CHAPTER 3

REVIEW OF LITERATURE
QUALITY OF WORK LIFE:

The studies done in the area of quality of Working Life (QWL) mainly focuses on relationship between working conditions and job satisfaction. Quality of Work Life has always been up in studying organizational behaviour. It is evident from the history that direct studies on Quality of Work Life started pouring-in after the first paper presentation by Davis in 1972 at Arden House, US and thereafter, there was a greater pressure on Quality of Work Life studies as organizations increasingly adopting the philosophy of making the man happy at work for enhancing their motivation and will to work. In present scenario of high technology world, it has become a great concern for management as well as employees. Quality of working life is the most substantial work related behavioural phenomenon which has positive impact on production, work culture and effectiveness of the organization. Though lot of work has been done on Quality of Work Life in different areas, but unfortunately a bit attention has been made to variables pertaining to the current research endeavor. Therefore, special attentions of researcher especially have been made on this point.

Payne and Pheysey (1971) in the light of an interesting study conducted on organizational climate came to conclusion that job satisfaction is an indicative of positive Quality of Work Life. This was to highlight qualities of employee's work life.

New forms of work organization organizational arrangement and other aspects of humanization of work and the Quality of Working Life (QWL). The studies in the area of Quality of Working Life (QWL) are displayed in
the following fashion for more candid picture. Several researches have been conducted in this field. Sayeed and Sinha (1981) examined the relationship between QWL, job satisfaction and organizational climate. The results indicate that higher QWL leads to greater job satisfaction and better organizational climate. Ghosh and Kalra (1982) in their study found that QWL is influenced by age, income, qualification, experience etc. Haque (1992) in his study found that QWL is positively related to satisfaction and negatively correlated to absenteeism. But no significance relationship was found between perceived QWL and workers age, education and job experience. Wadud (1996) in a study found that QWL was significantly higher among the private sector women employees than their counterparts in the public sector.

Davis and Newstrom (1985) refers to the favourableness or unfavourableness of a job environment for people. In their research work, human behaviour at work: organizational behaviour, Mcgraw - hill book company, New York. Haque (1992) found that QWL is positively related to performance and negatively co-related to absenteeism in his study "Perceived quality working life and job satisfaction of industrial workers in relation to certain demographic variables". Wadud (1996) found that QW was significantly higher among the private sector women employees than their counterparts in the public sector. In his study upon "Job stress and quality of working life among working women" Bangladesh Psychological study. Sinha (1977) ,vasudev and Pal, (1988) found that sincere and hard work were more employ rewarded in the private sector compare to the public sector in their paper "Supervisory style and types of industry as related to workers output". P.U. Management Review. Monga and Maggu (1981) studied the influence of quality of working life on the individual and organizational health of the members of public sector organization in their
study "QWL: A study of public sector in India" ASCL, Journal of Management. Sekaran (1981) conducted a study on Indian bank employees and found that QWL is not high in banks in his paper on "Perceived Quality of Working Life in Banks in Major Cities in India." Prajanam.

Walton (1974), one of the major interpreters of the Quality of Working Life (QWL) movement has proposed eight major conceptual areas (already mentioned) for understanding what this is all about. There are in fact systematic and universal characteristics of the work environment which may or may yield satisfaction to individuals as depending upon his unique cultural environment, social class family rearing education and personality. A brief discussion conceptual areas of Quality of Working Life (QWL) is present now. There are sufficient evidences that working conditions are one of the major interpreters of Quality of Working Life (QWL) Lansbury (1974) Elbrng et all.(1974) Audibert(1974) Bunz et al.(1974) and Bell (1974). Wilkinson et al. (1975) sent questionnaires to 6,500 junior house officers (doctors) in England, Scotland and Wales asking "Do you think that your house of duty is so long as to impair your ability to work with adequate efficiency. Of the 2,452 who replied 37.3 per cent chose either always ‘or often in preference to ‘occasionally' "sometimes" or "never". The 2 highest ranking specialties' were gynecology and obstetrics (49.2 per cent) and orthopedics (47.5 per cent) and 2 lowest were pathology (12.2 per cent) and psychiatry (8.5 per cent). Over the 24 hours immediately preceding receipt of the questionnaire, the following average hours reported at work 12.7; or call 8.2 free 3: asleep 6, Ss were encouraged to append their views, and 1,411 did so. The most frequent comments were those calling for a more efficient distribution of work hours. Fricke (1975) reviews the subject of the humanization of work, considering especially its impact on the social aspect of the conditions of work which matter more than the technical aspects. In
his analysis there is another distinction between static propositions for improvement in working conditions and dynamic ones. Allenspach's (1975) report on flexible working hours based on experiments in Switzerland, discusses its advantages and disadvantages including its effects on Job satisfaction and employee and management attitude. Cherisilicher (1975) provides two page statement of CGBon the relationship between conditions and Job satisfaction which suggest that work cannot be considered merely from the point of view of productivity and that the improvement of working conditions must cater to the satisfaction of worker's need.

Johnston (1975) supports the other studies which view that workers often value factors such as job interest and good working conditions above pay. The author concluded that the pay becomes the most important factor in job satisfaction only when it is seen as compensation for dissatisfying and alienating job situation.

An analysis of work place and the work process as a constant source of stimuli lack of stimuli lack of stimuli on the basis of their influence on the worker was make by Vaszkb (1975). The working environment can exercise favorable or unfavorable influence on work activity and knowledge of the direction and nature of these influences are indispensable in order to create the optimum working environment.

Kavoussi et al. (1978) compared the unauthorized absenteeism rates in 2 large textile factories in Isfahan, Isfahan, Iran. The working conditions in the study factory were unsatisfactory, unlike the control factory. Findings show significantly higher absenteeism rates . In view of the widespread consequences of such absenteeism it is recommended that closer attention be paid for improving the quality of working life.
Ganguli and Joseph (1976) studied Quality of working Life among young worker in Air India with special reference to life and job satisfaction issues. Findings indicate that of the various physical and psychological working conditions pride in organization job earned community respect reasonable working hours, etc. are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers affect that quality of working life.

