CHAPTER II

REVIEW OF LITERATURE

This chapter reviews the studies on the different aspects of quality of work life connected directly and indirectly with the present study. The review of literature is highly useful to design the present study as it indicates the research gap in the study of quality of work life of employees of the Salem Steel Plant. The study of quality of work life of employees has attracted the attention of many researchers and practitioners irrespective of countries, be it developed, developing or least developed. Therefore, studies on these experiments of such countries are also discussed and reviewed in this chapter. The divergent perceptual frameworks involving various theoretical issues and problems of quality of work life of employees are scrutinized through the review of literature.

Payne and Phesey (1971)\textsuperscript{20} pointed out that organizational climate is related to job satisfaction to highlight the quality of work life of employees. It is important to mention that job satisfaction is an indication of positive quality of work life.

Maccoby (1972),\textsuperscript{21} states that monotony in job brings boredom and hence promotes negative growth and dissatisfaction. When the job does not employ the


whole person it does not provide him with an opportunity to develop and use his abilities, to exercise some self-direction and control over the job and to feel part of a worthwhile productive community, the worker will feel dehumanized by the job and become either alienated from himself, becoming conditionally dead and passive and will become alienated from his society.

Walton (1974)\textsuperscript{22} proposes eight major conceptual areas for understanding. According to him, quality of work life indicators are adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionalism, total life space and social relevance. Walton states that the quality of work life is a phrase that contains vast meaning. It is not merely the limit of working 40 hours a week, or labour law that protects child labour and equitable pay, but also the inclusion of the needs and wishes for a better life of the people within the organization.

Trist (1975)\textsuperscript{23} made an eloquent plea for the importance of quality of work life in a developing country. In a developing country, the quality of work life can become both ends and means. It is an end in itself because it is a highly significant component in the quality of work 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


\textsuperscript{23} Trist, E, L (1975). Planning the First Step towards QWL in a Developing Country, in Davis and Cherns (Eds.), the QWL, New York, Free Press.
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 organization that give first importance to the quality of life in the work place.

Seashore (1975)\(^{24}\) points out that much of the research and theorizing in the quality of work life areas has been based primarily on the assumption that it is the individual’s own personal satisfaction or dissatisfaction that define the quality of his work rather than any objective criterion.

Craven (1975)\(^{25}\) emphasizes technology while permit to develop a workshop environment that allows for greater responsibility and involvement on the part of the workers. He suggests that success of such efforts depends largely on the flexibility of management and on its willingness to allow the changing management relationship to evolve rather than be engineered.

\(^{24}\) Seashore, S.E (1975). Defining and Measuring the QWL, in Davis and Cherns (Eds.), the QWL, New York, Free Press.

In Lupton’s (1975)\textsuperscript{26} study, there is a joint attempt by social scientists and engineers to increase business, efficiency and the quality of work life, by designing a new manufacturing system. Six alternative production systems were proposed and then job characteristics such as variety, autonomy, responsibility, interaction and completeness of task were measured. The system finally selected and tried was fairly successful to balance automation with worker autonomy. However, while its goals included high volume output at low cost, safe and pleasant working conditions, job enlargement and enrichment and greater mechanization.

Ganguly and Joseph (1976)\textsuperscript{27} studied the quality of work life among young workers in Air India with special reference to life and job satisfaction issues. The 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. The results of the study indicate that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers affect the quality of working life.


De Nitesh (1976)\textsuperscript{28} rightly points out that quality of work life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuity of growth of man, leading to his development to the fullest. A decade later describing redesign efforts in India, he points out that all workers were willing and able to move beyond their limited recognized roles and take on additional responsibility. According to him, the basic concept of the quality of work life will have to emanate from the idea of liberation from the entrapment of technology because it is the sovereign role of technology that has so far determined the form of organization resulting in not only a segmented work system but more than that, a jaundiced view of the objective reality of work and life.

Edward E.Lawler (1976)\textsuperscript{29} states that government may have to interfere and provide legislative measures for a better quality of work life. He believes that presently no definite motivations for organizations to provide employees with opportunities for personal growth and development, to make sure that employee needs are satisfied or to dispense with those working conditions that contribute to mental illness, alcoholism and drug abuse.


