CHAPTER 2
REVIEW OF LITERATURE AND RESEARCH METHODOLOGY
INTRODUCTION

The past decade has witnessed phenomenal changes in every area of human life. Improvement in the economic strength seems to be the single point agenda of every nation. For this purpose, the policy of liberalization, privatization and globalization has been adopted by almost all the countries in the world. Globalization has created such an environment, wherein it has become imperative for every organization to give utmost importance to human resources at every point and every stage. It is to be worth mentioned that the significance of human resources come to surface in the early 1990 due to appreciable increase in employment in the services, technology and other knowledge-based segments. In such organizations, human resources have contributed appreciably to the building of shareholders value. It is highly true that the key success factor of any organization is its highly skilled and intellectual workforce. Having realized the importance of human resources, organizations have started fulfilling the needs of employees. In other words, organizations have undertaken various measures by providing job security, safe and healthy working conditions, adequate and fair compensation, constitutionalism, opportunities for career growth etc leading to improved quality of work life of employees. Employees who enjoy good quality of work life work with involvement and commitment leading to improved performance of organizations. Even early and recent research show support of a positive relationship between organizational commitment and desirable outcomes.
such as high performance, low turnover and low absenteeism. Further, employee commitment relates to other desirable outcomes such as the perceptions of a warm and supportive organizational climate.

NEED FOR THE STUDY

Singareni Collieries Company Limited (SCCL), where the present study is undertaken is one of the largest public sector undertakings in India. It is a prominent organization, which markets its coal to power plants, cement plants, paper companies, textile companies, tobacco re-drying companies etc. The performance of the company is quite commendable as it made a profit of Rs 63.80 crores in 2006-07. In fact, it has been making profits continuously since 1997-98. Further, it contributed a huge amount of Rs 585 crores to the State Government and Rs 205 crores to the Central Government in the form of taxes and dividends. It is to be noted that public sector undertakings are the front runners in spending huge amounts of money in improving the quality of work life of employees. It is a fact that the attainment of objectives of organizations to a large extent depends upon the quality of work life of employees. This is due to the fact that quality of work life aims at integrating the socio-psychological needs of employees, the unique requirements of a particular technology, the structure and process of the organization and the existing socio-cultural milieu. It seeks to create a culture of work commitment in organizations so as to ensure higher productivity and greater job satisfaction to employees. Realizing the importance of quality of work life and the resultant commitment of workers and employees, Singareni Collieries Company Limited (SCCL) has taken various measures to ensure good quality of work life to its employees. For instance, it pays good wages and salaries.
All the same, it ensures job security to all its employees. Further, it provides better career opportunities. Further, the company has been providing almost all the welfare facilities. The company spent as much as Rs 40,964 crores on employee welfare during 2006-07 and the per capita employee expenditure stood at Rs 49,820 during the same period. In fact, it has been the practice of the company to ensure quality of work life to all its employees. In short, due to various quality of work life measures undertaken by the SCCL, its employees have been working with involvement and commitment. Consequently, the performance of the company is quite commendable. In view of this, it is assumed that if companies ensure good quality of work life to their employees, they work with commitment leading to enhanced performance of organizations. Against this back ground, a study has been undertaken on the proposed topic- A Study on Quality of work life and Employee Commitment in SCCL, A.P.

**REVIEW OF LITERATURE**

Though public sector undertakings are the biggest employers in the country, very few studies dealing with quality of work life and employee commitment in these organizations have been undertaken. Among the few studies, most of them are narrow in scope. In fact, in-depth studies on quality of work life and employee commitment especially on coal mining organizations are nil. However, some useful literature is available in various text books and published theses. Further, a good number of articles published in various academic magazines and journals are available. In this regard, the available literature has been presented hereunder.
Moore and Feldman\textsuperscript{1} in their work, "Labor Commitment and Social Change in Developing Areas" stated the concept of commitment, which involves both overt actions as well as psychological acceptance of the industrial way of life. According to them, a fully committed worker is one who has internalized the norms appropriate to the production organization.

De Wolff\textsuperscript{2} in his work, "The Psychology of Work in Europe: A Review of a Profession" has rightly pointed 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.

Keith Davis\textsuperscript{3} in his book "Human Behavior at Work" discussed the concept of quality of work life. According to him, quality of work life refers to the favorableness or unfavorableness of the job environment for people. Since the people and environment have changed, increased attention needs to be given to improving the quality of work life.