In 1970 Michigan working conditions survey showed the relationship between work values and perceived support for working conditions was identified for several central claims of the quality of work movement Tavaskey (1982).

Besides improved working conditions in the organization there are ample evidences to highlight the implications of autonomy and participation at work to foster the meaning to work. As Ritti (1970) uses the result of research to support the argument that lack of opportunity to perform meaningful work is at the root of frustration among engineers and who have more autonomy at work place feel more satisfied with their work life. Similar findings are found by others too Andreatta and Rumbold (1974) brown (1975).

As technology advances, the idea of Participative Management will have more meaning and application for QWL Taylor (1971). The same idea offered by Miles (1973) defines the QWL movement as one, which views workers as entire persons capable of reasoning rather than as mere cogs in machines. He postulates that inclusion of workers in shop floor decision-
making will increase their identification with their organization. Even similar findings are obtained by others Andersons (1975) Prideaus (1975) Lischeron and Wall (1975) Rosow (1979) Harrison (1985) Mohraman and Novelli, (1985) and Schlesinger and Gshry (1985) found that employee participation provide the operating manager with tools capable of enhancing both employee productivity and quality of working life.

As already discussed Quality of work life is not a single phenomena rather there are number of terms all of which really belong under the Quality of work life umbrella, which in varying degrees identifies a part of the large whole that Quality of work life seeks to identify.

Among others, Walton (1974) suggests that QWL can be analysed on 3 levels: organizations employee situations and behavioral systems.

Lyon's (1975) findings indicate the perceived role's clarity is positively correlated with satisfaction. Fazakerley (1975) claims that workers want from their employment challenge they can meet. Some immediacy is knowing how well they are well they are doing interesting work, congenial social climate and degree of security which encases them to work in co-operative rather than conflict ridden situation. Rosow (1979) identified five aspects of QWL in public sector-pay benefits job security training development and participation. Thackary (1981) found boredom and monotony after produces adverse effect on QWL Sekaran and Wagner (1980) worked on sense of competence for white collar employees of USA and India. Results indicate that experienced meaningfulness of job was the single most important contributor to a sense of competence for employees in both countries because sense of competence has been highly correlated with QWL.
Tennenbaum (1983) suggested that supportive egalitarian and participative climate has implication for QWL. Similarly, Davis (1983) describes the utility of social network for enhancing QWL.

From the above discussion it is clear that over the last decade there is great concern throughout the industrial world to increase Quality of Working Life (QWL). But QWL meaning gets changed in relation to particular cultural environment of the country. As the stimulus of QWL in France appears to be a number of shop floor human relations problems. In an attempt to overcome these, the French Government introduced legislation about improved working conditions, Cooper and Mumford (1979). The QWL movement in Italy placed within a historical context as they fought against Taylorstic approach of reutilized and tightly controlled task. The East European countries show different value positions, participation and socio-economic objective. Although these reflect a set of universal values which are desirable in any system, but there is difference in potential for improving QWL in different culture.

If we consider quality of working life movements and experiments as being a set of processes directed at changing the structure of the work situation, we see that processes take place within a particular cultural environment and are being influenced by particular values and philosophies. The QWL changes appear to be different to different countries for different reasons.

In the developing countries like India the question of QWL may appear very small indeed if not hopelessly idealistic. In India, approximately 70 per cent of its population is working in agriculture sector and only 23 to 24 millions in the organised sector, out of total employable population of around 280 millions. The tradition of Boded labour wherein the generations
of family are bonded to work for masters, although abolished by law, is in itself a big challenge to any attempt at improving QWL in India. For the Indian people to have work at all of any kind is the overriding aim. The quality of working life appears no more than a frill, should not their efforts, then, be aimed at creating more jobs rather than worrying about temporarily fashionable ideas like improving QWL.

Though job creation is very important issue in our country the issue of improving QWL for those already employed is equally important. Social concern for job creation is important objective for an enterprise and an individual. It can be fulfilled by improving one's own situation by creating happiness at work. Increasing dissatisfaction among workers against job that are tedious, monotonous and with apparent lack of responsibility are the evident strains of fast changing technology on individuals and society, and a realization that, providing of people's control over jobs is a part of social responsibility that have important linkage for improving QWL in India.

Trist (1975) made on eloquent plea for the importance of QWL in a developing country. "In a developing country the QWL can become both ends and means. It is an end in itself because it is a highly significant component in the quality of working life the goal of all development. It is a means because the experience of participation in decision-making at the work place and progressive learning help workers acquire the civic competences and skills on which a developing country in the social democratic mode must rely. It would be tragic if in industrializing the less developed countries, they adopt the authoritarian management styles from which the advanced countries are beginning to break loose. Their best strategy would be-to ignore nineteenth century models of industrial organization and the dehumanizing values embodied in them and experiment in ways, suitable to the conditions of the third world, with new forms of
organisation that give first importance to the quality of life in the work place."

A discussion has been going on around the relevance of the concept of QWL for India. Many experts have tried to validate the concept for Indian context.

**Bhardwaj (1983)** eloquent in urging the adoption of Quality of Working Life principles to the Indian situation states, "The QWL movement offers India a value-frame and a social technology of organisational change, leading to task effectiveness of micro-entities through utilization and unfolding of the human potential."

**Tandon (1982)** presents four key areas of concern for India: (1) Improving QWL implies improvement in wages, poor working conditions, worker amenities and safety and occupational health; (2) There is need for systematic analysis prior to change; (3) Dynamics of implementation: willingness for participation; (4) Diffusion and strategic considerations.

**Mehta (1982)** like others indicates the importance of linkages between Quality of life in general, QWL and functioning of work Organisations.

