CHAPTER - II

REVIEW OF LITERATURE

This literature review is a body of text that aims to highlight the critical points of current knowledge and methodological approaches on QWL. It has brought the researcher up to date with available literature on QWL and forms the basis for research needed in the area of study. This structured literature review is characterized by a logical flow of ideas, current and relevant references with consistent, appropriate referencing style, proper use of terminology and comprehensive view of the previous research on QWL. This section provides a sketch of related studies arranged logically at international and national levels. The present review of literature has been confined to employee quality of work life in the various industries of different countries and India.

Lupton. T (1975)\(^1\) in his study, “Efficiency and Quality of Work Life: Technology of reconciliation”, made an attempt to increase business efficiency and the Quality of Working Life by designing a new manufacturing system. Six alternative production systems were proposed and then job characteristics were measured according to their variety, autonomy, responsibility, interaction and completion of task. The system finally selected and tried was fairly successful to balance automation with worker autonomy. The system’s goals included high volume output at low cost, safe and healthy working conditions, job enlargement and enrichment, and greater mechanization. Further, it disclosed that jobs with a low quality of work life were nevertheless necessary.

Dwivedi. R.S (1977)\(^2\) carried out a case study on “Quality of Work Life in Volvo automobile plant located at Sweden”. It was visualized by the head of the Volvo that severe turnover and absenteeism problems were symptoms of the employees’ values. There were demands by the employees for meaningful work, embracing better pay and securing as well as participation in the decision making process and self-regulation. Autonomous work groups with five to twelve workers were made and asked to select a supervisor. These groups were made responsible to schedule, assign and inspect their own work. 25 groups were established to perform different modules in the manufacture of an automobile. These groups had complete control over their work, including inspection. In addition, a human work climate was evolved. This led to substantial improvements in quality of work life and
reduced the turnover and absenteeism. Till date, Volvo continues to innovate in its application of Quality of Work Life activities, discussions on inter-personal relationships, group working and problem solving.

Manga M.L. and Maggu A.(1981)\(^3\) in their study on ” Quality of Work Life : A study of public sector in India”, the influence of Quality of Work Life on the health of the public sector organizations as such on the members of such organizations were discussed. They have concluded that Quality of Work Life in the public sector is poor and there exists a significant gap between what managers expect and what they have. They also point out the nature of obstructions of Quality of Work Life efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Sayeed O.B. and Sinha (1981)\(^4\) in their study on “Measuring Quality of Work Life relation to job satisfaction and performance in two organizations”, examined the relationship between Quality of Work Life, job stress and performance. The results indicate that higher of work life leads to greater job satisfaction.

Singh .P (1983)\(^5\) in his study on “Motivational profile and quality of corporate work life: A case of mismatch”, reports on Quality of Work Life experiments in India. The study was conducted on chemical and textile factories to improve the Quality of Work Life by reorganizing the work and introducing participatory management. He also studied managers from the public sector. He found that Quality of Work Life is perceived to be the poorest in the area of demonstration of work culture leading to a stage of mismatch between motivation and the existing Quality of Work Life.

Sangeetha Jain (1986)\(^6\) carried out a study entitled , “Quality of Work Life” with twin objectives i.e., 1) to study the hierarchical effect in viewing Quality of Work Life and 2) to study the effect of Quality of Work Life on group behavior in a large scale private sector in India. The private sector consisted of eight departments with a total number of 644 workers out of which 105 employees were selected 15 percent population from each stratum but not less than 10 employees from each department. The employees groups comprised of the executives, supervisors, skilled workers, semi-skilled workers and unskilled workers according to their position level. The data for this study were collected
through a questionnaire, which was developed based on basis factors of Richard Walton (1975), to ascertain the index of internal consistency, bi-serial correlation and inter correlation were adopted and 52 items of questions were selected with 35 as true and 17 were as false keyed. The findings of the study revealed that the higher the status in the organization, the higher the Quality of Work Life factors score and vice versa. It indicated that the individual who enjoyed greater benefits in terms of pay, fringe benefits and promotional opportunities considered the Quality of Work Life as favorable.

Gopi M.A (1987)\(^7\) in his study explored certain problems faced by Hosiery Industry such as inefficiency due to non-composite units, out dated bleaching and dyeing equipments, non-availability of training facilities to employees, insufficient market information, out molded and insufficient facilities, lack of product research centre, high restrictions for import knitting machines, shortage of Hosiery yarn, labor problems and insufficient working condition.

Keller R.T (1987)\(^8\) in his study entitled, ”Cross cultural influence on work and non work contributors to Quality of Life” attempted to investigate the relative contributors of Quality of Work Life-127 Whites, 30 Hispanic, 33 Black Americans and 121 Mexican nationals were randomly selected as sample for this study. The data were collected through a structured questionnaire administered to the samples. Multiple regression analysis and hierarchical regression analysis were used to find out the association between ethical group membership and Quality of Work Life. The findings of the study revealed that there is no significant relationship between ethical group membership and Quality of Work Life. Further it denoted that home life and family network variables accounted for more unique variance in Quality of Work Life than did the work variables of job satisfaction, job stress and job level, self esteem explained the unique variance in Quality of Work Life across the sample.

Gupta P and Khandelwak P (1989)\(^9\) conducted a study to find out “Quality of Work Life in relation to role efficacy” with 170 professionals working in Government public sector organizations in India. Data for this study was collected by close ended questionnaire. The findings revealed that there is a significant positive relationship between QWL and the role of efficacy. Apart from that, they also found that supervisory behavior is
the most important dimension of QWL, contributing 21 percent of variance in the employee’s role efficacy.