Nadler and Lawler\textsuperscript{4} in their book, "Quality of Work Life: Perspectives and Directions" felt that quality of work life is concerned about the impact of work on people as well as organization effectiveness, and the idea of participation in organizational problem solving and decision making.

Edwin B. Flippo\textsuperscript{5} in his book, "Personnel Management" explained the significance of quality of work life. According to him, a quality of work life
program is a catchall term that includes any improvement in organizational culture that advances the dignity and growth of employees.

Saiya Dain⁶ in his book “Human Resource Management” explained quality of working life in detail. He felt that quality of work life is a complex and multifaceted concept implying a concern for the members of an organization irrespective of the level they belong to. It includes job factors like wages and hours of work, and also the nature of work itself.

Cascio. F Wayne⁷ in his book, “Managing Human Resources” stated that there are two ways of looking at quality of work life. The first way equates QWL with a set of objective organizational conditions and practices such as job enrichment, democratic supervision, employee involvement and safe working conditions while the other way equates QWL with employees perceptions that they are safe, relatively well satisfied and able to grow good and develop as human beings.

Sangeeta Jain⁸ in her book, “Quality of Work Life” felt that quality of work life inherent in any organization will have a strong determining impact on group behavior. Further, she felt that group cohesiveness of any group may be a direct result of the extent of quality of working life present in the working environment.

Rao, TV⁹ in his book, “Readings in Human Resource Development” stated that quality of work life programs generally focus on the environment within the organization and include basic physical concerns such as heating and air conditioning, lighting and safety precautions; additional physical
amenities such as food and beverage facilities, recreation and aesthetics; and psychological and motivational factors such as flexible work hours, freedom to suggest changes or improvements, challenging work, and varying degrees of autonomy.

Uma Sekaran\textsuperscript{10} in her work, "Organization Development" stated that the key aim of organization development is the enhancement of the quality of work life. She felt that quality of work life is an important indicator of the effectiveness of employees, workers and the community.

Robbins\textsuperscript{11} in his book, "Organizational Behavior" stated that negative relationship exists between organizational commitment and both absenteeism and turnover. Further, he stated that an individual's level of organizational commitment is a better indicator of turnover than the far more frequently used job satisfaction predictor.

David A. Decenzo and Stephen P. Robbins\textsuperscript{12} in their book, personnel / Human Resource Management stated that quality of work life is a multifaceted concept. According to them the premise of quality of work life is having a work environment wherein employee's activities become more important. It means implementing policies that make the work less routine and more rewarding for the employee.

Howard J. Klein et al\textsuperscript{13} in their work, The Assessment of Goal Commitment: A Measurement Model Meta Analysis stated that commitment tends to run higher when goals are specific as opposed to general or broad
goals. Monetary incentives can also increase commitment to goals, if the goals are perceived as being achievable.

Chakraborthy\textsuperscript{14} in his book, "Managerial Effectiveness and Quality of Work Life" described the Indian approach towards quality of work life. According to him, the bulk of the task of improving the quality of working life has to be performed within the minds empire of each worker. In order to achieve this, an altogether different kind of education and training is required compared to the existing training and education practices.

Vanita Srivastava\textsuperscript{15} in her work, "Inequality, Commitment and Human Resource Development: A Study of Industrial Workers" stated that job stability, identification or attachment with the organization are the key indicators of employee commitment.

Ashwathappa\textsuperscript{16}, in his book "Organizational Behavior" stated that quality of work life means different things to different people. From workers point of view, it may just mean fair day's pay, safe working conditions and a supervisor who treats them with dignity. On the other hand, it may mean opportunities for advancement, creative tasks and a successful career from new entrants point of view.

Prasad, L.M\textsuperscript{17} in his book, "Organizational Behavior" stated that factors such as individual factors, Job factors and organizational factors are involved in quality of work life. The characteristics of these factors affect the individual involvement in the job, his sense of competence, which leads to job satisfaction, and finally to job performance and productivity.
Prasad, L.M\textsuperscript{18} in his book, Organizational Behavior felt that organizational commitment is a measure of the employee's willingness to remain with the organization in future. Further, he stated that organizationally committed employees usually have good attendance records, demonstrate a willing adherence to organizational policies, and have lower turnover rates.

Fred Luthans\textsuperscript{19} in his book, “Organizational Behavior” felt that quality of work life does not advocate one particular job technique. Instead, it is more concerned with the overall work climate or culture. According to him, quality of work life may be described as a concern about the impact of work on people and organizational effectiveness combined with an emphasis on participation in problem solving and decision making. Further, he felt that good quality of work life has a positive impact on employee turnover and productivity.

