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REVIEW OF EARLIER STUDIES

2.0. Introduction

Indian economy is in need of a device to boost employment opportunities, raise income and its standard of living and to bring about a more balanced and integrated economy. Small scale industry is the best solution for achieving all these goals. The prevailing scarcity of capital for the promotion of large-scale industries and the plentiful supply of labour largely favour the development of small scale industries. It is also essential to provide large scale employment and to utilise local raw materials and cater to the local market. Hence, this sector of industry is playing a vital part in the economic structure of India.

India has had consistently followed a policy of active support to the development of small scale industries during the last five decades. She has also taken a series of policy measures. Among these measures, the establishment of industrial estates and development of industrial areas were used as important tools for the promotion and growth of small scale industries. The main objective of the creating of industrial estate programme was to encourage and support the creation, expansion and modernisation of small scale industries through the provision of factory accommodation with built up sheds, infrastructural facilities and all other assistance to create necessary climate for their development.

Provision of infrastructural facilities, marketing opportunities, and tax concession to entrepreneurs alone cannot provide success to small scale industrial sector through industrial estates. Due importance should also be given to the human factor. Efficient human resources and their commitment are essential for the effective management of any organisation. Directing human resources of industrial estates to the right path through better quality of work life is needed for the success of any industrial estate programme. This study focuses its attention on the quality of work life programme now prevailing in the major conventional industrial estates of Kerala.
A large volume of literature is available wherein different aspects of the small scale industrial sector have been studied. Similarly several study reports and articles related to the quality of work life are available. But no study has been so far conducted related to quality of work life in the industrial estates in India. So, the findings of the earlier studies have been treated in two different sections.

1. General Studies on Small Scale Industries, and

2. Studies Relating to Quality of Work Life.

The review of the significant studies coming under the above categories is presented in the following pages.

2.1. General Studies on Small Scale Industries

T.K. Lakshman (1960) analysed the role of cottage and small scale industries of Mysore in the context of developing economy. The study was done on macro level. It revealed the importance of small scale industries in the creation of immediate and permanent employment on large scale relatively at a low cost. This industry met a substantial part of the demand for consumer goods and facilitated mobilisation of resources of capital at various levels which might otherwise remain unutilised and bring about integration of the industries with the rural economy.

The Second International Planning Team (1963) in their endeavour to study the small scale industries in India, concentrated their study on certain priority areas, viz, competitiveness and pattern of the development of small units, extent of the dispersal of small industries to rural areas, problems impeding the growth of small scale units, and policies and programmes of assistance to small industry.

The Ministry of Industrial Development and Company Affairs conducted a study on industrial estates in India (1966). The aim of the study was to examine whether the industrial estates have been well planned, find out the normal time lag
between the different stages of implementation of the industrial estates and their

effect on the growth of small industries, ascertain how far the units in the

industrial estates are complementary and interdependent on each other, assess

whether the units in the industrial estates have availed themselves of external
economies related to production and distribution and study the difficulties faced
by the units in the industrial estates.

M.A. Oommen (1967) made an attempt to examine and evaluate the role

of small industry development programmes in lending a helping hand in India’s
economic growth. The study concluded that the development programmes for the
small scale industry had by and large failed to fulfil their objectives. This was
especially true in the utilisation of local resources, creation of employment and
dispersal of industrial growth.

Madhavan (1969) made a study of industrial estates programme in

Tamilnadu. His finding was that in India, as in other developing countries,
industrial estates are mostly small estates meant for small business. These estates
have acted as nuclei for future industrial development of the region.

Om Prakash Mathur (1971) analysed the problems and the future of
industrial estates. According to him, the programme is a failure. He throws light
on the various causes for the failure of the programme. The study also gives
certain directions to the planners and administrators. These directions and
suggestions can be used to a great extent to avoid the shortcomings and improve
the future programme.

Oommen (1972) made a detailed study about small industries in Indian
economic growth. The study covered areas of modernisation of traditional sector,
industrial estate programme, the rural industries project and the special
programmes of assistance viz. financing, marketing and services. This study
brought to light the potentialities and weakness of the programmes. Bad planning,

lack of proper assistance of potential resources available and the failure to assess
the techno-economic viability of the project resulted in the waste of scarce
invisible resources.

The Working Group on Industrial Estates\textsuperscript{8} (1972) made a study about the
performance of industrial estates in India. They were convinced that industrial
estates would be a successful aid to the development of industries especially in the
small scale sector, provided care is taken to avoid the defects or deficiencies
which its study in depth has revealed. They have found out some causes for the
failure of the programme in the rural and backward regions. Failure to bring about
the dispersal of industries, wrong location of industrial estates, faulty planning and
execution of estates, lack of effective machinery to supervise the day to day
operation of industrial estates are some causes among them.

According to Soma Sekharan\textsuperscript{9} (1975) industrial estates have not achieved
many of the objectives for which they were intended namely, fostering the
development of small entrepreneurs, industrial development of backward areas,
rural industrialisation, decentralisation of industrial development, etc. Industrial
estates have not been economically viable since the programme had not made a
dent in many of the problems like slum clearance, relieving cities of congestions
and over-crowding and provision of employment opportunities of the type “earn
while you learn” to students of universities and polytechnics etc.

According to Palsapure\textsuperscript{10} (1975) the government has undertaken the
scheme of industrial estates for fostering industrial development on a
decentralised pattern and relieving congestion in big cities. The objective of the
industrial estates is to promote rapid development of small scale industries and to
facilitate the industrialisation of economically backward and rural areas. Being
located at one place, the units in the estates are able to make use of the goods and
services of the other and they become complementary to one another.

Bharati\textsuperscript{11} (1978) stated that industrial estates occupy a prominent place in
the industrial planning of India. He integrates important aspects of small scale
industries in the Indian context. Small enterprises are labour intensive and are
effective means of exploiting latest resources for productive purposes. They have to be technically efficient and cost conscious in order to serve as an effective instrument of industrialisation. The establishment of industrial estates is an important measure of assistance by the government to small industries.

P. Babu\textsuperscript{12} (1978) attempted to find out the sociological factors that contributed to the development of small entrepreneurs. The study observed that for achieving success in the Government’s programme for entrepreneur development, it was necessary to ensure that only persons with an aptitude for business were allowed to avail the facilities provided by the Government. Academic qualifications such as general, technical and professional education had not been a positive factor in entrepreneurial development. The associations of small industrialists had to play a major role in both the identification of potential entrepreneurs and in their development.

In the words of Yawer\textsuperscript{13} (1978) industrial estates are an important measure to create new centres of industry and to re-invigorate the old rural towns. Industrial estates provide factories with roads, power, water and drainage services. This assist an industrialist, by relieving him of the complications and difficulties of searching for a site, planning and constructing a suitable factory and providing utilities. Industrial estates have advantages for the local community by providing employment opportunities and market for their agricultural and indigenous products. Yawer considers the benefits of industrial estates as positive and promise much assistance to the developing countries.