Cauvery.R and Sudha Nayak.U.K (1990)\(^\text{10}\) made an attempt to measure the Quality of Work Life with reference to female domestic servants in Salem of Tamil Nadu, India, under the title, “Quality of Work Life and gender poverty nexus: A case study of housemaids”. The samples of the study comprised of 300 female respondents engaged in domestic servants have entered the job in domestic service below the age of 15. They found that overall shortage of opportunities and lack of bargaining power made them work in this low paid job at an early age. This poverty of domestic servants is strikingly shown by the high percent of young women in the informal sector. Further, this study revealed that lengthy work day, low income and poor working conditions are the main factors for low quality of work life.

Dov Elizur (1990)\(^\text{11}\) in his study on "Quality circles and Quality of Work Life”, attempts to analyze the relationships between employees' participation in Quality circles, their sense of Quality of Work Life, perceived job reinforcement capacity and job satisfaction. One hundred and forty-three employees of a large industrial corporation in Israel, half of them regularly participating in quality circles and half not participating, were surveyed. A positive relationship was found between participation in quality circles and various aspects of Quality of Work Life, perceived job reinforcement capacity and job satisfaction. Results are discussed in the context of the arguments concerning the effects of participation in quality circles.

Anne Wilcock and Marina Wright (1991)\(^\text{12}\) in the study entitled, “Quality of Work Life in knitwear sector of the Canadian Textile Industry” made an attempt to find out the existence of activities of Quality of Work Life in a sample of knitwear companies in South Western Ontario, Canada. Three levels of activities were identified (1) Active companies were largely non-unionized with high annual sales, high levels of technology and an articulated corporate responsibility towards employees, (2) Midrange companies were privately owned, unionized with a medium level of technology and (3) Inactive companies were young privately owned companies with low technology levels and were attempting to establish corporate stability. The sample of the study consists of 275 employees, selected
randomly from those who represented various occupational groups. The qualitative data were collected by interviews from the sample employer on the basis of components hypothesized by Walton as being comprehensive of Quality of Work Life concept. One way Analysis of Variance was performed to test the hypotheses. The results of the study revealed that employees of midrange companies were more satisfied with ‘working condition’, ‘social integration’, ‘constitutionalism’ and ‘work and life components’ than the employees of the active companies.

Adrienne E.Eaton, Michalel E.Gordon and Jeffrey H. Keefe (1992)\textsuperscript{13} conducted a study entitled “The impact of Quality of Work Life programs and grievance system effectiveness on Union commitment”, based on an analysis of data from a 1987 survey of four different bargaining units within the same local union to assess union members’ views who participated in Quality of Work Life programs and non-union members’ view of the Quality of Work Life. Participants were members of a private sector, industrial union that had represented both technicians and clerical workers employed by four companies. A sample of 400 employees was randomly selected for this study. The findings of the study revealed that union members who participated in Quality of Work Life programs were less likely than non-participants to view Quality of Work Life as a threat to the union and also more loyal to the union. Further, it found that the perceived effectiveness of the grievance procedure was a much stronger determinant of attitudes towards union than the participation in Quality of Work Life programmes.

Benjamin Christopher.S and Maruthupandian.P (1992)\textsuperscript{14} conducted a study of Quality of Work Life with special reference to mill workers in Pollachi Taluk. A sample of 91 mill workers was selected for this study under random sampling method. Data were collected through a questionnaire broadly covering details about six factors: (i) General particulars of the work (ii) working conditions (iii) developmental facilities (iv) participation in management (v) industrial relations and (vi) family life. Based on mean value, the respondents have been divided into three groups low, median and high, to ascertain the level as well as variation in Quality of work life. Chi-square test has also been employed to test, significance of influence of selected factors of Quality of work life. The findings of the study disclosed that middle age and old age group, the family income and
years of experience also influence the level of Quality of Work Life. Married workers have high Quality of Work Life than unmarried employees. In addition to that, higher the number of dependents, lesser is the level of Quality of work life. Day shift employees were found to have higher Quality of work life than night shift workers. Working conditions, developmental facilities, participation in management, industrial relations, over time, promotional policy and family life were also found to be significant predictors of Quality of Work Life.

Haque ABMZ (1992) in his study on “Quality of Work Life and job satisfaction of industrial workers in relation to size of the organization” found that Quality of Work Life is positively related to performance and negatively correlated to absenteeism. But found number of relationship between perceived Quality of Work Life and workers age, education and job experience.

Deepak Kumar Battacharya (1993) has conducted a study on “Promotion from within: A positive reinforce for enriching Quality of Work Life for white collar employee”, with an aim to identity whether technological advancement, structural changes in the economy and change in the occupational pattern influence the perceptual QWL for Indian workers in general and working company employee in particular working in public sector banks in the city of Calcutta. 390 sample employees have been interviewed in person with the help of structured questionnaire. ANOVA, the Kenderall coefficient of concordance and Chi-square were used to analyze the data. The major findings of the study disclosed that perceived QWL of bank employees remain unchanged even after computerization. High degree of dependence of the sample employees on union tribunals and other legal machinery for redressal of their grievances, monotonous and repetitative jobs, and inter-alia also badly reflect the QWL on the bank employees.

Dhulasi, Brindha, Varadarajan and Ramasubramanian.A (1993) in the study on “A Quality of Work Life in a Cement Industry”, have focused on occupational disease in the cement industry workers and the various safety measures undertaken by the management to control the cement dust pollution in that Industry. For this study, under stratified random sampling method 100 employees were selected as sample respondent from 11 different groups according to the nature of work. It was found that 80 percent of
the sample respondents are suffering from occupational disease. The main occupational
diseases include tuberculosis (TB), breathing problems and cough. Lack of enforcement of
safety measures is the main reason for low level of Quality of Work Life.