Fred Luthans\textsuperscript{20} in his book “Organizational Behavior” felt that commitment is higher when goals are specific as opposed to general or broad goals. Further, he stated that monetary incentives can also increase commitment to goals if the goals are perceived as being achievable.

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Sarang Shankar Bhola\textsuperscript{21} in his thesis, “A Study of Quality of Work Life in Casting and Machine Shop Industry in Kolhapur” found that the quality of work life of employees in most of the companies is poor due to poor wages and salaries, poor working conditions, and heavy physical work. However, employees at higher level have better quality of work life as compared to employees at lower level.
Trehan Ruchi\textsuperscript{22} in her thesis, "Quality of Working Life: A Comparative Study of Urban and Rural School Teachers in Punjab" stated that the quality of working life of urban teachers is far better than that of the quality of working life of rural school teachers.

Daljit Singh Bedi\textsuperscript{23} in his thesis, "Human Resource Management Practices and Organizational Commitment: A Study of Science and Technology Professionals in Indian Context" stated that positive HR practices undertaken by organizations helped in enhancing the commitment level of professionals in their respective jobs in India.

Srinivasa Rao\textsuperscript{24}, in his thesis, "Functioning of Trade Unions in Indian Coal Mining Industry: A Case Study of Singareni Collieries Company Limited" discussed the functions of trade unions at length. He also explained the role of trade unions in improving the quality of work life of workers and employees in SCCL.

Joshi Upasana\textsuperscript{25} in his thesis, "Quality of Work Life and Organizational Commitment among Employees in relationship to Leadership Behavior" stated that if leaders ensure quality of work life to employees, the latter perform their jobs with involvement and commitment leading to improved performance of organizations.

Das\textsuperscript{26} in his thesis, "Impact of Emerging Trends on the Quality of Work Life in Service Industry" discussed the impact of external environment and in particular the changing trends in the service industry. He concluded that
employees in service industry discharge their duties with commitment and involvement only, if their quality of work life is improved.

MAGAZINES AND JOURNALS

Kerr et al\textsuperscript{27} in their article, "Industrialism and Industrial Man: The Problems of Labor and Management in Economic Growth" felt that a committed worker is he who has broken his links with the village economy, and has become a permanent member of urban industrial wage earner and does not hope to return to his village. Further, they felt that all the aspirations and expectations of workers should be fulfilled through the industrial job.

Walton\textsuperscript{28} in his article, "Improving the Quality of Work Life" stated that quality of work life incorporates eight major areas such as adequate and fair compensation, safe and healthy environment, development of human capacities, growth and security, social integration, constitutionism, total life space and social relevance.

Sinha\textsuperscript{29} in his article, "The Quality of Work Life in India's Setting" stated that the foremost indicator of quality of work life in India would be the possibility of the fulfillment of the basic needs of man and secondly, the reduction of economic disparities between the haves and have-nots. These measures if undertaken in their true spirit would lead to more committed job behavior and the resultant increase in productivity, which India desperately need in order to meet the basic requirements of the majority.
Goodman\textsuperscript{30} in his article, "Quality of work Life Projects in the 1980's" stated that quality of work life can be applied to a wide variety of organizational improvement efforts. He felt that it is an attempt to restructure multiple dimensions of the organization besides instituting a mechanism, which introduces and sustains changes over time.

Donna M. Randal\textsuperscript{31} in his article, "The Consequences of Organizational Commitment: Methodological investigation" stated that organizational commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in it. Further, he stated that OC is like a strong magnetic force attracting one metallic object to another. It is a measure of the employees willingness to remain with a firm in future.

Rangaswami and Anantharaman\textsuperscript{32} in their article-"Development of a Scale to measure Quality of Life of people with Epilepsy" defined quality of life as freedom from discomfort, psychological boredom and stress, having satisfaction and happiness pertaining to material, physical, psychological and spiritual aspects. The authors believe that yoga is a simple and the best technology in the present day world to develop quality of life.

Gani, and Riyaz\textsuperscript{33} in their article," Correlates of Quality of Work Life – An Analytical Study" discussed the various aspects of quality of work life of employees in the Kashmir Unit of HMT. The study concluded that immediate steps need to be taken to arrest the deteriorating quality of work life in the company.
Shalini Singh\textsuperscript{34} in her article, "Work Place 2000 Looks Beyond Space" stated that employees need and deserve a work place free from anxiety and stress, where each can contribute fully from their jobs and also get a satisfactory growth in return. She also stated that the new work habits are going to be far more flexible, and individuals will use technology more effectively so that they can find optimum balance between family and work.