Sinha (1977)\textsuperscript{30} points out that in India a man is seldom judged by what work he does. More often the criteria are: how he relates with others, e.g., family and friends, how willing he is to make sacrifices for his wards. He would rarely move out where the work takes him. Rather he would strive to bring their work nearer home so that he can shuttle back and forth between the place of work and the place to which he thinks he belongs. If that is so, a closer scrutiny is warranted for understanding the areas of overlap between the work-life and the off work-life and the way they tend to be interrelated. Finally, he suggests that the foremost indicator of quality of life in India would be the possibility of the fulfilment of the basic needs of man and secondly, reduction of the enormous economic disparities in the haves and have-nots.

Hackman and Suttle (1977)\textsuperscript{31} propose that the quality of work life served happiness and satisfaction of every performer in the organization, whether in the levels of labourers, supervisors, management or company or agency owners. The good quality of work life not only made personnel have job satisfaction, it also resulted in other prosperities such as social, economic, environmental conditions and products. Most importantly, the quality of work life could lead to job satisfaction and attachment to the organization. Also, it helped to reduce rate


\textsuperscript{31} Hackman, J.R and Suttle, J.L (1997). Improving Life at Work: Behavioural Science Approaches to Organizational Change, California, Goodyear, p.3.
of absenteeism, turnover, morale and accidents, whereas the organization proficiency with respect to encouragement and job satisfaction as well as product quality and amount were higher.

Sharma (1978)\textsuperscript{32} studied twelve organizations in different parts of the country to examine labour force commitment. With a sample of 1971 industrial workers, he came to the conclusion that much of the tension and strife that pervade the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlation analysis showed that, the worker’s attitude and orientation towards both the company and the job are not influenced by their socio-cultural background. Instead, these are significantly associated with the sets of factors such as preference for industrial work, personnel policies and practices, work technology and union involvement. He suggests that it is futile to blame factors such as socio-cultural background of the workers as the cause of low commitment.

Kavoussi \textit{et al}. (1978)\textsuperscript{33} compared the unauthorized absenteeism rates in two large textile factories in Iran. The results showed that the working conditions in the study factory were unsatisfactory, unlike the control factory. Findings show


significant higher absenteeism rate of the study factory. In view of the widespread consequences of such absenteeism, it is recommended that closer attention be paid for improving the quality of work life.

Warr et al. (1979)\textsuperscript{34} in an investigation of quality of work life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need, strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, they found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less-strong, but significant association with self-rated anxiety. Thus, whilst some authors have emphasized the workplace aspects in quality of work life, others have identified the relevance of personality factors, psychological well-being, and broader concepts of happiness and life satisfaction.

Arnold and Feldman (1980)\textsuperscript{35} studied the model of job characteristics for motivation in samples of factory engineers comprising 120 persons in which the research results showed that the perception of the job characteristics measured by


the Job Diagnostic Survey with five characters namely, skill variety, task identity, task significance, autonomy, and feedback was related to the results of performance by self-appraisal with statistically significant means.

Arya (1980) investigated the nature and the extent of workers’ participation in decision-making; the desire and the capacity of workers to participate in decision-making; and the acceptance of the concept of workers’ participation on decision-making by management personnel and trade union leaders, in two large public sector undertaking with divergent industrial relations setting. The findings of the study shows 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. There was no significant relationship between workers’ education and their participation in bipartite committees. The desire of workers to participate in management through bipartite forums is greater where the communication with management through the union is not effective. The higher the acceptance by management of workers’ participation in decision-making the higher would be their actual participation. Where the majority of bipartite committees are elected by workers, trade union leaders, by and large, do not want a rival in the form of these committees.

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Sekaran (1981)\textsuperscript{37} used a multivariate cross-cultural approach to explore the meaning of two attitudinal concepts, namely, job involvement and job satisfaction. His sample consisted of 267 white collar workers from US banks and 307 from Indian banks. He found that in both the cultures, job variety and stress were the 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 to be a differential predictor. He concludes that a manager should concentrate on job design and stress reduction to enhance the job satisfaction of employees in both cultures. He found that a greater percentage of the variance in job involvement was explained by demographic and job characteristics for American subjects that for Indian subjects. He suggests that religious values and philosophy exerted a greater influence on the work orientation and job involvement of Indians.