Gani.A (1993) \(^{18}\) carried out a study entitled “Quality of Work Life in a State setting:
Findings of an empirical study” to examine the problems related to QWL faced by the
employees in Cement and Textile manufacturing industries situated at Jammu and Kashmir
States in India. The sample of the study comprised 250 respondents selected through
stratified random sampling method. Data required for this study were collected through
personal interviews. Average, Chi-square test, and t-test were used to analyze the data. The
findings of the study revealed that the current state of QWL in this organization is far from
satisfactory level. Wage discontent, deplorable working and living conditions, job
insecurity and poor industrial relation climate are the main reasons for low Quality of Work
Life.

Namita P. Kumar (1993) \(^{19}\) carried out a study entitled “Quality of Work Life and
gender issues: A study of female secretarial workers in Lucknow city” to measure an
important aspect of autonomy in Quality of Work Life in the sense of physical and social
environment at the place of work of female employees. The study is based upon a sample
survey of 133 female secretarial employees. In total 30 establishments were surveyed and 5
females per establishment were interviewed from three categories of Central Government,
State Government and Private Sector. The findings of the study revealed that most of the
respondents of private sector face greater amount of harassment due to their gender. Further
it revealed that 8 per cent of the respondents felt that they have two works harder to succeed
in their career than their counter parts.

Chakraborty.S.K (1994) \(^{20}\) compared the Walton’s list of eight major conceptual
categories in terms of human needs and aspirations for the improvement of working life like
fair compensation, safety and healthy working conditions - theory of work mentioned in
Bhagavat Geetha an old well known epic of India. He concludes that Indian approach
towards the quality of work life and work ethic is founded on the premise that man has a
spiritual Meta physical dimension too to his personality, a dimension inherently superior to
that of his economic, biological and social dimensions.
Gani. A and Ahmad Royaz (1995) conducted a study on “Correlates of Quality of Work Life: An analytical study”, to throw some light on the components and correlates of QWL derivating their basis from theoretical expositions and empirical study. The sample of the study is covered on 150 workers and 50 managerial personnel of Hindustan Machine Tools (HML) in Kashmir State. The study components were categorized into four factors: (i) working environmental factor (ii) relational factor (iii) job factor and (iv) financial factor. The study unfolds a grim story of the economy and living condition of workers. The results drew attention to the fact that adequate financial returns from the job, besides desire for job securing better working conditions and advancement opportunities continue to be the major concerns for better Quality of Work Life.

Karrir. N and Khurana. A. (1996) in their study on “Quality of Work Life managers in Indian Industry”, examined the Quality of Work Life of 491 managers from three sectors of Industry. Results have revealed significant correlations of Quality of Work Life of managers with some of the background variables such as educational qualifications, native / migrant status and income level.

Wadud. N (1996) in his study on “Job stress and Quality of Work Life among working women”, found that Quality of Work Life was significantly higher among the private sector women employees than their counter parts in the public sector. It also showed that younger group and higher experienced groups had significantly higher perception of Quality of Work Life than the older and low experienced groups.

Yousuf. S.M.A (1996) mentioned that QWL is a generic phrase that covers a person’s feeling about every dimension of work including economic rewards, benefits, security working conditions, organizational and interpersonal relations. In his view, it can be said that QWL denotes all organizational inputs which aim at improving the employees’ satisfaction and enhancing organizational effectiveness.

Louis and Karen Seashore (1998) in their study on ”Effects of teachers’ Quality of Work Life in secondary schools on commitment and sense of efficacy” explores how teachers’ quality of working life contributes to their commitment to work and sense of efficacy in eight schools. It ties workplace characteristics to important behaviors, attitudes,
and psychological characteristics that affect teaching. Classroom observation and survey data suggest that Quality of Work Life measures are strongly associated with teacher commitment and sense of efficacy.

Ekramul Hoque. M and Alinoor Rahman (1999) conducted a study on “Quality of Working Life and job behavior of workers in Bangladesh: A comparative study of private and public sector” to ascertain whether there is any significant relationship among Quality of Work Life, job behavior i.e. performance, absence and accident and demographic variables namely age, education, experience and income of the workers. Samples for this study consisted of 100 male workers, of whom 50 were taken from a Private sector Textile mill and the rest from Public sector Textile mill. It was selected randomly using systematic random sampling method. The ‘t’ test, Pearson’s product moment correlation and descriptive statistical tools were applied to analyze the data. The results of the study revealed that (i) workers of private sector Textile mills perceived significantly higher Quality of Work Life than their counterparts in the public sector, (ii) Quality of Work Life has significant positive correlation with performance and (iii) Quality of Work Life has significant negative correlation with demographic profile of workers. It was suggested that managements of both private and public sector organizations should take necessary measures to improve the Quality of Working Life of the workers, enhance performance, reduce accident and absenteeism among the workers.

Hossain M.D. Mosharraf and Tariqual Islam M.D (1999) in their study on “Quality of Work Life and job satisfaction of nurses in Government hospitals in Bangladesh”, investigated the correlation between Quality of Work Life and job satisfaction, Quality of Work Life and job satisfaction and performance. A total number of 63 nurses were selected from three Governments hospitals on a stratified random sampling method. The findings reveal that there was significant positive correlation between Quality of Work Life and job satisfaction. The Quality of Work Life is the highest contributions to performance. Perceptions of Quality of Work Life and job satisfaction were significantly higher among the respondents in small organizations than in larger ones. Night nurses suffer from more security problems than the nurses in other shifts.

May.B.E, Lau .R.S and Johnson S.K (1999) examined 156 American enterprises during five years and found that quite contrary of the layman’s opinion, companies that a
high Quality of Work Life achieved better profitability and growth than those did not. In their longitudinal study they also found that high QWL companies tend to attract highly talented employees and become competitive. They concluded that financial underpinning of employee satisfaction, innovation, productivity, product quality, customer service and customer satisfaction are measured and improved.