Maureen et al\textsuperscript{35} in their article, "Old Friends, New Faces: Motivation Research in the 1990's", felt that commitment tends to run higher when goals are specific as opposed to general or broad goals. Further, they stated that monetary incentives can also increase commitment to goals if the goals are perceived as being achievable.

Ashraf Ali and Prabhu\textsuperscript{36} in their article, "Quality of Work Life" stated that larger companies in India tested and are still experimenting with the ways to improve the quality of work life of employees to improve their productivity. Further, they stated that quality of work life improvement programs will result in reduction of labor costs, grievances, turnover, absenteeism, and machine downtime.

Thoresen et al\textsuperscript{37} in his article, "The Affective Under-Pinnings or Job Perceptions and Attitudes: A Meta-Analytic Review and Integration" stated that factors such as extroversion and emotional stability are positively correlated with job satisfaction while factors such as job change and burn out are negatively correlated with organizational commitment. They also stated that extroversion and emotional stability are more important for understanding
how one feels about work but conscientiousness is the best predictor of how well one does at work.

Sangeeta Jain\textsuperscript{38} in her article "Quality of Work Life of Indian Industrial Workers" felt that the efforts of management in areas such as working conditions, opportunity to develop human skills, and opportunity for advancement can result in better quality of work life to workers.

Seshu\textsuperscript{39}, in his article, "Quality of Work Life as HR Strategy-An Analysis" felt that the new global work place demands certain pre-requisites such as higher order of thinking skills, experimental enquiry, problem solving and team work. These requirements can be achieved to the desired extent by providing improved quality of work life to workers on rolls.

Pragadeeswaran and Panchanathan\textsuperscript{40} in their article, "A Research on Yoga Training Programs for Quality of Life" are of the view that any training program needs preliminary scanning for sound mind and healthy body, which is called as quality of life in clinical psychology. Further, they felt that self-motivation is improved through the practice of Yoga.

Mrudula, and Kashyap\textsuperscript{41} in their article, - "Quality of Work Life: Flexible Work Options" discussed the evolution of flexible work options. They also discussed the advantages and disadvantages, employers and employees face for such an option. They concluded that in flexible work options, employees may choose work schedules in such a way that these work schedules help in meeting their personal or family needs leading to improved quality of work life.
Chaudhuri in his article "In Search of Quality of Work Life" discussed the quality of work life in detail. He stated that work done by an individual produces outputs, which benefits others in the society. A person who does qualitative work feels happy and fulfilled, when his achievements brings appreciation. It gives greater incentives and interest to do further quality work. In short, it is a cycle i.e., quality work, satisfied customers, happier employees and therefore, a better quality of life for all.

Ramakanth Patra in his article, "Quality of Work Life: Employee Relations and Business Strategies" stated that if managements ensure quality of work life, it leads to good employee relations. Further, it helps in the formulation of sound business strategies leading to the achievement of organizational goals.

Raduan che Rose et al conducted a study on 475 executives who were working in the electrical and electronic industry in the free trade zones in Malaysia for both multinational corporations (MNC's) and the small and medium enterprises (SME's). In the study he found that exogenous variables such as career satisfaction and career achievement are positively related to quality of work life. Hence, organizations have to make attempts to provide career opportunities to employees keeping in view the needs of the latter and also the needs of the organization.

Joshi, J. Rama in her article, "Quality of Work Life of Women Workers: Role of Trade Unions" discussed the quality of work life of women employees in the services and manufacturing (public) sectors in India. The
study found that the level of satisfaction of women employees with quality of work life in their respective organizations was quite high despite the prevalence of average work life conditions. The study also found that trade unions play a positive and proactive role so as to improve the quality of work life of women employees.

Teresa et al in their article, “Inner Work Life” stated that managers have to know how employees are thinking and feeling about their jobs so that the former can formulate sound policies and strategies so as to improve the job performance of the latter.

Saurabhi Chaturvedi and Rishu Roy in their article, “Job Experience, Organizational Climate and Organizational Commitment: An Exploratory Study” studied the impact of job experience and organizational climate on organizational commitment. The study reveals that there exists positive correlation between job experience and organizational climate. The results reveal that favorable organizational climate promotes organizational commitment.

