CHAPTER - II

REVIEW OF LITERATURE
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A review of past research related literature is essential to develop conceptual model for the investigation. So an acquaintance with earlier studies has been felt necessary to develop a clear understanding of the concept.

The present Chapter provides a review of the important and relevant literature related to research studies made on the following concepts: Performance Appraisal, the impact of participation in a quality circle, relationships between organizational culture and performance, organizational culture estimations, the effect of unions on performance, Quality of work Life, attitudes towards unions, workers participation in unions, cognitive ability, and job performance, etc.

2.1. STUDIES ON PERFORMANCE

A. Suresh and S. Parvathy (2002) studied the ‘Cognitive ability, organizational role stress, burnout correlates of job performance among engineering executives in public sector organization’. The sample consisted of 38 engineering executives working at various levels. The subjects were administered standard progressive matrices, organizational role stress scale, Maslach burnout on job performance of engineering executives in a public sector organization. The sample consisted of 38 engineering executives working at various levels. The subjects were administered standard progressive matrices developed by Raven (1960), organizational role stress scale developed by Parek (1982), Maslach burnout inventory developed by Maslach and Jackson (1981), and performance evaluation form for assessment (personal management Arun Monappa 1979). One way analyses of variance, Pearson’s product movement correlation were used to analyze the data.

The study reveals that different levels of executive engineers do not differ significantly on their cognitive ability, role stress, frequency of burnout, and intensity of burnout and job performance. The Pearson’s coefficient of
correlation shows that cognitive ability and job performance (M=51.86 and 58.52 respectively; r value= 0.30). This study indicates positive relationship between cognitive ability and job performance. However, no significant relationship was found between organizational role stress and job performance, burnout and job performance. (M=74.65 and 58.52 respectively; r value= 0.11). No significant relationship was also found in the frequency of burnout and performance (M=37.42 and 58.52 respectively; r value= -0.029); intensity of burnout and job performance (M=53.13 and 58.52 respectively; r value= -0.22).

Anne Aidla & Maaja Vadi (2006) studied ‘The relationships between organizational culture and performance in Estonian schools with regard to culture’. The empirical study (n = 398) was conducted among the personnel of Estonian secondary schools. The sample included representatives of school administration, teachers and support personnel. The organizational culture estimations were measured by the organizational culture questionnaire of 43 statements (Vadi, Allik, Realo, 2002), which reveals task and relationship orientations of organizational culture. In order to find the connections between performance and organizational culture correlation analysis, the t-test and ANOVA method were used.

The results show that managing and improving of the organizational culture could contribute to the performance of schools. The correlation between organizational culture estimations and performance of schools was found. This relationship was not statistically significant (in task orientation, r= 0.29, p= 0.12 and in relationship orientation, r= 0.20, p= 0.17). The relationship between the organizational culture and performance in city and country town schools is significant (r= 0.18), whereas in rural municipality and small town schools this correlation (r= 0.16) is not significant.

2.2. STUDIES ON QUALITY OF WORK LIFE & PERFORMANCE

The performances of companies with a reputation of high quality of work life were contrasted to a control group of 500 companies. This research evaluated the performances, in terms of growth and profitability, based on a sample of quality of work life and S&P 500 companies. The control group consisted of 208 service companies selected from the list of S&P500 by using their SIC codes as a guide. This study compared the performance of the quality of work life of companies and a control group of companies with independent two samples. t-tests procedure has been used in studying the quality of work life.

The result indicated that quality of work life companies enjoys higher growth rates of the companies. On an average, quality of work life service companies have an average sales growth rate of 23.1%, while the control group companies have only 14.5%, which suggests that quality of work life companies are growing almost 60% faster than average S&P companies.

Geogios Labbris et al (2002) conducted a descriptive study of ‘Quality gap, quality of work life and their impact on the performance of an ophthalmologic department’. A random sample of 400 glaucoma patients was interviewed and responded to predetermined questionnaires. Quality gaps in the overall diagnostic and therapeutic approach were detected mainly in the ‘responsiveness’ and ‘empathy’ quality dimensions. The performance of the department was evaluated by assessing the percentage of patients with satisfactory. The quality of work life index and the quality gaps had a direct impact on the ‘alertness’ and the ‘compliance’ of the patients, reducing the overall performance of the department. All parameters were assessed by using the t-test for dependent samples.

The Quality of work Life is an essential subjective index, in order to concretize perceptions of working conditions.

Dean Elmuti (2003) investigated ‘The impact of internet aided self managed teams on quality of work life and performance among employees’ in a manufacturing firm for a 36 month period. The questionnaire was designed to tap a wide range of quality of work life facets, with measures derived from the
Michigan Organizational assessment Package. Actual organizational data from the surveyed firm (productivity, quality and other performance indicators) was used to assess the impact of (IASM) teams on employee performance. A total of 920 employees were sent questionnaires via company mail.

The result of the t-test indicates that participants reported significant increase in all work life areas. The Pearson product-moment correlation was also calculated for program and quality of work life dimensions to measure the strength, direction and statistical significance of relationships for internet aided self-managed teams program and the quality of work life dimensions. Univariate F-tests were also employed across time periods for each variable to evaluate the hypotheses. The results indicate positive relationship between measures of quality of work life and performance. The results show 46% of the variation in quality of work life and 52% of the variation in the performance. The attitudinal results indicate that IASM teams improved participant’s quality of work life. The performance results document a positive and substantial impact on employee productivity, efficiency, quality and overall performance.

2.3. STUDIES ON UNION COMMITMENT & PERFORMANCE

Georgio Brunello (1992) studied ‘The effect of unions on firm performance in Japanese manufacturing, and examined the relationship between union status and firm performance’ among sample of 979 unionized and non-union Japanese. Means and standard deviations of the variables of firms with unions (N=596) and firms without unions (N=383) were calculated.

