CHAPTER – 2
REVIEW OF LITERATURE AND RESEARCH METHODOLOGY
CHAPTER – 2
REVIEW OF LITERATURE AND RESEARCH METHODOLOGY

This chapter presents a review of literature available on the subject of Quality of Work Life (QWL). The literature helps in developing a proper perspective of the subject and understanding the dimensions covered by the studies made earlier and also in figuring out the gaps there in and discussed research design of the present study. This chapter divided into two sections: Section-I: Review of Literature, and Section-II: Research Methodology for the Study. The review presents about 99 references presenting the main viewpoints brought out in the respective articles and studies. The review covers mainly studies on QWL and related aspects in a number of environments. A few of them are studies carried out in other countries. The main objective of review of the literature is to understand the research activities that have taken place in a particular discipline in general and the area of research in particular. The present study is aimed at measuring the Quality of Work Life of Women Workers in the selected Tobacco Processing units in Guntur District, Andhra Pradesh. Section-II: Research Methodology. The study refers to two industrial enterprises where QWL study was carried out by collecting primary data from women workers and women supervisors.

The Quality of Work Life (QWL) acquired its importance very recently; the debates among scholars, philosophers in various disciplines are putting forth their thoughts towards definitions, measurements and effective utilization of the concept in industrial settings.

The management of organisations in recent times has been confronted with various organizational problems, out of which the most crucial is ‘labour problems’ because mechanics, materials and energy to run the machines don’t perceive their environment; ‘only workers’ do perceive. Global economic development appears to be one of the causes of increased concern for improving the ‘quality of work life’. In many societies the framework of problem awareness for evaluation has changed. This new awareness is generally attributed to the enlightened aspiration of workers with
regard to their working life, aspirations which in turn have been affected by improved living standards and higher educational levels of the work force in general.

SECTION-I: REVIEW OF LITERATURE

2.1 Review of Literature

The literature related to Quality of Work Life is plenty. Most of the studies related to QWL in different organisations, institutes and hospitals are reviewed by the researcher.

Ankar, M. and Mohanraj, R. (2013)\(^1\) identified prevailing quality of work life, conditions in SAGO Mills of Tamil Nadu and sustain a robust work culture through QWL. They identified nine QWL factors; i) physical and working conditions, ii) training facilities, iii) welfare facilities, iv) interpersonal relationship, v) recognition, vi) work load, vii) participatory management, viii) duration of work, ix) job security. The result reveals that the flexible-work condition and alternative work schedule is high. The employee perception towards the facets of the QWL was different and the employees have high dissatisfaction with existence of some facets of the QWL, such as welfare measures, recognition and physical working conditions. These strategies which are recommended here are to divergent facets of the QWL to the employees in different status and improve the interpersonal relations, participatory management and physical working conditions to ensure robust work culture. A good human resource climate, work culture can to develop a feeling towards the company and also that would motivate them do the job well.

G. Susila, R. Mathivanan, and K. Maruthadurai (2013)\(^2\) conducted a study on the quality of work life in selected Cement Industries of Tancem, Birla and Ramco, in Ariyalur District, Tamil Nadu State. They identified that the QWL dimensions are adequate and fair compensation, safe and healthy work environment, development of human capacities, growth and security, social integration, constitutionalism, total life


space and social relevance. They concluded that importance should be given to lower level employees and less experienced persons to improve their performance by providing proper training on various aspects of the functioning of the organization. If employees feel that the company is their own and they should work for it to raise the standards and to compete with other companies as a consequence, the quality of work life will be good and the organizational climate will also be good.

Geetha, M.L and Ishwar, P. (2013)\textsuperscript{3} carried out with the aim of analyzing factors influencing quality of work life of high school teachers, in Mysore division of Karnataka. They identified the teaching tools of; i) work related factors, ii) motivational factors, iii) welfare factors, iv) physical factors, v) advancement factors, vi) security factors, vii) working environment factors. The study revealed that providing employee friendly facilities to the teachers will result in better quality of working life, and also found that good relationship at work place, better compensation, providing welfares to employees and their family, providing good infrastructure facilities, opportunities for promotion, job security, work environment and qualitative teaching tools making an effective impact on the quality of working life of high school teachers.

Kannagi, S. A, and Mahalingam, S. (2013)\textsuperscript{4} in their study the quality of work life among non-managerial employees in Neyveli Lignite Corporation, Neyveli, Tamil Nadu. They selected 792 non-managerial employees in order to determine the significance of ten categories of QWL perceptions. They are; i) pay and compensation, ii) training development, iii) recognition, iv) career development, v) job security, vi) job content, vii) safety measures viii) work schedule, ix) interpersonal relations, and x) work environment. Finally they revealed that QWL has assumed significance as it is the right choice for the management to keep the employees in high sprit, and clearly be demarcated to indicate the ones in which the employees can exercise autonomy, which would go a long way in helping the organisation in realizing its goals of course, with the assistance of the labour.


Rathamani, P. and Rameshwari Ramchandra. (2013)\(^5\) focused on the factors influences quality of work life of employees, level of satisfaction of employees on present; levels of QWL and influence of QWL in textile units in SIPCOT, Perundurai, in Tamil Nadu. Five respondents are selected for 10 textile units of equal capacity have been selected as sample respondent by using convenient sampling technique. In the study respondents have given favourable response on the job satisfaction, safety and healthy working conditions, opportunities to develop human capacities and opportunities for continued growth and security of their organisation, and employee respondents have expected higher compensation from their employees. Research findings revealed the fact that motivational insight viz., promotion, insurance protection, training, awards, recognitions have been influencing factors of quality of work life.

Sandhya Nair, G.S. (2013)\(^6\) study undertaken to explore the relationship between the quality of work life (QWL) and its effect on organisational citizenship behaviour (OCB), in teachers from aided college and management institutes in Thrissur Dustrict, Kerala. Finally the result indicates the wide gap between the social desirable class of behavior and the behavior of teachers in an observable form with respect to their perceptions of QWL in aided colleges.

Soheb Ahmad, (2013)\(^7\) in his article ‘Paradigms of quality of work life’ examined nine strategies to improve the QWL in the organisation in different areas of i) employee participation, ii) job design and work organisation, iii) work force awareness and career guidance, iv) inter-group relationships, v) role of HR manager, vi) self-managing work teams, vii) rewards, viii) alternative work schedules ix) supporting organisation culture. The study found that excellent QWL will result in happy and healthy employees who will provide butter turnover, make sensible decisions and contribute towards organisation’s productivity.

Tulasi Das, V. and Vijaya Lakshmi, Ch. (2013)\textsuperscript{8} they conducted the study on enhancement of Industrial relations with QWL factors in Dr. Narla Tata Rao Thermal Power Station, Vijayawada, A.P., Industrial relation may be effectively improved by twelve QWL factors of (i) adequate and fair remuneration; (ii) safe and healthy working conditions; (iii) security of employment; (iv) opportunity for growth and advancement; (v) promotion prospects; (vi) nature of supervision; (vii) employee participation; (viii) application of the principle of natural justice and equity; (ix) respect at work place; (x) grievance handling procedure; (xi) collective bargaining and; (xii) trade unions. The status concluded that these factors constitute the strategy for improving employee performance at work place and organisational effectiveness by quality of work life.

Ahmadi, F. Salavati, A. and Rajabzadeh, E. (2012)\textsuperscript{9} enquired into the relationship between the QWL parameters and organizational commitment among Public selected Organizations in Kurdistan Province employees. They observed that there are four types of commitment under study. They are affective, normative, alternative and cost.