A study of economies of small scale industries by S.P. Mathur\textsuperscript{14} (1979) analysed entrepreneurship and its promotion in small scale industries, availability of raw-material, power, labour and scope of employment. Financial resources for both long term and short term of small scale industries were probed deeply into. The study concluded that the small industry has come to stay as a powerful instrument for accelerating the economic growth, providing employment to large number of people and reducing regional imbalances in India. Raising adequate
fixed capital and working capital was the major hindrance to the growth of small industry. The banks provide ‘secured loans’ against fixed assets, government securities etc. which were in short supply with the small entrepreneur.

Moosa A. Baker\textsuperscript{15} (1979) studied the major small industries in Kerala with special reference to their economic characteristics. The typical economic characteristics of small scale industries provide valid grounds for the support of these units even in industrially backward districts in Kerala. The study observed that these industries need special consideration in terms of capital intensity. They were useful for determining the role of small scale industries in the economic development of Kerala when these industries were identified in terms of their economic characteristics rather than in terms of their size.

Sanghavi\textsuperscript{16} (1979) made an analytical study about the working of industrial estates in Gujarat. It is an evaluative study on the programme and it throws light on a number of issues with regard to the scheme such as the size, location, efficiency, capacity utilisation, industrialisation through the development of small scale industries and their impact on industrial dispersal and regional development.

Fong\textsuperscript{17} (1980) realised that rapid economic development in developing countries can lead to an acute inequality in income distribution. To prevent dissatisfaction among their citizens, developing countries have been urged to seek economic growth (particularly industrial), with equitable distribution of income as the major development goal. The problem of optimum development of industrial estates, suggested as a viable means of achieving this goal, was formulated for a Malaysian State Government. The linear programming problem thus formulated was found to be similar to a transportation problem, meaning it could be parametrically analysed and solved.

Ammukutty\textsuperscript{18} (1980) made a study on the mini industrial estates in Kerala. She made some suggestions and modification for the success of mini industrial estates.
Cunningham (1982) analysed the use of industrial estates in the industrialisation of Brazil, focusing on its rapid expansion in the states of Rio de Janeiro and Minas Geris during the 1970s. Although considerable planning by the Central Government was apparent during this expansion, State Governments and development agencies had the largest role in administering the estates; as a result, neither an explicit national policy nor a locational/spatial policy emerged. This is confirmed by the diverse experience and outcomes of the two states: while in Minas Geris, industrial estates have been used as a promotional tool to attract foreign firms, and stimulate inter-state development, in Rio de Janeiro they have contributed to urban land planning, particularly northern zone in the less developed western area.

Sarma (1982) tried to explain the performance of industrial estates programme in Andhra Pradesh. Most of the estates in India are working far from satisfactory. A successful working of industrial estates programme would be possible if it is considered purely as an economic activity and if politics does not enter the location of industrial estates.

Vasant Desai (1983) made a study of the problems of small-scale industries; especially, the problem of organisation to management. He throws light on the sickness spreading among small-scale industries. The industrial estates programme, district industrial centres and export are also studied in detail. An attempt has been made to find a solution to various problems and offer a strategy for the development of small scale industries.

Vepa (1983) considers the establishment of industrial estates as a comprehensive programme of assistance for speedy development of small industries. Industrial estates programme aims at the overall promotion and development of small industries, decentralised industrial development in small towns and large villages assisting the growth of ancillary industries in the townships surrounding major industrial undertakings, both in the public and
private sectors and enabling small scale industries to shift from congested areas to estate premises with a view to increase their productivity.

Apparao\textsuperscript{23} (1987) made a study about personnel management in small scale industries. The study dealt with aspects like sources of labour, selection methods, skill development, training, wage structure, welfare measures, absenteeism, labour turnover, unionisation, strikes and victimisation of workers. The study was made both from the angle of the management and of the labour in the small scale industries.

Meera Bai\textsuperscript{24} (1987) made an evaluative study on the working of industrial estates in Kerala. She observed that chemical based industries in the estates are working far better than other categories. On the basis of their performance estates were classified into three categories. Industrial units which are set up in the industrial estates coming under the first category have achieved greater measure of efficiency as compared with similar units in other estates with certain locational, infrastructural and other facilities. Nearness to industrial centres, availability of transport and communication facilities, pre-existing local industrial base, strong raw material base, immediate access to wider markets etc., have contributed to their efficiency. In the case of estates listed in the third category, most of these facilities were not adequately developed. So their economic efficiency is below the desired level.

Ram Mohan\textsuperscript{25} (1988) views that industrial development of Travancore after First World War form the perspective of development through the country consequent to the change in the policy and attitude of the British Government. A major factor, according to him, which promoted migrant capital to invest, was the poor labour condition and the consequent low wage in the region.

In a study on working of small scale industries in Kerala, V. Ambili Kumar\textsuperscript{26} (1989) analysed financial structure of various categories of small scale industrial units, utilisation of the existing capacity, different methods of marketing and managerial effectiveness of these units. The study was done on a micro level
covering only Thiruvananthapuram district. His study concluded that sole trader
form of business was the most popular and they were providing employment only
to a few workers. There were variations in the investment of units and working
capital was generally more important than fixed capital. Moreover, the working
capital management of the small scale units was not satisfactory.

Thampy\textsuperscript{27} (1990) examined Kerala’s Industrial stagnation through a study
of organised small-sector. The wage cost in the small-scale sector of Kerala is
compared to those in other major industrial states and found high wage cost in
Kerala. According to him the trade union militancy and the large number of man-
days lost due to strikes have created a negative image of Kerala as an investment
destination. The ‘Psycho-phobia’ among entrepreneurs has certainly adversely
affected investment decision. The study concluded that the high wage-cost and
psychic cost have contributed to poor industrial investment and consequent
industrial stagnation in Kerala.

Yuen\textsuperscript{28} (1991) examined how Singapore has successfully implemented its
industrial estates programme, discussing the mechanism of post independence
industrial estate development and assessing some of the factors critical to
programme planning and implementation. The programme was undertaken in an
attempt by the government to industrialise its economy and subsequently deal
with numerous economic problems. The industrial estates exist to promote
industrialisation as a national policy and to facilitate industrialists’ participation in
starting up production. The existence of new industrial estates has enabled
factories to start production a few months after their decisions to establish
operations in Singapore. It is argued that programme, apart from any social or
economic ramification, has been characterised by remarkable progress and
achievements.

According to P. C. Thomas\textsuperscript{29} (1991), in order to preserve the traditional
skills of the artisans engaged in the village industrial activities, it is imperative
that the state and central government should intervene. It is highly rewarding to
promote the village and small scale industries as they can provide more employment opportunities, help decentralisation, promote socio-economic equality and better utilisation of unutilised or underutilised local resources.

Arun (1991) studied the inter-regional characteristics of industrialisation focusing on Kerala’s industrial growth vis-à-vis other states of South India and the country as a whole. Regarding the trends in industrial growth in Kerala vis-à-vis the national average, the study found that Kerala lagged behind the national average and that the lag got aggravated in the 1980’s. The study also examined the structural issues of industrialisation. Structural deficiency in Kerala’s industrialisation is noticed in agro-based and chemical industries and a low proportion of engineering industries.

