

According to **Steers (1991)** the sources of Organisational Commitment may vary from person to person.

**Hackett, Bycio & Hausdorf (1994)** explain that the normative dimension of OC focuses on feelings of loyalty to a particular organization resulting from the internalization of normative pressures exerted on an individual.

**Allen and Meyer (1997)** define OC as a psychological condition that relates the criteria in the employee relationship in the organization and the implications on the decision to remain in the organization. This means that committed employee will remain in the organization as compared to non-committed employee.

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Owens (2006)\(^7\) had a similar finding that employees that had a higher level of commitment also had a higher level of “turnover cognitions”. A higher score in “turnover cognitions” indicated that the employee had a more favorable attitude and was less likely to consider turnover representing an inverse relationship of commitment and turnover.

2.2.2. General studies on Railways

2.2.2.1. Books

Rao M.A (1974)\(^7\) wrote a book entitled “Indian Railways” This book is an attempt to demonstrate the whole performance of the Indian Railways from the very beginning to the end, from early days to the present stage. The author also shed light on all the working areas of the Railways, but does not mention anything about labour welfare in Indian Railways except in the introduction. This study has not made any recommendation or suggestion.

Saraswathy Rao. Y (1978)\(^7\) made a study on the administration of Indian Railway under the caption “The Railway Board” This study is a comprehensive and systematic analysis of the various phases of the working of the Railway in India. It brings out the Railway administration in India and emphasizes on the problems and issue of financial management of Indian Railway. He also analyzed in detail various fact of labour.

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Nanda R.R (1984)\textsuperscript{73} wrote a book entitled “Railway Accounts and Administration” is an effort to deal with all important codes, rules, procedure of the Railways in a precise and concise form. This book is recommended for day work of the Railway officers.

Khosla G.S (1988)\textsuperscript{74} wrote a book entitled “Railway Management in India”, this work is considered as one of the most important and authentic studies in the organization of Indian Railways. It develops deep into the Indian Railways history and its development after independence. The book is however, more exploratory and less suggestive. It has dealt with almost all aspects of Indian Railways from administration to operations, accounts and finance, signaling and construction etc. but the study makes no mention of labour welfare of Indian Railways employees.

Dr. Haque S.M (1989)\textsuperscript{75} wrote a book entitled “Management of Indian Railway” It is an attempt to survey various aspect of Indian Railways such as Railway management in India, growth and development of Railway during plan period, financial management of Railways, regrouping of Railway, personnel management, industrial relation in Indian Railway and supervision etc. various phase of labour relation in Indian Railways have been discussed at length in a separate chapter, but fails to mention any labour welfare measures in Indian Railways.

\textsuperscript{73} Nanda, R.R (1984) “Railway Accounts and Administration”, Bahri Brothers, Delhi.


\textsuperscript{75} Dr. Imamul, S.M, Haque (1989) “Management of Indian Railway”, published by Mittal Publication House.
Saxena (1991)⁷⁶ “Four Decades of Indian Railways: 1950-1990” work studies the growth and development of Indian Railways during 1950 to 1995 with the help of over two hundred tables, charts and graphs etc. The study covers almost all aspects of growth and development of Indian Railways in India. It has been a source of macro economic growth and social economic transformation. Although almost every aspect of Indian Railways is studied, but at the same times it fails to recognized the welfare aspect of Indian Railway.

Halders S.C (2000)⁷⁷ wrote a book entitled Indian Railways- A Commercial Guide for Railway Men & Railway users. This study stresses on the Railway to be commercial and customer oriented. His study brings out information on almost all aspects related to both passenger and freight amenities, ticketing procedure, reservation and refund rules and passenger grievances etc. but surprising makes no mention of any labour welfare measures on Indian Railways.

Agarwal (2004)⁷⁸ wrote a book entitled “Managing of Indian Railways-The Future Ahead”. This study highlights the need and requirement of efficiency, effectiveness and aspects of ethics in Indian Railways’ management. The author has taken systematic approach to deal with the subject. The study

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thoroughly brings out the post independence, contemporize and future aspects of management, finance, administration, privatization, globalization and human resource development etc. of Indian Railways. The study, however fails to draw its attention towards the staff welfare of Indian Railways personnel.

**Roopa Srinivasan, Manish Tiwari, Sandeep Silas (2006)** 79 “Our Indian Railway”, this book commemorates 150 years of Railways in India. Introduced under colonial rule in the second half of the nineteenth century, the Railways soon embraced the length and breadth of India bringing with it rapid political, economic, ecological and cultural changes. The articles in this book explore the impact of this technological phenomenon from a range of interdisciplinary perspectives. From early Railway thinking in renaissance Bengal, to Railway policing in Uttar Pradesh and issues of management to Railway themes in literature. The writers in this volume reveal the world of the Railways in all its exciting facets. This study lacks the welfare of workers in Indian Railways.