Cap. Chitale. C.M and Deepti Lele (2012)\textsuperscript{10} conducted an empirical study on the Quality of Work Life of Pune Police. Examined police employees and their personal life, and they identified suitable QWL factors in Police Department, viz, work profile, perception of police about their position in society, family life, personal growth and wellness. The study suggested that the Police Department has to improve working conditions, innovative training with adaptation of new technologies and creating satisfaction of economical, social, psychological needs and reducing stress in junior level personnel.

\textsuperscript{8} Tulasi Das, V and Vijaya Lakshmi, Ch. (2013), Quality of Work Life – A Strategy for Good Industrial Relations, \textit{Advances in Management}, Vol. 6 (11), November 2013, pp. 8-15.


Celia. B. R. and Karthick. M. (2012) conducted a study on the Quality of Work Life of IT Professionals in Chennai. They identified the satisfaction on various factors related to the Quality of Work Life and the perceptions. They are working conditions, hours of work, welfare measures, job security, salary and rewards, skill development, opportunity for growth and superior subordinate relationship. The study revealed that the IT companies should provide a conductive environment for IT professionals to work in the organization, which helps the employees to contribute their best to the company benefiting the nation at a large.

Indumathy, R and Kamal Raj. S. (2012) have conducted a study on the QWL, and analyzed the factors using chi-square and weighted averages. They found that workers are more satisfied with work environment, safety measures. Workers are not much satisfied with the relation and cooperation with co-workers, and job security. They are least satisfied with the salary.

Ismail Queen, V.T. and Rangarajan. R. (2012) examined that the QWL and work environment of the teachers of Women’s College in Chennai. They analysed the factors of job satisfaction, stress, motivation, work climate and welfare measures and concluded that there is a significant association between quality of work life and total quality of life in teaching environment and found that the QWL of teachers of Women’s College is at a low level.

John Anand Raja, P. and Asok Kumar, S. (2012) conducted an empirical study in Steel Authority of India, Salem to identify the relationship between Job Satisfaction through Quality of Work Life. The selected QWL factors are pay

promotion, opportunity for continued growth and security, benefits, contingent
rewards, safe and healthy working conditions, operating procedures, coworkers and
supervision, nature of work, social interaction at the work organization,
constitutionalism in work organization, work and total life space, and social relevance
of working life. The associate job related variables are salary and bonus, job security,
employee benefits, health and safety, cordial relationships, grievance redressal and
performance appraisal systems. The results indicated that all the factors are significant
and correlated with each other; and the study suggests that adequate training and
development programs should be provided to the employees for an effective increase
in the performance and attitude levels.

Muni Venkatappa, and Ramana Reddy, B. (2012)\textsuperscript{15} examined the QWL
policies and practices and analyzed the effectiveness of QWL and the outcome on the
organizational performance in Bangalore based Govt. Public Sector Units (PSUs).
They examined the Walton’s eight conceptual areas and revealed that the QWL is
higher in the public sector units. They implemented effectively, and facing in order of
privatization many challenges of criticism from the vested interests of the private
sector.

Nagaraju, Battu and Vijaya Lakshmi, P. (2012)\textsuperscript{16} expressed concern about
quality of work life in Insurance Industry: A comparative study of Public and Private
sectors. They compared the quality of work life of employees in Life Insurance
Corporation (LIC), and Max New York Life Insurance (MNYL) employees in Guntur
District, Andhra Pradesh, selected 100 respondents in each company to enhance six
factors Viz.; (i) safe and healthy working conditions, (ii) fair compensation and
benefits, (iii) human relations, (iv) work life balance, (v) employee empowerment to
develop human capacity, (vi) and opportunity for career growth. They revealed that
positive inference on quality of work life can be realised through quality of life
initiatives. These can leave staff feeling more confident, and encouraged about the


services provided to the commuters, and finally improve workplace practices to reduce job stress.

Nipa, S. Ouppara and Maria Victoria, U. Sy. (2012)\textsuperscript{17} examined the quality of work life in Coca Cola, Amatil in Sydney, Australia. They identified five QWL components. They are adequate and fair compensation, safe and healthy working environment, opportunity for development of human capacities, growth and security, and social integration. The findings of the study revealed that the company has undertaken periodic reviews of the provisions of the QWL in the work environment to ensure the areas which need to be intensified leading to the existence of a totally motivated and committed workforce. Through this, the management of CCA can ensure the existence of a high motivated and efficient workforce and thereby creating a more humane work environment in the firm.

Pavitra, Dhamija and Anju Singla (2012)\textsuperscript{18} examined the relationship between the Quality of Work Life and Job Satisfaction with special reference of Punjab National Bank (PNB) and Housing Development Finance Corporation Bank (HDFC) in Chandigarh, and they selected employee’s satisfaction and continuance, perceived job motivators, job awareness and commitment, un-conducive work environment and perceived organizational culture, as the QWL dimensions. They perceived that the job satisfaction can be achieved through the following variables of satisfaction, promotion, supervision, benefits, rewards, operating procedure, co-worker, work itself and communication. Further they revealed that to improve the overall performance of the employees in the banking sector, the QWL is needed.

Sairam, Subramaniam, B. L. and Saravanan, R. (2012)\textsuperscript{19} have identified the influencing factors of QWL of Bank Employees. They selected Public and Private Sector Commercial Banks and examined personal and non-personal factors. The six

factors they identified are: (i) the quality the personal anticipatory, (ii) quality on motivational insights (iii) quality on job freedom (iv) the quality on work place (v) the quality on branch operations and (vi) the quality on working conditions. They found that more attention on the policy of quality to work life as per the employees expectations at work place, revealed to fulfill their personalized benefits, and obligation and commitment.

Sarang, S. Bhola and Jyoti, J. Nigade (2012) studied QWL of the employees of an unionized engineering unit and a non-unionised engineering unit was examined. The study revealed that the mean score of satisfaction a unionized organizations high as compared to the mean score of sampling in the non-unionized organization; and the level of QWL parameters, viz., opportunity to develop human capability, continued growth and security, social interaction and balance role of work provided by both the categories of organizations has not at all been given reasonable cognizance. No parameter of the QWL was found to be provided by non-unionized organizations which offered more satisfaction as compared to unionized organization. The practices of joint management committee in unionized organization acts as a balancing mechanism for a driving force and restraining forces to reach the equilibrium point.

Selahattin, Kanten and Omer Sadullah (2012) conducted an empirical study on association between the quality of work life and work engagement, in a Marble factory in Burdur, one of the export firms in Turkey. They selected Walton’s perceptions of the QWL and work engagement measurement of absorption, vigor and dedication. The study revealed that i) there is a significant relationship between the QWL and employee engagement; ii) blue collar and white collar employees perceived different aspects of their quality of work life; iii) blue collar and white collar employees have different work engagement levels.

Somvir, and Sudha Kaushik (2012)\textsuperscript{22} emphasized the relationship between the Quality of Work Life in library professionals working in private engineering colleges libraries of Haryana State. They identified core variables of the QWL. They are: job and career satisfaction; working conditions; general well-being; home-work interface; stress at work and control at work. The findings of the study are to improve the QWL of librarians, their performance to reduce stress among employees, constitution of assessment committees in the organizations to assess the performance, and appreciate the sincere efforts made by professionals, and give due participation to while them framing policies in the organizations.

Stephen, A. and D. Dhanapal (2012)\textsuperscript{23} examined the QWL factors in Small Scale Industrial units in the perspective of employers and employees. They identified 39 factors for QWL. They conducted exploratory factor analysis of ‘t’ test according to employers and employees perceptions of small scale units. Further they found difference among the employers and employees in the implementation of the QWL in respect of, working environment, relationship with boss, governance by rule of law, role clarity and fringe benefits, they concluded that employers are perceiving more existence of the QWL than employees at the industrial units.