The results of the Chi test suggest, however, the relationship between firm size and union effects which needs further scrutiny, and can be better ascertained by estimating the productivity equation in two sub-samples. The sample of 738 small and medium-size firms and the sample of 241 large firms. The effect of union status on productivity turns out to be -1.6% in small and medium size firms and a remarkable-28% in large firms. The Chi test rejects the absence of a structural difference between small and medium-size firms on the one hand and large firms on the other. The percent change in return on total
invested capital (ROI) relative to its sample mean is -15.5% in small and medium-size firms and a staggering -14.4% in large firms. The findings suggest that Japanese unions in the sample substantially reduced productivity and profitability, as well as regular wages net of bonuses and fringes. These three union effects were considerably smaller in small and medium-size firms than in large firms, perhaps because many of the small and medium-size firms were subcontractors that were pressed by the firms contracting them to cut costs and increase productively.

Mark E. Tubbs (1993) studied ‘commitment as a moderator of the goal performance relation: a case for clearer construct definition’. The sample size was 125 undergraduate students. A BASIC computer program was written in the form of a tutorial to instruct students in data entry on an IBM personal computer. In both the practice and experimental trials, the tutorial displayed a series of randomly generated five-digit number.

Average means, standard deviation, correlations and reliabilities show that mean practice trial performance did not differ between conditions, t (121) =0.95, suggesting that ability was randomly distributed. The correlation between the two self-report measures was strong (mean r=.81), a unit weighted composite (mean a=.91) was used in the analyses. There were no mean performance differences between groups on the 4 -minutes practice trial, F (9, 90) =0.58, and the goals were perceived to be significantly difference in difficulty, F (9, 90) =11.29, p<.01. The final suggestion is that research on performance goals be more comprehensively integrated with research in the judgment and decision-making areas.

2.4. STUDIES ON WORK CULTURE & PERFORMANCE

Paul L. Nesbit (2001) studied ‘The HRM and the flexible firm: Do firms with ‘High Performance’ work cultures utilize peripheral work arrangements’. The 2003 employer-of-choice (EOC) survey conducted in Australia organizations by Hewitt Associate is used in this study. Also t-test statistical technique is used.
An analysis of employer-of-choice and matching organizations was carried out by using independent sample t-test of means, for core and peripheral employment relationship shows that there is no significant difference between employer of choice and matched organizations in terms of the percentages of full-time, part-time or casual employees.

The highest use of non-standard employees at the management level and at the professional level is 8%. There is much greater use at the general administration level with the highest use being 59%. The findings suggest that organizations with reputations for high-performance cultures have a similar use of non-standard work arrangements. In both sets of organizations, non-standard work arrangements are concentrated at the lower levels, although there is evidence of their use within managerial and professional levels, which suggests that non-standard work at these levels may provide utility as a retention strategy. On the whole the study concludes that decisions regarding the use of non-standard work arrangements are likely to reflect strategic needs of the organization rather than employee motivational concerns.

2.5. STUDIES ON QUALITY OF WORK LIFE & UNION COMMITMENT

Martin.D.Hanlon et.al (1986) studied ‘The unionist’s attitudes toward joint union–management quality of work life programmes’. The sample of 110 responded that the quality of work life process had a somewhat, or very favourable effect on job satisfaction, product/service quality, productivity, and the relationship between union and management. Data were collected at a conference of representatives of 16 joint union-management quality of work life programmes located throughout the United States.

The data indicate that these programmes have had little effect on the quality of job; none of the constituent groups cited job improvement as a major outcome. Improvements in organizational and interpersonal climate and in union-management relationships were the most frequently cited areas of change in constituent groups. The joint union-management committee and the
prevailing organizational climate are strongly related to programme success.

James W. Thacker et al. (1987) studied 'the union involvement in quality of work life efforts: a longitudinal investigation'. There were 218 employees in Group A, 364 in Group B and 185 in Group C they completed surveys at two survey administrations. Two scales were developed to the Hypothesis. The first came from a list generated by union leaders regarding job areas traditionally influenced by the union.

The results indicate that after quality of work life involvement participant perceive a higher level of union influence in job areas where unions have not traditionally been involved (i.e. implementing technological changes, helping improve service to customers). The results of the test of Hypothesis indicated that the influence of the union in traditional areas increased in Groups A ($t=3.76$, $p<.01$) and C ($t=3.65$, $p<.01$) but not in group B ($t=1.02$, $p>.05$).

Fields Mitchell W. et al. (1992) studied 'the influence of quality of work life on company and union commitment'. They examined 293 employees, for which Multivariate Analysis of Variance (MANOVA) measure was used.

The results show that there was no overall change in company commitment and job satisfaction. The results indicated that company commitment increased only when participants perceived the quality of work life effort as successful, but union commitment increased, irrespective of the perception of quality of work life success. Univariate analyses for the multivariate time effect indicated that only loyalty to the union ($F=19.5$, $p < .01$) and responsibility to the union ($F=5.3$, $p < .05$) varied over the two time periods in this study. The descriptive statistics indicated that the mean levels for both variables increased over time. Univariate analyses for the intervention effect indicated a significant difference only for loyalty to the union ($F=9.8$, $p < .01$). Perceived quality of work life success generated significant Univariate effects for five of the six dependent variables; loyalty to the union ($F=5.4$, $p < .01$), responsibility to the union ($F=5.4$, $p < .01$), belief in unionism ($F=4.4$, $p < .05$), job satisfaction ($F=14.6$, $p < .01$), and organizational commitment
The descriptive statistics indicate that when the quality of work life intervention was perceived as successful, the satisfaction and organizational commitment increased, and when the quality of work life intervention was perceived as unsuccessful, the satisfaction and organizational commitment decreased.