2.2.2.2. Articles and Research Papers, Seminars and Conferences

**Berry M.N (1972)** 80 offered a study on “Staff Welfare on Indian Railways” gave a brief explanation of welfare measures provided by Indian Railway to the worker. He has enclosed various measures like medical facilities, educational facilities, accommodation facilities etc.

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Raghuram B (1977)\textsuperscript{81} in his articles entitled “Training for Productivity in Indian Railways” analyzed the importance of training for the productivity in Indian Railways and improvement in productivity in Railway administration with consistent attention. The productivity in Indian Railways cannot be achieved without effective training of Railway personnel.

Padmanashan N (1985)\textsuperscript{82} wrote an article entitled “Indian Railway”. He has pointed out that the Railway is a labour intensive organization. He discussed the role of human resource management, role of personnel research, need for research in recruitment procedure, personnel procedure and practice etc.

Singh R.P (1987)\textsuperscript{83} presented an article entitled “Golden years of Indian Railway”, Here detailed discussion is made about Railway development. He states that in 1950-51 Railway have only 73 tones of revenue earning traffic and the total traffic was just 93 million tones, but in 1985-86, the revenue earning traffic rose to 257.5 million tones and total traffic to 286.4 million tones which amount to an increase of 354 percent. This study intends to focus attention on the implicit debt which has been accumulating over the years on account of insufficient contributions made to the fund by the Railways He also further point out background of Indian Railway pension scheme.

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\textsuperscript{82} N. Padmanashan (1985) “Indian Railway”, Indian Railway Journal, Railway Board, Rail Bhawan, December, New Delhi

Quereshi, Mohd. Tariq (1996) the study of “Labour Relation in Indian Railways” is an attempted to make a detailed comprehensive and systematic analysis of labour relation with a view to make it more transparent and viable. The entire work of this study has been divided into seven chapters, in fourth chapter an attempt has been made to review labour welfare measures in Indian Railways.

Mehboob Ahmad (1997), the thesis entitled “Human Resources Management Practices in Indian Railways” is an attempted to study the human resources utilization and their management in the Indian Railways. In this study, attempt has been made to critically examine the efficiency of human resources as well as Indian Railways, but this study fails to draw focus on mention of labour welfare of railways workers.

Mathur S.N (1998) wrote an article entitled “Greying of the Indian Railways”. This study gave brief report on pension of Railway worker; Indian Railways are the largest single undertaking in the country employing nearly 1.6 million workers. This large workforce also accounts for a very large share – 56 per cent of the working expenses by way of salary, wages, allowances and other benefits to employees. Their impact on the Railways’ finances is thus considerable. Pensions also fall under the same category of expenses, but

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deserve special attention due to the inevitable rise in the amounts which need to be set apart for this purpose.

Debasish Sarkar & Debabrata Dutta (2000)\(^87\) wrote an article entitled “Changing Pattern of Transport Scenario – A Review of Emerging Problems”. The paper looks into the emerging problems of surface transport in the Indian economy. Surface transport is an important constituent of the umbrella term infrastructure, the role of which in economic development needs no elaborations. The paper observes an ongoing deviation from the optimal modal mix between rail and road during the plan periods and stresses the need for rail-road coordination. This coordination, according to the paper, is one dimension of the problems of surface transport in India while the other two dimensions are finance and the policy of the state market mix.

Sekher (2002)\(^88\) wrote an article entitled “150 of Year of Indian Railways: Challenges Ahead”, through his work sheds light on the future challenges before Indian Railways. He puts the commercial viability customer orientation, marketing, diversification and optimization of activities to earn extra revenue through mobilization of unconventional resources, as key challenges before Indian Railways in future. The author makes some significant suggestions with regard to freight transportation but ignores to suggest any measures of labour welfare in Indian Railways employees.

John Creedy and Guyonne R.J. Kalb (2005) “Measuring Welfare Changes in Labour Supply Models” This paper examines the computation of welfare measures for use with labour supply models. The standard method of computing compensating and equivalent variations does not allow sufficiently for the nonlinearity of the budget constraint in such models. An alternative method is suggested and applied to contexts in which individuals are allowed to vary their hours continuously and to contexts where only a limited number of discrete hours of work are available. Discrete hour’s models have in recent years been used in view of the substantial econometric advantages when estimating the parameters of direct utility functions. This type of model is particularly popular in behavioral micro simulation modeling where predicted labour supply responses are calculated for policy changes.

Krishna Veni and Sangita Ghosh (2005) wrote an article entitled “Performance of a Public Enterprise - The Indian Railways” This study reveals that the development of physical infrastructure of Indian Railways is highly expansive and expensive. The electrified route length, the number of stations, bridges, manned level crossings and passenger trains in the country has been increasing rapidly over the years. This article also indicates that the financial performance of Railways has been positive in terms of gross traffic receipts,

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net traffic receipts, etc. Indian Railways has been prone to frequent accidents. However, the authors conclude that safety, security, sincerity and punctuality are the fundamental prerequisites for successful functioning of Railways and for gaining customer satisfaction.