V.M. Xaviour (1992) discussed the socio-educational and related factors influencing the success and failure of the entrepreneurs. The study had identified successful and unsuccessful entrepreneurs and behavioural factors influencing the success or failure of the entrepreneurs. The study concluded that entrepreneurial development was essential not only to solve the problems of economic development but also to solve the problem of unemployment, concentration of economic power and diversion of profit from traditional avenues of investment. Most of the promotional activities were directed around the financial and physical facilities with the expectation that there would be automatic flow of entrepreneurs.

Jayakumary (1993) made an analytical study on the working of industrial estates in Kerala. She observed that there were two types of industrial estates in the state - specialised type and general type. The estates of Changanacherry and Manjeri are specialised type (Rubber based). Units in this type of estates can enjoy economies of large scale operations.

Ravindran (1993) in his study relating timber and wood based industries in Malabar reported that small units are unable to afford the burden of arranging finance, raw material, marketing research and also to comply with the rules and regulations of the Factories Act etc. because of the low earnings. Hence, the small
units deserve special and preferential treatment in the enforcement of these provisions. He also pointed out that small industrial units under all segments are move on the same traditional lines without incorporating changes and will remain retarded units in respect of a) organisation, b) use of machines, c) training provided, etc.

Asokan\(^{34}\) (1993) made a study related to khadi and village industries in Kerala. He examined the employment generation features of small industries and observed that fibre including screw pine provide the highest full-time as well as total employment. Appraisal of small industries based on value added co-efficient revealed that collection of shell, medical plant, bee-keeping, palm fibre, tile are the most relevant ones. Cost of production in these industries is very low and most of them do not involve any cumbersome production process too.

V. Harikumar\(^{35}\) (1994) examined the sickness in small scale industries in Kerala. The author examined the magnitude and the causes of sickness. The socio-economic profile of the entrepreneurs of the SSI units and its relation with the success or failure of the business was also studied. The study reported that industrial sickness was spreading in the country at an alarming rate both in terms of the number of units and the amount of bank over-dues. Compared with other sectors the incidence of sickness was significantly higher in the SSI sector. The study also revealed that working capital was one of the major problems of SSI sector. This problem of the sick units did not mainly stem from the short supply of assistance from the commercial banks but from the delay in realising it and from the malfunctioning of the units.

James Manalel\(^{36}\) (1994) conducted an integrated study of various programmes of assistance available to the SSI units in Kerala. The study concluded that the growth rate of small scale sector in Kerala was higher than that of more developed states. But the role played by the incentives package generally had not been adequate in meeting their objectives.
K.K. Subrahmanian and P. Mohanan Pillai\textsuperscript{37} (1994) in their study examined the growth, structural change, current status and problems of small industry. A detailed profile of the Kerala’s small scale industry was also given. The study concluded that one major strategic question in Kerala was how to induce organisational forms, whereby small firms could overcome the limitations imposed by industrial structure, tiny size and technological backwardness. For inducing organisational behaviour, the study suggested that government would have to play a market-friendly role towards SSI units. This would ensure cooperation between organisations and would lead to the growth of employment, output and export by the modern small scale industry in Kerala.

According to Shankar Dayal Sharma\textsuperscript{38} (1994), much importance was given to the development of SSI in many countries of Asia, Africa and Latin America because of the labour intensive technique and use of surplus manpower. In many developing and developed countries like Japan, USA, Italy, Canada, UK, and Korea also the small and tiny sector holds the key to industrial development. Each country has given emphasis to the development of SSI as an effective tool for social transformation. Thus, it is remarked that the SSI is an important component of national industrial base and the driving force of development effort.

Vijayachandran\textsuperscript{39} (1994) made a study relating to industrial development of Kerala. He observed that the Department of Industries and Commerce, the District Industries Centres and their Taluk offices represent a formidable army of government personnel for promoting private industries. Their continuance in the present form, especially under the changed policy environment, can serve no purpose. Serving the existing industries by helping them to strengthen themselves and survive, rather than promoting tens of thousands of new ones every year, will be a more appropriate task under the changed environment. Associations of small scale industries and other bodies could be asked to join hands in order to play a more useful role.
An important study of the traditional industries of Kerala came from Pyaralal Raghavan\textsuperscript{40} (1995). The study focused on the crisis in traditional industries and its impact on the performance of the co-operatives in traditional industries. In spite of the organisation of traditional industries like handloom, coir and beedi, under the co-operative umbrella, the performance of these industries showed a deteriorating trend in terms of employment generation and financial viability.

A study of some trend in small scale industries was attempted by Joseph\textsuperscript{41} (1996) focusing on a case study of diamond industry in Kerala. The study examined the reasons for the relocation of the industry from its traditional strong holds like Surat to places like Trissur in Kerala. The study found the relocation process to be caused by deglamorising tendencies in the industry. The study of reasons for the growth of the industry in places like Trissur in Kerala found favourable locational advantages, linkages with industrial cities like Coimbatore, linkage between diamond industry and gold jewellery industry etc. to be the reason facilitating its growth. The study found certain new trends like ‘worker turned entrepreneur’ emerging in the industry.

Attahir Yusuf\textsuperscript{42} (1997) conducted a study among owners/managers of 300 firms to identify the major problems common to small industries in Papua New Guinea in each life cycle stage. The study also assessed the significance of these problems so as to identify the necessary shifts in management priorities the small business might need to undergo as they go through the life cycle. He found that firms achieved their highest level of profitability in the third year of operation. Lack of business knowledge as a problem was manifested mainly during formulation and maturity stages.

Dangwal\textsuperscript{43} (1999) made a case study relating to small scale industries in the changing economic scenario. In his study he stated that the small scale sector has displayed a greater degree of resilience and a stronger sense of survival due to its inherent attributes of responsiveness, flexibility and innovativeness,
maintaining a consistently higher growth compared to the overall industry sector. A major challenge the sector faces today is the compulsion to become self-supporting in the phase of the dismantling of productive barriers. The earlier policies of projection to withstand the competition from the large scale sector have been replaced by more sustainable measures aimed at building up the competitive ability of the sector.

Vasundhara Raje\textsuperscript{44} (2000) in her study states that credit is an essential input for the working of small scale industries. Any delay or inadequate supply of credit is detrimental to the growth of the SSI units. Therefore, timely and adequate availability of credit is crucial for setting up and for expanding the existing SSI units.

Suni George\textsuperscript{45} (2000) in his study observed that the policy of protection with privileges for SSI has induced this sector to remain small, to become more inefficient with poor quality product. It is not protection but competition should be the rule of the day.