Sayeed and Prakash (1981)\textsuperscript{38} made an attempt to study the employees who worked in organizations which provided either a high or low quality of working life. The results showed that quality of work life dimensions were related to job satisfaction in both types of organizations. It was noted that quality of work life dimensions demonstrated consistently low relationship with self- and supervisor-


related performance measures. The low quality of work life organization tended to yield comparatively better relationship between quality of work life dimensions and performance measures than did the high quality of work life organization.

Manga and Maggu (1981)\textsuperscript{39} in their study titled “QWL: A Study of Public Sector in India” found that influence of quality of work life on the health of the public sector organizations as such on the members of such organizations. They conclude that the quality of work life in the Indian public sector is poor and there exists a significant gap between with managers’ expectations and what they have. They pointed out the nature of obstructions of quality of work life efforts like, too much bureaucratization, rule-orientation and adherence to traditional management styles.

Nilkant and Tandon (1982)\textsuperscript{40} in their paper titled “An Alternative Approach for Improving QWL in India” pointed out the validity and relevance of socio-psychological factors in the Indian context. They suggest that management can initiate a number of changes in work procedures, rationalize wage structures and bring about improvements in workers amenities and working conditions, all these would lead to improvement in the quality of work life.


Mehta (1982)\textsuperscript{41} who had put in considerable research in the field of quality of work life, discussing in his paper on “Rising Aspirations, Quality of Life and Work Organizations” deals with the quality of work life from the point of view of workers and tries to match quality of work life to their changing attitudes. Also he makes various suggestions to both workers and management for practice of quality of work life.

Singh (1983)\textsuperscript{42} reports on quality of work life experiments in India. Two studies were conducted in chemical and textile factories that were designed to improve the quality of work life by reorganizing 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 organizational 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 from the public sector concludes that the overall perceived quality of work life in the Indian industries is considerably poor. While this finding is common across all the work dimensions studied. Quality of work 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 quality of work life. He found that quality of work life was perceived to be poorer by private sector employees in comparison to public sector employees. Quality of work life was operationalised for the study as human growth, exciting work place, creativity and innovativeness concern for people and democratization, of the work process.

Katzell (1983) in his study titled “Improving Quality of Work Life” found that more favourable attitudes towards work often resulted from the productivity programmes, showing that productivity and quality of work can be improved through the socio-technical systems design. The findings on the satisfaction performance relationship provide a positive clue to the statement that happy worker is a productive worker. Though job creation is a very important issue, the issue of improving quality of work life, 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

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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 quality of work life.

Schlesinger and Oshry (1984)\(^{45}\) discussed the need to recognize the
problems that quality of work life activities create for the professional roles of
middle managers. Quality of work life activities may indicate the problems that
middle managers already face, such as adequate recognition, lack of influence, and
hectic work place. It is emphasized that organizational changes adopted as part of
quality of work life effort must be linked to existing structure and system over
time. Means must be provided for middle managers to discuss concern, share
problems, and develop skills in the organization. The implementation of quality of
work life measures must be monitored with attention paid to the consequences of
quality of work life activities for all people in the organization.

Mirvis and Lawler (1984)\(^{46}\) suggest that quality of work life was associated
with satisfaction with wages, hours and working conditions, describing the basic
elements of a good quality of work life as safe work environment, equitable
wages, equal employment opportunities and opportunities for advancement

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\(^{45}\) Schlesinger, L.A and Oshry, B (1984). Quality of Work Life and the Managers: Middle in the
Middle, \textit{Organizational Dynamics}, Vol. 13, No.1, pp. 5-10.

Delamotte and Takezawa (1984)\textsuperscript{47} pointed out the idea that quality of work life originated from work and the idea that the quality of life means the development of the worker’s life to have a better living condition, to work in a good working condition, to receive fair benefits and safe equal rights. According to them, the quality of work life means good results from work which benefit the workers as a result of the improvement of the organization and its work nature. They divided problems on quality of work life into five dimensions namely, traditional goals, fair treatment at work, influence on decisions, challenge of work content, and work and life cycle.