Although the debate regarding the relevance of QWL is not over, yet many action researches in new form of work organisation in India initiated. The first known study of redesigning took place in Ahmedabad in 1958 by Rice. The results of action research were documented by Rice in terms of productivity as well as worker involvement. There was a follow up study of Rice's work by **Miller (1975)**. The evaluation indicated that, among other reasons, the setback was caused by the inability to maintain the boundary conditions in terms of readjustment to changing technology and inability to
appreciate the demands of the turbulent environment resulting in some form of regression.

In a study of two coal mines and two steel firms, Sinha (1973) found that managers carry unfavorable overall images in respect of their firms and 60 per cent managers went to change their organisation. These managers were young and well educated but organisation was of bureaucratic nature not providing opportunity to initiate and hard work. It was the organisational structure which caused inefficiency.

Kumar and Bohra (1978), studied relationship of workers job satisfaction with their perception about existing organizational climate. Results revealed that perceived organizational climate effects workers job satisfaction significantly. Workers perceiving organizational climate as democratic had increase in job satisfaction as compared to those who perceived organizational climate as autocratic or undecided.

Sayeed and Sinha (1981) examined the relationship between Quality of Work Life dimensions, job satisfaction and performance measures on the two groups of sample working in high Quality of Work Life and low Quality of Work Life organizations. The result revealed that Quality of Work Life dimensions are related to job satisfaction in both the types of organizations. A comparison between high and low Quality of Work Life organization further indicated systematic variation in the correlation pattern i.e. organization with low Quality of Work Life tended to yield comparatively better relationship between Quality of Work Life dimensions and performance measures than the organization with high Quality of Work Life.

Ambrosini (1983) while reviewing the literature on Quality of Work Life found the decline of work centered approach and the growth of interest in the relationship between work and non-work sphere. The prime
perspective adopted during 1960 and 1970 are summarized, citing the emphasis on organizational and socio-technical studies of post Taylorist labour transformation. The emergence of the concept of Subjective work experience than documented stressing the importance of the time dimensions and work flexibility as determinant of Quality of Work Life. Singh (1983) made an attempt to improve Quality of Work Life by recognizing work and eliminating split-up goals and thereby, made work satisfying and productive.

Singhal (1983), emphasized on the job quality of life where it is pointed out that quality of working life (Quality of Work Life) will be meaningful if the people working in organization live a happy life in society. Economic, family and health related aspects to which employees are exposed as member of larger significant-society are significant factors that influence their quality of working life (Quality of Work Life) experience. He also made a point that Quality of Work Life is a time and situation bound concept that requires constant revisions and modifications as psycho-socio and organizational contents change over time.

Kontbluh (1984) suggested that the contribution, of increased worker's participation in decision-making is appearing more often on labour-management agenda as a strategy to increased employee's Quality of Work Life. The reason for management interest include need for (i) increased probability positive quality (ii) improving Quality of Work Life for the new workers who are educated and have good work ethics, but are alienated and unmotivated under current management practices and (iii) meeting foreign competition.

Levine, et al. (1984), made an attempt to develop a definition and measure of Quality of Work Life. In a specific case setting, 64 employees engaged from large insurance company Delphi Panel constituted in defining
Quality of Work Life. A 34 item Quality of Work Life questionnaire was developed from that definition. Tested on 450 employees of company, results showed 7 predictors of Quality of Work Life, which extended beyond job content. 7 predictors, were (i) Organization to which supervisors show respect and have confidence in employee's abilities. (ii) Variety in a daily work routine (iii) Work challenge (iv) Organization to which present work leads to good future opportunities (v) Self-esteem (vi) Extent to which life outside work affects work, and (vii) Extent to which work contributes to society.

Hartenstein and Huddleston (1984) enumerated that for Quality of Work Life measures to be successful, management and labour must have shared values, without such values, managers are often authoritarian and deny workers sense of involvement, responsibility and autonomy, resulting in the workers lack of commitment and low productivity.

Rice (1984-85), found out the relationship between work satisfaction and quality of life. Work experience and outcomes can affect person's general quality of life both directly or indirectly through their effects on family interaction, leisure activities and levels of health and energy. Modification in workplace can have their effect by changing environment or changing worker's own class and they can affect his quality and family life.

Braun (1985) presented a paper at annual meeting of rural sociological society in which he propounded some important suggestions regarding Quality of Work Life programmes and industrial justice. According to him currently, Quality of Work Life programmes exists only to increase physical productivity, never to decrease it for the benefit of increased workers happiness. To properly judge true productivity based on industrial justice, there must be a great societal and worker's voice on how
productivity is defined. Small benefits to the company at great cost to worker's and to society at large are to be avoided. Such costs include speed up discrimination, reduction in work freedom through increased setting of standards, lack of flexibility in setting up and enforcing standards, pseudo-careerism, and defining out of existence of unskilled workers that had served as a social buffer to provide jobs for anyone, no matter what is his experience, Industrial justice requires that workers be allowed to produce with an average rather than an extra-ordinary amount of effort, and that they have right to demand sympathy on occasions.

**Graham (1985),** investigated worker's support and rejection attitude towards Quality of Work Life programmes on the sample of shop floor workers. Results indicated that attitude towards Quality of Work Life leads to four generalization (i) When workers experience increased influence and organizations in their relation with management they likely support Quality of Work Life (ii) When this greater influence enable them to obtain changes in both job procedure and working conditions, they are likely to continue their participation (iii) If Quality of Work Life increased cooperation among workers, they will support it, but if it increased competition they will likely reject their programme (iv) Worker's support for a Quality of Work Life programme is likely to be maintained only if the power of union in bargaining is not hindered. When Quality of Work Life programmes have such positive effects on these four sets of relations, workers ability to obtain changes in workplace to which they see as significant, is increased and their support for increased cooperative relation with management is most likely to be developed and then maintained.

**Sengupta and Sekaran (1985),** studied bank employees and found, Quality of Work Life in bank is not high and he gave reasons for the same. External environment (government and union interference) facing the banks
are seen as impendent to take effective actions by banks. Findings showed that government formulating broad policies, leave it to banks to attain goal by whichever means they think, greater decentralization, more autonomy and power will facilitate banks to recruit right people, design job as per requirements, rewards employee differentially on the basis of performance and enhance Quality of Work Life and offer quality service to people.

