CHAPTER II
REVIEW OF LITERATURE

This chapter reviews the studies on 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 in the select magnesite companies in Salem district. 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.

Trist (1975)\(^1\) has 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 to acquire the civic competences and skills on which a developing country in the social democratic mode must rely. It would be tragic if, in industrializing the less developed countries, they adopt the authoritarian

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\(^1\) 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.
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 the first importance to quality of life in the workplace.

In Lupton’s (1975) 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, 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) have 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

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community respect, reasonable working hours, etc. are positively correlated with job satisfaction more 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.

De Nitesh (1976)\textsuperscript{4} 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 have been 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.

Sinha (1977)\textsuperscript{5} 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 that 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 fulfillment of basic needs of man and secondly, reduction of the enormous economic disparities between the haves and have-nots.

Hackman and Suttle (1977)⁶ propose that the quality of work life serves happiness and satisfaction of every performer in the organization, whether at levels of labourers, supervisors, management or company or agency owners. The good quality of work life has not only made the 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 helps to reduce rates of absenteeism, turnover, morale and accidents, whereas the organization proficiency in respect of encouragement and job satisfaction as well as product quality and amount is higher.

Sharma (1978)\(^7\) has studied twelve organizations in different parts of the country to examine labour force commitment. With a sample of 1971 industrial workers, he has come to the conclusion that much of the tension and strife that pervades the industrial relations scene today can be explained by the alienation of the Indian industrial worker. Correlation analysis shows that the workers’ 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.

Warr, et al. (1979)\(^8\), in an investigation of quality of work life, consider a range of apparently relevant factors, including work involvement, intrinsic job motivation, need for higher order strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discuss a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job satisfaction, and perceive intrinsic job characteristics and job satisfaction. In particular, they find


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.

Sayeed and Prakash (1981)\(^9\) have made an attempt to study the employees who work in organizations which provide either a high or low quality of work life. The results of the study show that quality of work life dimensions are related to job satisfaction in both types of organizations. It is noted that quality of work life dimensions demonstrate consistently low relationship with self and supervisor-related performance measures. The low quality of work life organization tends to yield comparatively better relationship between quality of work life dimensions and performance measures than does the high quality of work life organization.

Manga and Maggu (1981)\(^{10}\) in their study titled “QWL: A Study of Public Sector in India” have found influence of quality of work life on the health of the public sector organizations and as such on the members of such organizations. They conclude that the quality of work life in the Indian

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public sector is poor and there exists a significant gap between what managers expect and what they have. They point 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{11} in their paper titled “An Alternative Approach for Improving QWL in India” point 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.

Singh (1983)\textsuperscript{12} reports on the quality of work life experiments in India. Two studies have been 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 have used participatory workshops, goal setting exercises, interviews and questionnaires. Significant changes have been 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. 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)\textsuperscript{13} 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. 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 existing quality of work life. He finds that quality of work life is perceived to be poorer by private sector employees in comparison to public sector employees. Quality of work life is operationalised for the study as human growth, exciting workplace, creativity and innovative concern for people and democratization, of the work process.

Katzell (1983)\textsuperscript{14} in his study titled “Improving Quality of Work Life” has found that more favourable attitudes towards work often resulted from the productivity programmes showing that productivity and quality of work


can be improved through socio-technical systems design. The findings provide a positive clue to the statement that a 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 the important objective for an enterprise and an individual. It can be fulfilled by improving one’s own situation by creating happiness at work. Increasing dissatisfaction among workers against jobs that are tedious, monotonous and with apparent lack of responsibility are evident strains of fast changing technology on individuals and society, and a realization, that provides 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) discuss 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 not adequate recognition, lack of influence, and hectic work place. It is emphasized that organizational changes adopted as part of quality of work life must be linked to existing structure and system overtime. 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.

Delamotte and Takezawa (1984)\textsuperscript{16} point out the idea that quality of work life originated 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 divide 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.

Nitish (1984)\textsuperscript{17} has made an explorative study to develop various criteria for a good work life and life generally and sets forth some organizational methods by which these can be achieved at the level of organizational unit, the country and the world. He has identified some dimensions of quality of work life in respect of organizational form, hierarchy and staffing pattern, work group size, internal network and communication concern for quality, concern for people, ideals and values,


etc. According to him, lesser is the managers and supervisors level in an organization, the better would be the quality of work life.

Frank Blacker and Sylvia Shimmin (1984)\textsuperscript{18} observe 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 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 work life.

Tennings Sandra Ann Ruff (1985)\textsuperscript{19} in her investigation compares the data collected in 1969 and 1977 by the Institute for Social Research at the University of Michigan to determine the changes that are important in the quality of work life issues during that period. Additionally, various demographic profiles of employees have been examined to determine if responses to questions about quality of work life are consistent across demographic profiles. The observation that is made from this study is that the findings of 1967 do not differ much from those of 1977. White collar employees report higher job satisfaction than women and black and blue


\textsuperscript{19} Tennings Sandra Ann Ruff (1985). An Investigation of Employee Responses to QWL Issue: A Demographic Analysis, Ph.D. Thesis Submitted to University of Oklahoma.
collar employees. Union employees are found to be more satisfied with extrinsic rewards from work than non-union employees.