Frank Blacker and Sylvia Shimmin (1984)\textsuperscript{48} observed that quality of work experience should be evaluated less in terms of the achievement of specific objectives and more in terms of the development of self-managing processes. To improve quality of work life, they suggest that the job redesign should be the primary change objective. They also view that people’s subjective assessments of the value of their involvement in a change project would be an appropriate approach to evaluate quality of working life.

Rice \textit{et al.} (1985)\textsuperscript{49} found that there is a relationship between work satisfaction and quality of people’s life. The work experience and outcomes can affect a person’s general quality of life, both directly and indirectly through their


efforts on family interactions, leisure activities and levels of health and energy. Modification in work place can have their effect by changing environment or changing worker’s own characteristics and they can affect the quality of his personal and family life.

Tennings Sandra Ann Ruff (1985)\textsuperscript{50} in her investigation compared the data collected in 1969 and 1977 by the Institute for Social Research at the University of Michigan to determine the changes that were important in the quality of work life issues during that period. Additionally, various demographic profiles of employees were examined to determine if responses to questions about quality of work life were consistent with across demographic profiles. The observation that was made from this study was that the findings of 1967 did not differ much from those of 1977. White collar employees reported higher job satisfaction than women and blacks and blue collar employees. Union employees were found to be more satisfied with extrinsic rewards from work than non-union employees.

Barry Wilkinson (1986)\textsuperscript{51} outlines some theories regarding the relationship between technological change and work organization, thereby drawing out the implications of quality of work life. He concludes that advances of the country on quality of work life developments depend on the emergence of new managerial

\textsuperscript{50} Tennings, Sandra Ann Ruff (1985). An Investigation of Employee Responses to QWL Issue: A Demographic Analysis, The University of Oklahoma.

ideology, wherein there is recognition of social and psychological importance of work organization and belief in the ability of workers to constructively participate in managerial decisions.

Montgomery, Leslie Lynn (1986)\(^{52}\) conducted a study in the service division of Fortune 500 Companies referred to as ‘Infocrop’, for evaluating the impact of work redesign programme on Infocrop’s employees’ productivity and quality of work life. Data were collected through surveys, personal interviews and for measuring performance, from internal performance measurement documents. The study indicates that quantity and quality of work improved in relation to an internally established norm.

Rao (1986)\(^{53}\) conducted a study to evaluate the difference between quality of work life among men and woman employees doing comparable work. The result shows a significantly higher composite quality of work life score for men than for women employees. Men employees had significantly higher scores for opportunity to learn new skills, challenge in job and discretionary elements in work. He found that age and income had a positive impact on perceived quality of work life for women.

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Casio (1986)\textsuperscript{54} classifies the meaning of quality of work life in two characteristics. The former means working environment and other practices within the organization such as job enrichment, democratic supervision, employee involvement and safe working conditions. The latter is related to safety, good relationships between employees and employers, growth of career path and development of the working environment.

Madhurendra K. Varma (1988)\textsuperscript{55} believes that quality circle does help in achieving desired results. But its primary aim is to provide a better quality of work life to workmen at all levels in an organization. It is because, when better quality of work life is assured, the motivation among workmen for actualizing better quality in their work, in their products, in their productivity, in cost reduction cannot lag far behind.

Goel (1988)\textsuperscript{56} points out that for a quality of work life programme to work properly, it must be perceived as being a benefit to management and employees. But, some management representatives have expressed opposition to the concept of quality of work life because successful programmes might tend to erode managerial authority. Supervision must understand that cracking the whip over workers and acting as constant overseers need not be the essential ingredients of supervisory work.


Asha Bhandarker (1988)\textsuperscript{57} in her literature survey concludes that several empirical surveys on quality of work life in the prevailing work environment in organizations conducted across companies in India have been found it to be uniformly poor.

Werther and Davis (1989)\textsuperscript{58} have given the meaning of the quality of work life as a good command of supervising, good condition of working, many good benefits, providing good income, and job-provoking interest, challenge and rewards from that job. They believe that the quality of work life and the increasing of productivity of the employee go hand-in-hand.