**Chakraborty (1986)** found out that there are many organizational situations which indicate hidden realities of Quality of Work Life. Researchers are required to examine Quality of Work Life in light of new paradigm based on study of Indian psycho-philosophy offered from a strict problem-solving point of view and may have relevance to educate predicting managers.

**Sinha (1986)** enumerated that modern workers demand jobs that satisfy their inner needs. In the light of the content and process theories of motivation, it is postulated that the popular way of determining Quality of Work Life is to measure the attitude that constitutes job satisfaction. Moreover, it is also suggested that the prospects of better Quality of Work Life in India have to take sociological, psychological and related context into account.

**Rao (1986)** investigated the difference between quality of working life of men and women employees doing comparable work and examined the effect of work on women. The result revealed that there were significant higher composite qualities of working life scores for men than for women employees. Men employees had significantly higher scores for opportunity to learn their skills, challenge in job and discretionary elements in works. The findings also advocated that age and income have positive impact on perceived Quality of Work Life for women. Further, Rao did not found significant correlation between Quality of Work Life and the quality of life
for the sample of women. Moreover, he also obtained no effect of education on Quality of Work Life experience.

**Keller (1987)** studied relative contribution of work and non-work variables on Quality of Work Life among different ethics groups. 127 White, 30 Hispanic, 33 American Banker and 121 Mexicans were taken as the subjects. Results showed no significant relationship between ethics' groups and Quality of Work Life. Home life and family network variables accounted for increased variance in Quality of Work Life than did work variables like jobs, job-stress and job level.

**Mehta (1987)** conducted a study on the sample of senior central government officials and middle level officials serving in four states. The results indicate that greater the proximity to the development, the lower was the perceived Quality of Work Life. The findings also revealed that remotest the officials from developmental work, the more satisfied they were with their Quality of Work Life. An interesting feature of the finding of this study was that departmental posting was also associated with perception of lower Quality of Work Life than the Secretariat posting. The perceived quality of work amenities which include housing, education for children, drinking water facilities and salary etc., gradually declined as one moved closer to development work.

According to **Gupta and Khandelwal (1988)** positive significant relationship was found between Quality of Work Life and role efficacy. The findings also revealed that supervisory behaviour is the most important dimension of Quality of Work Life, contributing 21% of the variance in the employees' role efficacy. Supervisory role include general satisfaction with supervisor's day-to-day behaviour, amount of communication and listening, and appreciation of good work.
Dhillon and Dandona (1988) conducted a study on "Quality of Work Life and Job Involvement: A comparative study of managers of public and private banks". The study found significant difference in Quality of Work Life variable related to job involvement in public and private sector banks.

Gary (1988), tested the specific hypothesis regarding apprenticeship socialization strategy, using sample of new insurance company employees. He found that perceived quality of intern-assignment managers work relationship to have important direct and moderating effect on intern work outcomes. Quality of work relationship was significantly positively related to intern met expectations, role clarity, Organizational Commitment, and performance.

Chakraborty (1989) suggested that quality of domestic life transmits its inevitable effect on quality of home life so as to reduce the intensity of stress experience in context of work life. According to one forecast, by the end of 1990, 50% of American children will belong to single parent or no parent category, is used by author in constructing major emerging scenario of stress. He warned Indians to restrain from uncalled problems of socio-cultural changes. There exist reinforcing cycle of stressors both at home and in workplace.

Sharma (1989) on the basis of her investigation highlighted the importance of Quality of Work Life and organization design as significant dimensions of organizational functioning.

Mee Lin and Bain (1990) have studies relationship between Quality of Work Life programmes and organizational performance measures through a review of 27 studies on unionized firms. Impact of Quality of Work Life on organizational effectiveness (performance of labour management relations and economic and non-economic performance of the firms) was
measured in these studies at 3 levels: (i) industrial (ii) group division/ store (iii) plant/ store of industry. All studies found favourable attitude of workers towards Quality of Work Life programmes and 7 of 10 studies at division level and at job 10 macro level studies found positive effect of Quality of Work Life programmes on productivity. At 3 levels employee participation measures and job redesign were the approaches of Quality of Work Life programmes were most commonly implemented by both union and management. Mixed impact of Quality of Work Life programmes on absenteeism, grievances, turnover, discipline, and labour relations.

Ahmad (1991) investigated perceived Quality of Work Life in relation to organizational role stress among 156 middle level managers of public and private undertakings. Results revealed that all the four dimensions of perceived Quality of Work Life viz., perceived influence at work, perceived amenities at work, perceived nature of job and perceived nature of supervisory behaviour were significantly but negatively related to most of 10 dimensions of organizational role stress. It was further observed that age and tenure were significantly correlated with perceived influence at work and perceived amenities at work.

Havlovic (1991) studied the influence of Quality of Work Life initiatives on HR outcomes. Data was collected by unionized Midwestern heavy manufacturing firm for period during 1976-1986. Results indicated that Quality of Work Life initiatives significance reduce absenteeism, minor or accidents, grievances and quits.

Fields and Thacker (1992) investigated the influence of Quality of Work Life on company and union commitment after the implementation of the joint union management Quality of Work Life perceived the Quality of Work Life effort as successful programme. Results indicated that company
commitment emerged only when participant but union commitment increased irrespective of the perception of Quality of Work Life success.

**Karrier and Khurana (1996)** examined the relationships among Quality of Work Life and six background variables viz., age, educational qualification, experience, native/migrant, number of dependents and income level and three motivational variables viz., satisfaction, job involvement and work involvement of 491 managers from the public, private and cooperative sector industries. The findings of the study indicate that managers with higher motivation have higher Quality of Work Life perception. Moreover, the results also advocate that educational qualification of managers, size of the organization, job involvement and job satisfaction are significant predictors of Quality of Work Life. Karrier and Khurana (1996), found managers with increased job satisfaction and more job involvement had perception of increased Quality of Work Life.