Susan, V. (2012)\textsuperscript{24} examined the moderating effect of personality on the quality of work life and job attitude in law enforcement officers, especially civil police officers in Kerala. She identified personality factors of extraversion, agreeableness, conscientiousness, neuroticism and openness to experience, relating to the QWL and job attitudes variables. The study concludes that they have personality moderating variables on the relationship between the QWL and job attitude, whether there is the police culture shield, police personality of the Medias contribution in shaping police personality of officers’.

Tripti Singh, and Sumit Kumar, Srivastav (2012) examined the relationship between quality of work life and organizational efficiency. The dimensions they studied under the QWL are physical work environment, job and task aspects, HR policies and programs, social relationships in the organizations. They revealed that leading to HR value creation in terms of improved working conditions, organizational environment, reducing in cost and improving productivity. Less desirable dimensions can be ignored and a better use of resource can be done to extent of adequate expected level rather than pursuing an ‘ideal standard’ on less essential dimensions.

Venkateshaiah, M. and Ramachandra, K. (2012) examined the quality of work life in Business Processing Outsourcing sector (BPO) at Bangalore city. They found the importance of the QWL factors and its impact on work related factor, individual work related factors. They conclude that the BPO sector has to provide safe and security facilities for precious lives of the employees as well as their jobs and also provide opportunities for employees’ career development, and finally to create healthy environment in the organizations.

Vignesh, M. (2012) made an attempt on the problems associated with the Quality of Work Life of Medical Representatives in Madurai City, in order to reduce their stress levels. He identified job security, salary and perks, promotion, relationship with peers, recognition and work load as QWL factors, and they suggested that job rotation and other insurance measures to be included for their career, and employee involvement is essential.

Behzad Shahbazi, et al. (2011) conducted an empirical study on relationship between quality of work life and performance of Department Chairpersons of Esfahan

---

University and Esfahan Medical Science University. They selected Walton’s QWL dimensions and drawn some elements such as planning, organizing, coordinating, leadership, control, human relations, decision making, change, evolution, goal setting, feedback, motivation, partnership, creating a learning context. These are selected for testing the performance levels of Department Chairpersons. The result indicates that the Department Chairpersons have a high concern for the QWL.

Charu Mohla (2011)\textsuperscript{29} conducted a study on the QWL factors in Information Technology Sector especially in Tata Consultancy Services (TCS), New Delhi, and identified interventions such as adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capabilities, opportunity for career growth, social interaction in the work force, constitutionalism in the work organization, work and quality of life, social relevance of work. The study also examined the current working life policies and practices of TCS, like proactive associate engagement programme, continuous improvement, speed-performance evaluation and associate development, career management, star of the month, community service day. The benefits offered by TCS are company accommodation, transport services for associates, holiday home, flexible working, and extra-curricular activities, Maitree activities like work-life balance issues of employees, and suggested possible measures to improve the QWL, productivity and achieve their goals.

Geetha, V. and Jayakumaran, M. (2011)\textsuperscript{30} examined the quality of work life and comparel the predictors of QWL of the employees of Information Technology (IT) in Tamilnadu. They identified nine factors for the determination of satisfaction levels of the QWL with profile variables. Those are: adequate and fair compensation, safe and healthy working, opportunities for training and development, opportunities for career advancement, discrimination, welfare measures; uncertainty and attrition; fatigue and tension and job satisfaction, and others. Concluded that job stability, skill


Source: www.zenithresearch.org.in

underutilization, downward mobility and lack of promotion opportunities are the problems of IT employees, regardless of job level, and constrains the development of self-esteem and self-efficiency among workers.

Harish Metha and R. Thandavan (2011)\textsuperscript{31} conducted a study on work environment and the QWL of college teachers and identified factors of job analysis, organizational culture, education climate and welfare measurements. The QWL depends on these factors. The scholars suggested that the need to improve physical working environment, coordination, personal goal, institutional goals, and also internal and external environment, interrelations are influencing the working environment.

Jagabandhu Das, and Santosh Kumar, Tripathy (2011)\textsuperscript{32} conducted an empirical study on quality of work life of Municipal employees in Odisha State Government, and they selected 380 respondents from 40 Urban Local Bodies (ULB) from different types of nature of employments, cadre, sex, experience, place of work, and 16 parameters were identified. The result indicated that the employees have exhibited their dissatisfaction against most of the QWL parameters. For employee satisfaction, the view of the Urban Local Bodies should change and steps should be taken to satisfy the minimum needs of employees such as adequate pay and remuneration, security of jobs, and promotion, proper working environment. Besides, other measures like, respect at work, recognition of work, participation in decision making, social security, flexible working hours are to be taken care of by the management in order to keep the spirit of the employees high.

Sahanur, M.D, Islam. (2011)\textsuperscript{33} conducted a study on the QWL of sales personnel in ICICI Prudential Life Insurance, which focused on the QWL factors of degree of equitable rewards, degree of employment conditions, degree of


enhancement of the self esteem of people, degree of career growth, participative climate and team-spirit, constitutional aspects, eminence in workplace and social relevance of work. The study suggested that ICICI Prudential Life Insurance should reduce the attrition rate of the sales personnel, and give equal benefits and incentives to full time and part-time Sales personnel. The recruited part-time Sales personnel should be utilised for the fulfillment of the targets of the ICICI, prudential life insurance.

Meenakshi, Guptha and Parul Sharma (2011)\(^{34}\) conducted a study on the QWL of BSNL employees in Jammu Region, and identified some of the QWL factors. They are: adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social interaction with work force, constitutionalism in work organization, eminence of work life, and social relevance of work. All these factors are at the highest level, and the employees are satisfied with the QWL factors in BSNL.

Prema Manoharan (2011)\(^{35}\) conducted a study on satisfaction of the QWL of banking professionals especially Indian Bank at Chennai, and identified seven factors. They are: pay, employee benefits, job security, alternative work schedules, occupational stress, and participation and democracy in the workplace. The study revealed that the pay is the most unsatisfactory issue, and the remaining other factors such as job satisfaction, occupational stress, alternative work schedules have reached their satisfactory levels but the general awareness about welfare measures is low. Trade unions and the management have to provide several facilities, improve the interpersonal relations, and reduce stress.


Sabarirajan, A and Geethanjali, N. (2011)\textsuperscript{36} revealed that the perceptions of the QWL in Public and Private Sector Banks, and they identified 21 factors for implementation. They are: the QWL acknowledgment, challenge, dialogue, direction, equality, fit, flexibility, informalty, invention, oneness, ownership, personal development and purpose, relationship building, relevance, respect, self identity, service, support, validation, worth. They study compared the correlation between all components of public and private sector banks, these factors are influencing the organizational excellence, and thus, improve the environment of the present job.

Sarina Muhamad Noor, and Mohamad Adli Abdullah (2011)\textsuperscript{37} have identified in their study the relationship of job satisfaction, job involvement and job security with quality of work life of employees in one of the largest multinational firm in Northern part of Malaysia, and they selected some proposed dimensions of the QWL aspects, such as job satisfaction, job involvement, and job security. The study revealed that there is a significant relationship among the selected variables. Finally the study concluded that the management should appreciate the notion that employees with high commitment and positive work attitude contributed to the firm’s success. Evidently, the environment should ensure that the firm provides support to workers’ quality of work life.

Seyed, Mohammad Mirkamali and Fatemeh Nerenji Thani (2011)\textsuperscript{38} examined the quality of work life of the faculty members of University of Teheran and Sharif University of Technology in Iran, they selected dimensions of adequate and fair compensation, safe and healthy working, continuous opportunities for continued growth and security, constitutionalism in the work organization, the social relevance


\textsuperscript{38} Seyed Mohammad Mirkamali and Fatemeh Nerenji Thani (2011), A Study on the Quality of Work Life (QWL) among faculty members of University of Tehran (UT) and Sharif University of technology (SUT), International Conference on Educational Psychology (ICEEPSY 2011), ELSEVIER, Procedia- Social and Behavioral Sciences Vol. 29, 2011, pp.179-187.
in work life, overall life space, social integration and cohesiveness and human progress capabilities. The results indicate, i) the faculty of UT and SUT are on a fairly unfavorable level of QWL, and ii) there is no significant difference in the QWL of the faculties of UT and SUT Universities.