Richard T. De George (1990)\textsuperscript{59} asserts that quality of life has been carried over into the work place as concern for the quality of work life. He scales four components for analytical purposes: The first is the condition of labour; the second, the organization of the work performed; the third, the relations of the workers among themselves, with those above them and with the tools or machines with which they work; and the fourth, the attitude of the workers to work.

Chakraborty (1990)\textsuperscript{60} while discussing the theory and method of work, after conceding its spiritual connotation, expresses three sequential stages that are


in practice, viz. work and worship, work as worship and work is worship. He points out that, if such a faith is practiced, the goal of the improvement of the quality of work life in organizations would be attainable.

Baba and Jamal (1991)\textsuperscript{61} listed the indicators of quality of work life, which include job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. They explored routinisation of job content and suggest that this facet should be investigated as part of the concept of quality of work life.

Subratesh Ghosh (1992)\textsuperscript{62} conducted a study on improvement of quality of work life in micro level in India. Only 13 organizations responded to the structured questionnaire. The concept of quality of work life adopted covered all possible aspects of work-related life including work environment, job enrichment and employee participation in management, wages, benefits and welfare services, career outlook and human relations, etc. Out of the 13 organizations, the implications of quality of work life in Telco and Canara Bank revealed that according to categories identified and measured, the quality of work life was


excellent. The organizational support and top management commitment to quality of work life were conducive to the growth of high level of quality of work life. The study also reveals the effect of work culture on the quality of work life.

Amarchand and Jayaraj (1992) lay emphasis on self-motivation as one of the values that contribute to growth oriented organizations. According to them, one should not work in anticipation of a reward, but work like a master, giving up all attachments to work, working through freedom and working through love. If such an ideal is cultivated, it would solve several work-related problems like efficiency, quality, perfection, accountability, etc.

Monga (1992) in his paper titled “Dynamics of Productivity Management” states that the holistic view of the productivity concept in practical terms means, doing right things i.e. providing products which meet functional reliability and aesthetic needs of consumers and generate less waste and pollute less in use, meet qualitative needs, and are easy to maintain, and doing this rightly-manufactured products in a manner which optimizes use of all resources, uses clean and low-wastage technologies, improves quality of work life, reduces wastage and maximizes value addition.


Fields and Thacker (1992) conducted a study on the influence of QWL on company and union commitment after the implementation of the joint union management QWL program. The results indicate that company commitment merged only when participant perceived QWL effort as successful, but union commitment increased irrespective of the perception of QWL success.

Chandhury Lawton, et al. (1993) state that team work is one of the best strategies to create greater synergies in corporate working. The authors posit that team building brings about greater awareness, increased speed, innovation, flexibility, better coordination in complex managerial situations and heightened involvement. They suggest that in order to achieve better results, permanent teams can be built within the existing structures for long term results and smaller teams could be built outside an existing corporate structure for short term projects.

Pradip N. Khandwalla (1993) while discussing different keys to organizational excellence, views that human excellence is manifested not through individual efforts. Team effort is often needed especially in organizational settings for surpassing achievement. In settings of large organizations, where specialization is extensive, excellent teamwork is vital for human excellence to manifest itself.

Aston and Lavery (1993) examined the possible benefits of the workplace experience for women in terms of rewards and concern intrinsic to the job, social support and cynicism. The results reveal that intrinsic factors were generally related to psychological well being, while extrinsic factors are most closely related to physical health. A cynical attitude was found to influence the value of work life or role, with effects being particularly marked in the clerical group.

Long and Richard (1993) conducted a study to assess the impact of new office information technology on job quality of female and male employees. They found that there is a significant increase in job quality of both male and female employees subsequent to the introduction of computerization. Female employees were experienced much larger increase than males. This occurred because clerical and secretarial employees experienced much larger increase in job quality than technical or managerial employees.

Kerce and Kewley (1993) state that the quality of work life referred to groups, procedures or technologies which allowed the working environment to provide more productivity or increased job satisfaction. The outcome focused on employees rather than the management. The quality of work life also covered the involvement in problem solutions, revision of working systems, making jobs interesting, using

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new methods in the reward system and improving the working environment. Therefore, the quality of life of employees in the organization comprised overall job satisfaction, task-specific satisfaction, job characteristics and attachment to work.