Rao Rukmini (1986)\textsuperscript{20} has conducted a study to evaluate the difference between quality of work life among men and women employees doing comparable work. The result shows a significantly higher composite quality of work life score for men than for women employees. Men employees have significantly higher scores for opportunities to learn new skills, challenge in job and discretionary elements in work. She has found that age and income have a positive impact on perceived quality of work life for women.

Goel (1988)\textsuperscript{21} 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. Supervisors must understand that cracking the whip over workers and acting as constant overseers need not be the essential ingredients of supervisory work.


Elizur Dov (1990)\textsuperscript{22} has analyzed the relationships between employees’ perception in quality circles, their sense of quality of work life, perceived job enforcement capacity and job satisfaction. To study the quality of work life at various hierarchical levels and the effect of quality of work life on group behaviour are the twin goals taken for the study. The investigation concentrated on the administration, shipping, sales, carpentry, security, plant, painting, and stores departments of the industry. The population studied has strength of 644 employees spread over the eight departments in the industry. 143 employees of a large industrial corporation in Israel, half of them regularly participating in quality circles and half not participating are surveyed. On the hierarchical effects of quality of work life, it is found that there are differences at various hierarchical levels of the organization in perceiving their work life. Higher levels are found to have better perception regarding their work life than workers level on all the sub-factors of quality of work life and overall quality of work life. It is observed that some quality of work life factors positively contributed towards group cohesiveness.

Suri, et al. (1991)\textsuperscript{23} undertook a survey to study the quality of work life practices in the Indian industry. The organizations covered are


manufacturing and service sectors. The result of the study indicates that there are several trends, which have implications for quality of work life practices and their outcomes. Both public and private sector organizations least prefer the job and workplace redesign programmes. Organizations prefer system wise practices to isolated experiments, which are limited to certain sections or departments.

Subratesh Ghosh (1992)\textsuperscript{24} has conducted a study on improvement of quality of work life at the micro level in India. Only 13 organizations have responded to the structured questionnaire. The concept of quality of work life adopted covers all possible aspects of work related life including work environment, job enrichment and employee participation in management, wages, benefits and welfare services, career outlook, human relations, etc. The findings of the study reveal that out of 13 organizations, the quality of work life is excellent in Telco and Canara. The organizational support and top management commitment to quality of work life are 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.

Monga (1992)\textsuperscript{25} 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-manufactures 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.

Kerce and Kewley (1993)\textsuperscript{26} state that the quality of work life refers to groups, procedures or technologies which allow the working environment to provide more productivity or increased job satisfaction. The outcome focuses on employees rather than the management. The quality of work life also covers the involvement in problem solutions, revision of working systems, making jobs interesting, using new methods in the reward system and improving the work environment. Therefore, the quality of work life of employees in the organization comprises overall job satisfaction, task-specific satisfaction, job characteristics and attachment to work.

Ghosh Subratesh (1993)\textsuperscript{27} has conducted a study to find out the factors that will help to improve the quality of work life at micro level with the objectives of developing tools for evaluation of quality of work life. The


primary data have been collected from organizations randomly selected, engaged in manufacturing, mining, power generation and service sectors covering both public and private enterprises. The categories studied cover the management perception regarding significance of quality of work life, organizational supportive activities of management and its involvement in quality of work life programmes. The findings of the study show that the core determinant of quality of work life in an organization is the management’s perception of quality of work life in affecting the organization’s effectiveness.

Gani and Riyaz Ahmed (1995)\textsuperscript{28} have 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 examine various components and correlates of quality of work life. These are combined in four categories, namely, working environment factors, relational factors, job factors and financial factors. The study unfolds a grim story of the economic and living conditions of workers. The results draw attention to the fact that adequate financial returns from the job, besides desire for job security, better working conditions and advancement opportunities continue to be the major considerations of employees’ working lives.

Kumar and Shanubhogue (1996)\textsuperscript{29} have attempted in their study to analyze and compare quality of work life in university systems. The study aims to investigate the reactions of the teachers about the existing and expected quality of work life in the universities under study; to see the impact of designation and the perception about the quality of work life; and to make a comparative learning of existing and expected quality of work life of a rural and an urban university. Two structured questionnaires framed for the purpose of the study have been administered to more than 200 teachers. The hypothesis has been proved correct, as there is significant gap between the existing and expected quality of work life of SP University teachers. But in the case of MS University, lecturers expect improvement in quality of work life.

Nasreen and Ansari (1997)\textsuperscript{30} in their paper titled “Influence of Socio and Psycho-Personality Variables on Total QWL Perceptions” reported that socio-psycho 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.