A.I. Eaton Gorden and J.H. Keefe (1992) studied ‘the impact of quality of work life programs and grievance system effectiveness on union commitment’. The questionnaire contained four attitudinal measures that were used as dependent variables, attitudes about quality of work life. The study included 364 workers; the statistical technique used for this study is correlation and regression analysis.

The correlation results consist of previous research, involving these measures (Gordon et.al, 1980). The satisfaction with the union was more closely related (t= 11.51, d.f. =361, p<.0001) to union loyalty than to responsibility to the union. The greater the confidence of the respondents in the grievance system, the smaller the threat they perceived to the union from its participation in the quality of work life program. When satisfaction with the union is the criterion, only the attitudinal variables are significant predictors. Higher job satisfaction and greater confidence in the justice afforded by the grievance system are characteristic of members who are satisfied with their union.

Gene Bocialetti (1998) examined ‘the quality of work life some unintended effects in the seniority tradition of an industrial union’. The study examines some unintended effects of a quality of work life (QWL) effort in a metals processing plant in the Midwestern United States. The project spanned 18 months with employee surveys and interviews. The sample of 216 workers was administered a questionnaire. Means and standard deviations were computed and tested for similarity by using the t-test procedure.

The result shows a significant difference between junior and senior hourly workers. The junior workers have made significant progress, whereas
the senior’s improvement is less and non-significant. The difference between the groups is no longer statistically significant. The overall analysis demonstrated many desired effects, were achieved. It revealed that workers of relatively low seniority benefited more than and sometimes at the expense of, workers with relatively high seniority.

2.6. STUDIES ON QUALITY OF WORK LIFE & OTHER VARIABLES

George Graen et.al (1977) studied ‘the effects of linking pin quality on the quality of working life of lower participants’. Data were collected on five sets of variable. They are (1) independent variable – leader boss linking pin quality, (2) leadership, (3) behavioral, (4) attitude, and (5) demographic and structural. The sample for this investigation is 103 management dyads drawn from three semi autonomous departments in a large university. One way analysis of variance and multivariate analyses of variance were used.

Higher quality linking pins possess greater latitude in their units than do lower quality linking pins, as evidenced by both member reports (p<04) and leader reports (p<.05). Member reports show higher involvement in administrative decision making activities at both time periods, and significantly (p<04) at time three for those reporting to higher as opposed to lower quality linking pins, members reporting to higher quality linking pins and confronted with less severe problems involving their immediate superior than those reporting to lower quality linking pins at both time one (p<01) and time three (p<.03). The quality of working life, as indexed by job attitudes is positively related to quality of linking pin for both leaders and members reporting to leaders. "t-7854"

Mitchell Lee Marks et.al (1985) examined ‘the employee participation in a quality circle program: impact on quality of work life, productivity, and absenteeism’. Participants (n=46) were surveyed before and after implementation of the quality circle program. Multiple regression analysis revealed a positive relation between quality circle participation and changes in
quality of work life perceptions in areas directly involved in quality circle activities but not in more general work life areas.

The results suggest quality circle involvement acted more to provide social support to buffer participants from negative contextual factors than to enhance quality of work life. Organizational records also were assessed from 6 months before to 24 months after adoption of the quality circle program, and they showed that quality circle participation led to improvements in employee productivity and decreased absenteeism rates.

Satish Kumar Kalra et al (1985) studied 'the quality of work life: A Study of associated factors'. The study was conducted on 70 junior and middle level executives. Fifteen factors on the quality of work life were from various studies. A questionnaire, consisting of these 15 factors, was administered to the respondents, and they were asked to indicate on a 5-point scale (ranging from low to high degree) to what extent each of these factors can contribute towards the improvement of quality of work life in their organizations.

The result reveals that the factors related to the working environment are satisfactory, and that among these, factors like the physical environment, and safe and healthy working conditions seem to be more important as indicated by their factor loadings (.77 and .75 respectively). Factor analysis was carried out for the responses thus obtained. The results indicate that Indian Junior and middle level executives seem to give more importance to work environment and relational factors for bringing above improvement in the quality of work life.

P Singh (1986) studied the 'motivational profile and quality of corporate work life: A case of Mismatch'. The quality of work life stimulates commitment to work, motivation and job performance. This is an empirical study that attempts to examine the existing state of the perceived quality of work life in Indian industries. Data for this study was collected from 171 respondents, representing the managers participating in the management development programme of the administrative. For purposes of measuring the
quality of work life, a ten item questionnaire was developed by using a five point likert scale.

An analysis indicates that the overall quality of work life is not significantly influenced by the corporate ownership, the values of $z$ being 1.087. A further analysis reveals that quality of work perceived in the public sector is significantly different from that of the private sector measured in terms of growth opportunities. Inter work life further indicates that the quality of work life on democratization of work culture is the lowest on the mean score is 1.20 in the upper middle management, 1.11 in the middle and 1.02 in the lower management groups. The perceived quality of work life does not vary with the variations in the income levels, $z$ values being less than 1.96 in all the categories.

Poonam Gupta & Preetam Khandelwal (1988) studied ‘quality of work life in relation to role efficacy’. The objective of the study was to investigate the relationship between quality of work life and role efficacy, and the relative contribution of age, length of service and dimensions of quality of work life to role efficacy. 170 professionals working in government or public sector organizations constituted the sample of the study. A statistically significant correlation was obtained between quality of work life and role efficacy. Stepwise multiple regression analysis yielded supervisory behavior as the most important dimension in role efficacy.