Gani and Riyaz Ahmed (1995)\textsuperscript{71} conducted a study on “Correlates of Quality of Work Life: An Analytical Study” at Hindustan Machine Tool, a central public sector undertaking located in Jammu and Kashmir. They examined various components and correlates of quality of work life. These were combined in four categories, namely working environment factors, relational factors, job factors and financial factors. The study unfolded a grim picture of the economic and living conditions of workers. The results drew attention to the fact that adequate financial returns from the job, besides desire for job security, better working conditions and advancement opportunities continued to be the major consideration in employees’ working lives.

Karrier and Khurana (1996)\textsuperscript{72} found that managers with higher job satisfaction and more job involvement had the perception of higher QWL. They points out that organizational climate and higher order needs i.e. self- esteem, autonomy and self-actualization are found to be positively related to job involvement.


This study has not noted the variables which had been undertaken for study as the term QWL, but organizational climate, higher order needs and all other bio-social needs are the determinants of QWL.

Mamutty (1996)\textsuperscript{73} states that improving the quality of work life yields benefits such as improved intra- and inter-communications, better employee-employer relations, increased employee involvement, skill development, job satisfaction, career development, reduced stress, establishment of openeness and trust, job security, autonomous work groups, diverse skills, self-management, and self-direction with consequent optimization of the available personnel.

Anitha (1996)\textsuperscript{74} studied the QWL in Andhra Bank vs. Vysya Bank in Anantapur District. She examined the current status of the variables like economic, employment aspects of QWL. She made a critical examination on the quality of work life in terms of the social aspects, economical aspects, opportunity for the development of human capabilities, career planning and for the improvement of work and organization.

Nasreen and Ansari (1997)\textsuperscript{75} in their paper titled “Influence of Socio and Psycho-Personality Variables on Total QWL Perceptions” reported that socio-psycho

\textsuperscript{73} Mamutty, C (1996). New Rules for an Old Game, Ascent, Supplement to the Times of India (Daily), Bombay, 15.07.1996.
personality variables failed to influence QWL perceptions. On the other hand they found significant influence of job tenure and number of promotions earned on perceived QWL.

Venkatachalam (1999)\textsuperscript{76} conducted a study to examine whether advanced technology has an impact on the quality of work life of employees. The sample for the study constituted 227 executives and 173 non-executives of a public sector steel plant. The result of the step-wise multiple regression analysis reveals that there is no significant influence of technology on the employees’ QWL values. But there is a significant impact on other QWL dimensions namely, work complexity, autonomy, personal growth opportunities, top management support, workers’ control, concern for organization’s performance, QWL feelings and quality of their social life.

Hossain and Islam (1999)\textsuperscript{77} examined the correlation between QWL and job satisfaction, QWL and performance, and job satisfaction and performance of the nurses in government hospitals in Bangladesh. A total number of 63 nurses were selected from three government hospitals on a stratified random sampling basis. The findings reveal that there was a significant positive correlation between QWL and job satisfaction. A significant positive correlation was also found


between QWL and performance and job satisfaction and performance. QWL had the highest contribution to performance. Perceptions of QWL and job satisfaction were significantly higher among the respondents in small organizations than in the large organization. Morning shift nurses perceived higher QWL and job satisfaction than the night shift nurses. Night shift nurses were suffering from more security problems than the nurses of other shifts. Thus, it is suggested to keep the hospitals lighted to certain extent and allow the nurses to work in small groups. This would provide the nurses not only a feeling of security but also provide them an opportunity to interact with each other which in turn would lead to improved and congenial working relationship.

Sirgy, et al. (2001)\textsuperscript{78} state that the key factors in quality of work life are need-satisfaction based on job requirements, need-satisfaction based on work environment, need-satisfaction based on supervisory behaviour, need-satisfaction based on ancillary programmes, and organizational commitment. They defined quality of work life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow’s needs were seen as relevant in underpinning this model, covering health and safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is played down as attention is focused on quality of work life rather than the broader concept of quality of life.