“Indian Railways undertakes Staff Welfare Activities for Railway Employees” Indian Railways undertakes various staff welfare activities for the benefit of Railway employees as well as their children and dependents. These are medical care through Railway's hospitals and health units, health care and sanitation, free travel facilities and other activities under Staff Benefit Fund like Ayurvedic and Homoeopathic dispensaries; relief to employees in distress; promotion of culture, women empowerment, sports, scouting and other recreation activities.

**Reddy T. Koti (2007)** wrote an article entitled “India’s Progress in Infrastructure Development”. He applied minute center of attention on Rail Transport in this study. The author has tried to provide discussion on History of Indian Railways. The Railway has played an integrating role in the socioeconomic development of the country. He also represents the précis of the operations of the Indian Railway since independence. He furthermore discusses on the finance of Indian Railway by annually from 1950-51 to 2007-2008. The author of this article finally concludes that upgrading technology in Railway

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needs greater attention so as to improve reliability, reduce maintenance cost and increase customer satisfaction. It is also necessary to emphasis the increase in efficiency and management of the Railway.

Gangwar G. Raghuram Rachna (2008)\textsuperscript{93} “Indian Railways in the Past Twenty Years, Issues, Performance and Challenges”, to understand the development process of Indian Railway’s over the past twenty years, the study covers issues and strategies related to financial and physical aspects of revenue generating freight and passenger traffic from 1987-2007. Study also covers the developments in the parcel, catering and advertising sector, however this study fail to provide the information regarding labour welfare in Indian Railways.

George S.A (2008)\textsuperscript{94} this study aims to bring out a performance benchmarking study of the zones of Indian Railways to expand on alternate approach for measurement of aggregate operational performance on the Railway zones and to foresee its operation in a supply chain perspective so as to gain academic and realistic insights. Author of this study employed Data Envelopment Analysis (DEA) methodology. Findings of the authors are in the vein of inside the set of inputs and outputs considered the exercise identified the best performing Railway zones over the year and the efficiency trends. However, this study fails to offer information on the subject of labour welfare in Indian Railways.


Hanuv Mann, Dr. Uma Kumar, Inder Jit Singh Mannand Suchitto

Kumar Das (2008)95 “The Changing Face of the Indian Railways”, in their research try to encapsulate the history, traditions, current approaches and future prospects of the Indian Railways based on the organizational structure. It suggests a number of changes including changing the management style to create potential for future technological advancement. In its conclusion, the paper enumerates relevant factors to consider as the foundation for the creation of a plan for future action.

Binoy Joseph, Joseph Injodey, Raju Varghese (2009)96 “Labour Welfare in India”, India's labour force ranges from large numbers of illiterate workers to a sizeable pool of highly educated and skilled professionals. Labour welfare activities in India originated in 1837. They underwent notable changes during the ensuing years. This article is a description of these changes and the additions, which were included over this period. On the whole, it paints a picture of the Indian Labour welfare scène.

Durgamani M.K (2009)97 “Manpower Planning in Indian Railways “Manpower planning is a process which aims to have the right number of staff at right places with right type of skills at right times to enable the organization to achieve its short term and long term goals. In other words, manpower

95 Hanuv Mann et al. (2008), the Eighth International Conferences on “Knowledge, Culture, Change in organization”, 5-8 august, Cambridge University, United Kingdom.
planning is the system, which ensures the manpower availability at a given point of time. Indian Railways, the biggest transporting industry in India, has introduced the concept of benchmarking as a tool of manpower planning. In simple words, Benchmarking is the search for and implementation of best practices. Since Indian Railway has a large number of activity centers performing the same type of work, it was decided to do internal benchmarking of activity centre of Indian Railways. Substantial variations were observed and the activity centers with least Man Power Ratio (MPR) that means highest productivity were termed as Benchmark centers. In our Railway system, though the system of recruiting, training, placing posting and promotion are inherited from the system of British Railways, yet manpower planning is given importance only in late 70’s, which envisages making of quality human resource towards attaining the goals of the organization duly giving importance as a service organization for transporting of goods and passenger services to all sorts of the people across the country.

2.3. How the Present Study differs

Earlier studies are conducted at various places considering different factors in different organization but no one to research Railway employee Quality of Work Life. So the researcher prefer to select the topic. Further, more specialized statistical tools such as factor analysis are used to analyze the data collected from respondents. Hence this study is unique in nature and different from the earlier studies.
2.4. Research Gap

The review of literature from various thesis, articles and reports are discussed in this chapter. The literature shows various authors’ did their studies regarding quality of work life in a single organization in various countries. Also they identify one or few factors to measure the quality of work life.

In Indian economy, the backbone is the Indian Railways and the class of people. Following a careful and an elaborate review of literature in the field of Personnel management, labour welfare and social welfare and welfare work in public sector enterprises and other related region, researcher has reached the conclusion, that no scientific study has been conducted to examine and measure the Quality of Work Life of Employees in Railways.

Hence, the researcher has tried to find and measure “A Study on Quality of Work Life of Employees in Southern Railway with reference to Tiruchirappalli Division”.