Results were interpreted in terms of perceived quality of work life by the sample. The term quality of work life includes both objective and subjective quality, that is, actual and perceived, as well as physical and psychological satisfaction of the worker.

Anuradha Sharma and P.N Pandey(1995) conducted a study on ‘organizational commitment and quality of work life: perception of Indian managers’. Organizational strengths and weaknesses are determined by the quality of its human resources which play a vital role in utilization of the other organizational resources. This study attempts to investigate the organizational
commitment of managers in a leading public sector company of India, M/s. Bharat Heavy Electrical Limited. The dependent variable of the study is organizational commitment and independent variable of the study is quality of work life. Data have been collected by using a modified version of Cacioppe & Mock 1984 and Decotiis & Summer 1987 questionnaires. The analysis has been performed by using SPSS packages for univariate, bivariate and multivariate statistical methods.

The study reveals that perceptions of quality of work life is significantly and positively related to organizational commitment ($r = 0.34$, $P < 0.01$). The first variable entered into the multiple regression equation is quality of work life which confirms its positive significant contribution in predicting organizational commitment of Indian managers. The present findings report the relationship between the organizational commitment and quality of work life.

Deepak Kumar Bhattacharya (1993) studied 'promotion from within: a positive reinforced for enticing quality of work life for white collar employees'. To carry-out this empirical study, 547 sample-employees have been drawn from selected commercial banks operating in the city of Calcutta. The data relating to the biographical characteristics of the sample-employees have been analyzed, computing the Standard Deviation and the S.E. The ‘F’ test by using the Analysis of Variances (ANOV) technique has been carried out.

A high percentage (77 per cent) of the sample-employee thinks that they enjoy functional independence. Sample employees in a large number (37 per cent) perceive ‘others’ factor as their major grievance factor, followed by salary (19 per cent), promotional matters (14.5 per cent), Transfer (11.5 per cent), Job Security (9 per cent), Bonus (5 per cent) and Leave and Hours of work (4 per cent). Major findings on perceived QWL factors of bank employees, during our survey it was also observed that job content of bank employees remained unchanged even after computerization.
A. Gani and Riyaz Ahmad (1995) examined the 'correlation of quality of work life: an analytical study'. This study was conducted in a large central public sector undertaking located in Jammu and Kashmir. It examines at empirical level, the various components and correlates of QWL, deriving their basis from theoretical expositions and empirical studies. The sample size was restricted to 150 workers and 50 managerial personnel. For the purpose of the study, 15 independent variables were adopted from Kalra et al (1984), Carlson (1978), and Walton (1973) with some modification to suit the local conditions. These factors are combined in four categories: working environment factors, relational factors, job factors, and financial factors. The t-test has been applied to find out the level of significance of the difference in mean scores.

In the organization, the overall working environment is of an average level, which finds its expression in the overall perceived mean scores (workers, 3.39) and (management personnel, 3.78). The difference between the perception of workers and management personnel is statistically significant with respect to two of the four factors, viz., safe and healthy working conditions (p< .05) and absence of undue job stress (p<.01). The mean difference between workers and management personnel is statistically significant (p<.01) on all the factors except job security.

M. Ekramul Hoque et al (1999) studied the 'quality of working life and job behaviour of workers in Bangladesh: a comparative study of private and public sectors'. The study attempts to assess and compare the quality of working life of industrial workers, according to the nature of the organizations (public and private), and to measure whether there is any significant relationship among quality of working life, job behaviour (i.e. performance, absence and accident) and demographic variables (i.e. age, education, experience and income) of the workers. The sample of the study consisted of 100 workers, of whom 50 were taken from a private sector textile mill, and the rest 50 from a public sector textile mill situated at Tongi near Dhaka, Bangladesh. An adapted version of the inventory of Sinha and Sayeed (1980)
was used to measure the quality of work life of the sample of workers. "t"-test, Pearson's product moment correlation, and descriptive statistical tools were used to analyze the data.

The comparison shows that there is a significant difference between the workers of private and public sectors with respect to their perceptions of quality of work life. No significant difference was found between the low and high educated groups of worker with respect to their perceived quality of work life. The results revealed that workers of private sector textile mills perceived significantly higher quality of work life than their counterparts in the public sector; quality of work life has significant positive correlation with performance; quality of work life has significant negative correlation with absenteeism and accident.

Sunita Malhotra (2000) studied the 'quality of working life and absenteeism behaviour'. Randomized group design was employed to investigate the relationship between quality of life and absenteeism. 250 white-collar workers were drawn from population of two large-scale textile industries.

Work and life attitude survey scale was administered on these samples and their previous two years attendance record was noted down from their office records. The results revealed that white-collar workers and blue-collar workers differed significantly on both quality of working life scores and absenteeism.

David Lewis et al. (2001) studied the 'extrinsic and intrinsic determinants of quality of work life'. The objective of this research was to test whether extrinsic, intrinsic or "prior" traits best predict satisfaction with quality of work life in health care. Extrinsic traits are salaries and other tangible benefits; intrinsic traits include skill levels, autonomy and challenge. Prior traits are those of the individuals involved, such as their gender or employment status. A survey of employees was conducted in seven different health care settings located in the south central region of Ontario, Canada. A total of 65 questions
are consist gathered in the scales, measuring such factors as co-worker support, supervisor support and teamwork and communication. These factors were analyzed into intrinsic and extrinsic variables.

The results can be drawn as objectively identifiable traits of an organization play the major role in determining quality of work life, satisfaction. Decision-makers, with an interest in improving quality of work life in a health-care institution, can focus on these traits and pay correspondingly less attention to enhancing staff autonomy or discretion.