Davoodi Seyed Mohammadreza (1998)\textsuperscript{31} in his research work entitled “Study of the Impact of Quality of Work Life on Job Satisfaction among Operational Staff of Mobarakheh Steel Complex” has tested the hypotheses that whether the informal involvement of operational staff in decision making related to working conditions leads to an increase in job satisfaction; informal involvement of operational staff in decision making related to the work itself leads to an increase in job satisfaction; informal involvement of operational staff in decision making related to working conditions leads to a decrease in occupational accidents; and informal involvement of operational staff in decision making related to the work itself leads to a decrease in occupational accidents. He concludes that involvement in decision making related to work and working conditions has a significant relationship with job satisfaction, and this relationship is moderate. There is also a significant relationship between involvement in decision making related to work and working conditions and occupational accidents.

Venkatachalam (1999)\textsuperscript{32} has conducted a study to examine whether advanced technology has an impact on the quality of work life of employees. The sample for the study constitutes 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’ quality of work life values. But there is a significant impact on other quality of work life dimensions, namely, work complexity, autonomy, and personal growth opportunities, top management support, workers’ control, concern for organization’s performance, quality of work life feelings and quality of their social life.

Md. Mosharraf Hossain and Md. Tariqual Islam (1999) examined the correlation between quality of work life and job satisfaction, quality of work life 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 of the study reveal that there is a significant positive correlation between quality of work life and job satisfaction. A significant positive correlation is also found between quality of work life and performance and job satisfaction and performance. Quality of work life has the highest contribution to performance. Perceptions of quality of work life and job satisfaction are significantly higher among the respondents in small organizations than in large organizations. Morning shift nurses perceive higher quality of work life and job satisfaction than the night shift.

nurses. Night shift nurses suffer from more security problems than the nurses of other shifts. Hence, it is suggested to keep the hospitals lighted to certain extent and allow the nurses to work in small groups. This would provide 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.

Mankidy Jacob (2000)\textsuperscript{34} in his study made an attempt to establish the inevitable linkage between the quality of work life and the industrial relations process. He observes that the more positive the industrial relations process is, the greater the possibility of improved quality of work life. Positive industrial relations should ensure better wages, flexible hours of work, congenial work environment, employment benefits, career prospects, job satisfaction, and meaningful employee involvement in decision making, leading to better quality of work life. The study concludes that improved quality of work life will naturally help to improve the family life of the employees and would also improve the performance of the organization.

Sirgy, et al. (2001)\textsuperscript{35} state that the key factors in quality of work life need satisfaction based on job requirements, satisfaction based on work


environment, satisfaction based on supervisory behaviour, satisfaction based on ancillary programmes, and organizational commitment. They define quality of work life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow’s needs are seen as relevant in underpinning this model, covering health and safety, economy and family, esteem, actualization, knowledge and aesthetics. Although the relevance of non-work aspects plays down, as attention is focused on quality of work life rather than the broader concept of quality of life.

Tarek Hassan Ibrahim Abdeen (2001)\textsuperscript{36} examined the quality of work life in select pharmaceutical companies in Egypt. It aims to test the relationships between the employees' perceptions of their quality of work life and; their perceptions of the degree of participation in decision making available to them, their perceptions of their level of job satisfaction, their perceptions of their level of affective, continuance, and normative commitment, and the ownership form of the company. The study uses a sample of 1270 employees in three different ownership forms; public, private and multinational pharmaceutical companies in Egypt. The total sample size is proportionately distributed among the three forms of ownership. The perceptions of the targeted employees are surveyed using a

questionnaire that contains 81 items. The findings of the study indicate that there is a significant positive relationship between the employees' perceptions of their quality of work life and their perceptions of the degree of participation in decision making available to them, and their perceptions of their level of job satisfaction. A significant positive and partial relationship is found between the employees' perceptions of their quality of work life and their perceptions of their level of affective, continuance, and normative commitment. A significant relationship is found between the employees' perceptions of their quality of work life and the ownership form of the company. The results also indicate that employees perceive their quality of work life to be greater or better in the multinational pharmaceutical companies than the employees' perceptions of their quality of work life in both private and public pharmaceutical companies in Egypt.

Yousaf and Anwar (2001)\textsuperscript{37} conducted a study to develop a scale for measuring quality of work life of doctors. Through questionnaires, interviews, etc., they collected the data required for the construction of the scale. With the help of the scale, they arrive at the conclusion that those who are found using their skills and abilities most at work are found enjoying the best possible work life. The extent of feeling of successful

work life is found related to quality of work performance and work activities. To have a sense of accomplishment, there shall be good supervision too.

David Efraty and Joseph Sirgy (2004)\textsuperscript{38} in their study on “The Effects of QWL on Employee Behavioural Responses” 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.

Nasl Saraji and Dargahi (2006)\textsuperscript{39} made an attempt to provide insights into the positive and negative attitudes of Tehran University of Medical Sciences Hospitals’ employees from their quality of life. There are several positive attributes of this study. A cross-sectional, descriptive and analytical study was conducted among 908 Tehran University of Medical Sciences 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 of the study show that majority of employees are dissatisfied with occupational health and safety, intermediate and senior managers, their income, balance between the time they spend working and with family and also indicate that their work is not interesting and satisfying. The study suggests that more training and education are to be provided to the Tehran University of Medical Sciences Hospitals’ managers on quality of work life issues.