Vijit Chaturvedi, and D. S. Yadav (2011)\textsuperscript{39} examined the impact of job satisfaction and its characteristics on quality of work life of employees working in Categorized Hotels. The scholars measured the satisfaction with the QWL of male and female employees to identify their participative leadership style, job autonomy, clarity in career graph, equity based decision, good physical conditions, and merit based promotion as the indicators to satisfy their levels of satisfaction. The scholars expressed the need to provide safe and secure work environment, congenial working conditions, planned jobs to the employees with clarity in direction, and defined limits of the job to avoid unnecessary work pressure on employees. These steps will ensure better performance, better retention and higher commitment towards work.

Geetika, \textit{et al.} (2010)\textsuperscript{40} in their paper justified the role of Quality of Work life as an intervention to resolve human resource related issues and established a linkage between QWL components and HR practices in selected five IT Enabled Services (ITES) Firms in India. They identified Saklani (2004), QWL components of: (i) opportunity for continued growth, (ii) opportunity to use and develop human capacity, (iii) adequate fair compensation, (iv) reward and penalty system, (v) fringe benefits and welfare measures, and it can be concluded that efficiency and quality of work life are positively correlated and each appears to be reinforcing the other. QWL components are measurable in terms of HR. through a study of organisations with respect to their productivity, efficiency and quality of services rendered. All these demand healthy work culture and a high level of motivation and commitment to their job and organisational goals on the part of employees.


Jayaraman. S, and Chandran, C. (2010) discussed about the Quality of Work Life from the perspectives of Nursing Professionals in health care industry and they selected QWL dimensions such as health and well-being, job security, job satisfaction, competence development, work life balance, control over work load, nursing leadership, control over nursing practice, innovation and creativity, support and recognition. They reported that the human resource practitioners and the health care organizations have to understand the factors related to the QWL of the nurses and approach them with a humanistic way.

Mohanraj. P, and Ramesh, R. (2010) conducted an empirical study on the Quality of Work Life in Textile Industry specifically in weaving mills in Tamil Nadu. The study focused on relationship between determinants of the QWL and organizational productivity. They selected the QWL dimensions of welfare measures, namely, interpersonal relations, work life balance and growth and security. Finally they suggested that organizations are required to adopt a strategy to improve productivity, learning opportunities and skills. These strategies bring about a favorable work environment in the organisation that results in excellence in freedom and autonomy, solitude, balancing of work and family life, good relationship with superiors and supportive work culture.

Neerpal Rathi (2010) has defined the QWL as the satisfaction of an individual’s various needs, such as health and safety needs, economic and family needs, social needs, esteem needs, actualization needs, knowledge needs, and aesthetic needs from employee participation in the workplace.

Normala, Daud (2010) described the QWL as favorable conditions and environment’s work and life aspects like, growth and development, participation, physical environment, supervision, pay and benefits, social relevance and work place

---

integration and found that the relationship between the QWL and organizational commitment of the employees in Malaysian firms. The QWL of employees should be an important consideration for employers of interested in improving employees’ job satisfaction and commitment.

Pranee (2010)\textsuperscript{45} revealed that the QWL includes issues such as occupational hazards and safety, welfare measures, professional training, working conditions and consultative work as well as participative mechanisms are needed for employees.

Pratapa Reddy, B. (2010)\textsuperscript{46} in his study of the QWL employees in public libraries in Andhra Pradesh he confined to library professionals in State Central Libraries, Regional Libraries, and Libraries under Zilla Grandhlaya Samasthas. He covered all socio-economic and psychological, organizational aspects of work life. Walton’s eight point criteria with a few additional to measure the QWL factors were recommended to Directorate of Public Libraries, and their organizations at the top level management of Grandhalya Parishad to work with more synergy and develop the QWL of the employees in public libraries to disseminate knowledge on socio-economic development of the society.

Roslan Abdul-hakim, Russayani Ismail, and Azam Abdul-Razak, (2010)\textsuperscript{47} in their study quality of work life refer to the feelings of one’s good life. It covers many aspects of human life such as environment, health, education, public and privates, religious belief and so on. On the other hand the term standard of living only captures a narrow dimension of life satisfaction which normally refers to the level of consumption and the income. It is basically the satisfaction in meeting basic needs. Thus standard of living doesn’t mean high quality of life and vice versa.

The important factors of the QWL of the faculty are fair and sufficient pay, providing opportunity for growth and security, obeying organizational regulations, social dependence of work life, social solidarity of work life, and developing human capability. These outcomes of the action in their faculty will show better performance of the employees and higher efficiency in the organizations.

Rochita Ganguly (2010)\textsuperscript{48} examined the relationship of the QWL and job satisfaction of a group of employees of a university and identified dimensions of work complexity, autonomy, personal growth opportunities, top management support, workers’ control, a concern for organizational performance, general happiness, personal relation to job, and job satisfaction. The results of the study revealed, that the aspects like autonomy, top-management support and worker’s control are congenial they have negative opinion on personal growth opportunities and work complex and job satisfaction has not reached their expectations. Finally the QWL and job satisfaction have a significant correlation with relevant dimensions.

Seyed Mehdi Hosseini, and Gholamreza Mehdizadeh Jorjatki (2010)\textsuperscript{49} have argued that career satisfaction, career achievement and career balance are not only significant variables to achieve good quality of work life but also the most interesting methods of creating motivation and major ways to have job enrichment which has its roots in staff and managers’ attitude to motivation that is to say that more attention to fair pay, growth opportunities and continuing promotion this improves staff’s performance which in turn increases the QWL of employees.

Indria Kandasamy, and Sreekumar Ancheri (2009)\textsuperscript{50} in their study on the expectations of student trainees and employees of hospitality organizations of Mangalore city in India, and they identified the following dimensions of the QWL: job characteristics, person-job fit, company image, HR policy, work group relationship, physical work group relationship, physical working conditions, work-life

\textsuperscript{48} Rochita Ganguly (2010), Quality of Work Life and job Satisfaction of a group of University Employees, \textit{Asian Journal of Management Research}, pp. 209-216. Source: www.ipublishing.co.in

\textsuperscript{49} Seyed Mehdi Hosseini, Gholamreza Mehdizadeh Jorjatki (2010), Quality of Work Life and Its relationship with performance, University of Firouzkouh Branch, Tehran.

balance, interaction with customers and the empirical findings of the study were aid to the policy makers to reduce the gap between employee expectations and the reality of the work place attributes.

Rajeswara Rao, K.V.S. and Bakkappa, B. (2009)\(^{51}\) in their study found that the remuneration is an important aspect if an organization wants to see their employees’ performance according to the targets accomplished. Kalayanee, K, et al. (2009)\(^{52}\) revealed that the job related outcomes like job satisfaction, organizational commitment and team spirit, and also they suggested that ethics in organization is important to the QWL and for more positive employee job related outcomes.

Guna Seelan Rethinam, and Maimunab Ismail (2008)\(^{53}\) expressed that quality of work life is a multi-dimension construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction job involvement, motivation, productivity, health, safety and well-being, job security, competence development, balance between work life and non-work life, and expected to help human resource practitioners as adult educators to co-design the Information Technology work with humanistic factors.

P. Kameswara Rao, and A. Chandra Mohan (2008)\(^{54}\) examined the quality of work life of Indian employees and they suggested four dimensions of labeled favorable work environment, personal growth and autonomy, nature of the job, stimulative opportunities and co-workers and suggested that major changes of the socio-technical system and further work needs to be changed.