**Raghvan (1978),** the ex-chairman of BHEL, a public sector organisation, stresses the need for worker's participation in management. According to him, "participation of workers in the management of undertakings, establishments, or other organisations engaged in any industry is underscored by the constitution of India".

**Arya (1980)** investigated (1) nature and the extent of workers participation in decision-making, (2) The desire and the capacity of workers to participate in decision-making, and (3) the acceptance of the concept of workers' participation on decision-making by management personnel and trade union leaders in two large public sector undertakings with divergent industrial relations setting. The important findings of the study were that workers' involvement in participation was higher where the workers' representatives to participative forms were elected than where they were
nominated by the recognized unions; that there was no significant relationship between workers' education and their participation in bipartite committees; that the desire of workers to participate in management through bipartite forums is greater where the communication with management through the union are not effective; that the higher the acceptance by management of workers' participation is decision-making the higher would be their actual participation; and that where the majority of bipartite committees are elected by workers, trade union leaders, by and large, do not want a rival iii the form of these committees.

Monga and Maggu (1981) studied the influence of Quality of Working Life on the individual and organisational health of members of public sector organisations. They concluded that the QWC in the Indian public poor and there exists a significant gap between what the managers expect and what they have. They suggest that there is too much bureau cratisation, rule orientation and adherence to traditional management style.

Sekaran (1981) used multi-variate cross-cultural approach to explore the meaning of two attitudinal concepts-job involvement and job satisfaction. Her sample consisted of 267 white collar workers from US banks and 307 from Indi banks. She found that in both the cultures, job variety and stress were two common predictors for job satisfaction. Income was a third significant predictor in the US while communication was the third additional predictor in India. For job involvement, age appeared I to be a differential predictor. She concludes from her study that I a manager should concentrate on job design and stress reduction to another study, Sekaran and Mowday (1981) found that a greater percentage of the variance in job involvement was explained demographic and job characteristics for American subjects than for Indian subjects. They suggest that religious values and philosophy
exerted a greater influence on the work orientation and job involvement of Indians.

Sayeed and Prakash (1981) studied employees who worked in organisations which provided either a high or low Quality of Working Life. Results showed that QWL dimensions were related to job satisfaction in both types of organisations. It was noted that QWL dimensions demonstrated consistently low relationship with self- and supervisor-related performance measures. The low QWL organisation tended to yield comparatively better relationship between QWL dimensions and performance measures than did the high QWL organisation.

Singh and Dewani (1983) found that overall job satisfaction in nationalized banks was significantly related to position in the bank hierarchy, with managers reporting the highest degree of job satisfaction followed by accountants and clerks. Managers and accountants also reported greater feelings of security, adequacy and acceptance by appropriate authorities.

Singh (1983) reports on QWL experiments in India. Two studies were conducted in chemical and textile factories that were designed to improve the QWL by re-organising the work and introducing participatory management. The studies used participatory workshops, goal setting exercises, interviews and questionnaires. Significant changes were introduced in the chemical company, including redefinition of the plant manager's role, modification in the organisational structure and introduction of interdisciplinary projects during the training of engineers. Plant production also increased. No changes could be made, however, in the textile company where everyone viewed the researchers as 'experts' who had come to improve efficiency. He concludes
that unless the consultant is willing to tap the internal knowledge research, he/she will find it difficult to implement change.

Singh (1983) in his study of managers form the public sector concludes that he overall perceived quality of work life in the Indian industries is censurably poor. While this finding is common across all the work dimensions studied. Quality of Working Life is perceived to be the poorest in the area of democratization of work, culture leading to a state of mismatch between motivational and the existing QWL. He found that QWL was perceived to be poorer by private sector employees in comparison to public sector employees. QWL was operationalised for the study as human growth; exciting work place, creativity and innovativeness concern for people and democratization, of the work process.

Sengupta (1985) and Sekaran (1985) conducted a study on Indian bank employees and found that QWL is not high in banks. Finding of the study suggests the Government to formulate broad policies designing the jobs with greater decentralization more autonomy, power and control, reward employees differently on basis of performance and enhance QWL.

Nasreen and Ansari (1997) conducted a study on supervisors and middle level managers and reported that socio-psycho personality variables failed to influence Quality of Work Life perceptions. Barkat and Ansari (1997) found significant influence of job tenure and number of promotions earned on perceived Quality of Work Life. The above two studies did not include job involvement but are important to highlight relationship of biographical and psycho-social personality variable in relation to Quality of Work Life. Job involvement is a phenomenon which is outcome of perception of increase Quality of Work Life in which aspects like identification with work, organization, as well as incumbent conductive
conditions. Most appropriate to work and working environment as above all variables combined together determine level of job involvement.

Eden et al. (2000) described the importance of different factors in relation to quality of working life among individuals (aged 25-29 years) granted early retirement due to disorders of the musculoskeletal system. Explanatory variables concerning poor quality of life were established among disability pensioners with musculoskeletal disorders and a control group. In both groups, health status, leisure time activities, and social network were important for quality of life. Among the retirees immigration, employment before retirement, and a negative attitude to the disability pension were related to poor quality of life.

Chan, et al. (2000) compared the experiences of work stress, work satisfaction and mental health on 2,589 managers and workers from six different professions and para-professions, namely; general practitioners, lawyers, engineers, teachers, nurses, and life insurance personal. Results showed that performance pressures and work family conflicts were perceived to be the most stressful aspects of work. Two of the stressors contributed to the overall work stress. Further, stress arising due to work, family conflicts, performance pressure and poor job prospect was negatively associated with level of work satisfaction. These findings were discussed in contexts of increasing professionalization, and de-professionalization and growing emphasis on productivity and efficiency in a quickly developing economy.