Venkatachalam.J and Velayudham .A (1999)\(^2\) in their study on “Impact of advanced technology of the Quality of Work Life”, analyzed whether Advanced Technology has an impact on the Quality of Work Life of employees. 227 executives and 173 non-executives have been selected as sample under stratified random sampling method from Steel Plant Manufacturing Company Hyderabad in India. The data were analyzed with the help of an alpha value which shows higher reliability, inter correlations between the dimensions were also found to be minimal. The finding of the study revealed that the new technology in the steel plant has no significant impact on the employee’s perception on their Quality of Work Life values. Meanwhile, work complexity is significantly influenced by the new technology.

Nallasivam (2000)\(^3\) in his study points out the areas where there are problems and shortfalls in Hosiery Industry and he identified those areas of problems are planning, production defects, labor problems, financial problems, export procedures, administrative problems, political and natural calamities.

Richard Winter, Tony Taylor and James Sarros (2000)\(^4\) carried out a study entitled, “Trouble at mill: Quality of Academic Work Life”, and analyzed the issues within a comprehensive Australian University with a view to describe Quality of Academic Work Life. Academics responded to the academic work environment survey, a diagnostic instrument designed to assess the relationships between and among academics, demographic characteristics of age, gender, position, discipline, work environment perceptions of role, work attitudes, self-estrangement and organization commitment. Findings of this study revealed the positive Quality of Academic Work Life features and low levels of self-estrangement (alienation). Negative Quality of Academic Work Life features included role overloaded, low levels of job feedback and limited opportunities to influence university decision making.
Bram Steijn. B. (2001)\textsuperscript{32}, in his study on “Work systems, Quality of Working Life and attitudes of workers: An empirical study towards the effects of team and non-teamwork”, has distinguished four different work systems: the traditional Tayloristic system, ‘lean’ teamwork, ‘socio-technical’ teamwork, and the professional work system. Using a survey design the association with several employee outcome variables is analyzed. The results show that: 1) work system is an important factor for explaining differences in the quality of working life and attitudes of workers; 2) the Tayloristic work system clearly has detrimental effects on the well-being of workers. 3) in a survey design, comparing just team workers and non-team workers is not enough due to the heterogeneity of both categories.

David Efraty, Sirgy, Philip Siegel. M and Dong Jin lee (2001)\textsuperscript{33}, in their study on “A new measure of Quality of Work Life based on need satisfaction and spill over theories”, found that Quality of Work Life conceptualized the need satisfaction stemming from an interaction of workers needs of survival, social needs, ego needs, self-actualization needs and those organization resources relevant for meeting them. It was hypothesized that need satisfaction is positively related to organization identification, job effort and job performance and negative related to personal alienation. It was found that the results were consistent with the hypothesis and managerial implications were also discussed.

Eric. A Good Man, Raymond F. Zammuto and Blair D. Gifford (2001)\textsuperscript{34} in their study on “The competing values frame work: Understanding the impact of organizational culture on the Quality of Work Life”, used the competing values framework as a tool to investigate the relationship between organizational culture and several important job related variables. The findings indicate that group cultural values are positively related to organizational commitment, job involvement, empowerment and job satisfaction, and negatively related to organizational commitment, job involvement, empowerment and job satisfaction and negatively related to intent to turnover.

Gillian Considine and Ron Callus (2001)\textsuperscript{35} carried out a study entitled “The Quality of Work Life of Australian employees: The development of an Index Quality of Work Life introduction and perspectives”. The sample of the study comprised 1001 employees. The samples were selected by using the stratified random sampling technique. The sample respondents reflected the national workforce in terms of location (metro and rural) state of
residence, gender and age. An Australian Quality of Work Life Index (AQWL) was created to measure the perception on Quality of Work Life of employees. The finding of the study revealed that young workers were a bit less positive in their relationship at work than their counterparts. The results of the study showed that the majority of Australian workers felt that having good relationship at work and having interesting and satisfying work were the most important issues for a high Quality of Work Life.

Mohammad Saeed, Kamal Kishore Jain and Mohd Mahyudi (2001) carried out a study entitled, “Quality of Work Life at Texas Instruments Malaysia (TIM)” with a view to measure the employee perception on Quality of Work Life by using R.E.Walton’s criteria of eight components. The required data were collected on personal observations and interviews with key executives and employees of the company. The findings of the study revealed that it goes beyond doubt that the TIM has done a good job so far as Quality of Work Life is concerned. The productivity has improved three fold and factory output has more than doubled.

Saipin Narongrit and Supit Thongsri (2001), dealt with the Quality of Work Life and organizational commitment. The objectives of this research were to study the level of the asset management organization, Thaitoyo Denso Company Limited's staffs' Quality of Work Life and organizational commitment, to compare the organizational commitment according to personal factors, and also to analyze the factors affecting organizational commitment. The population consisted of all the two hundred employees in Thaitoyo Denso Company Limited. The statistics used for analyzing the data were percentage, mean, standard deviation test at the 0.05 percentage level of significance, and Pearson product moment correlation coefficients at the 0.01 percentage level of significance. It was found that the levels of the staffs' Quality of Work Life were moderate. Personal characteristics like sex, age, status, education, position, staff salary, and line function caused no difference. All factors of quality of work life had positive correlation with organizational commitment.

Gopal Joshi (2002), in his study concluded that for improving productivity through high value addition and high quality, the Garment Industry can be pursued though a combination of various measures such as investment in new technology and equipment, upgradation of skills among the workers, improvement in production organization and
processes, carrying out productivity campaigns and emphasis on quality improvement and improvement in job quality.