Kanokwan Kingpadung et al. (2001) studied the ‘examinations and testing the impacts of quality of work life on productivity’. The research attempts to examine whether there is possible impact of quality of work life on productivity. To test this premise, several ratio-format measures representing both productivity and quality of work life were identified. Then, the data from each measure was collected with the consent of top management. The interrelationship examination involves two techniques. The first technique is the Multi-Criteria Performance/Productivity Measurement Technique (MCP/PMT). This technique is based on combining information from all the identified measure into one dimensionless scale.

The regression analysis was also directly applied to study the impacts from an individual quality of work life measure on individual productivity measures and the overall productivity level respectively. The results illustrate explicit impacts of quality of work life on productivity.

2.7. STUDIES OF UNION COMMITMENT & OTHER VARIABLES

Robert T Ladd et al. (1882) studied ‘union commitment: replication and extension’. The union commitment was a measure scale developed by Gordon. Philpot, Burt, Thompson, and Spiller (1980) was used to collect data from nonprofessional (n=426) and professional (n=334) members of a white-collar union. The respondents were asked for biographical data (sex, age, and highest level of education) as well as information pertaining to the conditions of their
employment (years of work for present employer, type of job, and years of membership in the union).

The magnitude of the correlations suggests that the factor structures extracted from the two samples were the same, and therefore, combination of the data for the professional and nonprofessional employees was justified.

H. G. Ganguli (1956) studied the ‘effect of union membership on the attitude of industrial workers’. It involved in depth interviews of 380 workers (269 union members and 111 unattached) on the basis of a prepared attitude-scale which had previously been standardized on a smaller group. The morale of an individual is affected by the pattern of inter-related influences of his personal characteristics and characteristics of the job situations. The attitude-scale was constructed on the principle of summated ratings with sigma-scorning (Likert-1932).

The author gives the results of an investigation he conducted in an engineering factory, on the influence of union membership on industrial morale. The author draws the conclusion that unionization adversely affects the morale of the workers.

Agrawal.K.G (1976) studied the ‘union participation and work motivation: a study of local union leaders’. The present study was carried out among 76 samples. Seventy-six trade union leaders completed Agrwal’s (1973) Work motivation questionnaire. Mean and SD were applied as a statistical techniques. The majority of the respondents were satisfied with “effort to avoid problems” and frequency of harassment. Only 11.8 per cent were not satisfied with recognitition. Just 14.5 per cent of union leaders were dissatisfied with dependence. Perhaps,s they had dependence and intrinsic satisfaction as dominant motives to work.

The group had not much liking for the work they were doing. While 13.2 per cent did not like the work they were doing in their organization, 50 per cent of the trade union leaders felt, it was just all right, 36.8 per cent really liked the work. Regarding responsibility, 83 per cent had satisfaction.
Recognition was satisfying to 72.4 per cent of union leaders. Material incentives were satisfying but not to all. Most of the dissatisfaction here was regarding the chances of promotion. Only 23.9 were dissatisfied with chances of promotion, followed by pay, leisure and working hours which were just satisfactory. Nearly one-thirds of union leaders were dissatisfied with benefits.

Chester A Schriesheim (1978) studied ‘job satisfaction, attitudes toward unions, and voting in a union representation election’. The effect of economic and non-economic, job satisfactions, attitude toward unions in general, and attitude toward the local on pro-union voting in a representation election was investigated. A sample of 59 production workers was used, along with carefully developed and validated measures of the variables.

The correlations obtained indicate that pro-union voting is more strongly associated with dissatisfaction with economic satisfaction facets (security, pay, working conditions and company policy) than with non-economic facets (independence, variety, creativity, and achievement). Pro-union voting was also found to be strongly related to (positive) affective attitude toward the local and toward unions in general. A strong negative relationship between total satisfaction and pro-union voting was also obtained.

Michael E Gordon et al (1980) studied the ‘commitment to the union: development of a measure and an examination of its correlates’. The purpose of this study is to describe the development of a criterion for union commitment. Factor analysis is used to identify the statistical structure of the construct, and correlation data is employed to provide evidence of the construct validity of the dimensions identified. A questionnaire comprising items measuring attitudes toward unions, union commitment, participation in the union, socialization influences, demographic and employment characteristics, and satisfaction with the job, company, and union was completed by 1,377 members of four locals of an international union.

Analyses produced four interpretable dimensions: Union Loyalty (39% of common variance), Responsibility to the Union (19%), Willingness to Work
for the Union (17%), and Belief in Unionism (13%). Satisfaction variables displayed significant positive correlations with Union Loyalty, but were negatively correlated or unrelated to the other three commitment factors. The union commitment criterion should be significantly correlated to a number of variables, including member characteristics, socialization experiences, and work role factors. The factor scores correlated with sets of variables such as socialization influences (early) correlates of commitment is 28 and (p< .14); union affiliation correlates of commitment is 11 and (p< .15); union participation (past) correlates of commitment is 52 and (p< .15); and union participation (recent) is .47 and (p< .11) the critical value is p< .001. Satisfaction with the union correlated equally well with both lower and higher order need satisfaction, t (1374) = .62, p>.25. The correlations between union loyalty and attitudes toward both the local and its officers were significantly higher than the correlation between factors and attitudes toward unions in general (respective Ho-telling t values = 8.12 and 13.93, both ps< .001).

Michael E Gordon and Larry N Long (1981) investigated the 'demographic and attitudinal correlates of union joining'. The union sponsored membership survey used in this research is fully described by Gordon et al (1980). Dunnette's (1956) Union Attitude Questionnaire was administered. The sample of 1,024 was selected from four locals of an international union.

ANOVA results of the reason for joining and satisfaction with the union and attitude toward the union is as the correlation between pay and working conditions is -.80 and positive factor is .83 and the Belief in goals is .78; and pressure to join is .89 and problem with management is .72.