Sirgy et al. (2002) developed a new measure of Quality of Work Life based on need satisfaction and spillover theories. The measure was designed to capture the extent to which the work environment, job requirement, supervisory behaviour, and ancillary programmes in an organization are perceived to meet the needs of employees. Seven major needs were
identified, each having several dimensions. There are: (a) Health and safety needs, (b) Economic and family needs (c) Social needs, (d) esteem needs (c) self-actualization needs, (f) knowledge needs, (g) Aesthetic needs. The measures convergent and discrimination validities were tested and the data provided support to construct validity of Quality of Work Life measuring. Further the measure nomological predictive validity was tested by hypothesis deduced from spill over theory.

**Morin and Audebrand (2003)** indicated that one major issue in the development of Quality of Work Life practices is the primacy of financial growth to the detriment of values such as health and social welfare. They also viewed that organizational performance is assessed with two or three financial indicators such as return on investment, profit per share, and net revenues. Although these indicators are essential to profitable organizations but they do not give a complete picture of the firm's performance. Moreover, they are the tangible results of added value from the personnel's creativity and their effective use of the technologies in their work environment. Common sense dictates that healthy employees can be dedicated to their work and can exercise their skills and their imagination to achieve their work goals and to constantly improve their work processes. The opposite is also sensible that unhealthy employees cannot exert their strengths to add value to their work. Consequently, in the short term, the overemphasis on financial indicators could pay off for the managers. But in the long term, it could lead to the shrinkage of financial performance.

**Raduan et al. (2006)** in a study to determine the level and relationship between qualities of work life (Quality of Work Life) with career-related variables revealed that the three exogenous variables are significant such as career satisfaction, career achievement and career balance with 63% of the variance in Quality of Work Life. The respondents appeared to be satisfied
in respect to the level of Quality of Work Life (49.5%), career achievement (70.3%), career satisfaction (63.8%), but less so for career balance (36.6%). These findings contribute to an understanding of ways by top management in attempts to attain a career fit between the needs of the employees and the needs of the organization.

**Dargahi et al. (2007)** conducted a study to provide the processes used to investigate and implement a pathway for improving of Quality of Work Life as an approach model. The results from the survey showed that the perceived strongest areas among 12 categories developed by Quality of Work Life Strategic Planning Committee that employees agreed to improve on their Quality of Work Life were Organizational Commitment, trust, support, monetary compensation, non-monetary compensation, leadership, attendance management, communication between managers and employees, Communication between managers and managers, overall communication, respect and recognition. This committee evaluated the outcomes of Quality of Work Life managers and employees teams to improve the employees' Quality of Work Life. The Quality of Work Life Strategic Planning Committee also recommend a new approach model to suggest the ways which impressive on the employees' improving Quality of Work Life.

**Guna et al. (2008)** in a study entitled "Constructs of Quality of Work Life: A Perspective of Information and Technology Professionals" concluded that IT industries in many developing countries are experiencing tremendous challenges in meeting the employment market demand. A good human resource practice would encourage IT professionals to be more productive while enjoying their work. Therefore, Quality of Work Life is becoming an important human resource issue in IT organizations. Effective strategic human resource policies and procedures are essential to govern and provide excellent Quality of Work Life among IT professionals. Conversely, poor
human resource strategic measures that are unable to address these issues can effectively distort the Quality of Work Life, which will eventually fail the organizations' vision of becoming competitive globally.

Pugalendhi et al (2011) in a study of Quality of Work Life: Perception of college teachers revealed a significant relationship between Quality of Work Life total and Quality of Life in teaching environment total. They also found that quality of college teachers is low in its working level and stated that Quality of Work Life is an essential concept of favourable situation in a working environment.

To conclude, as already discussed, that meaning derived from QWL may be culture specific. Now, one might ask why raise the question of QWL in the Indian context where approximately per cent of the population is working in the fields. And to some QWL appears just a fancy name. But it can be clearly said. That although, the adequacy of the number of available jobs is more important issue in our country, however, economic and social achievement needs play an important role for those already employed for creating happiness at work.

JOB SATISFACTION:

The concept of job satisfaction has been widely defined by different people. Locke (1979) specified that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Spector (1997) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job. Rice, Gentile and Mcfarlin (1991) defined job satisfaction as an overall feeling about ones job or career in terms of specific facets of job or careers (e.g. compensation, autonomy,
coworkers). It can be related to specific outcomes, for example, productivity. Many studies on the determinants of job satisfaction.

Job satisfaction is an indicative of positive quality of working life. Hence, whatever studies will be put forth on job satisfaction would be determining relationship of some variable as its important determinants.

Pestonjee (1973) reported that supportive organizations are truly related to workers morale and job-satisfaction. Similarly in a study conducted by Schnider and Snyder (1975), it was found that climate and satisfaction are positively correlated and almost the same result was found in a study of Lafollette and Sims (1975), as they found organizational climate and organizational practice correlated to jobs. Rajappa (1978) found that organizations with achievement oriented climate were highly productive.

Costello and Sang (1974), reported that majority of job incumbents of publicly owned utility firms were satisfied with security and social needs but, were different in the fulfillment of increase order needs self-esteem, autonomy and self-actualization. Study conducted by Rhillehard et.al (1969) on managers, compared managers working in government agencies with those from business and industries. They found that perceived deficiency in need fulfillment likely to increase successively at lower level which was almost similar to the findings of Jhonson and Marcrum (1968). Their study also revealed that increased dissatisfaction was found among managers of government agencies as compared to managers of business and industries.

Balkrishnan (1976) examined the relational importance of physical, social, financial, security, achievement, responsibility, recognition, and growth factors of industrial employees. Results indicated that financial and
physical factors were very important as compared to other factors. Workers were found to be above physical and safety needs and were somewhere between social and ego needs.

Taylor (1977) suggested usefulness of job satisfaction measures in assessing job characteristics in improving Quality of Work Life is problematic. Paradoxically the high and stable levels of job satisfaction can not explain the frustration and alienation in the organization. This leads to the notion that employees' participation in the action researches on Quality of Work Life may itself reduce their frustration and feeling of alienation.