Lepi.T, Tarmidi and Muliaidi widjaja (2002) reveal that the Strengths of Indonesian Garment Industry were low wage rate, large quota allotment, punctuality on delivery, quality and Indonesians long existence in the Apparel Industry. The weakness outlined were low labor productivity, the non-supportive Government, the existence of high black quota market prices, the dependence on expatriate supervisor and managers to instill quality and under developed upstream industries.

Majyd Aziz (2002), in his study on Readymade Garment Industry in Pakistan commented that, the elimination of quantitative restriction would compel exporters re-engineer their approach towards international trade as dependence on their quota-profile would no more be an advantage over new competitors whether domestic or foreign. He also states that visionary entrepreneurs, enthusiastic worker’s leaders and proactive Government functionaries must join together to develop and promote a holistic strategy to achieve the export objective so that the working environment of industries as well as those who work in them becomes such that an excellent quality is produced and marketed as a result of the ability to compete by achieving better productivity and by enforcing job quality.

Saman Kelegama and Roshen Epaara Chchi (2002), in their study in Garment Industry in Srilanka highlighted that dismantling of the quota regime will compel the industry to compete for its market share in an intensely competitive global market. They suggested formulation of a national strategy for the Garment Industry with the resolve to improve productivity, undertake human resource development, develop product quality, increase investment in technology, develop codes of business conduct, implement the standards on working conditions and develop alliances.

Samar Verma (2002), in his study on export competitiveness of Indian Textile and Garment Industry observed that the most draconian of all Government policies that has scuttled the growth of garment industry is reservation of garment manufacture for small scale industry. It has not only prevented expansion, but also impeded technological upgradation of the garment manufacturing units. As a result, the garment manufacturing units could neither attain optimal economics of scale, nor produce international quality garments.
Waheedakhan, Meena Osmany and Waseem.M (2002), in their study on “Quality of Work Life and job involvement in bank employees”, found that individuals have unique set of standards for evaluation of Quality of Work settings. Quality of Work Life inventory on a sample of 120 clerks and officers, randomly drawn from different nationalized banks of U.P and Delhi State. The results indicated that substantial differences exist between bank employees of U.P and Delhi on the Quality of Work Life dimensions of economy benefits, marital state, union management relations, supervisory relationships and general life satisfaction.

Biswaheet Pattanayak (2003), in his study on “Towards building a better HRD climate: A Study on organizational role stress and Quality of Work Life”, has asserted that to survive and excel in the new economy, the HRD climate is a matter of serious concern in Indian public sector organizations. The present study followed a 2x2 factorial design of research. The two factors were types of organization (Old/New) and role positions in the organizational hierarchy (executive/non-executive). The sample consists of 800 employees from two public sector organizations. The objectives were to discover the differences, if any, between the sub groups with regard to organizational role stress (ORS) and perception of Quality of Work Life (QWL). It also aimed to ascertain the relative importance of QWL variables in explaining ORS. The findings revealed that there are significant differences between the executives of the old and new public sector organizations on a number of ORS as well as QWL dimensions.

Duncan Gallie (2003) have made 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. It was found that on the aspects of working life that were most central to the reform programmes, the results were consistent with the view that there could be societal.

Rahul Chaudhar (2003) observed that the Indian Garments Industry have been harping on the low cost advantage and there must be a shift from cost advantage to competitive advantage to face the Global competitions.
Rajesh Bheda (2003) has carried out an important research study for NIFT to assess the technological upgradation needs of Readymade Garment Industry among Garment manufacturing for export in 1999, and it reveals that 80 per cent of respondents had high speed machine, where as in the case of manufacturer of domestic market, 57 per cent of respondents have high speed indigenous machines and the remaining 17 per cent has no sewing machines.

Jayanta Bagchi (2004) argues that the importance should be given for technology advancement and value addition in their operations. The use of IT and ITES should be encouraged to attain competitive growth, in order to improve productivity. Man machine ratio has to be improved substantially. Massive Government intervention and support for modernization of the Textile Industry are stated to be the need of the hour.

Nasl Saraji.G and Dargahi. H.(2006) in their study on “A Study of Quality of Work Life (QWL)” have asserted that a high Quality of Work Life (QWL) is essential for organizations to continue to attract and retain employees. QWL is a comprehensive program designated to improve employee satisfaction. This research aimed to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences (TUMS) Hospitals’ employees from their Quality of Life. A cross-sectional, descriptive and analytical study was conducted among 908 TUMS hospitals’ employees by questionnaire at 15 studied hospitals. A stratified random sampling technique was used to select respondents as nursing, supportive and paramedical groups. The results showed that the majority of employees were dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spent working and with family and also indicated that their work was not interesting and satisfying. TUMS hospitals’ employees responding to this survey have a poor Quality of Work Life.

Neil Kearney (2006) General Secretary of the International Textile Garment Leather Workers Federation (ITGLWF) commented that workers world over are worse off now than they were a decade ago and intense activity in the name of corporate social responsibility could bring about little improvement in their work place conditions. Further he points out that conditions have worsened in the past 10 years, especially since the advent
of trade liberalizations in textiles and clothing. Everywhere the story is similar: long hours of work, low wages, and workers cheated of benefits and denied fundamental rights.

Rishu Roy (2006)\textsuperscript{51} in his study entitled “Impact of Quality of Work Life on job performance: A study of print media employees “has understand how the job performance is influenced by the Quality of Work Life factors. The idea is illustrated by doing a survey of 50 employees as sample that was selected from different press media under a random sampling method. The study was carried out with the help of self-developed structure non-disguised questionnaire. It consisted of 20 statements. The required data were collected through close ended questionnaire which administered with the help of personal interview to get a clear idea about respondents’ perception. Uni-variate, bi-variate, multivariate and other statistical techniques of Pearsons product momentum correlation and Z-test has been used to study relationships between the dependent variable of job performance and independent variable of Quality of Work Life. The findings of the study revealed that high job satisfaction is possible due to good Quality of Work Life.