Smitha Gupta in her article, “Organizational Commitment and Climate for participation: An Empirical Study in Private and Public Sectors” found that participation in problem solving strengthens organizational commitment in both public and private sector organizations. The study also found that task related participation weaken organizational commitment in private sector but strengthens the same in public sector organizations.
Jayapal Reddy and RamaKrishna Reddy\textsuperscript{49}, in their article "Quality of Work Life-Some Reflections" felt that quality of work life is a process of work organizations at all the levels to actively participate in shaping the organization’s environment, methods and outcomes. This process is aimed at achieving the twin goals of enhanced organizational effectiveness and improvement of quality of work life at work.

Nirmala Kaushik and Manju Singh Tonk\textsuperscript{50} in their article "Personality and Quality of Work Life" studied the relationship between personality and quality of work life in the colleges and universities of Haryana. They measured five dimensions of personality and eight dimensions of quality of work life on 200 randomly selected teachers. The study concluded that three dimensions of personality such as extroversion, agreeableness and conscientiousness are positively correlated to quality of work life.

**RESEARCH GAP**

An analysis of the above mentioned literature indicates that the studies are narrow in their scope. Further, the studies, discussed quality of work life and employee commitment from a particular dimension. Though, some studies are undertaken for a longer period of time, they are highly general in nature. In other words, no comprehensive study has been undertaken to assess the quality of work life and employee commitment in public sector organizations and in particular coal mining organizations. In view of this, an attempt has been made to study the research topic – A Study on Quality of Work Life and Employee Commitment in SCCL, AP.
OBJECTIVES

The study has been carried out with the following specific objectives, which provide the framework for the enquiry.

- To study the Profile of Singareni Collieries Company Ltd, Kothagudem, A.P.

- To assess the opinions of employees about their quality of work life in SCCL in terms of factors like job security, compensation, safe and healthy working conditions, opportunities for growth and advancement, constitutionalism / equity etc.

- To measure the commitment level of employees towards the organization in terms of involvement with work, favorableness towards the organization etc.

- To find out how far the quality of work life programs undertaken by the company helped in enhancing the commitment level of employees and also the performance of the organization.

- To offer appropriate suggestions to the decision making authority so as to improve the quality of work life of employees and also to enhance their commitment level for better performance of the organization.
HYPOTHESIS

- Organizations, which ensure quality of work life to employees in terms of job security, adequate and fair compensation, safe and healthy working conditions, constitutionalism / equity, career growth can make the latter satisfied with their jobs thereby the production and productivity of organization will be increased. Further the profitability of the organizations will also be increased. The relevance of this hypothesis has been tested.

- Both early and recent research support that there exists a positive relationship between employee commitment and desirable outcomes such as low turnover, low absenteeism and high performance. The relevance of this hypothesis has also been tested.

METHOD OF STUDY, SAMPLING AND DATA COLLECTION

Application of appropriate methods and adoption of scientific methods is a sine-qua-non of systematic enquiry. This has an important bearing on the collection of reliable and accurate information as well as on the outcomes of the study. The present study is a combination of historical, case study and survey methods. The historical method is used in tracing the genesis of the policies and practices relating to the management of SCCL. The case study method is adopted to make an in-depth analysis of policies and practices relating to the human side of SCCL. Case study is a method of exploring and analyzing the various quality of work life programs undertaken by the company and the resultant commitment level of employees. In the present study SCCL, Kothagudem Mines is taken as the unit of study and almost all
the facets of quality of work life programs and employee commitment have been studied in depth. Opinions survey of the employees constituted the survey method in the study. It is to be noted that the company has a total manpower of 82,224 in all the mines and departments during 2006-07, out of which executives account for 4009 and non-executives account for 78,215. In the present study, as mentioned earlier Kothagudem mines is taken as a unit of study and in these mines, a total of 7,609 people are employed out of which executives account for 1,760 and non-executives account for 5,847. Mention should be made here that in Kothagudem mines, the number of executives are more as the corporate office is located here. The sample size for the present study is 5% of the total manpower in Kothagudem mines.

A sample of 380 respondents who include 88 executives and 292 non-executives have been chosen from Kothagudem mines using stratified random sampling technique or method. Executives were selected covering almost all the levels of the company. Similarly, non-executives were also selected from almost all the departments and sections of the organization. The details of the sample size are presented in table-2.1.