Khursheed Ahmad Bhat\textsuperscript{46} (2001) made a detailed study relating to SSI units in the IEs (Industrial Estates) of Jammu and Kashmir. According to him suitable accommodation and ideal site have a definite bearing on the industrial growth and efficiency. Industries in the state of Jammu and Kashmir have not suffered on account of industrial accommodation. But, majority of the industrial estates are not ideally located and fully developed. To ensure proper and ideally located industrial estates following steps are to be taken: a) Provide all facilities in different estates as envisaged in the estate programme, b) Develop separate industrial estates for sports goods industries and leather tannery industry. Leather tanneries require a location at an isolated site particularly near some canal, and c) Possibilities of utilisation of the closed/abandoned sheds shall be sorted out before contemplating further investment in the development of new estates.

According to Singhal and Kapur\textsuperscript{47} (2002) industrial estates are today perceived as an integral part of development strategies of many countries. The
environmental impacts of the concentration of a large number of industries in a small area or unplanned industrial estates, can pose a serious threat to both local and global sustainable development initiatives. The formation of ecologically balanced industrial systems can result in numerous environmental and economic benefits. In this paper the author examines the relevance of industrial symbiosis and carrying capacity concepts and proposes an integrated approach towards industrial estates planning in India based on grouping combinations of industries based on carrying capacity, formation of green industrial townships, development of environmental impact assessment guidelines for industrial estates and implementation of environmental management systems.

Lissy, S\(^48\) (2003) made a study about child labour in SSI units of Thiruvananthapuram district. Her study revealed that poverty is the first reason for engaging in jobs at an early age. About sixty percent of the workers are compelled to do jobs in order to avoid poverty. She observed that in the rural areas children are considered God-gifted and parents also hold the opinion that God has given them children and as such, he will provide them with food. She concluded in the report that children are forced to engage in jobs for earning more income to the family.

Reji\(^49\) (2004) made a study relating to small scale industrial sector in Kerala. He observed that the rate of growth of SSI units in Kerala shows a declining trend. The average annual growth rate during his study period was 11.86\%. He made district wise analysis of SSI units and found that Eranakulam had the highest number of units and Wyanad had the lowest. He found that small scale industries in India as well as in Kerala are not able to sustain their growth rate in the post liberalisation era.

According to K. K. Falgunan and J. Stalin\(^50\) (2006), industrialisation is important for every country especially a developing country like India. As far as Kerala is concerned, industrialisation is inevitable for tackling the vast unemployment problems among literates. The forests are maintained steady when
compared to other states in India. If awareness is created among people in the right direction it will reduce the pollution to a great extent.

Amilan\textsuperscript{51} (2006) made a study relating to the role of SSI in Indian economy. He had the view that, with the increasing competition on account of globalisation, the sizes of the SSI units and state of technology employed by them have assumed significance. Therefore, several policy initiatives are taken by the government to provide timely adequate credit for the SSI units, for accessing technological advancements and to render marketing assistance. He pointed out that the absolute number of the unemployed increased from 20 million in 1993-94 to 27 million in the year 1999-2000. The unemployment rate increased from 5.6 percent to 9 percent in rural areas and from 6.7 percent to 8.1 percent in urban areas during the period 1993-94 to 2004. Thus the unemployment problem is very severe in the rural areas. At this background the employment opportunities provided by the SSI sector is impressive.

2.2. Studies Relating to Quality of Work Life.

The Hawthorne experiments conducted by Elton Mayo and his Harvard associates\textsuperscript{52} (1953) revealed the inter-relatedness of various elements at work and demonstrated that changes in physical conditions of work such as working hours, rest pauses, monotony, fatigue, incentives, employee attitude, the formal and informal organisation result in high morale, productivity and job satisfaction.

Milton L. Blum\textsuperscript{53} (1956) in his study noted the significance of the relationship between job satisfaction and general satisfaction. He states that job satisfaction in part may be a function of general satisfaction or attitude towards life.

George V Haythorne\textsuperscript{54} (1963) conducted a study to examine what can employers and government do to assist workers in improving productivity and what can workers themselves do. In his view the productivity improvement can best take place in the context of economic growth. The study reveals that many workers face the problems of change and insecurity. This can be overcome by
training and retraining programmes and adequate provision of workers to move to other work within the same industry. He opined that the productivity can only be achieved through effective teamwork and the fruits of increased productivity should be shared fairly among employers, workers and the public generally.

The study conducted by H.C. Ganguly\(^5\) (1964) on Indian workers attempted to examine various factors leading to job satisfaction or dissatisfaction and ranked adequate earnings at the first place. Other factors which are ranked high are job security and opportunity for advancement. Other factors such as job status and prestige, working hours, relation with colleagues etc. have been ranked as low motivators.

Zavala\(^5\) (1965) in his study explains the following causes of the failure in maintaining the accuracy, validity and reliability of employee evaluations or performance appraisal through various methods or techniques: (i) The supervisor plays a dual and conflicting role of both the judge and the helpers; (ii) Too many objectives often cause confusion; (iii) The supervisor feels that subordinate appraisal is not rewarding; (iv) A considerable time gap exists between two appraisal programmes; (v) The skills required for daily administration and employee development are in conflict; (vi) poor communication keeps employees in the dark about what is expected of them; (vii) There is a difference of opinion between a supervisor and a subordinate in regard to the latter’s performance; (viii) Feedback of appraisal is generally unpleasant for both supervisor and subordinate; and (ix) Unwillingness on the part of supervisors to tell employees plainly how to improve their performance.

Allenspach\(^5\) (1975) made a study to analyse the effect of flexible working hours based on experiments in Switzerland. In his report he discussed its advantages and disadvantages, including its effect on job satisfaction and employee and management attitude.

Cherislicher\(^5\) (1975) provides useful information about the relationship between working conditions and job satisfaction which suggest that work cannot
be considered merely from the point of view of productivity and that the improvement of working conditions must cater to the satisfaction of worker’s need.

Frike\(^59\) (1975) reviews the subject of the humanization of work, considering especially its impact on the social aspect of the conditions of work which matter more than the technical aspects. In his analysis there is another distinction between static proposition for improvement in working conditions and dynamic ones.

Fazakerley\(^60\) (1975) claims that workers want from their employment-challenge they can meet. Some immediacy is knowing how well they are doing, interesting work, congenial social climate and degree of security which enables them to work in co-operative rather than conflict ridden situation.

Johnson\(^61\) (1975) had the opinion that the workers often value factors such as job interest and good working conditions above pay. The author concluded in his report that the pay becomes the most important factor in job satisfaction only when it is seen as compensation for dissatisfying and alienating job situation.

Seashore\(^62\) (1975) stated that individuals have completely unique sets of standards for evaluating the quality of the work settings. Groups of individuals share particular personal attributes which cause them to evaluate work in common, systematic measurable and predictable patterns. Among other thing nature of occupation is responsible for differences in evaluating the quality of work situation. There are systematic and universal characteristics of the work environment which yield high levels of satisfaction and well being on the part of employees. Experienced satisfaction is only one element among the many factors involved in the quality of work life.