Ramash P Sinha (1983) studied the 'worker's participation in unions and participation correlates' which tries to establish relationship between the extent of member's participation and personal and job factors as well as between extent of participation and union effectiveness. 200 members were selected on the basis of simple random sample. The author finds a high degree of interest among members and a high degree of their participation in union activities.
The participation index, thus reveals that the members of IKU are more participative (average-2.05), followed by the members of the PKS (average -1.75) SWU) average -1.64) and BKP (ave-1.52). Internal organization, leadership efficiency and performance of unions in terms of a bargaining capacity are some of the plausible factors which tend to determine the extent of members’ participation in union activities.

Cynthia V Fukami et al (1984) studied the ‘commitment to company and union: parallel models’. The study was conducted within a large metropolitan unionized newspaper in an eastern city. The sample for the present study included all full-time employees of the paper’s transportation department (N-114). Data were collected by means of survey questionnaires administered to small groups on company time, over a period of 4 weeks. Independent variables were measured; the personal characteristics of age, education, and company tenure were collected by single-item questions asking for age in years, company tenure in months and the highest level of education according to a checklist of seven categories, Job Diagnostic Survey scale (JDS) developed by Hackman and Oldham (1975) were used to measure job scope. Job stress was measured with a 16-item scale consisting of items derived from Parasuraman (1978), and Kahn, Wolfe, Quinn, Snock and Rosenthal (1964). Measures of perceived pay equity (4 items) (1972). Dependent variables. Company commitment (12 items total) was measured by combining the Buchanan (1974) index (6 items) and Aultto, Hrebiniak, and Alonso (1973) Union commitment (10 items) are an abbreviated version of the Gordon et al (1980) scale.

The data indicate that company commitment and union commitment are significantly and positively correlated (r-30, p<.001). These correlations are significantly higher than those found for union commitment at the .05 level or better. Both job scope and job stress are significantly correlated with company commitment, and both are unrelated to union commitment.
Michael E Gordon et al (1984) studied the ‘job satisfaction and union commitment of unionized engineers’. The study presents data on the union commitment and job satisfaction of the sample 2,040 members of unionized engineers. The questionnaire administered to unions contained union commitment scale developed by Gordon et al. Correlations and t-Tests, F-Test, MANOV, and ANOVA were used for statistical analyses.

The correlation between satisfaction with the union and the overall job in the engineer sample, all five measures (of lower-order needs, of higher-order needs, with the union, with management, with the overall job) of satisfaction was significantly correlated (p < .001).

N L Srivastava et al (1985) studied the ‘unionism: supervisors and their subordinates’. The aim of investigation was to find out the effect of supervisor’s attitude towards union on workers’ morale and job involvement. The sample consists of 50 Supervisors and their 300 sub-ordinate blue collar workers of Fertilizer Corporation of India (Gorakhpur). Three psychological tools were administered, namely: Union scale, for measuring supervisor’s attitude towards union, Employee’s Morale Scale for the workers’ morale and the Job Involvement Scale for measuring the job involvement of workers.

The results are analyzed in terms of mean, median, Standard deviation, critical ratio and coefficient of correlation. It was found that the favourable or unfavorable attitude of supervisors towards union could hardly affect the employee’s morale and job involvement.

R Sharan et al (1985) conducted a study on the ‘Trade Unionism among the Women Workers of Kanpur’. A sample of 200 women workers was selected from the industrial and non-industrial units. Authors randomly chose 100 women workers from the manufacturing industries (i.e., the factories having 15 or more on their rolls) and 100 women workers employed as nurses, teachers, and telephone operators. The data were collected through personal interviews with the help of a structured schedule is main research tool. The mean and standard deviation and p value were analyzed.
The nature of respondents' participation in trade union activities is as follows: 20.5% were highly participant, 17.5% were moderately participant, and 62.0% were non-participant. The mean and standard deviation of age and degree of participation of the respondents in trade union activities is as X=58.19, d.f. = 4, p value is < .01 and length of service and level of union participation of the respondents is as X=135.9, d.f. =4, p<.01 and job security and level of participation in trade unionism is as X=32.08, d.f. = 2, p<.01. Results indicate a considerably low degree of participation among women workers. Job security seems to have an equally decisive influence on the degree of participation of women workers in union activities.

Lee Friedman and Robert J Hervey (1986) studied the 'factors of union commitment: the case for a lower dimensionality'. They analyzed Gordon et al's (1980) 48 item correlation matrix (N=1,377) in several ways to test for the number of factors of the union commitment questionnaire, the LISREL V computer program (Joreskog & Sorbom, 1981) was used to obtain unrestricted maximum likelihood factor analysis solutions for models of differing dimensionally.

The first factor deals with the opinions, affect, and attitudes toward the union held by union members (which we labeled Union Attitudes and Opinions), whereas the second measures the behavioural intentions of members regarding performing pro-union acts (labeled prounion Behavioural Intentions). These two factors are correlated (r=37), indicating that members with positive feelings and opinions about the union are more likely to indicate willingness to perform prounion behaviours, and vice versa.

W Clay Hamner et al (1986) studied the 'work attitudes as predictors of unionization activity'. The researchers examined the predictive relationships between attitudes toward work and level of union activity. The sample consisted of 87,740 salaried clerical, sales, and technical employees from 250 units of a large organization.
The results were statistically analyzed through means, standard deviations, t-test analysis for unionization activity and the multiple regressions, correlated, cross-validation analysis for the relationship of the items. The R value is significant at p value (3,174) = 3.51. (30% of the variance in the level of unionization activity by examining the responses to these 13 attitude items). The cross-validation r value was .42, which is significant at p< .001.