David Efraty and Joseph Sirgy (2004)\textsuperscript{79} in their study on “Perspectives on the Study of Work Life Balance” state that quality of work life is conceptualized in terms of need satisfaction stemming from an interaction of workers’ needs of survival, social, ego, and self-actualization needs and those organizational resources relevant for meeting them. A survey study was conducted based on a sample of 219 service deliverers to the elderly in a large Midwestern city. It was hypothesized that need satisfaction is positively related to organizational identification, job satisfaction, job involvement, job effort, job performance, and negatively related to personal alienation.

Ka Wai Chan and Wyatt Thomas (2007)\textsuperscript{80} conducted a study titled “Quality of Work Life: A Study of Employees in Shanghai” to examine how employees’ work-lives satisfy their eight basic needs and how the satisfaction of each individual need in their work life affects employees' job satisfaction, effective commitment, turnover intention, life satisfaction and general well-being. A total of 319 questionnaires were collected from eight organizations in Shanghai. Based on the need satisfaction theory and spillover theory in the QWL literature, hypotheses were derived and tested. Results confirm hypotheses regarding the relationship between perceived QWL and all the dependent variables. Multiple regression analyses confirm using levels of satisfaction of six different individual needs as

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significant predictors of the five dependent variables. Esteem need satisfaction is found to be the most important for life satisfaction and turnover intention while four needs i.e. esteem, actualization, economics and family, and health and safety predict general well-being. Knowledge and health and safety need predict affective commitment. Three needs namely, economic and family, health and safety, and knowledge is important for job satisfaction. Being recognized and appreciated for one’s work is found to be a strong predictor of how satisfied employees in Shanghai feel with regard to their lives.

Rama J. Joshi (2007)\textsuperscript{81} made a study to explore the issue of representation of legitimate interests of women workers in its entirety and make suggestions to help policy makers to improve the quality of work life women workers. The study was carried out in the service and manufacturing sector, more specifically in banking, insurance, PSUs and hospitals. The 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 being only average. While the wider issues having implications for the entire workforce were taken care of in their negotiations be the existing union of which they were members the women specific issues were generally was ignored. Implications of the findings for employers, trade unions, the government and the women themselves are also discussed in this study.

Kalayanee Koonmee *et al.* (2009) examined the association between institutionalization of ethics, quality of work life, and employee job-related outcomes in the Thai work place. The data were collected by means of questionnaires mailed to human resource managers of 514 Thai companies listed on the Stock Exchange of Thailand. The survey results reveal a positive relationship between implicit form of ethics institutionalization and both lower-order and higher-order aspects of QWL. The results indicate that the implicit form of ethics institutionalization and the two aspects of QWL have positive impacts on the three employee-job-related outcomes namely job satisfaction, organizational commitment, and team spirit. The research findings not only validate the research findings in the U.S. but also verify the importance of ethics institutionalization and QWL programs for business organizations in Thailand.

Muhammad Jamal (2009) conducted a study to examine the differences between fulltime self-employed and organizationally employed individuals in Canada and Pakistan with regard to quality of work and non-work life. Quality of work and non-work life was operationalised in terms of job stress, burnout, job satisfaction, health problems, time spent with family and social participation. Data were collected from a structured questionnaire given to Canadian employees

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in Montreal and Pakistani employees in Lahore. Analysis of variance and MANOVA were used to analyze the data. In both countries, the self-employed reported higher job stress, burnout, health problems and social participation than the organizationally employed. Furthermore, the self-employed spent significantly less time with family than the organizationally employed, both in Canadian and Pakistani samples. No significant differences were found between the two groups in terms of job satisfaction in both countries. Results are discussed in the light of previous empirical evidence on self-employment and quality of work and non-work life from a cross-cultural management perspective.

The above reviews show that most of the studies on quality of work life have been carried out in public and private enterprises. These studies have not covered the entire dimensions of the quality of work life. Selection of limited samples and lack of studying the relationship between demographic variables of the employees towards quality of work life are the limitations of these studies. An extensive study has not been undertaken so far to analyze the perception of employees towards quality of work life in steel plant. Hence, a careful study is essential in this regard. With this background, the present study is an attempt to fill in the research gap in these areas. The study covers steel plant, with a sample of 460 employees. An attempt has been made to study the perception of employees towards quality of work life of employees in Salem Steel Plant.