Cohen, Burton. J, at al. (2007)\textsuperscript{55} compared the quality of work life of child protective investigators in two very different organizational settings namely a public child welfare agency and a law enforcement agency. Legislation passed in Florida in 1988, transferred the responsibility of investigations from the Department of Children and Families (DCF) to the Sheriff's Offices (SO) in four countries. The survey was conducted by investigators in the four experimental countries and in four comparison countries where DCF was still conducting investigations. The findings indicate that while both the groups had similar demographic characteristics and perceptions of their role, the investigators who worked for the SO experienced a higher quality of work life than those who worked for the DCF.

Joanna, S. E. M. (2007)\textsuperscript{56} explored that the perceptions of a QWL duly conducting a survey on ten employees from various departments in a Canadian Cancer Centre. Data was collected through one-on-one interviews at the workplace. The following themes emerged from the analysis: i) talking about the survey triggered discussions of QWL issues most of which were not captured in the survey; ii) the impact of the survey was more important than the survey itself; and iii) participants were concerned that departments or groups of employees were labeled based on the survey results.

Lee, D. J; Singhapakdi, A and Sirgy M J. (2007)\textsuperscript{57} revealed that the QWL generally has a positive influence on job satisfaction, organizational commitment, and e-sprit de-corps. This study also found that higher order of QWL has a stronger influence on job related outcomes than lower-order QWL. Rama J. Josh (2007)\textsuperscript{58} found that there are issues related to the representation of legitimate interests of women workers and make suggestions to help the policy makers to improve the QWL.


\textsuperscript{58} Rama J. Josh (2007), Shri Ram Centre for Industrial Relations and Human Resources, New Delhi. QWL of Women - Workers: Role of Tread Unions', \textit{Indian Journal of Industrial Relations}, Vol. 42, New Delhi, pp. 3-2.
of women workers specifically in banking, insurance, PSUs and hospitals. It was found that the level of satisfaction of common employees with QWL in their respective organizations was quite high.

Nasl Saraji. G, and Darghi, H. (2006) in their study pointed out QWL is a comprehensive department wise program designed to improve employee satisfaction, strengthening the workplace learning and helping employees managing change and transition by conducting descriptive and analytical study. They found that the majority of employees were dissatisfied with occupational health and safety. The middle level managers expressed that, their income, balance between the time they spend working and the time they spend with the family is not normal with family and also indicated that their work was not interesting and satisfying.

Raduan Che Rose, et al. (2006) in their study examined the degree of satisfaction of QWL and career related variables like career satisfaction, career achievement, career balance in electrical and electronics in the Free Trade Zone in Malaysia for both the multinational corporations and small and medium industries in Malaysia, and they found that income position and personal growth, opportunity in career mobility, a harmonious home environment from spouse and family support are the essential predictors of QWL and QWL can be heightened through harmonious organizational climate also that serves as a psychological dynamism.

Martin Lees, and Sandra Kearns (2005) they used a systematic approach in Blue Water Health in Sarnja, Ontario, and recognized the importance of job, quality of work life and progress for diagnosis are implemented the improvement with positive outcomes.

Shamsuddin Elias, M. and Nitai Kumar Saha (2005) investigated the effect of environmental pollution on quality of work life of the workers in tobacco industries located in Rangpur range, Bangladesh. They selected two different categories of Polluted and Non-polluted Tobacco Industries in terms of the QWL. The result indicates that the QWL variables have significant differences in the workers in polluted and workers in non-polluted industries. Older age group workers were found to have perceived significantly better QWL than those of younger age group; the female workers’ quality of working life was found to be significantly lower than the QWL of their male counterparts. Finally they recommended that appropriate remedial measures should be taken to control workplace pollution and for the gradual improvement of the health and quality of working life in tobacco industries.

Benarjee, and Roja Rani (2004) made an attempt to present the findings of a case study which describe the impact of the ‘quality of work life, on job involvement’. They selected a sample of 305 respondents from Visakhapatnam Port Trust (VPT) Visakhapatnam. The result revealed that employees who felt that there is QWL in VPT are involved in higher jobs. It is clear from the study that when there is less mental work, there is high satisfaction regarding all factors of QWL. Chaudhari, K.K. (2004) has developed a cycle the quality work leads to satisfied customer, which in turn results in happier employees and that ultimately leads to a better quality of life for all. He found that no one can do perfect work without a constant learning by individuals and by the organization for the achievement of quality output. Davic Efraty, and M. Joseph Sirgy (2004) in their study, QWL is conceptualized in terms of need, satisfaction, stemming from an interaction of workers’ needs of survival, socio-economic, and self-actualization needs and meeting them. The need satisfaction is positively related to organization identification whereas the job satisfaction, job involvement, job effort, job performance, are negatively related to personal alienation.

Okpara (2004) emphasized that the difference in remuneration received by the employees will suddenly affect their work satisfaction and work performance. Saklani (2004) studied QWL as the existence of a work environment, which is a matter of certain humanistic and life enhancing work experience characteristics, as perceived by people in the organizations. Certain working conditions and management practices such as, reasonable pay, health, physical environment, employees welfare, job security, equal treatment in job related matters, grievance handling, opportunity to grow and develop, good human relations, participation in decision making and balance in life are some of the key components of the humanistic and life enhancing characteristics at work environment. Barling (2003) in his research the “relationship between QWL and jobs arousal capacity” found that lack of quality of working life at job and the significant positive relationship between the quality of working life and increasing the skills, information and motivation.

Duncan Gallie (2003) compared the employees’ perception of the quality of working task, the degree of their involvement in decision making, career opportunities, and job security with the perception of the employees of European union countries to see whether the Scandinavian countries have a distinctive pattern from other European Union countries, and also found that the reforms programmes, the results were consistent with the view that there could be societal effects deriving compared the policy orientation of the major economic interest groups.

Subba Rao, P. and Neelima Alfred (2003) found that the organizational excellence depends upon the sound of QWL in an organization. They identified common issues to QWL viz., pay job stability, job security, performance reviews and development, promotions and career development, organizational climate, employee welfare measures, interpersonal relations and conflict management, grievance

---

handling system, social relevance to work and safety management and employment on permanent basis. It is viewed that these measures will affect organizational excellence in terms of human resource management. As such organizations are expected to maintain high QWL in order to maintain high level organizational excellence.

Tsali (2003)\textsuperscript{71} studied the QWL of the employees of the real estate operators of China in both public and private sectors undertaking. In public sector the highest positive correlation exists between interpersonal interaction and the overall job satisfaction whereas, in the private sector, the higher positive correlation is between family leisure and the overall job satisfaction.

Waitayangkook and Chalermpol (2003)\textsuperscript{72}, has made a study on the “QWL an International perspective with Thailand aspects” and considers QWL as one of the applied techniques used in management training which is benefit in today’s complex environment of socio-economic and political aspects.

Considine, G. and R. Callus (2002)\textsuperscript{73} in their study stated that QWL as work place strategy, processes and environment combination, which stimulates employee job satisfaction and also depends on working conditions and organizational efficiency. Rosemary, C. and Sanderson, K. (2002)\textsuperscript{74} pointed out circumstances when women were able to take advantage of the availability of flexible employment, some kind of labour force participation had been almost continuous, no serious conflict was perceived between work and family life. Further their research also highlights another factor affecting women’s continuous participation in terms of employment, the nature of the work itself.


Sirgy, et al. (2001) observed that QWL as fulfillment of the key needs through resources, activities, and outcomes resulting from participation in the workplace. This model is based on Maslow’s need hierarchy theory, covering health, safety, economic and family aspects, social, esteem, actualization, knowledge and aesthetics.