Rose, Raduan Che, Beh, LooSee, Uli, Jegak, Idris and Khairuddin (2006)\textsuperscript{52} in their study on “Quality of Work Life: Implications of career dimensions” have empirically predicted QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zones in Malaysia for both the Multinational Corporations (MNCs) and the Small-Medium Industries (SMIs). The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, with 63% of the variance in QWL.

Burton J. Cohen, Susan C. Kinnevy, and Melissa E. Dichter (2007)\textsuperscript{53} in their study, compared the Quality of Work Life of child protective investigators in two very different organizational settings-a public child welfare agency and a law enforcement agency. Law enforcement agency - an agency responsible for insuring obedience to the laws FBI, Federal Bureau of Investigation - a federal law enforcement agency that is the principal investigative arm of the Department of Justice Legislation passed in Florida in 1988, transferred responsibility for investigations from the Department of Children and Families Discounted Cash Flows (DCF)to the Sheriff's Offices (SO) in four countries. The survey was conducted of investigators in the four experimental countries and in four comparison.
countries where DCF was still conducting investigations. The finding indicates that while both groups had similar demographic characteristics and perceptions of their role, the investigators who worked for the SO experienced a higher quality of work life than those who worked for the DCF.

Joshi, Rama.J (2007) have conducted a study on “Quality of Work Life of Women Workers: Role of Trade Unions” in the services and manufacturing (public) sectors, more specifically in Banking, Insurance, PSUs and Hospitals. The study findings reveal that the level of satisfaction of women employees with QWL in their respective organizations was quite high in spite of the overall work life conditions as provided by the company/management being only average (as perceived by them). While the wider issues having implications for the entire workforce were taken care of in their negotiations by the existing union of which they were members the women specific issues were generally ignored (except for in hospitals where the dominant gender was female).

Siegrist .J, Wahrendorf. M, Von Dem Knesebeck .O, Jurges .H and Borsch-Supan. A (2007) in their study on “Quality of Work, well-being, and intended early retirement of older employees: baseline results from the SHARE Study” have given the challenge of a high proportion of older employees who retire early from work. They have analyzed associations of indicators of a poor psychosocial quality of work with intended premature departure from work in a large sample of older male and female employees in 10 countries. Baseline data from the 'Survey of Health, Ageing and Retirement in Europe' (SHARE) were obtained from 3523 men and 3318 women in 10 European countries. Data on intended early retirement, four measures of well-being (self-rated health, depressive symptoms, general symptom load, and quality of life), and quality of work (effort-reward imbalance; low control at work) were obtained from structured interviews and questionnaires. Country-specific and total samples are analyzed, using logistic regression analysis. The result of the study is poor quality of work and reduced well-being are independently associated with the intention to retire from work.

Benny M.E. De Waal and Ronald Batenburg (2008), in their study on, “Design decisions in Workflow Management and Quality of Work”, have described the design and implementation of a workflow management (WFM) system in a large Dutch social
insurance organization. The effect of workflow design decisions on the quality of work is explored theoretically and empirically, using the model of Zur Muehlen as a frame of reference. It was found among a total sample of 66 employees that there was no change in the experience of work quality before and after the introduction of the WFM system. There are however, significant differences in the quality of work before and after the WFM adoption if different functions are distinguished.

Christian Korunka, Peter Hoonakker and Pascate Carayon (2008), in their study titled “Quality of Work Life and turnover intention in Information Technology work”, find that high turnover has been a major issue in Information Technology organizations. A conceptual model to explain turnover was developed and tested in two national samples of Information Technology and Information Technology manufacturing work. The model postulates that Quality of Work Life mediates the relations between job, organizational characteristics and turnover intention. The American sample consisted of 677 employees from an International 19 production company. A similar questionnaire was used in both studies. Model was tested with path analysis. A core model with main pathways between job demands and supervisory support to emotional exhaustion, and between emotional exhaustion and job satisfaction to turnover intention was confirmed in the national samples and in subsamples of demographics and job types.

Guna Seelan, Rethinam and Maimunah Smail (2008), in their study entitled “Constructs of Quality of Work Life: A perspective of Information Technology professional “, examine the work environment which is one of many factors to determine the meaning of Quality of Work Life. A group of work forces that is greatly affected in Quality of Work Life as a result of dynamic changes in work environment is Information Technology professionals. They reviews the meaning of Quality of Work Life, analyses constructs of Quality of Work Life based on models and past research from the perspective of Information Technology professionals in many countries and in Malaysia. The result concludes that Quality of Work Life from the perspective of Information Technology professionals is challenging both to the individuals and organizations.

Hanita Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi(2008), in their study on “Employees’ perception on Quality Work Life and job satisfaction in a private
higher learning institution”, found the employee’s perception of their work-life quality in the University. 251 employees in the University were surveyed in this study. Ten variables to measure Quality of Work Life (QWL) are examined namely support from organization, work-family conflict, relationship with peers, self-competence, impact on job, meaningfulness of job, optimism on organizational change, autonomy, access to resources and time control. All these variables were tested for their relationship with job satisfaction. The test indicated that each of the QWL variables on its own is a salient predictor of job satisfaction. However, seven QWL variables are no longer significant predictors for job satisfaction when all the ten QWL variables are entered into the regression equation. Using multiple linear regressions, only three QWL variables like meaningfulness of job, optimism on organizational change and autonomy were found significantly related to job satisfaction.