M I Joseph & B Dharmangadan (1987) studied the 'union commitment among white collar employees: an examination of certain correlates' and investigated the relationship between certain work-related variables and union commitment. To measure union commitment, the union commitment scale developed by Gordon et al (1980) is used. A total of 101 senior officers, working in a quasi-government organization, having established union-management relations participated in this study. For statistical analysis, mean and the standard deviations and one way ANOVA and F-ratios were obtained.

The high union commitment group differs from others at work significantly, from the low union commitment group in the perception of social support, both from superiors (FS=12.935; p<0.01), and (FS=11.373; p<0.01). The Medium union commitment group also differs significantly from the low commitment group in these variable (FS’s=13.864; 11.635; p<0.01), while there is significant correlation between the high and the medium commitment groups. In the case of the variable of anxiety, there is significant difference between employees of high commitment group (FS=16.571; p<0.01) and also between the medium commitment and low commitment group (FS=10.890; p<0.01). In the case of irritation, there is significant difference between the high commitment group and the low commitment group (FS=10.412; p<0.01).

Bert Kalandermans (1989) studied the 'union commitment: replications and tests in the Dutch context'. Identical questionnaires were used in both samples. The questionnaire was designed to collect data about the demographic characteristics of the respondents, their union participation, satisfaction with
the union, intentions to withdraw from the union, and commitment to the union. To measure union participation, the respondents were asked to indicate whether they had been involved in any of the following activities during the past year, attending a membership meeting, participating in union discussion groups, participating in union training programs, participating in industrial action, persuading colleagues to become a union member, and serving as an unpaid union official (Kalandermans, 1986). The author started with the 51 item version of the Union Commitment scale used by Liebowitz (1983). The participants in this study consisted of 128 members and 41 unpaid officials of the General Union of Industrial Workers. This union consists primarily of blue-collar workers. The Loyalty dimension and satisfaction are correlated (.40).

Gerald E Fryxell et al (1989) studied the 'workplace justice and job satisfaction as predictors of satisfaction with union and management'. The researcher examined the extent to which workplace justice and job satisfaction predicted satisfaction with union and management. Multivariate analyses were used to test a number of hypotheses.

Unions and managements seem to believe that job satisfaction determines the strength of workers’ institutional satisfaction. An organized labour has expressed concern that quality of work-life programs that affect satisfaction with job content, like job enrichment. A concomitant assumption is that more satisfying jobs will promote loyalty to management. Measuring satisfaction has indicated that union workers tend to have lower job satisfaction than non-union workers.

Steven Mellor (1990) Studied the relationship between membership decline and union commitment: a field study of local unions in crisis. Union Commitment was measured with a 20 item short form of the Union Commitment Scale identified by Friedman and Harvey (1986). Company and union satisfaction were assessed with separate 14 item measures adopted from Stagner and Eflal (1982). Five single item measures of attitudes towards strikes
were adopted from Stagner and Eflal (1982). Seven hundred fifty questionnaires were administered at 14 local meetings from June to October 1988. During the same period, 450 questionnaires were distributed during employee breaks or following shift duties within or near 6 plants (plants were served by 3 basic steel locals and 3 manufacturing locals).

The multivariate analysis of ANOVA results revealed the same mean range as found for the commitment subscales $F(3.452)=4.34$, $p<.007$. Univariate results for category differences on measures of company satisfaction and union satisfaction indicated that these variables were related to percentage of membership loss.

James W Thacker et al (1989) studied the 'factor structure of union commitment: an application of confirmatory factor analyses'. A total of 465 blue-collar employees from a large public utility company in the Midwestern United States completed an attitude survey. Union commitment Twenty six items from the 30 item reported by Gordon et al (1980) were used in this study. The present study included nine items addressing participation in union activities, developed by Huszczo (1980)

The Loyalty correlated .76 and .71 with Belief in Unionism and Willingness to work for the union and Responsibility, Willingness and Belief were correlated with union participation ($r$.77, .56, .84 and .2, respectively, $p<.01$; Loyalty was highly correlated with Belief, $t(462)=7.55$, $p<.01$: and Belief was also highly correlated than responsibility, $t(462)=1.98$, $p<.05$.

Steven Mellor et al (1994) studied the 'cross level analysis of the influence of local union structure on women's and men's union commitment'. The samples consist of 56 locals from a north-eastern district of a national union by using a stratified random sampling technique. Member Sample mailed 2,600 surveys to the home addresses of local members. The survey included a measure of union commitment. Union commitment was assessed with 21 items from the Commitment to the Union Scale (Gordon et al 1980).
The correlations between the individual level variables and union commitment were non-significant. The correlations between the structural variables and commitment were not significant and were near zero (absolute mean \( r = 0.03 \)).

Sanjay Modi et al (1995) studied the ‘worker’s participation in trade unions. The study seeks to examine the nature of workers’ participation in trade unions’ and to explore the reasons for the state of their involvement in union activities. For the purpose of this study a stratified sample of 1887 workers was selected from seven depots of the corporation in different districts of Punjab, covering all categories workers, viz, drivers, conductors, workshop staff and clerical staff. Primary data have been collected through a comprehensive interview schedule.

The worker’s participation in various trade union activities observed that 35 workers (18.6%) reported high union participation, 49 workers (26.1%) reported moderate participation and 104 workers (55.3%) reported low level of participation in trade union activities. The workers were also asked to rate their own overall union participation in terms of high, moderate, low or nil. 23 workers (12.2%) rated their own participation in unions as high, 43 workers (22.9%) as moderate, and 71 workers (37.8%) as low and 51 workers (27%) as nil. The workers considered such involvement as payment of union dues and staying away from work during total strikes as passive.