Wyatt, T. A. and Wah, C. Y. (2001) examined perceptions of QWL among a sample of Singaporean employees. They obtained data from managerial executives (N=332) through structured questionnaire and used to illustrate respondents perceptions concerning QWL. The results of the study suggested four dimensions of QWL: i) supportive management and favorable work environment, ii) personal growth and autonomy, iii) nature of job and iv) stimulating opportunities and co-workers.

Lau (2000) compared the performance of companies and QWL to measure performance of five year trends of sales growth, capital profits growth; based on the study the QWL is an important factor in determining performance of any company.

Danna, and Griffin (1999) viewed that the Quality of Work Life is a holistic concept, which considers not only work based factors such as job satisfaction, satisfaction with pay and relationship with work colleagues, but also that factors that predict life satisfaction and general feelings of well-being.

Hoque, and Rehman (1999) conducted a comparative study on the QWL of the workers in public and private sector organizations in Bangladesh (Dhaka) and to measure whether there is any significant relationship among the QWL, job behavior

and demographic variables of the workers. The results revealed that the private sector workers perceived significantly higher QWL that those in the public sector. The Quality of Work Life has significant but positive correlation with performance and negative correlation with absenteeism and accidents.

Hossain, and Islam (1999)\textsuperscript{80} investigated the overall QWL, job satisfaction and performance of the Government Hospital Nurses in Bangladesh, significant correlation was found between QWL and job satisfaction. QWL had the highest contribution to performance, and morning shift nurses perceived higher Quality of Work life and job satisfaction than the night shift nurses. There were significant positive correlations between age and experience, age and income, experience and income, QWL and job satisfaction and performance, and QWL and performance.

May Lau, and Johnson (1999)\textsuperscript{81} suggested that companies offering better QWL and supportive work environments would likely gain leverage in hiring and retaining valuable people and the companies (the managements) which provided a high QWL to their employees with high enjoy exceptional growth and profitability.

Venkatachalam, and Velayudhan (1999)\textsuperscript{82} in their study revealed that the advance technology has no impact on the employees QWL value. But there is a clear significant impact on other QWL dimensions such as work complexity, autonomy, personal growth opportunities, top management support, workers’ control and concern for organization’s performance, feeling of the QWL and quality of their social life.

Lau, and Bruce (1998)\textsuperscript{83} expressed in their study the QWL construct is dynamic enveloping attributes like job security, rewards system, training and career

\textsuperscript{80} Hossain Mosharaff \textsuperscript{80} and Islam, Tariqul (1999), “Quality of Work Life and Job Satisfaction of Govt. Hospital Nurses in Bangladesh”, Indian Journal of Industrial Relations Vol. 35. Jan, No.2, New Delhi, pp. 174-184.
advancement opportunities, and participation in decision making as dimensions for QWL.

Satya Raju, R. (1998)\textsuperscript{84} has described “QWL in the experiences of the work of HPCL-Visakha Refinery” and identified different dimensions of QWL. The employees of the organization divided into two major series i.e. (i) Caltex Series (C-series) and (ii) New series (N-series). C-series employees enjoyed liberal compensation and perks, but stringent work norms and discipline and whereas N-series employees are entitled to less wages and non-wage benefits, liberal work norms and greater job security. The employees’ wages and allowances are increased at an increasing rate. The company provided quarters, medical facilities, canteen facilities etc, to their employees on the basis of work experience and educational qualifications. The company and union agreed to cooperate in maintaining healthy climate of industrial relations and boosting efficiency and productivity. So there was a significant improvement in the QWL in HPCL Visakha Refinery.

Heskett, Sasser and Schlesinger (1997)\textsuperscript{85} have conducted a study on Quality of Work Life and expressed that the feeling the employees have towards the jobs, colleagues and organizations ignite a chain leading to the organizations’ growth and profitability. A good feeling towards job means that employee is happy, doing his work which will lead to a productive work environment.

Baba, and Jamal (1991)\textsuperscript{86} have suggested a list of the determinants of quality of working life. They are job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. They also suggested that monotony in job due to routing work activities can affect QWL negatively.

Jain, S. (1991)\textsuperscript{87} has made an attempt to identify the potential dimensions of quality of work life in sample unit for all hierarchical levels of large private industry and understanding different effects of QWL dimensions. The scholar has found that there are differences at various hierarchical levels of the organization in perceiving their working life. Higher levels are found to have better perception regarding their working life at workers level on all the sub-factors of QWL and overall QWL. On the effects of QWL on group behavior, it is observed that some QWL factors are positively contributing towards group cohesiveness. For instance, in the Shipping department, maximum number of significant correlations was observed between QWL factors and group cohesiveness, which has been ascribed to the functional peculiarities of this group. Based on these findings the QWL factors get moderated by functional peculiarities of any work group and have differential effects on group cohesiveness.

Chan, C.H. and W.O. Einstein (1990)\textsuperscript{88} pointed out that the QWL reflects the management’s concern for people’s experience at work, their relationship with other people, their work setting and their effectiveness on the job.

Mirvis, and Lawler (1984)\textsuperscript{89} in their survey, found that the Quality of Work Life is related to the satisfaction of employees with wages, hours and working conditions, and described that the “essentials of a good quality of work life” are safe work environment, equitable wages, equal employment opportunities and employment advancement.

Manga and Muggu (1981)\textsuperscript{90} have considered that the QWL has influence on the individual and organizational health its members of public sector organizations. They found that the QWL in Indian Public Sector is poor, and there exists a

\textsuperscript{90} Manga, M.L. and Maggu, A. (1982), Rising Aspirations, Quality of Life and Work Organization, paper presented at National Seminar on Improving QWL at NPC, Delhi.
significant gap between what the manager expects and what they have, and found that PSUs are following traditional management practices.

Sayeed and Prakash (1981)\textsuperscript{91} revealed that the QWL will be high or poor in relation to job satisfaction and performance of the employees working in the organization, and depending on the perception of provision of Quality of Work Life.

Runice, J. F. (1980)\textsuperscript{92} examined that an individual worker has a positive perception of the quality of work life. It is probable that the individual workers will strive for further improvement of working conditions at the work place and increase the production.

Gust (1979)\textsuperscript{93} suggested to improve the QWL as a generic phrase that covers a person’s feeling about even dimension of work including economic rewards and benefits, security, working conditions organizational inter personal relationships, and its intrinsic meaning in a person’s life”.

Taylor, J. C. (1979)\textsuperscript{94} explained the ‘QWL as an holistic approach that includes basic extrinsic job factors of wage, hours and working conditions, and the intrinsic job notions or the nature of the work itself. He also viewed other aspects to be equally important such as: authority exercised by employees, employee participation in decision making, fair and equal approach at work, social support, utilizing one’s present skills, self growth, a relevant scope of future at work, social relevance of the work or product, effect on extra work activities. Taylor concludes that the QWL policies may vary as per the size of organization and work groups.

\textsuperscript{94} Taylor J C in Cooper, CL and Mumford, E (1979) The Quality of Working Life, in Western and Eastern, Europe ABP.
Beinum (1975)\textsuperscript{95} expressed that the quality of the relationship between a man and his tasks as simple and as complex, that enhancing quality of work life, therefore, means improving the quality of the relationship between a person and his work environment. De, N.R. (1975)\textsuperscript{96} revealed that the quality of work life is an indicator of how free the society is from exploitation, injustice, inequality and restrictions on the continuing growth of human being leading to their finest development.

Katzell (1975)\textsuperscript{97} viewed quality of work life more broadly as an individual’s evaluation of the outcome of the work relationship. He observed that an employee may be said to be enjoying a high quality of work life when he has positive feelings towards his job and its future prospects. He is motivated to stay on his job, performs well, and feels his working life fits well with his private life enabling him to have a balance between the two lives in terms of his personal values.