Hackman et al. (1978) propounded that the job can be re-designed to have the attributes desired by the people and organization, and also to have the environment desired by the people. This approach seeks to improve the quality of working life. Rajappa (1978) found in his study that organizations with achievement oriented climate were highly productive.

In the field of job satisfaction Singh & Dewani (1983) found that overall job satisfaction in nationalized banks was significantly related to position in the bank hierarchy in their research "Job satisfaction among bank employees" Indian Psychological review, 1983. Ting (1997) show that job characteristic such as pay, promotional opportunities, task clarity and significance, and skills utilization, as well as organizational characteristics such as commitment relationship etc effects job satisfaction in their paper "Determinants of job satisfaction of federal government employees" Public personal/ Management abstract. Brown (1996) found job satisfaction is linked to a healthier work force and has been found to be a good indicator of longevity and although only little correlation has been found between job satisfaction and productivity in his paper "Keeping score: using the right
matrix of drive word class performance" New York :Quality Resources. Similar to the above evidence, two recent studies by Volkwein and colleagues (2000, 2003) examined the administrative job satisfaction at both public and private universities. Their collective findings reported job insecurity, stress, and pressure as having a significant negative influence. Anju Malhotra doing research work from JAMIA MILLIA ISLAMIA (Department of educational studies) under the supervision of Dr. Ilyas Hessian found in his paper- "A Comparative Study of Leadership Styles of Principals in Relation to Job Satisfaction of Teachers and Organizational Climate in Government and Private Senior Secondary School of Delhi. " that The Leadership Style of Principals, job satisfaction of Teachers and Organizational Climate differ from school to school. In organizational climate Insel and Moss (1974) state that the internal environment or organizational climate exerts directional influence on the behavior of the members in their paper "Psychological environments: expanding the scope of human ecology".

Job satisfaction means the contentment of the employees because of their jobs. It is the personal evaluation of the job conditions (the job itself, the attitude of the administration etc.) or the consequences or (wages, occupational security etc.) acquired from the job Fletcher and Williams (2006). According to another definition, job satisfaction is the phenomenon ascertaining the contentment of the employee and appearing when the qualifications of the job and the demands of

The employees match Reichers (2006). In line with these definitions, job satisfaction might be handled as the consequence resulting from the comparison between the Adenike A. - Organizational Climate as a Predictor Of Employee Job Satisfaction: Evidence from Covenant University Anthonia Adenike.Business Intelligence Journal - January, 2011 Vol.4 No.1 154
Business Intelligence Journal January expectations of the employee from his job and the job in question which is performed. The consequence may emerge as satisfaction or dissatisfaction of the employees from the job.

When the employee sees that his expectations are not met in the job environment, the job dissatisfaction emerges. It leads to the decrease in the workforce productivity, organizational commitment and commitment to the job and increase in the rates of the optional discontinuation of the job. Santhaparaj, Srini and Ling (2005) Payne and Morrison, (2002) Redfern (2005) and Denizer (2008) Gellatly (2005) Sagie (2002). Besides, the medical conditions of the employees might be affected negatively. Lower job satisfaction in the servers has been observed to bring about neurotic (insomnia and headache) and emotional negativeness (stress, disappointment) Denizer (2008). Nevertheless, the best proof to the deterioration of the works is the lower job satisfaction. It causes secretly deceleration of the works, job success and job productivity and increases in the workforce turnover Iverson and Deery (2007) Lum (2006), occupational accidents and complaints.

Job satisfaction can be described as one's feelings or state of mind regarding the nature of the work. Job satisfaction can be influenced by a variety of factors such as the quality of the academics' relationships with their supervisors, the quality of the physical environment in which they work and the degree of fulfillment in their work Lambert, Pasupuleti, Cluse-Tolar and Jennings (2008). Job satisfaction is a key factor in productivity Oshagbemi (2000). However, job satisfaction is certainly not the only factor that causes people to produce at different rates Daniels (2001). One major reason for the continuing interest in job satisfaction, as Wilson and Rosenfeld (1990) pointed out is that, positive and negative attitudes towards work may exert powerful effects on many forms of organizational behaviour.
Relevant research data have demonstrated the importance of job satisfaction in an organization, especially, in terms of its efficiency, productivity, employee relations, absenteeism and turnover Baron (1999) Maghradi, (1999) and Fajana (2001). In addition to being influenced by the level of satisfaction, performance is affected by a worker's ability as well as a number of situational and environmental factors such as mechanical breakdowns, low quality materials, inadequate supply of materials, availability of stocks and market forces Boro et al. Nevertheless, in the case of lower-level jobs where little ability is required, job satisfaction seems to be one of the key determinants of performance Cockburn & Perry (2004) Boro, et al (2001). Therefore, job satisfaction is very important in an organization because if employees are not satisfied, their work performance, productivity, commitment as well as the interpersonal relationships among the management and their subordinates tend to be lowered Fajana (1996). For instance, in an organization where work performance is not recognized through promotion and salary increases, productivity of employees tends to be lowered.

In an effort to satisfy the needs of employees, many managers make use of incentive programmes, despite the fact that research has consistently confirmed that no amount of money will translate into sustainable levels of job satisfaction or motivation Joyce and Slocum (2004).

Fajana (2002) in his work identified a long range of factors combined to affect individual's level of satisfaction. These include, supervision or leadership (concern for people, task, participation), job design, scope, depth, interest, perceived value), 2011 155 working conditions, social relationships, perceived long range opportunities, perceived opportunities elsewhere, levels of aspiration and need achievement.
Most scholars recognize that job satisfaction is a global concept that also comprises various facets. The most typical categorization of facets; Smith, Kendall and Hulin (1969) considers five: pay, promotions, coworkers, supervision and the work itself. Locke (1976) adds a few other facets: recognition, working conditions and company and management. Fajana (2002) refers to job satisfaction as the general job attitudes of employees. He divided job satisfaction into five major components as including; attitude toward work group, general working conditions, attitudes toward the organization, monetary benefits and attitude towards supervision which he said is intricately connected with the individual's state of mind about the work itself and life in general.