Juhani Ukko and Jarkko Tenhunen, (2008)60 in their study on “The impacts of performance measurement on the Quality of Working Life”, focuses on the impact of performance measurement on the Quality of the Working Life (QWL) of employees, for example, their work motivation, learning opportunities, job satisfaction, participation in decision making and reward system. Furthermore, they present how the perceptions of management and employees differ from each other and what the key elements in the implementation process are as regards the accomplishment of positive impacts of performance measurement on the quality of working life. This study concludes with the underlying factors behind the positive impact of performance measurement on the Quality of Working Life.

Salam Zadeh.Y, Mansoori.H and Farid.D (2008)61 in their study on ,“Study of the relation between Quality of Work Life and productivity of human resources in health care Institutes - a case study among nurses in Shahid Sadughi Hospital in Yazd”, have found that improving quality of Work Life in nurses causes an increase in productivity and promotes patients received health care. They examined the relation between quality of work life and productivity in nurses, one of the most important personnel's in a hospital. The study sample was drawn from the total number of nurses in Shahid Sadughi Hospital which amounted to 53. Sampling was done by a random method. We used Brook's questionnaire to examine the quality of work life in nurses, of course after we examined is reliability. This study found that the relation between Quality of Work Life and productivity in nurses were
in a little less than its average. The study also found that there is a significant and positive relation between Quality of Work Life and productivity in nurses.

Kongkiti Phusavat, Pornthep Anusornnitisarn, Bordin Rassameethes and Pekka Kess (2009)\textsuperscript{62} in their study on “Productivity improvement: Impacts from Quality of Work”, examined the impact of Quality of Work Life (QWL) on productivity. This study took place at one manufacturing unit, the Bangkok Inter-food company limited (BIF) in Thailand. Primary techniques used for this study include the Multi-Criteria Performance/Productivity Measurement Technique (MCPMT), and statistical and mathematical models. The MCPMT helps combine information from all ratios into one dimension less scale of the overall levels of both QWL and productivity. Then, the liner and quadratic models were applied to gain insights on how QWL influences productivity. The results illustrate positive impact of QWL on productivity.

Rajib Lochan Dha (2009)\textsuperscript{63} conducted a study on “Quality of work life: A study of municipal corporation bus drivers”. The work of professional bus drivers is considered as extremely stressful. It is an environment over which they have no control whatsoever and is an atmosphere that wrecks their schedules, disrupts their home life, makes social activities and regular breaks very hard to plan and supplies constant hassle. The study deals with the Quality of Work Life of the bus drivers and the factors that lead to an imbalance, causing high probability of road accident. A qualitative study was conducted with the help of 15 bus drivers from 4 different Pune municipal corporation bus depots, India. In-depth interviews were conducted and through naturalistic observation method, data were collected. Analysis of the data was done through coding process. Some suggestions were also made for the improvement of quality of work life of the drivers.

Dev Raj Adhikari and Dhruba Kumar Gautam (2010)\textsuperscript{64} conducted a study on “Labour legislations for improving Quality of Work Life in Nepal”. This study aims to review how far Nepalese firms are complying Quality of Work Life (QWL) provisions of the Labour laws and to assess expectations of union leaders on different dimensions of QWL. To answer the research, three different labour laws are reviewed. In order to understand expectation of union leaders, a questionnaire survey is administered. In Nepalese workplaces, the QWL situation is deteriorating and thus commitment of the part
of the Government, employers, and union leaders is required to work on QWL initiatives and to create a sound and harmonious industrial relations environment.

Kala S. Retna and Usha Varatharaju (2010) conducted a study on “Effectiveness of Quality Work Life Balance programmes: Employees' perceptions” The concept of work-life quality is increasingly relevant in enabling positive employee engagement with the demands of work and family. This study explores employees' perception of the effectiveness of work-life quality programmes in a healthcare organization in Singapore. The findings provide useful insight into the tensions and dilemmas experienced by the users of the work-life quality programmes. The study argues that the implementation of work-life quality programmes contribute constructively to the overall quality management movement in organizations.

Mohammad Rastegari, Ali Khani, Parvin Ghalriz and Jalil Eslamian (2010) in their study on “Evaluation of Quality of Working Life and its association with job performance of the nurses” have found that nurses often complain about overwork and underpay. It seems that the association between "Quality of Working Life" (QWL) and the degree of nurses’ involvement in their carrier is the critical factor in achieving a higher level of quality of care. This was a descriptive-correlation study. Target population included all the nurses who were employed in hospitals affiliated to Isfahan University of Medical Sciences. Sample size was 120 of the mentioned nurses. Sampling method was stratified random and data collection tool was a questionnaire. Finding of the study showed that the most common kind of Quality of Working Life in the nurses was moderate one. The most frequent nurses’ task performance was also related to the moderate performance. There was a direct and significant relationship between job performance and Quality of Working Life in all the aspects.

Normala and Daud (2010) in their study on “Investigating the relationship between Quality of Work Life and organizational commitment amongst Employees in Malaysian firms” have strongly said that determining the Quality of Work Life (QWL) of employees is an important consideration for employers interested in improving employees’ job satisfaction and commitment. The purpose of this study was to investigate the relationship between Quality of Work Life and organizational commitment among a sample
of employees in Malaysia. Seven QWL variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment. The results showed that there is a relationship between QWL and organizational commitment. The study provides insights on how Malaysian firms could improve upon their employees’ commitment.

Samsinar Md-Sidin, Murali Sambasivan and Izhairi Ismail (2010)\(^6\) conducted a study on “Relationship between work-family conflict and Quality of Life: An investigation into the role of social support”. It seeks to address three different roles of social support that have theoretical and empirical support and the mediating roles of Quality of Work Life and quality of non-work life. The SEM-based approach has been used to study supervisor and spouse supports as moderators between work-family conflict and Quality of Life; independent variables of work-family conflict; independent variables of Quality of Life. The study has been carried out in Malaysia. The main findings are: Work-Family conflict has relationship with Quality of Life; Quality of Work Life and non-work life are “partial” mediators between Work-Family conflict and Quality of Life and among the various roles of social support, its role as an independent variable of Quality of Life gives the best results.