Ka Wai Chan and Wyatt Thomas (2007) examined how employees’ work lives satisfy their basic needs and how the satisfaction of each individual need in their work life affects employees' job satisfaction, affective 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 quality of work life literature, hypotheses are derived and tested. Results confirm that the hypotheses regarding the relationship between perceived quality of work life and all the dependent variables. Multiple regression analyses confirm using levels of satisfaction of six different individual needs as significant predictors of the five dependent variables. Esteem need satisfaction is found to be the most important for life satisfaction and

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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 needs predict affective commitment. Three needs, namely, economic and family, health and safety, and knowledge are 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{41} explored 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 of women workers. The study has been carried out in the service and manufacturing sector, more specifically in banking, insurance, PSUs and hospitals. The findings of the study reveal that the level of satisfaction of women employees with quality of work life in their respective organizations is 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 are taken care of in their negotiations be the existing union of which they are members, the women specific issues are generally ignored. Implications of the findings for employers, trade unions, the government and the women themselves are also discussed in this study.

Hanita Sarah Saad, Ainon Jauhariah Abu Samah and Nurita Juhdi (2008) conducted a study to find out the employee’s perception of their work life quality in the university. 251 employees in the university participated in this study. Ten variables to measure quality work life were 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 are tested the 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 10 QWL variables are entered into the regression equation. Using multiple linear regressions, only 3 QWL variables namely, meaningfulness of job, optimism on organizational change and autonomy are significantly related to job satisfaction.

Kalayanee Koonmee, et al. (2009) examined the association between institutionalization of ethics, quality of work life, and employee


job-related outcomes in the Thai workplace. 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 quality of work life. The results also indicate that the implicit form of ethics institutionalization and the two aspects of quality of work life have positive impact 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 quality of work life programs for business organizations in Thailand.

Muhammad Jamal (2009)\(^{44}\) examined the differences between full-time 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 are 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 in Montreal and Pakistani employees in Lahore. Analysis of variance and MANOVA are used to analyze the data. In both

countries, the self-employed report higher job stress, burnout, health problems and social participation than the organizationally employed. Furthermore, the self-employed spend significantly less time with family than the organizationally employed, both in the Canadian and Pakistani samples. No significant differences are 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.

Normala Daud (2010)\textsuperscript{45} has conducted a study titled “Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms”. The purpose of this study is to determine a set of factors that can adequately represent the conception of a quality of work life. A predominantly quantitative approach has been adopted for this study. Organizations were selected randomly. A total of sixty organizations were identified. Each organization was contacted to gain permission to distribute the questionnaires. Only fifty organizations agreed to be involved in the study. A random sample of 500 employees in the supervisory and executives levels in various firms in Malaysia received the questionnaire. Of these, 360 usable responses were

\textsuperscript{45} Normala Daud (2010). “Investigating the Relationship between Quality of Work Life and Organizational Commitment amongst Employees in Malaysian Firms”, \textit{International Journal of Business and Management}, Vol.5, No.10, October, pp.75-82.
returned and analyzed. The results show that quality of work life and organizational commitment are a multidimensional construct and are a product of the evaluation of one’s work place. This study provides valuable information about how employees in organizations view their work environment.

Saklani (2010)\textsuperscript{46} made an attempt to capture the quality of work life expectations of non-managerial employees in organizations belonging to different sectors of Indian economy. It also endeavours to assess the degree to which quality of work life in their perceptions is available in work organizations. The hypothesis is amply supported by Important Factor Information Schedule derived from the responses obtained from 102 samples drawn from 18 different organizations. On the basis of results of univariate analysis carried out with the help of t-test, it is suggested that the overall existence of quality of work life in organizations is more than the ‘average’ standard. The study concludes that there is a substantial scope for improvement in non-managerial motivation in a number of areas as depicted by a marked mismatch in employee expectations and perceived quality of work life existence in organizations in India.

Balasundaram Nimalathasan and Mir Mohammed Nurul Absar (2010) have made an attempt to determine a set of factors that can adequately represent the concept of quality of work life; to rank the quality of work life practices of the academic professionals in Bangladesh with respect to their importance; and to offer some policy implications to enhance the quality of work life of academic professionals in public and private universities in Bangladesh. A sampling frame of eleven universities has been prepared comprising three public universities and eight private universities. Assistant Professors, Associate Professors and Professors were considered as separate strata of academic professional. Ten per cent of the academic professionals were selected from each stratum from each university. In this way, 202 academic professionals were selected randomly for direct personal interview. The present study identifies four factors of quality of work life practices with 56.75% of the total variance. These four practices are job benefits for family, physically safe, payment for work, and creativity of outside work and they are ranked as first, second, third, and fourth respectively according to their importance. The study suggests that universities should provide job security, conducive working environment, research facilities, and overall career advancement opportunities for their

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academic professionals. They should offer reasonable salaries and benefits to their academic professionals.