ORGANIZATIONAL CLIMATE:

Organizational Climate Researchers in organizational behavior have long been interested in understanding employees' perceptions of the work environment and how these perceptions influence individuals' work-related attitudes and behaviours. Early researchers suggested that the social climate or atmosphere created in a workplace had significant consequences—employees' perceptions of the work context purportedly influenced the extent to which people were satisfied and perform up to their potential, which in turn, was predicted to influence organizational productivity e.g Katz and Kahn(2004) Likert (1997) McGregor (2000).

Srivastava (1996) pointed out that organizational climate and higher order needs (self-esteem, autonomy and self-actualization) are positively related to job involvement. This study has not denoted variables which had been undertaken for study as term Quality of Work Life but also organizational climate, higher order needs and all other bio-social needs which are determinants of Quality of Work Life. Therefore, it is not always
necessary to use the term Quality of Work Life but the variables are attributed to the aspect referring to Quality of Work Life.

Venkatachalam et. al (1997), studied that production increased with change adapted by increased Quality of Work Life. Perception of employees, several other factors like security, autonomy, equity of pay and rewards help to increase Quality of Work Life, satisfaction, involvement, work environment and so on. Some finding showed significant positive relationship between Quality of Work Life and Organizational Commitment.

The construct of climate has been studied extensively and has proven useful in capturing perceptions of the work context Denisson (2006) Ostroff, Kinicki and Tamkins, (2007). Climate has been described as an experientially based description of the work environment and, more specifically, employees' perceptions of the formal and informal policies, practices and procedures in their organization (Schneider, 2008).

An important distinction has been made between psychological and organizational climate Hellriegel and Slocum (1994) James and Jones (2004). Individuals' own perceptions of the work environment constitute psychological climate at the individual level of analysis, whereas organizational climate has been proposed as an organizational or unit-level construct. When employees within a unit or organization agree on their perceptions of the work context, unit-level or organizational climate is said to exist Jones and James (2004) Joyce and Slocum, (2004). A large number of studies have consistently demonstrated relationships between unit or organizational climate and individual outcomes such as performance, satisfaction, commitment, involvement and accidents Ostroff et al, (2007).
Organizational climate comprises of cognate sets of attitudes, values and practices that characterize the members of a particular organization. Xaba (1996) defined organizational climate as consciously perceived environmental factors subject to organizational control. Low (1997) coined the term climate to describe the attitudes, feelings and social process of organizations.

According to him, climate in this view falls into three major and well-known categories: autocratic, democratic, and laissez-faire. Kaczka and Kirk (1978) defined organizational climate as a set of attributes, which can be perceived within a particular organization, department or unit. The behavioural science literature is replete with theories and empirical research focusing on employee behaviour as a function of the simultaneous variation in both organizational dimensions and individual Adenike A. - Organizational Climate as a Predictor Of Employee Job Satisfaction: Evidence from Covenant University Anthonia Adenike.Business Intelligence Journal - January, 2011 Vol.4 No.1 156 Business Intelligence Journal January characteristics Hellriegel et al. (1994).

Apparently neither individual organization dimensions (climate) nor individual characteristics (job satisfaction, tension, role clarity), by themselves, explain a substantial amount of the observed variation in job satisfaction or organizational effectiveness criteria. The relationship of organizational climate to individual behaviour often emphasizes the role of employee perceptions of these dimensions as intervening variables Schneider (2008). Likert's approach to the study of organization's illustrates the importance of employee perceptions, e.g. his interaction - influence mode/relates causal, intervening and end-result variables Locke (1976) and Likert, (1967). Causal variables like climate dimensions and leadership techniques interact with personality to produce perceptions, and it is through
assessment of these perceptions that the relationship between causal and end-result variables may be analyzed.

Robert (1997) presented a summary of determined tests of the assumption that success rates are so low in Organizational Commitment that doubt or cynicism constitutes the appropriate mind-sets. This opinion continues to appear in the literature, both scientific and popular, despite the existence of several large data sets that could either reinforce the doubt or cynicism, or require variously nuanced caveats about them. 16 major data sets are reviewed in effect to sketch some confidence intervals concerning reasonable estimates of success rates in varieties of planned change commonly labeled as Quality of Work Life, organizational development and Organizational Commitment.

Lan and May (1998), examined how perceived image of a company's Quality of Work Life will affect its market and financial performance growth. Profitability of two groups of company was compared, based on sales growth, assets growth, return on equity, and return to assets. Results indicated companies with increased Quality of Work Life can also enjoy exceptional growth and profitability.

Donaldson, et al. (1999), studied a major incentive for work-site. Health promotion activities promised increase of company's profitability. Although employee sleep patterns predicted health care utilization and psychological well-being, for most of the employee-health behaviours were not strong predictors of proximal organizational effectiveness factors. However, Quality of Work Life factors significantly predicted Organizational Commitment, absenteeism, and tardiness frequency. Findings
suggested the value of improving the system of work in which employee are embedded as part of comprehensive work-site health promotion efforts.

Several studies have focused on perceptually based measures of climate dimensions and job satisfaction, Friedlander and Margulies (1968), using perception data from an electronics firm, studied the multiple impacts of organizational climate components and individual job values on workers satisfaction. They found that climate had the greatest impact on satisfaction with interpersonal relationships on a job, a moderate impact upon satisfaction with recognizable advancement in the organization, and relatively less impact upon self-realization from task involvement. Pritchard and Karasick (1993) studies 76 managers from two different industrial organizations. They found climate dimensions to be moderately strongly related to such job satisfaction facets as security working conditions and advancement opportunities. Schneider (2008) surveyed bank customers and learnt that their perception of the bank's climate was related to a form of bank switching (customer dissatisfaction). Customers who perceived their bank's climate negatively tended to switch banks more frequently than did those who perceived their banks as having a customer-employee centered atmosphere.