Walton, R.E. (1973)\textsuperscript{98} stated that quality of work life as a process by which an organization responds to employee needs for developing a mechanism to all of them to share fully in making the decision that designs their lives at work. Gardell (1971)\textsuperscript{99} revealed that traditional way of organizing work in any industrialized society is in conflict with basic human needs related to creativity, influence, and growth.

### 2.2 Research Gap on QWL

The countries other than India covered in the review refer to Australia, Bangladesh, Canada, European Union countries, Iran, Malaysia, Singapore, and Turkey. The type of organisations in which the studies covered in the reviews were carried out include educational institutions, healthcare establishments, public libraries, industrial units, public & private sector organisations, hotels, telecommunications, municipalities, banks, Information Technology enterprises, unionised and non-unionised organisations, police, Insurance, and a few others. Industries in which the


\textsuperscript{96} De, N. R (1975) Contents and Discontents of Work Commitment Lok Udyog, Vol. 9 (1), No.1, pp. 23-28.


studies were carried out refer to thermal Power Station, Steel Authority of India, textile units, petroleum refinery, polluted and non-polluted tobacco processing units in Bangladesh, cement, Neyveli Lignite Corporation, and small scale units. All along in the wide variety of environments covered in the study, the importance and rationale for examining QWL have been well established. Conclusions and recommendations brought out in the studies suggested for replication in similar situations in various countries. The coverage in industrial enterprises has been found to be inadequate. QWL as applicable to women employees has also not been attempted. These aspects motivated the present researcher to identify two larger tobacco processing and exporting enterprises in and around a medium sized town of Guntur in coastal Andhra Pradesh to take up the intensive study for examining various dimensions of QWL in industrial enterprises with focus on women workers and women supervisors. The methodology adopted in the study is explained in the next section.

SECTION-II: RESEARCH METHODOLOGY

2.3 Importance of the Study

The present study is to analyze the Quality of Work Life (QWL) of Women Workers in Tobacco Processing Industry of Guntur District in Andhra Pradesh. Tobacco cultivation is one of the chief occupations and mostly women workers are engaged in tobacco processing, grading and packaging works in Guntur District.

Guntur District is well known for production of tobacco by virtue of the availability of black soils. Similarly a good number of tobacco processing units were established in various parts of the district. Normally women workers are employed to pursue different phases of work in tobacco processing units. At different stages of the manufacturing process, women workforce is significant. Hence, the study of women workers is the focus of the present study on the Quality of Work Life; for that two units of tobacco processing were selected to conduct the study.

2.4 Aim of the Study

The main aim of the present study is to determine the quality of work life of women workers. At gross root level, women are facing low level of wages, poor
working conditions, long working hours, unfavorable terms of employment, discrimination at work and also observed their satisfaction at work. A good number of women employees are working in different tobacco units in Guntur district of Andhra Pradesh. To understand the practical relevance of designing and implementing the strategies and interventions to improve QWL among the women workers working in tobacco industries.

2.5 Scope of the Study

The scope of the study is quality of work life in Tobacco Processing Units in Guntur District, Andhra Pradesh. However, keeping in view the limitations and availability of time, the researcher has selected two tobacco processing units, i.e., “Green Leaf Tobacco Threshers Pvt. Ltd (GLTTL)” Guntur, and “Maddi Lakshmaiah & Company Limited (ML&Co.)”, Chilakaluripet, which are reputed organisations, employing a large number of women workers for tobacco processing. The study focuses on “Quality of Work Life of Women Workers”. To measure the QWL, nine important parameters have been adopted by the researcher, i.e., (i) health and safety; (ii) welfare facilities; (iii) working conditions; (iv) job security; (v) wages; (vi) career development; (vii) grievance handling system; (viii) social integration; and (ix) social relevance at work these parameters have been used to measure the QWL in the selected tobacco processing units. These parameters have been identified based on the review of literature of a number of studies carried out earlier, and the facilities provided by both the selected organisations.

2.6 Objectives of the Study

The study has been carried out with the following specific objectives:

1) to study the socio-economic background of women workers in the selected tobacco processing units;
2) to examine the Quality of Work Life of women workers in tobacco industry in terms of the selected QWL parameters on the basis of employee perceptions;
3) to study the health, safety and welfare facilities offered by the selected organizations under study;
4) to identify the worker roles, working conditions, and job security aspects to implement QWL.
5) to understand the wage policies and practices, measures for career planning &
growth and grievance redressal mechanism of women workers in the selected
 tobaco units; and
6) to know the social integration and social relevance of work aspects of QWL.

The present study has been carried out with focus on the above objectives for
analyzing the quality of work life of women workers in tobacco industry, and to
suggest measurers for strengthening the overall effectiveness of the organizations.
The managements will be able to introduce more conducive methods and processes to
ensure higher level of QWL of the employees and also to increase the profitability of
the organizations through practising better industrial culture.

2.7 Hypotheses

Based on the objectives of the study, the following hypotheses were
formulated by the researcher:

1) Health and safety features and welfare facilities are positively correlated.

2) Working conditions and job security in an organisation are not directly related.
   They tend to be independent.

3) Compensation paid and career development planned in an organisation tend to
   be independent, though they move in the same direction occasionally.

4) Social integration and social relevance in an organisation tend to be positively
   correlated.

2.8 Sample Selection

Stratified random sampling is a probabilistic sampling option the first step in
stratified random sampling is to split the population in strata, i.e. sections or
segments. The strata are chosen to divide a population into important categories
relevant to the research interest. Stratified random sampling is used instead of
sampling random sampling when the categories of the strata are thought to be too
distinct and too important to the research interest, and when investigators wish to
oversample a particularly small group of interest. There are 626 women employees
working in two tobacco processing units. As it is not practicable for an individual to
contact and collect information from all the employees of the organisations within the
given time frame, it was decided to select the respondents on stratified sampling basis in each organisation. The researcher has taken a sample of 150 women respondents each from GLTTL and ML&Co, totaling 300 women respondents. The total sample consists of 271 respondents are women workers and 29 respondents women supervisors. The selected sample is nearly 48 per cent of total women workers working in both the organisations. The details of sample size in GLTTL and ML&Co is shown in Table 2.1.

<table>
<thead>
<tr>
<th>Sl. No</th>
<th>Organisation</th>
<th>Total No. of Women Workers</th>
<th>Women Respondents</th>
<th>Total sample Selected for study</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Green Leaf Tobacco Threshers Ltd, (GLTTL) Guntur.</td>
<td>316</td>
<td>136</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>626</td>
<td>271</td>
<td>29</td>
<td>300 (47.9%)</td>
</tr>
</tbody>
</table>

Source: Records of Organisations.

The two factories selected for the study are reputed old and well established ones, in the district, which having introduced modern methods of processing tobacco leafs. Women workers and women supervisors have been specially selected for sampling, as it is considered important to analyses their working environment in the factory, safety and welfare measures adopted by the two factories.

### 2.9 Methods of Data Collection

Keeping in view the objectives of the study, the following methods for data collection have been followed by the researcher to conduct the present study. Both primary and secondary methods were followed for data collection.
i) Primary Data

The study focuses on the perceptions and attitudes of employees in relation to various quality of work life parameters like health and safety, employee welfare, working conditions, job security; wages; career growth and development; grievance handling system; social integration; and social relevance of work life. Views and opinions have been collected from the selected women respondents in various departments from both the organizations. The sample respondents constitute the main source of first hand information through responses received from them with the help of structured interview schedule on various parameters of QWL.

ii) Secondary Data

Secondary data were collected from the administrative records, annual reports, management reports, wage agreements, organizational personnel manuals, text books, journals and reports. The data have been largely used for developing the concept of QWL background, in profile of the selected organizations in the study region of Guntur District of Andhra Pradesh.