Das Jagabandhu and Tripathy Santosh Kumar (2011)\textsuperscript{48} conducted a study to measure the quality of work life of municipal employees in Odisha. The study is based on an opinion survey of 380 employees of different age, gender, experience and grade taken from 40 urban local bodies, who were selected on a random sampling method. The results of the study reveal that the employees are not satisfied with the pay and remuneration, career growth, promotion and transfer policy, welfare measures, social security, participative decision making system and so on. They feel less privileged when they compare themselves with their counterparts in government and PSUs. Even the field workers and young employees are not happy with the recognition system and feel mostly neglected. The temporary workers are quite unhappy with the conditions of work. The findings of the study reveal that quality of work life of municipal employees’ needs improvement in all aspects ranging from pay to recognition. Improvement in QWL will help generating their commitment for work which will ultimately contribute towards achievement of organizational objective.

Ayesha Tabassum, Tasnuva Rahman and Kursia Jahan (2011) conducted a study titled “Comparative Analysis of Quality of Work Life among the Employees of Local Private and Foreign Commercial Banks in Bangladesh”. In total, six banks were considered for the survey based on convenience sampling method, of which three were local private commercial banks and the rest were foreign private commercial banks. The sample consisted of 100 employees and the primary data were collected by distributing the questionnaires. The study reveals a significant difference between the local private and foreign commercial banks’ employees perception over quality of work life in the following factors; adequate and fair compensation, work and total life space, opportunity to develop human capacities, flexible work schedule and job assignment, and employee relations. They suggest that trustworthy and healthy relationship between the management and employees will improve quality of work life.

Victoria Marti (2011) examined the perceived quality of work life of workers with intellectual disabilities. Specifically, this study looks at participants’ perceptions in relation to perceived job demands and resources and their impact on experienced job satisfaction. In this cross-sectional

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survey, 507 workers with intellectual disabilities, employed in either sheltered workshops or supported employment, completed questionnaires on the quality of work life through semi-structured interviews. The results of the regression analyses show that perceived low job demands and elevated social support from co-workers and supervisors predict higher quality of work life. This study confirms the multidimensional nature of quality of work life, and the impact of job demands and available resources on perceived satisfaction with job for workers with intellectual disabilities. The study concludes that common organizational psychology measures can be successfully used with this population to assess quality of work life.

Sabarirajan and Geethanjali (2011)\(^{51}\) examined the relationship between quality of work life and satisfaction level of bank employees in Dindigul. The population for the study consists of the employees of public and private sector banks. The samples were chosen based on convenience sampling method. The primary data were collected with the help of structured questionnaire. The findings of the study show that the quality of work life components are correlated with the perceived quality of work life of both public and private sector banks. The comparison of correlation co-efficient of both categories shows a significant relationship between the

quality of work life of the employees of both sectors. The study suggests that the performance of the banks can be improved only when the human resources are satisfied with the higher quality of work life.

Pratibha Barik (2011)\textsuperscript{52} studied the quality of work life among female professionals in comparison to the male employees. The study was conducted with 50 male respondents from Bhilai Steel Plant and 50 female respondents from State Bank of India, ICICI Bank and Chhattisgarh State Electricity Board. The primary data were collected through survey method. The findings of the study indicate that female professionals are continuously making effort to manage a proper balance between their family and work. The organizations are putting their best to retain the female employees. The study shows that there is no significant difference in the quality of work life of male and female professionals. Female professionals are less satisfied in their general life than the male employees. Women professionals in public sector organizations are more satisfied than those in private sector organizations. The study suggests that the employers should take care while designing the human resource policies so that they can best utilize women’s potential.

Sangeetha Vinod, Fayaz Ahamed and Mohamed Rafiq (2011)\textsuperscript{53} examined the relationship between quality of work life and job security, autonomy in decision making, job satisfaction and attitude of management. They used a questionnaire to survey a sample of 32 finance professionals in three multinational corporations in Dubai. The findings of the study indicate that 72 per cent of the finance professionals state that their quality of work life is good compared to that of their counterparts in the industry. Further, the results show a significant positive relationship between quality of work life and job security, autonomy in decision making, job satisfaction and attitude of management.

Mohan and Ashok (2011)\textsuperscript{54} conducted a study to identify the influence of quality of work life on employees’ work performance and find out the most appropriate factor of quality of work life on employees’ performance. This study is confined to the permanent workers of textile sector, especially, the workers of weaving mills in Tamil Nadu. A questionnaire was employed for the purpose of collecting primary data. The researchers have used convenience sampling technique. They have found various factors that affect the employees’ performance. They suggest


that the textile mills shall adopt an enlightened policy of frequent training and the promotion of welfare facilities to make the labour force to perform well. Besides, there must be a proper understanding between supervisors, because the workers expect more understandable and care taking supervisors. They state that welfare measures have important implications for their performance. Inter-personal relations and growth opportunities may help employees’ work performance. Therefore, the textile mills may adopt a regular system to assess the grievances and problems of the employees.