De\(^63\) (1976) pointed out that the quality of work life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restriction on the continuity of growth of man, leading to his development to the fullest.
Ganguly and Joseph (1976) studied quality of working life among young workers in Air India with special reference to life and job satisfaction issues. Findings indicate that, of the various physical and psychological working conditions, pride in organisation, job earned community respect, reasonable working hours, etc. are more positively correlated with job satisfaction than friendship with colleagues, good work location, physical strain, variety of skills and risks of injury. Data also indicates that strong family ties and rural background are more positively correlated with life and job satisfaction. Expectation and aspiration of young workers affect the quality of working life.

Prakasan Rajappa (1976) in his research study found that occupational level has some influence over the satisfied and dissatisfied employees. In higher level occupations, motivational factors act as satisfiers, but in lower level occupations both motivator and hygienic factors seem to act as satisfiers and dissatisfiers.

Vasudeva and Rajbir (1976) commented that although a number of factors: intrinsic wages, opportunity of advancement, security, company and managements, social aspects of job, communication and benefits are related to job satisfaction, it is the interaction among these factors than any one of them in isolation, that accounts for job satisfaction.

According to Richard Walton (1977) quality of work life is the work culture that serves as the corner stone. Hence, work culture of an organisation should be recognised and improved to enhance the quality of work life of an organisation.

Sinha (1977) suggested that – the realities of acute poverty, high unemployment, unreasonable high disparity between the poor and the rich cast some doubt on the authenticity of the concept of the quality of work life. He further pointed out that in India man is seldom judged by what work he does. The criteria are: how he relates himself with others e.g. family and friends. He recommended for a close scrutiny for understanding the area of overlap between the work-life and the off-work life and the way they tends to be interrelated. Sinha
suggests that the foremost indicator of quality of work life in India would be the possibility of the fulfillment of the basic needs of man and secondly reduction of the enormous economic disparities in the haves and the have-nots.

Kavoysu et al. (1978) compared the unauthorised absenteeism rates in two large textile factories in Isfahan, Iran. The working conditions in the study factory were unsatisfactory, unlike the control factory. Findings show significantly higher absenteeism rates on the study factory. The author recommended for closer attention for improving the quality of working life.

Goodman (1979) found that people are looking for new ways to structure jobs and to organise work in order to improve economic experiences for the worker. The development of the International Quality of Work Life Movement may be seen as a response to three major problems: 1) widespread and growing dissatisfaction and/or alienation of blue collar and white collar employees as well as many managerial personnel from their work and from the organisation in which they are employed, 2) declining rate of growth in labour productivity in the face of energy shortages, and 3) the growing recognition of the paramount role of individuals “quality of work life” in physical and mental health as well as in family and community well being.

Sekaran and Wagner (1980) worked on sense of competence for white collar employees of USA and India. Results indicate that experienced meaningfulness of job was the most important contributor to a sense of competence for employees in both countries because sense of competence has been highly correlated with quality of work life.

Thackray (1981) made a study relating to the effect of boredom and monotony on quality of work life. He found boredom and monotony produces adverse effect on quality of work life.

Sinha and Sahaya (1981) opined that even the best sophisticated and modern equipment could give no result if the human machinery marshaled to
operate them was not sincere, effective and efficient in using them to the best advantage of the organisation. So, he argued the personnel management to create conditions under which each individual employee would not only give maximum job performance, but would also feel maximum job satisfaction.

Bharadwaj (1982) argued that the quality of working life movement offers India a value frame and a social technology of organisational change leading to task-effectiveness of micro-entities through utilisation and unfolding of the human potential. The values, concepts and methodologies of quality of work life have to be adopted by us to suit our needs, and our dream of an evolving society.

Manappa and Saiyadain (1983) pointed out that workers’ participation had suffered largely at the hands of employees who felt that such a move would take away from them their right to manage. According to them, to some extent, this was supported by large-scale government interference, issuing decrees, enacting Acts, and formulating legislative bodies.

D’Souza (1984) remarked that the classical, neo-classical and systems school of thought in organisation theory provide different conceptions of man and organisations, which resulted in the broadening of the scope of quality of working life theory and application.

Rao (1985) conducted a study to evaluate the difference between quality of working life of men and women employees doing comparable work. The result shows a significantly higher composite quality of working life score for men than for women employees. Men employees have significantly higher scores for opportunity to learn new skills, challenge in job and discretionary element in work. Rao found that age and income had a positive impact on perceived quality of working life of women.

Muthikrishnan and Sethuraman (1986) argued that organisations cannot themselves create job satisfaction in employees since it is a general process. They can create only environment for better job satisfaction through job redesigning programme.
Rudrabasvaraj\textsuperscript{79} (1986) studied several areas in Human Resource Management and concluded that there were several ways in which employee alienation manifested itself. It might be expressed by the positive withdrawal from work, turnover, absenteeism, tardiness, and in-attention while on the job, or might be expressed in the form of aggressiveness, sabotage, assault, gheraos, violence and other disruption in work routines. People might feel alienated, when their jobs ceased to provide satisfaction and when their jobs were chopped into several meaningless little lacks. People wanted to be involved and they wanted to have a say in all the affairs that affected them.

According to Saxena\textsuperscript{80} (1987) promotion was understood as the selection from inside the service. Therefore, promotion system was affected by a number of factors like; (1) the kind of career system that existed, (2) the initial recruitment and examining policy that were decrees with which people were selected on the basis of capacity for advancement, (3) the number of key posts that were reserved for political appointees, (4) the proportion of career type (above junior levels) appointments from outside, (5) the size and heterogeneity of the organisation, and (6) the element of dynamism, growth or change in the organisation’s programme of work.

Varandhani\textsuperscript{81} (1987) observed that the Indian worker was not having a sense of commitment with the organisation. He was suffering from poverty, lived on the margin of living standard, poorly educated and insufficiently trained. These conditions reflected themselves in low productivity, poor performance, a high percentage of absenteeism and glaring indiscipline.

Oza\textsuperscript{82} (1988) criticised the government policy of confining human resources development to large-scale industries during the first two decades of planning in India. No serious attention was paid to the development of human resources required to promote the growth of small and cottage industries.

M.K Manilal\textsuperscript{83} (1989) in a research study mentioned that the operators, technicians and supervisors should be given sufficient training form time to time
in order to cope with the changes in the technology and machinery and at the same time measures are to be adopted for reducing administrative overhead.

Bhabani (1989) in his work on industrial relation and participative management provides detailed discussion on the concept of workers participation and experiences of participative management in selected countries including India. The study conducted in a leading public sector steel plant, offers a methodological scheme which can be adopted for future reference. The conclusions are based on the working of participative scheme at the unit level as well as on the global and Indian experience.

Indicating the importance of better relationship between the authority and the workers, Srinivasan (1990) opined that a labour was not a machine, nor he was a cog in the wheel, but was replete with a lot of human attributes such as fears, desires, and needs. Love and respect were the things which he really wanted.

Kumari (1990) concluded that in Kerala, the labour was highly organised and hence, Kerala has rightly been called a problem state in respect of industrial relations.