2.10 Tools of Data Collection

Interview Schedule had been used as an important tool for data collection in the present study. The purpose of this research is to know the opinions and perceptions of the employees towards various aspects relating to the job and working environment, and their impact on their Quality of Work Life. The total process of preparation and administration of the schedule was divided into ‘three phases’.

Phase-I: Preparation of Interview Schedule

The researcher constructed a schedule using Likert’s five-point scale method. Each statement in the schedule has five alternatives. The respondents are required to give their opinion selecting any one of the five alternatives. The schedule has two parts, the first part deals with the socio-economic background of the respondents, and the second part is related to quality of work life parameters. Socio-economic background of employees consists of 12 statements relating to age, education, religion, community, domicile, size of family, income, job category, length of service, and income. The second part of the schedule consists of 78 statements relating to
various parameters of quality of work life. The QWL parameters cover nine components; (i) health and safety, (ii) welfare facilities, (iii) working conditions, (iv) job security, (v) wages, (vi) career development, (vii) grievance handling system, (viii) social integration, and (ix) social relevance of work. Based on the important nine quality of work life parameters some important statements were prepared by the investigator among the total statements with the relevance and applicability of QWL in the selected tobacco industries 78 statements were included in the interview schedule for conducting of the study.

Phase-II: Finalisation of the Schedule

Before the administration of the schedule, the researcher has conducted a ‘pilot-study’ in order to test the validity and appropriateness of the statements. Pilot study was undertaken to test the relevance and clarity of the interview schedule and to refine them as needed to avoid misunderstanding. A small sample of ‘thirty women respondents’ are randomly selected from two (GLTTL and ML&Co) tobacco units who was not included in the sample before beginning the main survey. The respondents were asked to define the most important issues affecting the overall quality of work life. Therefore, interview schedule was used for assess the implementation of elements of quality of work life in selected tobacco processing units. The suggestions from women respondents interviewed in the pilot study have been incorporated in the finalised interview schedules.

To establish reliability and validity of the schedule, the researcher personally visited and conducted pre-test for administration of the schedule. The required data was subjected to statistical techniques by using the reliability test, method for establishing the validity and reliability of the instrument. It is proved after proper calculations that at 0.01 level of significance, all the statements were accepted. The pre-test helped the researchers to examine the suitability of various aspects of the schedule and to improve the effectiveness of the final schedule.

Therefore, all the quality of work life parameters under study were covered through a number of statements as indicated here: health and safety (12), welfare facilities (9), working conditions (12), job security (7), wages (10), career
development (7), grievance handling systems (5), social integration (7), and social relevance of work (9).

Phase-III: Administration of the Schedule

After preparation of the schedule and subjecting it for the pre-test, the schedule was finalized, and administered for data collection. The researcher personally visited two organizations, i.e., GLTTL and ML&Co., and administered the schedule among the selected women respondents (150 respondents from each organization) for conduct of the study.

2.11 Techniques of Data Analysis and Data Interpretation

Primary data were entered using SPSS (Statistical Package for Social Sciences) software and STATISTICA; uni-variate and bi-variate tables were generated and correlation, F-test and t-test were carried out to find out the relationships between variables.

a. The F-test or Variance ratio test

The f-test is named in honor of the great statistician R.A. Fisher. The objective of the F-test is to find out whether the two independent estimates of population variance differ significantly, or whether the two samples may be regarded as drawn from the normal populations having the same variance. For carrying out the test of significance, the f- ratio is calculated. F, is defined as:

Formula \[ F = \frac{S_1^2}{S_2^2}, \text{where} \quad S_1^2 = \frac{\sum (X_1 - \bar{X}_1)^2}{n_1 - 1} \]

And \[ S_2^2 = \frac{\sum (X_2 - \bar{X}_2)^2}{n_2 - 1} \]

It should be noted that \( S_1^2 \) is always the large estimated of variance, i.e., \( S_1^2 > S_2^2 \)

\[ F = \frac{\text{Larger estimate of variance}}{\text{Smaller estimate of variance}} \]

\[ V_1 = n_1 - 1 \text{ and } V_2 = n_2 - 1 \]
\( V_1 \) = Degree of freedom for the sample having large variance.

\( V_2 \) = Degree of freedom for the sample having smaller variance.

The calculated value of F is compared with the table value for \( V_1 \) and \( V_2 \) at 5% or 1% level of significance. If the calculated value of F is greater than the table value, then the F ratio is considered significant and the null hypothesis is rejected. On the other hand, if the calculated value of F is less than the table value, the null hypothesis is accepted and it is inferred that both the samples have come from the population having the same variance.

b. The t-test

The Student’s t-distribution is an important statistical tool having a number of applications in statistics. The following are some of the t-test variables:

i) t-test for significance for single means, population variables being unknown.

ii) t-test for significance of the difference between two sample means, the population variance being equal but unknown.

iii) t-test for significance of an observed sample correlation coefficient. In this analysis, the t-test is used for testing the significance of the difference between two sample means. The formula used for this test is

\[
\text{Formula } t = \frac{\bar{X} - \bar{Y}}{S} \sim t_{(n_1 + n_2 - 2)}
\]

Where

\[
\bar{X} = \frac{\sum X}{n_1},
\]

\[
\bar{Y} = \frac{\sum Y}{n_2}
\]

And \( S^2 = \frac{1}{n + n_2 - 2} \left[ \sum (X - \bar{X})^2 + \sum (Y - \bar{Y})^2 \right] \)
c. Correlation

The correlation coefficient indicates the degree of relationship between two variables. It does not convey anything about the cause and effect relationship. In this study partial correlation technique is used through the SPSS. Partial correlation is calculated when the number of variables is more influencing each other, while the effect of the other influencing variables being kept constant. Value of the co-efficient ranges from -1.00 to + 1.00; in case of -1.00, increase in one variable corresponds with decrease in the other variable while in case of +1.00, it shows perfect correlation increase in the two variables.

2.12 Limitations of the Study

Limitations of the present study can be stated as follows:
1) The study is mainly based on the perceptions of the selected women employees in large size two tobacco processing units in Guntur district, Andhra Pradesh.
2) The study is based on the data collected from Green Leaf Tobacco Threshers Ltd., Guntur, and Maddi Lakshmaiah & Co. Ltd, Chilakaluripet, Guntur District.
3) Lot of efforts were made in persuading the management and employees for responding to the schedule in an appropriate manner.

2.13 Plan of the Study

The study has been divided into the following Ten Chapters:
**Chapter – 1 Introduction to QWL:** In this chapter theoretical perspectives of the study covering various dimensions of Quality of Work Life.
**Chapter – 2 Review of Literature and Research Methodology:** The reviews covered various studies/articles on the QWL and related aspects. Research methodology covers such as statement of the problem; objectives and hypotheses of the study, sample selection, tools and techniques used for data collection, and discussed the limitations of the study.
Chapter – 3 Tobacco Industry in India and Profile of Sample Organisations: This chapter covers the present position of the tobacco industry in the study region. Profile of Green Leaf Tobacco Threshers Ltd., and Maddi Lakshmaiah & Co. Ltd., are also discussed in this chapter.

Chapter – 4 Participation of Women Work Force and Socio-economic Profile of the Respondents: This chapter explained about women workers working in the tobacco Industry and discussed the socio-economic profile of the women workers in the selected units.

Chapter – 5 Health, Safety and Welfare aspects of QWL: This chapter explained the health; safety and welfare aspects of the QWL are discussed based on the opinions of the respondents.

Chapter – 6 Explained about Working Conditions and Job Security aspects of QWL

Chapter – 7 Explained the QWL aspects of Compensation, Career Development, and Grievance Redressal Mechanism.

Chapter – 8 Deals with Social Integration and Social Relevance of Quality of Work Life.

Chapter – 9 Devoted for Results and Discussions of the present study.

Chapter – 10 Presented for Suggestions and Conclusion.