Mohanasundaram (2011)\textsuperscript{55} conducted a study titled “A Study on Quality of Work Life in Tamil Nadu Newsprint and Paper Limited”. The objectives of the study are to know the demographic characteristics of the employees; to find the relationship between quality of work life among the respondents; to analyze the various dimensions of the quality of work life; and to suggest measures for improving quality of work life. A sample of 100 respondents is taken for the study. The primary data was collected from the respondents by using questionnaire. The result of the study shows that the working environment of the organization is very peaceful and more cheerful with less noise and no dust and with proper shelter.

Geetha and Jeyakumaran (2011)\textsuperscript{56} examined the quality of work life and compared the predictors of quality of work life among 350 employees in a variety of information technology jobs in ten companies. Primary data were collected through questionnaires. 350 questionnaires were distributed to the respondents and 300 questionnaires were returned and analyzed. Nine facets of quality of work life have been identified for the determination of satisfaction levels of quality of work life. The study states that a healthy work environment is one in which the individual's needs are fulfilled and that organizational members experience quality of work life through facets of work life, which they regard as important.

Meenakshi Gupta and Parul Sharma (2011)\textsuperscript{57} carried out a study in the Bharat Sanchar Nigam Limited (BSNL). The study is based mainly on the primary data collected from employees with the help of a well drafted pre-tested structured questionnaire. The universe of the study included all those employees who were working in BSNL in Jammu region. For the selection of sample, proportionate method of sampling was followed. A list of all employees working in BSNL was prepared with the help of the administrative staff of the organization. The study found that there is a high


level of satisfaction among the employees regarding the quality of work life. The factors determining the satisfaction with the quality of work life in the organization were adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organization, eminence of work life, and social relevance of work. All these factors are positively correlated with the quality of work life in BSNL. The study suggests that by improving these factors quality of work life in BSNL can be enhanced.

Jeyarathnam and Malarvizhi (2011)\textsuperscript{58} evaluates the quality of work life among the employees in various departments; to analyze the relationship between quality of work life and productivity; to suggest methods for improving quality of work life by highlighting employees’ expectations and required changes. Data were collected through questionnaires with 190 employees from sugar mills in Erode district. The study highlighted the intensity of working conditions and the behavioural aspects of the employees. The study recommended that promotion policies can be improved by giving grade for designation according to the experience of the employees. Arranging meditation classes and

entertainment programmes for the employees can minimize occupational stress.

Bahman Kord Tamini, Badroddin Oraei Yazdany and Fereshteh Bakhshi Bojd (2011) ascertained the relationship of quality of work life with organizational commitment and job burnout between government and private bank employees in Zahedan city. The sample size consists of 216 employees i.e. 108 government bank employees and 108 private bank employees. The results of Pearson correlation reveal that quality of work life has significant positive correlation with effective commitment, continuance commitment, normative commitment, overall scores of organizational commitment and personal accomplishment but quality of work life has significant negative correlation with emotional exhaustion and depersonalization. The results of multiple regression show that continuance commitment and depersonalization together explain 68.80 per cent of variance in quality of work life in government bank employees. Moreover, the results of the study demonstrate that continuance commitment explains 73.90 per cent of the variance in quality of work life in private bank employees and it is a significant positive predictor for quality of work life.

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Bhuvaneswari, Suganya and Vishnupriya (2012)\textsuperscript{60} analyzed the quality of work life at Neyveli Lignite Corporation with the objective to study employee satisfaction, attitude, the existing conditions, stress management and career prospects which improve the quality of work life; study the workers’ participation in Neyveli Lignite Corporation; examine how training and development programs help to improve the quality of work life; and study the various health, safety and welfare measures that help to bring a better quality of work life. The study is descriptive in nature. Stratified random sampling method was adopted. The primary data were collected from 110 respondents with the help of a questionnaire. The findings of the study reveal that majority of the respondents are satisfied with their job, salary, cooperation from colleagues, training and development, freedom to work, rewards and recognitions, social and cultural programmes, health, safety and welfare measures and quality of work life. Employee benefits and other facilities on an average show above neutral on satisfaction.

Sairam Subramaniam and Saravanan (2012)\textsuperscript{61} conducted a study titled “Empirical Study on Factors Influencing Quality of Work Life of

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Commercial Bank Employees”. This study was conducted in the Coimbatore city of Tamil Nadu. The sample size is 100 and it has been collected from 23 branch networks of public and private sector commercial banks. A structured questionnaire has been administered to collect data from the respondents by using simple random sampling technique. This study lays focus on the factors influencing quality of work life, socio-economic background of respondents, and expectations of employees in the work place. Simple percentage analysis, factor analysis and chi-square test are used to draw analysis and inference of the study. The findings of the study show that the employees are facing poor quality of work life.

Somvir and Sudha Kaushik (2012) examined the relationship of quality of work life of librarians with independent variables. A sample of 100 librarians working in private engineering and management colleges of Haryana state were selected. The primary data were collected with the help of a well-designed online questionnaire. The study suggests that assessment committees may be constituted headed by a qualified professional to assess the performance and appreciate the sincere efforts of the librarians. The librarians may be given due participation while framing policies in the organization they serve, which will give them a feeling of being a part of the whole.