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<thead>
<tr>
<th>SL.NO</th>
<th>Manpower cadre wise</th>
<th>Manpower (In number)</th>
<th>Sample size taken (5%)</th>
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<tbody>
<tr>
<td>1</td>
<td>Executives</td>
<td>1,760</td>
<td>88</td>
</tr>
<tr>
<td>2</td>
<td>Non-executives</td>
<td>5,847</td>
<td>292</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>7,607</td>
<td>380</td>
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Source: Compiled from the publications of SCCL, Kothagudem mines
Data were collected both from primary and secondary sources. The researcher personally visited the SCCL, Kothagudem Mines between January 2008 and September 2008 and collected first hand information through personal contacts and extensive interviews. Data collection was a pains taking effort, and all endeavors were made to collect the relevant information with missionary zeal. Secondary sources of data were also used. They included annual reports, office records, files, brochures and other published and unpublished material of the organization as well as books, Government reports and Internet sites. Data were collected through the principal tools of questionnaires, interviews and observations. A questionnaire has been designed and developed after referring various standard text books, magazines and journals. The sample is found to be suitable to serve the purpose of the present study. This tool was administered to all the sample respondents. Interview technique too was used to supplement the data obtained through questionnaires. An interview is sure to be qualitatively better than any other tool. Convenient timing for the interviews has been fixed in advance mostly during the early hours of the shift or during the lunch break and at times in the houses of respondents. Extensive personal interviews were conducted with all the respondents. The interviews were often prolonged and spread over multiple sessions. Since the interviewer personally visited the organization, it enabled the researcher to get better perception and more insight into the phenomena.

The enquiry involved the use of qualitative and quantitative methods. Statistical techniques like percentages and weighted averages have been used. Further, Frequency Test ("F" test) was also conducted so as to know
the difference of opinions between executives and non-executives with regard to the statements under study. With the help of "F" test, calculated "F" values have been found out and their they are compared to the table values. It is to be noted that if the calculated values are less than table values, the hypothesis is accepted and vice versa. These methods have been applied as per the need and appropriateness to lend the data greater precision and systematization.

SCOPE OF THE STUDY

The present study is an attempt to make an enquiry into the quality of work life programs undertaken by SCCL and the resultant commitment level of employees. The scope of the present study is both wide and narrow. It is wide because, it covers almost all the components of quality of work life. It also encompasses employees commitment towards the organization and its outcomes such as performance, absenteeism, turnover etc.

Organizations should develop sound policies in regard to human side of enterprise. Such policies are not only a statement of management intentions and indicate the basic organizational approach towards human factor, but also provide the much needed frame work to guide actions of all functionaries in taking important decisions on improving the quality of work life of employees.

The scope of the study could also be varied as narrow for it covers only one public sector organization. This need not be a limitation of the study as an in depth enquiry lends itself to inclusive analysis and comprehensive
coverage to get better insight into the issues relating to quality of work life and employee commitment.

LIMITATIONS

The study has the following limitations. The researcher has to make inevitable efforts to collect relevant information by running from pillar to post. Employees were hard pressed for time in view of the job demands, and rigorous work schedules. The researcher has to persuade them for sparing time for responding to the questionnaires and interviews. When he found that the respondents were not in a position to spend adequate time for the purpose, he had to request them to allot time after the shift timings. Establishing rapport with the respondents posed a problem initially. To overcome the suspicion of the sample respondents, the researcher took the help of the personnel officer, welfare officer and other staff in establishing identity and explaining the nature and purpose of the study.

Since the important method used in the enquiry is the case study, it has all the limitations associated with the method. The generalizations of the study can not be expected to have universal application. Even when one tries to apply to the organization of similar nature, these must be applied with caution and care.

PRESENTATION OF THE STUDY

For clarity and compensation, the study has been presented in six chapters. The first chapter is devoted for developing the conceptual frame work of quality of work life and employee commitment. Review of literature
and research methodology is discussed in the second chapter. The third chapter discusses the profile of Singareni Collieries Company Limited. The fourth chapter throws light on the various measures undertaken by the company to improve the quality of work life of employees and it also incorporates the factors that contribute to the commitment of employees towards the organization. The fifth chapter analyzes and interprets primary data. The last chapter incorporates findings along with important suggestions.
REFERENCES

TEXT BOOKS


15. Vanita Srivastava, "Inequality, Commitment and Human Resource Development: A Study of Industrial Workers" in *Human Resource Development*


THESES


MAGAZINES AND JOURNALS