To Nadkarni (1990), in all kinds of industrial and commercial enterprises, there were two worlds, namely (1) for the management and (2) for the employees. Hence, there could not be effective team work, or co-operative effort or democracy, unless this basic inequality was restructured. Therefore, the new structure in industry meant to ensure sharing in decision making process so that the employees, customers and suppliers could identify themselves with the goals, products, processes and the distribution of privileges, profits and earnings from which they were alienated.

C.S Hemavathi (1990) in her research study gave a historical perspective of motivation in India through the ages from the Indus Valley Civilisation to the modern age. Motivation has been investigated from the stand point of Mahatma
Gandhi, Karl Marx, Swami Vivekandan, and Thiruvalluvar and special mention is made in the study. She suggested that a federal organisation is necessary for the co-operative sector for manpower planning and HRD with particular accent in streamlining recruitment and minimising deputationalists from the government. In this connection, the recommendations of all India Rural Credit Survey Committee (on Deputation) should be implemented. The researcher specifically mentions that job security is the chief motivator to the employees in the government and public sectors.

George Zachariah\textsuperscript{89} (1990) made a study relating to the socio-economic background of industrial workers of Kerala. The industrial labour market in the state is not a fully structured one. Employment exchanges play only a negligible part in finding placement for the job-seekers and that too only in the modern industries. The traditional industrial workers have to wait longer to get the first factory job. Modern industrial workers are more satisfied with their working conditions than traditional industrial workers. The disparities between the traditional and modern industrial workers are arising from the comparatively economic background of the latter and perpetuated by the higher wages and other perquisites which the modern industrial workers had.

Ghosh\textsuperscript{90} (1990) argued that besides investment in plants, equipment, machinery etc., an organisation could invest in its own human capital as well, in the form of training for the staff and the development of managers.

Narayana Reddy\textsuperscript{91} (1991) studied the working life of workers in three large scale garment units in Goa and suggested measures to motivate the workers to eliminate their grousing.

Sangeeta Jain\textsuperscript{92} (1991) in her study presents the hierarchical effect in viewing quality of work life in a large scale private industry.

Trivedi and Chundvat\textsuperscript{93} (1991) in their combined effort studied the quality of work life with special reference to banking industry focusing on the positive and negative attitude of workers regarding the work environment.
Ray\textsuperscript{94} (1991) pointed out that the importance of career planning was due to further rising concern for quality of work life and for personnel life, planning, rising educational levels and occupational aspirations and slow growth and reduced advancement opportunities in employment.

Baig\textsuperscript{95} (1991) in an empirical assessment of job satisfaction and work involvement pointed out that job satisfaction referred to an employee’s general attitude towards a job and a person with high level of job satisfaction held positive attitude towards his job.

According to Venkata Rantna & Srivastava\textsuperscript{96} (1991) the purpose of training is to effect change in the behaviour of employees to meet the current and future requirements of their tasks and roles. From the organisational view point, training shortens the time required for employees to reach peak efficiency levels. Training contributes significantly on increasing the quality and quantity of work processed and reducing idle time.

Mathew\textsuperscript{97} (1992) made a study on the personnel management practices in the co-operative sector in the Kerala state with the objective of assessing the extent of application of modern personnel management concepts in the co-operative organisations. He found that even though employees were fairly compensated, the level of their job satisfaction is only moderate. There existed scope for improving personnel management practices in areas such as recruitment and selection, training, co-operative education, employer-employee relations, employees participation in decision making, performance appraisal system, personnel research, professionalisation of management, communication system, strengthening of personnel department etc.

Asit Naryan and Amarnath Jha\textsuperscript{98} (1992) stated that labour is human. Employees differ in mental abilities, emotional stabilities, institutions and sentiments. Quality of work life is a generic phrase that covers a person’s feeling about every dimension of work including economic rewards and benefits, safe and
healthy working conditions, organisational and interpersonal relationship and its intrinsic meaning in a person’s life.

J.M Juran\textsuperscript{69} (1992) stated that without high quality physical working conditions workers satisfaction may not be realised. This is true irrespective of the size or type of the business organisation – small, medium or big, service related or production related”.

A. Gani\textsuperscript{100} (1993) studied various aspects of QWL in the manufacturing sectors of Jammu & Kashmir. His suggestions to ameliorate the plight of working class in the state are worth mentioning.

Jyothi Varma\textsuperscript{101} (1993) stated that work experiences cannot be segregated from total life experience because work is a means of seeking fulfillment in life. Life gains quality when day-to-day experience in different dimensions of life like work life, social life, personal life, spiritual life are meaningfully integrated with the totality of life experience. Normally, quality in the domain of life ought to be an indicator that there is quality in general.

In the area of industrial relation a work that is worth mentioning is Ramachandran Nair’s\textsuperscript{102} (1993) study. He examined the trend of industrial relations in Kerala to test the hypothesis of labour militancy. The study found that the argument of labour militancy is highly exaggerated, even though, there is scope of substantial improvement in industrial relations.

According to Rao Raghunathan\textsuperscript{103} (1994) continuous quality improvement depends on the best use of talents and abilities of a company’s workforce. To achieve world-class quality, it is imperative that a company empowers its workers. Companies must develop and realise the full potential participation for personal and organisational growth. This can be achieved through training employee participation and involvement.
R.K Dhawan\textsuperscript{104} (1994) specially mentions the need for possessing human values to build up attitudes and behaviour. In order to be an effective human being, one should properly manage himself, his family, work place, society and the nation. The ingredients of manifesting human values are positive attitudes, self confidence, strong willpower, high goals – thinking big in life, gaining knowledge, self help, constant practice, hard work, courage of conviction, sense of responsibility, spirit of service, empathy, love of country etc.

S Sajeev.\textsuperscript{105} (1994) in his research work is of the opinion that the trade union leaders in Kerala showed too much affiliation to political parties. The majority of them were either members or sympathizers of some political party or other. He also mentions that a great percentage of the union leaders come into the filed through a close association with some political movement. At the same time, the union leaders were often subjected to harassment for their union activities.

In the words of Bharat Wakhlu\textsuperscript{106} (1994), a management which takes interest in the welfare of its employees has already won their royalty. Arranging family picnics, meals and festivals, facilitate interaction among the management and employees and thus create a rapport among them. Planning for worker satisfaction begins with provision of sound basic facilities. Employees want a peaceful and tranquil environment so that they can give their best to the well being of the organisation.

Pradeep Kumar\textsuperscript{107} (1995) studied QWL of selected SSI units in Thiruvananthapuram district and found no significant difference in the favourable and unfavourable attitudes among the workers in respect of overall QWL. But he found some attitudinal difference in this respect among different groups when workers are classified on the basis of industry, wage and skill. He concluded the work with the statement that the core of quality of work life concept is the value of treating the worker as a human being.