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Stephen and Dhanapal (2012)\textsuperscript{63} studied the quality of work life in small scale industrial units from the point of view of employers and employees. The sample size of the present study is arbitrarily assigned as one per cent of the population. The questionnaire had been sent to sample SSI units which consist of one each questionnaire to the employer and employee in the SSI units. The response from the SSI units was 436. The findings of the study reveal that employers perceive more, the existence of quality of work life than employees. The study finds that the management often fails to provide sufficient quality of work life, especially, in the areas of job security, perks and pay, for a fear of negative effect on company’s financial performance. The study suggests that the management should come forward to invest in human resources, as they contribute to sustained organizations performance.

Chandranshu Sinha (2012)\textsuperscript{64} explored the factors of quality of work life experiences in organizations. He examines the reasons behind what employees perceive about high quality work life experiences employed by organizations in India. The target populations of the study were 100 middle level managers who were selected from various organizations. The results of the factor


analysis extracted 3 factors namely, “relationship sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”. The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of work life within their socio-technical systems for eliciting favourable job-related responses. The study insists that if organizations are concerned about developing their human resources and gaining a competitive advantage in the marketplace, it is necessary that they attend to one of their most precious assets, namely, their human resources by employing high quality work life experiences in consonance with their various needs eliciting favourable job-related responses in return.

Arul Senthilkumar, Saravanaraj and Punitha (2012)\textsuperscript{65} studied the quality of work life among employees in super markets. The aim of the study is to help the organization to know the level of satisfaction of the workers and executives at various hierarchical levels, towards the facilities and welfare amenities provided by them and also to find out the challenges and difficulties faced by the employees for getting better quality of work life. The primary data were collected from 105 samples through questionnaire by using non-

probability convenience sampling technique. The findings of the study reveal that respondents ranging from 31 per cent to 36 per cent are satisfied with the medical facilities, grievance handling, working hours, salary, increment, and incentives provided by the company. The study suggests that adequate salary and incentives may be provided to retain the qualified employees. It is also recommended that the organization may modernize and computerize their business process. Grievance is a major issue for employees inside the organization. Therefore, the company shall appoint a separate grievance handler, so that it is very easy to solve the employees’ problem.

Majoreen Aryeetey and Aminu Sanda (2012) explored employees’ perceptions of the availability and functionality of work life indicators in organizations in Ghana. The purpose is to identify quality of work life indicators that enhance employees’ performances and organizational productivity, based on the premise that the attainment of competitive advantage by an organization is linked to the attitudinal characteristics of employees shaped by their organizational experiences. Using a survey approach, data were collected using self-administering questionnaires from 150 employees sampled from both public and private organizations in the finance, education, health, and communication industries. Finally, 128 of

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the returned questionnaires with all sections fully scored were used for the analysis. The results show that employees have insights of available and non-available, as well as functional and non-functional work life indicators that could be incorporated in the organizational design to support the creation of positive organizational values to enhance employee-management relationship in Ghanaian organizations. The study concluded that organizations could use such employee insight and knowledge to identify quality of work life indicators whose incorporation in the functional organization system could support the creation of positive organizational values, not only to enhance employees’ commitment, job satisfaction and productivity, but also to create good employee-management relationship towards increased organizational performances.

Indumathy and Kamalraj (2012)\textsuperscript{67} conducted a study to identify factors affecting quality of work life; to assess the quality of work life among workers; to analyze the measures adopted by the organization to improve the quality of work life among workers and to suggest suitable measures to improve the quality of work life among workers. The research design chosen is descriptive in nature. The sample size taken to conduct the research is 60 workers. For this study, the sampling technique chosen is convenient

sampling. Structured interview schedule was used for the collection of primary data. The investigation remarkably point out that the major factors that influence and decide the quality of work life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards. The study suggests that workers may be encouraged to offer suggestions for making improvements in the organization. This makes them feel their importance in the company. Sufficient training programs can be arranged so that the worker productivity could be improved. Appropriate pay strategies could be evolved to give a fair and adequate compensation to the employees.

Jayakumar and Kalaiselvi (2012) conducted a study in Salem Steel Plant to examine satisfaction level of the employees with the prevailing quality of work life; to ascertain the motivational techniques adopted to enrich the quality of work life; to find out the factors which influence the quality of work life; to know the details of training given to the employees; to study the employees’ work life balance; and to identify the safety and welfare facilities provided to the employees. Simple random sampling method was used and 105 sample responses got returned and were usable. Data has been analyzed using descriptive statistics, chi-square test and

regression analysis to test the hypotheses and the significance and reliability of the findings. The findings of the study show that there is a positive and significant relationship between quality of work life and employees’ job satisfaction. The study suggests that the Salem Steel Plant must look for ways to reward the employees. The organization must improve work environment to satisfy the respondents to a great extent like more measures to reduce the heat and measures to keep away from the noise of the machines. Relationship with the superiors should be developed further and measures are to be taken to reduce the stress of the employees.