Wolfgang Hoeschele (2010)\(^6\) in his study on ”Measuring abundance: The case of Cittaslow’s attempts to support better Quality of Life”, says that true economic advances promote abundance – the condition when all people feel that they have enough and are enabled to live life as art, meaning self-expression to others. How can we assess whether particular projects are creating greater abundance? This question is addressed by reference to an actual attempt to improve quality of life: the Cittaslow network of cities, which began in Italy but now has member cities in a number of different countries. Are cities that belong to this network creating the conditions for greater abundance? Applying a list of criteria based on the concept of abundance to Cittaslow’s charter and list of standards shows that issues of equity receive little attention, while issues of environmental quality and the stimulation of local economic development are addressed comprehensively. The analysis also shows that a list of criteria based on the concept of abundance can be used to pinpoint important policy gaps.
Annelies E.M. Van Vianen, Irene E. De Pater, Myriam N. Bechtoldt and Arne Evers (2011)\textsuperscript{70} conducted a study on “The strength and quality of climate perceptions”. The purpose of this study was to investigate whether and how climate strength and quality are related to employee commitment above and beyond individual climate perceptions. Data were collected from 48 work units in organizations from different branches of Industry. A total of 419 employees completed a questionnaire. Climate quality was related to commitment above and beyond individual climate perceptions. However, this concerned the climate dimensions of cooperation and innovation, but not reward. Climate strength moderated the relationship between individual cooperation and innovation perceptions, and commitment.

Franz Josef Gellert and Rene Schalk (2011)\textsuperscript{71} conducted a study on “The influence of age on perceptions of relationship quality and performance in care service work teams”. This study examines age-related perceptions of the quality of relationships at work and performance in mentally and physically demanding care service work settings. The study was conducted in six residential homes for the elderly in Germany. Data of 150 respondents were analyzed using multiple hierarchical regression and mediation tests. The mediating role of relationship quality in the relationship between age and employee performance was examined. It was found that older employees experienced better exchange relationships with their supervisors, and that this mediated the relationship between age and job satisfaction.

Martin Lofgren, Lars Witell and Anders Gustafsson (2011)\textsuperscript{72} conducted a study on “Theory of attractive quality and life cycles of quality attributes” The purpose of this study was to shed further light on the dynamics of quality attributes, as suggested by the Theory of attractive quality. The study aims to investigate the existence of the life cycle for successful quality attributes and to identify alternative life cycles of quality attributes. The research is based on two surveys in which a total of 1,456 customers participated in the classification of quality attributes. The study identified three life cycles of quality attributes: successful quality attributes, flavor-of-the-month quality attributes, and stable quality attributes. The research also extends the Theory of attractive quality by identifying the reverse movement of certain quality attributes; that is, a quality attribute can take a step backwards in the life cycle of successful quality attributes through, for instance, a change in design.
Mattias Elg, Jesper Stenberg, Peter Kammerlind, Sofia Tullberg and Jesper Olsson (2011) conducted a study on “Swedish healthcare management practices and quality improvement work: Development trends”. The purpose of this study was to empirically examine developmental trends in healthcare organization management practice and improvement work. A theoretical framework based on organizational inner context, organizational outer context, external environment and outcomes form the analytical base. Comparisons were made using independent two-sample t-tests. A general aspect, identified empirically, is the tendency toward increased external pressure on leaders in their improvement work. Higher management decisions, patient pressure and decisions made by policymakers increasingly influence and shape the choices made by healthcare managers about where to focus improvement efforts. Three different trends are empirically identified and elaborated: take-control logic, practice-based improvement and patient-centeredness.

Norshahi Nasrin and Samiei Hossein (2011) in their study on, “Examining the Quality of Work Life among Public Universities faculty members in Iran and presenting strategies for its improvement”, have used a descriptive and analytical survey method and have used a questionnaire to gather data. Findings illustrate three areas of activities including teaching, scientific research and administrative services. In addition analysis revealed that Quality of Work Life among faculty members was not in a good condition. Faculty level of utilization in development and professional growth opportunities was assessed low to average. Amount of interaction, communication and collaborative activities among faculty members were considered average by most of the correspondents. According to majority of respondents, misbehaviors and lack of observing ethics in scientific and professional lives was below average. Among a set of potential factors, motivational, professional challenges and organizational culture were identified as factors influencing the faculty Quality of Work Life.

Vagharseyyedin. S. A, Vanaki. Z and Mohammadi. E (2011) in their study on “Quality of Work Life: Experiences of Iranian nurses”, describes the experiences of Iranian nurses concerning their Quality of Work Life. A purposive sample of nurses was recruited from two University Hospitals. The data were collected through unstructured interviews and were analyzed by using qualitative content analysis. The results indicated that the participants discerned their Quality of Work Life by assessing how favorable were their
working conditions, the level of fulfillment of their personal needs and the impact of their working conditions on their private life and their social life. Three main themes were identified: quality of work life, as experienced from a personal perspective; quality of work life, as experienced from a socio-cultural perspective and quality of work life, as experienced from an organizational–professional perspective.

The above studies have concentrated on the various dimensions of quality of work life. The detailed reviews have been conducted to know the factors contributing to quality of work life in different industries. Some of the studies are relevant to the textile industry. These reviews have significantly contributed to the researcher in studying the Quality of Work Life in the textile industry of Tirupur District.

REFERENCES