Bino\textsuperscript{108} Thomas (1995) stated in his study that, for the sustaining of quality circle activities the employees must come to believe that their support and
participation will benefit themselves as well as the organisation. Employees should not feel that quality circle is just another management gimmick to ‘use’ them. They must be convinced that quality circle is a people-building philosophy rather than a people-using approach. Suggestions and recommendations as the work related problems flow upwards, in lieu of a top-down approach with instructions and directions flowing from the top downwards. Developing a positive organisational climate with minimum stress and strain is a sure way for improving productivity in any organisation. For the quality circle to be enduring, it should be an integral part of the total quality of work life in the organisation.

V Anil Kumar\textsuperscript{109} (1995) in his study indicates that, in order to motivate the workers to increase their efficiency, the management should adopt measures to evaluate the merit of the workers and to make them feel that their merit is appreciated by the management.

Gabriel Simon\textsuperscript{110} (1996) suggested that management must treat training and development as a necessity rather than a luxury. All training programmes should begin with carrier planning and identification of training needs. Workers participation in management can be a reality only when workers are capable and willing to do so. Management attitude should be reflected in the scheme so that workers are made true participants. He also made it clear that continuous service in the organisation need not be on account of job satisfaction but on account of the absence of another alternative. He suggested for a serious study on the impact of the continuous service of a dissatisfied work force.

S.R Acharya\textsuperscript{111} (1997) observers that as a first step towards proper treatment of labour, the term itself has been substituted by the term human resource, and efforts are being directed for the best utilisation of these precious resources by giving appropriate training, physical facilities and morale boosting, in the organisational interest, both the management and labour have to join hand and march ahead side by side. The human factors viz. the management and labour are, therefore, very much concerned perforce to review their respective stand and age-old policy.
Anitha, and Subha Rao\textsuperscript{112} (1998) in their study “Quality of Work Life in Commercial Banks” portrayed the quality of work life prevailing in commercial banks. They make a comparison of quality of work life in public sector and private sector banks and concluded that quality of work life in public sector and private sector banks differ in certain aspects like economic HRD aspect whereas they have the same degree of agreement in all other aspects of quality of work life.

According to Joseph Zakhariya P.J\textsuperscript{113} (1999) job inherent factors indicated that job security was uppermost in the minds of all employees irrespective of officers and workmen. Analysis of the factors influencing quality of work life reveals that factors like age, experience, educational qualification, etc. bear no relation to quality of work life. However, factors like job satisfaction and job perception in terms of suitability and challenges offered were directly related to quality of work life. This was more prominent in the case of workmen who may be attributed to the monotonous nature of jobs and lesser scope for promotion.

Arun Wakhlu\textsuperscript{114} (1999) observed that, when value based management goes hand-in-hand helping people find and do, their most natural work spirit unfolds further in the organisation. He called it as ‘good work’. He added that ‘good work’ is working with a spirit of love and total commitment, making work, a constant challenging adventure rather than routine drudgery.

According to Batra and Dangwal\textsuperscript{115} (2000) there are two ways of viewing quality of work life. One way equates QWL with a set of objective organisational condition and practices (e.g., job enrichment, democratic supervision, employee involvement, and safe working conditions). The second way equates QWL with employees’ perceptions that they are safe, relatively well-satisfied, and are able to grow and develop as human beings. This way relates QWL to the degree to which the full range of human needs is met.

Sunil K Augustine\textsuperscript{116} (2000) in his study “Quality of Work Life in Eastern Continents” explains the various aspects of quality of work life in a private sector industrial unit.
Basheer Ahammed\textsuperscript{117} (2000) in his study relating to motivational factors of industrial employees observed that the industrial workers of Kerala possess medium level of efficiency. Similarly workers are moderately satisfied with the working conditions prevailing in the organisation. The efficiency level and satisfaction in the working condition vary from company to company. Level of satisfaction is inversely related to the length of service. Other background variables have no considerable influence in satisfaction. Further, the level of satisfaction depends upon different motivational factors for different companies. Also motivating factors vary with the antecedents of workers like age, caste, education, length of service etc. While immediate financial improvement gets the highest preference, other expectations like facilities at work site and medical facilities for family are also important for some companies.

Reghan Bilgie\textsuperscript{118} (2001) and others have observed that organisational attitudes are basically the feelings, beliefs and behaviour towards one’s job and/or organisation. Those attitudes include the feeling towards work, identification with a job and/or on organisation, perceiving the policy and programmes of the organisations etc. They concluded that it is safe to say that attitudes towards the job vary with organisational or job level, regardless of its definition. They remarked that ‘if we want to change and improve the attitudes, then there is a need first to establish the baseline’.

Thomas Jacob\textsuperscript{119} (2001) in his research work mentions that the greatest competitive advantage of any organisation depends on the quality of its human resource and the effectiveness with which they were deployed. Acquisition of the adequate and appropriate kind of human resources is perhaps the most crucial, complex and perpetual task of management of any enterprise.

Arun Kumar Krishnamurthy\textsuperscript{120} (2001) conducted a study on human resources management. The study reveals that the best service which a human resource function can do is to make the employees feel that they are working in the right place, doing the right work and getting paid justly as long as the
employee remains in service. He pointed out a few norms for employee compensation such as annual pay and perquisites, grade or positional based remuneration, remuneration based on number of years’ service, rewarding performance with increments has a permanent impact on compensation for ever, etc.

Gangadhar and Madhar Keswani (2001) conducted a study on the changing nature of employment and compensation. The study reveals that with today’s salaries, employees are reaching the level of hygiene on the monetary compensation front. The ability of monetary rewards to attract and retain has been reduced due to similar and better opportunities available in the market and marginal utility of money.

Rethi Thampatty (2001) in her study made it clear that the employee productivity in organisations does not directly relate to the kind of performance appraisal conducted alone. The other factors such as the kind of technology employed, levels of innovations achieved, and the kind of market also play a key role in keeping productivity high. All what the system of performance appraisal could do is to keep the people alert of their job performance, motivate them adequately by helping them to develop and utilise fully their skill, potential and capability and creativity.

Jacob (2002) conducted a study on the industrial relations in public sector undertakings in Kerala and found that industrial relations in the public sector undertakings of Kerala are comparatively better than that of private sector. He examined the role of workers participation in management and the role of trade union in establishing industrial peace in the state.

Markel Karen. S (2002) in his study stated that there has been a great deal of interest in work-life practices from researchers, practitioners and public policy makers. Work-life practices are broadly defined as any practice designed to assist employees in managing their work and non-work lives. He examined why organisations adopt these practices using a large study of organisations in the
United States. The findings revealed that work-life practices are not interchangeable and should not be treated as such by researchers, practitioners or public policy makers. Each practice has its own unique antecedents to adoption, implications for the organisations and public policy issues.

Prasad\textsuperscript{125} (2002) in his study observed that majority of the employees in the Textile units of Kerala were under-educated and technically under-qualified. On account of technical incompetence of the employees the textile units in Kerala could not take up the challenges of globalisation and liberalisation. He also observed that work-variety is an important factor capable of boosting the morale of employees, giving job satisfaction and avoiding monotony. Though the shift system was necessary to enhance production and to make maximum utilisation of available resources, night-shift caused problems related to individual health and to domestic as well as social life of the employees.