Chitra and Mahalakshmi (2012) found out the employees’ perception on their work life quality. All employees in the automation manufacturing industry from all levels were asked to participate in the survey. However, only 251 survey questionnaires were returned. The sampling method is convenience sampling. Ten variables to measure quality work life 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 are tested the relationship with job satisfaction. The test indicated that each of the quality

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of work life variables on its own is a salient predictor of job satisfaction. However, seven variables are no longer significant predictors for job satisfaction when all the 10 variables are entered into the regression equation. The results of the multiple linear regressions show that only 3 variables namely meaningfulness of job, optimism on organizational change and autonomy are significantly related to job satisfaction.

Santhi and Sundar (2012) measured the level of satisfaction as perceived by women employees on the varied determinants of work life balance; to identify the major factors that influence the work life balance among various categories of women employees in IT industry; and to measure the overall work life balance of women employees irrespective of cadres. The study is confined to women employees of information technology industry in Chennai city. Multi-stage sampling was adopted for this study. In the first phase, all the 13 companies listed in the BSEIT Index were selected. In the second stage 7 companies with a life span of more than 10 years having branches in Chennai were selected. In the final stage women employees alone were chosen from each company. The sample size of the study has been fixed at 350 women employees. The findings of the study show that 55 per cent of the employees are highly satisfied with the current

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work life initiatives. The study suggests that the management of information technology companies has to find out the reasons for moderate satisfaction and dissatisfaction prevailing among the rest of the 45 per cent of employees.

Vijayaraj, Sathyavathi and Malarvizhi (2012) studied various influencing factors of the quality of work life of employees in Jeppiaar Cements Private Limited, Perambalur district. The primary data was collected through questionnaires from 50 respondents. Random sampling method was adopted. The study suggests that the company should address the problems of employees so that they don't feel deprived of their rights. The company shall provide moral support and guidance when the worker is irregular or not performing well which might be caused by his family situation. Facilities like food, transportation, growth opportunities, and health and yoga camps shall be provided on regular basis to make the workers get rid of stress of work load. The study concludes that employers need to handle employees in such a manner that they don't get frustrated with stress and over burdened with work.

Palani and Irshad Ahmed (2012) made an attempt to find out the quality of work life with special reference to employees of Ashok Leyland;

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to find out the employees’ experience of work life in terms of work load, stress and work life balance; and to find out employees’ satisfaction in the effectiveness of quality of work life. The primary data was collected from 150 samples through questionnaire. The findings of the study show that employees have positive attitude towards provision of high quality tools and techniques; fringe benefits offered in the study unit are not upto the expectations; the attitude of the supervisors is not satisfactory; and the training offered is not upto the expectations of the workers. The study highlights some of the improvements to be made to satisfy employees’ needs. The study suggests that the company should satisfy the employees in order to improve its business in the competitive market.

Valarmathi and Hema Bhalakarishnan (2013) studied the effects of quality of work life on employees. It aims to put on imminent into current working policies and practices and issues of employees in textile sector in Coimbatore region. The objectives of the study are: to find out overall job related satisfaction of employees in various aspects of the quality of work life in textile sector; to determine the extent of factors influencing quality of work life; to identify the opinion on training with respect to gender and designation and to provide implications based on the general interview conducted with employees and management. The study is descriptive in

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nature. The primary data were collected through questionnaire using simple random sampling method. The sample size is 100. The findings of the study revealed that for every individual leading a peaceful life in the comfort zone is the highest priority. Be it a white collared or a blue collared job, working at ease is preferred. Hence, quality of work life stands first in describing job satisfaction and job related satisfaction. Employees expect an improvement in awarding and rewarding policies. They need high motivation and compensation. Special trainings are the need of the hour. So, the organization has to prepare to pay for all such fundamental expectations of employees to have a quality work force.

Rathamani and Rameshwari Ramchandra (2013) made an attempt to study the quality of work life of employees in textile industry. The objectives of the study are: to identify the factors influencing QWL in an organization; to analyze the level of satisfaction of the employees on QWL in an organization; to study the expectation of the employees to improve the QWL in their work force; and to know the influence of QWL on employees performance. The employees of the textile units in SIPCOT, Perundurai have been taken as sampling units for the study. The study being analytical in nature, 5 employees from 10 textile units of equal capacity were selected as sample respondents by using convenient sampling.

technique. A well structured close ended interview schedule was used as an instrument to collect primary data. The research findings revealed the fact that motivational insight viz., promotion, insurance protection, training, awards and recognition were the influencing factors of quality of work life. The respondents have given favourable response on the job satisfaction, safety and healthy working conditions, opportunities to develop human capacities and opportunities for continued growth and security of their organization. The respondents have expected higher compensation from their employers. To improve the quality of work life, ideas of the employees should be taken into consideration while implementing changes in the organization. Moreover, the organization has to give equal importance to the achievements of the individual. Welfare of the workers is to be considered to some extent.

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 such as nature of job, compensation, working conditions, opportunities for growth and development, social integration of work, constitutionalism in the work organization, work and total life space, occupational stress, workers’ participation in management, grievance handling, and social relevance of work. Further, 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 magnesite companies in Salem district. With this background, the present study is an attempt to fill in the research gap in these areas. The study covers 3 magnesite companies in Salem district, with a sample of 497 employees.