Roderick D Iverson and Donna M Buttigie (1997) studied the ‘antecedents of union commitment: the impact of union membership differences in vertical dyads and work group relationships’. Analyses of the date were confined to 460 nursing staff that could be identified within 43 specific work groups (hospital wards).

The result indicates that no relationship was found between differences in membership status among co-workers in work groups on commitment.

Carrie A Bulger et al (1997) studied ‘self-efficacy as a mediator of the relationship between perceived union barriers and women’s participation in
union activities'. This study investigated the influence of union self-efficacy (expectations of success in pursuit of union activities) as a mediator of the relationship between perceptions of barriers to union participation and women's participation in union activities (N = 89). Perceived barriers were defined in four domains (i.e. community, family, union, and work), and self-efficacy was operationalized based on C. Lee and P. Bobko's (1994) analysis of self-efficacy measures (self-efficacy magnitude, self-efficacy strength).

Clive J Fullagar et al (2004) studied the 'union commitment and participation: A 10-Year Longitudinal Study'. The authors longitudinally investigated the causal nature of the relationship between union commitment and participation in informal union activities. A total of 658 members of the National Association of Letter Carriers were studied over a 10-year period. Union commitment was measured by using a 13 item scale developed by Kellowary et al (1992) and derived form Gordon et al's (1980) original scale. To determine the relationship between union commitment and informal union participation. Descriptive statistics for the entire study variable consist of mean, standard deviations, reliabilities and correlations are presented. Authors calculated t-test to determine if there were any changes in participation and commitment over the 10 year period. There were no significant changes in union loyalty and willingness to work for the union Responsibility to the union increased (difference in means = 0.19, 95%), confidence limits = 0.06 -0.32, t (134) =2.93, effect size (Cohen's d) =.21). Participation in informal union activities also increased (difference in mean = 1.27), 95% confidence limits =0.75-1.79, t (134) =4.86, 3rr3ct size (Cohen's)=.50).

Mahmut Bayazit et al (2004) studied 'methodological challenges in union commitment'. The problems in studies of union commitment were identified and illustrated with data from 4,641 members and 479 stewards in 297 local teachers' unions. By using a 20-item union commitment scale, results confirmed the existence of three substantive factors and one method factor at the individual level of analysis: loyalty to the union, responsibility to the union,
willingness to work for the union, and a factor of negatively worded items. Tests of measurement invariance showed that the scale captured commitment for rank-and-file members but not for union stewards.

The authors also found partial measurement invariance between long-time and newer members and full measurement invariance between men and women. Finally, the authors found that violation of the statistical assumption of independence reduced model fit when individual commitment scores were analyzed without attention to the hierarchical nature of the data.

William H Turnley et al (2004) conducted a study on 'The effects of psychological contract breach on union commitment'. This research investigates the relationship between psychological contract breach and union commitment among 109 union employees working for two organizations in the USA. Robinson and Morrison’s (1995) 21 item scale was used to measure psychological contract breach, and Union commitment was measured by using Kelloway, Catano, and Southwell’s (1002) six item measure of union loyalty, and to measure union instrumentality, five item scale was used. As expected, psychological contract breach is positively related to commitment to the union. Multiple regression analysis was used to test hypothesis.

Psychological contract breach is positively related to union commitment (B=.20, p<.05); the union instrumentality is even more strongly related to union commitment (B=.76, p<.001). The results also suggest that union instrumentality moderates the relationship between psychological contract breach and union commitment

2.8. STUDIES ON WORK CULTURE & OTHER VARIABLES

Jai BP Sinha (1997) studied the ‘human resources in work cultures’. In soft work culture, the importance of work is diluted by the desire to meet social-personal obligations and the appeasing attitude of management resulting into weak efforts to develop human resources. Synergetic work culture, on the contrary, reflects efforts to support employees to maintain strong work norms and high productivity, leading to a need to develop human resources. In most
of the smaller organizations, are practice there exists an exploitative work culture. Where a short term interest in profitability and an unawareness of the importance of human resources. It causes a gross neglect of the employees’ potentials.

The study suggests strategies for shifting from soft and exploitative cultures to a synergetic one, so that human resources may be developed and organizations may remain effective and productive.

Kavita Singh (2001) studied the ‘exposition to work culture: relationship with organisational culture’. This study makes an attempt to examine the predictive relationship between organisation culture and work culture. The study is based on a sample of 282 executives from five automobile companies. To measure organizational culture, the organizational diagnosis questionnaire developed by Robert.C.Preziosi consists of 18 items scale. To measure work culture, 24 items scale of eight dimensions developed by Miller and Jennifer was used.

Commitment management (14% of variance) was explained by helpful mechanisms. Teamwork (47% of variance) was linked to leadership and helpful mechanisms. Leadership and helpful mechanisms explained continuous improvement (36% of variance). The findings indicate that most of the dimensions of organisation culture is positively related to the dimensions of work culture.

D V Giri and Anuva Choudhury (2004) studied ‘Towards a Positive Work the NALCO Experience’. In this study, an attempt has been made to analyse the nature of organisational climate and the type of work culture prevailing in the National Aluminum Company Limited (NALCO). The NALCO experience proves that the general notion about the public sector units in respect of work culture is to a large extent imaginary. The company, like most other public sector units, has been constantly striving for enhancing its competitiveness with focus on the core competencies of managing human resources (career advancement, performance management, rewards
management, employment relations, etc.), customer satisfaction and profit making. The organization has succeeded in its endeavors.

The findings of the study indicate that the prevalence of a positive work culture, which appeared to be largely dependent on the nature of organisational climate prevailing in the organisation, is one of the most significant successes.