Ibrahim Muhammad Faishal\textsuperscript{126} (2003) made a study in the subject and stated that quality of work life studies are increasingly gaining the attention of urban planners due to their usefulness in assessing and monitoring public policies. He made an attempt to study the quality of work life of residents staying near industrial estates in Jurong, Singapore using 18 subjective life indicators to measure the overall life satisfaction and found health, family life and public safety emerged as the most important aspects, while self-development, religion, and politics were least important. On the satisfaction level public safety, family life and public utilities were deemed to be among the most satisfied aspects, while consumer goods, politics and environment were considered to be among the least satisfied aspects.

Wilson\textsuperscript{127} (2003) in his study observed that workers were generally satisfied with the environment in which they worked. The satisfaction rate was high among the public sector workers than the private sector workers. Regarding style of supervision both the categories were satisfied. Both the categories were not satisfied with respect to promotion and involvement in decision making. He
also found that public sector employees had more satisfaction than private sector employees with respect to reward, human relations, behaviour of co-workers and nature of job.

Sarang Shankar Bhola\textsuperscript{128} (2003) made a study of quality of work life in casting and machine shop industry in Kolhapur. He found that workers from public limited units and very few workers form private limited units were receiving comparable good wages. Workers working with proprietary units were not receiving good wages. He observed that majority of the units under study have not concentrated on the safety aspects of the workers. Almost all units were lacking in basic policy making and its implementation. They are also lagging in defining the goals and mission. He established that the level of the quality of work life did not depend upon the nature of ownership. Public limited, private limited and proprietary units have good or poor quality of work life.

Smythe\textsuperscript{129} (2004) made a qualitative study of the working-lives of twenty six Chinese women sweepers in Hefei, Anhui Province, in the People’s Republic of China. Most participants were illiterate peasant women called \textit{nongmingong}, migrants from the Chinese countryside. The study’s methodology was a project called reframing suggested by Tuhiwai-Smith (1999), used for researching indigenous populations. The sweeping workers suggested that illiteracy was at the root of their employment problems. Policy and taxation reform initiatives by the All-China Women’s Federation and the Ministry of Education in the Chinese Party of China Central Committee addressing the formal and informal educational needs of poor women \textit{nongmigong} are recommended.

Mala Bhandari\textsuperscript{130} (2004) made a study about women in two work roles and the quality of their life. The study was based on home and work as two overlapping spheres of life. It investigates how the quality of life of women is affected by their dual roles, one at home and the other in office. She studied their home and office lives with the quality of life approach. It analyses the socioeconomic dynamics of their households and discussed the determinants of their quality of life.
Antti\textsuperscript{131} and others (2004) analysed the relationship between temporary employment and the quality of working life by focusing on findings during the late 1990’s. Empirical research on job insecurity, work attitudes, and work behaviour is reviewed with comparisons between temporary and permanent workers. Analysis of the psychosocial work environment of fixed-term employees in Finland illuminates differences according to age, gender, job demands and control, and work support. Findings do not demonstrate adverse consequences of temporary employment.

Blanche R and Elma\textsuperscript{132} (2004) developed a questionnaire and given to 22 social workers in South Africa. Job satisfaction is defined before looking at the organisational factors underpinning it: work content, remuneration, promotion opportunities, working environment, leadership & management style, and group factors. How the supervisor can impact social worker job satisfaction is addressed, along with how to improve social worker quality of working life. Findings indicate that work content is positively experienced by respondents and they gave highest priority to adequate and fair remuneration, while attaching the greatest value to supervisor attitude and recognition of their good work.

Thomas Vander Ven, & Francis Cullen. T\textsuperscript{133} (2004) made a study relating to the increasing entrance of women into the paid labour market. A popular assumption has been that the children of working women are prone to criminal activity. The authors analyse data from the National Longitudinal Survey of Youth, using multiple regression models to examine whether the occupational status of mothers has criminogenic effects on their children during adolescence and early adulthood. After tracing the effects of maternal resources, work hours, and occupational controls to criminality, the authors find that cumulative time spent by mothers in paid employment had no measurable influence on criminal involvement. On the other hand, coercively controlled maternal work over time was related to greater criminal involvement (in their children) in adolescence.
SiddeGowda\textsuperscript{134} (2004) made an investigation for understanding and also to test the efficacy of social work intervention on the well being of the white collared industrial employees and their family. A total of 80 executives were interviewed. The result of the study can be enumerated as follows. After the social work intervention, the executives’ occupational profile was tested, and there were significant changes in role perception, overload, role conflict, low status and poor peer relations. Significant reduction was noticed in their proneness to heart disease, depression, inadequate mental mastery, and perceived ill health. There was significant improvement in their orientation, active-recreational and organisational characteristics.

Sreedhar\textsuperscript{135} (2004) proved that when the size of the organisation (based on number of employees) increases, effectiveness of human resource management decreases. So, there exists an inverse relation between size of the organisation and human resource management effectiveness. He established that small sized state level public enterprises enjoy an effective human resource management system compared to medium and large sized state level public enterprises. This reveals that when the number of people in an organisation increases, the complexity in managing those people also increases. Hence, two options are available before the management to resolve this problem. (a) Absorb people within the capacity of their HRM system and (b) Improve the capacity of their HRM system at the required level with every increase in the manpower.

Ramakanta Patra\textsuperscript{136} (2005) observed that ‘employee relationship management’ is a cutting edge, complex, and crucial business process which enable and energises employees and gives them an effective drive, with additional motivation to do their job better in comparison to the conventional human resource practices. It is simultaneously an effective tool to manage the cordial relationship between employees and the human resource practices and create a dedicated and effective work force. It is an integrated human resource system which allows employees to participate in a transparent communication in the organisation, which helps to achieve organisational goals without any ambiguity.
Perrucci\textsuperscript{137} (2005) and others examined the demand-control theory of work strain by formulating the hypothesis that shift work has negative consequences for workers including health and well-being, family life and social relationships. They expand the theoretical arguments in three ways; a) by considering the effects of different job demands, b) by considering the influence of different forms of worker control, and c) by including several forms of work strain including mental health, job satisfaction, and work-family conflict. Their findings support the predictions of demand-control theory with several important qualifications. Working non-standard shift is a work stressor only in the area of family life, but has no negative effects on mental health and job satisfaction. Autonomy, job control and supervisor support are most important for job satisfaction while self control and resource control are most important for understanding work-family conflict and mental health.

Handel\textsuperscript{138} (2005) observed that there is significant controversy over recent trends in the material and intrinsic quality of works. Neo-Fordist theories argue that material conditions such as pay, job security, promotion opportunities, and effort requirements have deteriorated for most of the workforce. Post-Fordist theories argue that new work systems are raising levels of intrinsic rewards such as job challenge, autonomy, and cooperation and are also offering high wages. His article tests both theories using repeated cross-sectional data from the general society. Results suggest workers’ perception of quality of their jobs remained remarkably stable on most dimensions.
References:


