CHAPTER II

REVIEW OF LITERATURE

Human beings are the most privileged in the whole of the animal kingdom of the universe, because they do not need to start everything from the beginning. The past experience helps them to learn from the past and plan for the future. Planning is considered the first and most crucial function of the management which tells from where one should begin and organize things in a system. In this context, a review is made of the existing relevant literature available on the topics.

A Large number of academicians, corporate leaders and top practising managers of leading organisations of the world are of the view that quality of work life, job satisfaction and organisational commitment are essential ingredients for personal and professional success of the employees. Most of the organisation around the world are realizing the significance of these factors in operational performance of their employees. According to dictionary, the term ‘quality of work life’ mean that it is a generic term for a range of techniques and processes, which are designed to give the employees greater discretion and control over their work, such as those described under job redesign.

The principle behind all quality of work life initiatives is that greater participation and involvement in decision-making process of employees will lead to increase in satisfaction, motivation and commitment, which, in turn, might lead to improvement in performance. The label ‘quality of work life’ emerged in the 1960’s and was associated with many of the ideas of human relation theories.

The review of literature is divided into three heads i.e Quality of work life, job satisfaction and organisational commitment. This is done to do Justification with all the topics.

2.1 STUDIES ON QUALITY OF WORKLIFE IN GLOBAL CONTEXT

Lovelace Glenn (2001), in his research-paper on tele-workers, suggests that people are of two minds about telework first telecommuting from home and the other, office site location. Some say that it can never really replace in office work and that it is an expensive way to placate flexibility seeking workers, but supporters think that, it
enhances productivity, quality of work life and helps to retain employees for long run in the organisation.

Narongrit Saipin and Thongsri Supit (2001) in their research dealt with the quality of work life and organisational commitment. They also studied the level of asset management organisation of Thaitoyo Denso Company and quality of work life and organisational commitment of the staff of the Thaitoyo, to compare the organisational commitment according to personal factors, and also to analyse the factors affecting organisational commitment. Data of all the two hundred employees working in Thaitoyo Denso Company Limited was collected by using questionnaires. It was analyzed by using SPSS/FW computer program. The statistics used for analysing the data were percentage, mean, standard deviation test at the 0.05 percentage level of significance and Pearson product moment correlation coefficients at the 0.01 percentage level of significance. It was was that the levels of the staffs’ quality of work life were moderate. Personal characteristics like sex, age, status, education, position, staff salary and line function remained the same. It was also found that all factors of quality of work life had positive correlation with organisational commitment.

Martinsons and Cheung (2001) observed the key sources of dissatisfaction of IT professional’s were insufficient compensation and poor promotion prospects. It was found that by offering compensation and rewards were significantly lower compared to the competitors for the same type of work can trigger employees’ dissatisfaction that will create intention among them to leave the organisation. Therefore, it is important to note whether the employees are satisfied or not. It has also been seen that job satisfaction appears to stem from the interaction between the employee and the other factors are the job itself and the organisational context within which the job is carried out. In nutshell, the scope of job satisfaction differs from industry to industry. However, general concepts, such as physical conditions which allow utilization of ability of the works, pride of working in an organisation and a sense of belonging that leads to job satisfaction, are among the items considered in any study on QWL.

The study by Martinsons and Cheung (2001) revealed that technical IT skills were perceived to be the most important skills for new IT professionals. The other important skills for experienced IT professionals were project management,
interpersonal skills and business knowledge. Technical skills are important because these affect to creativity, flexibility and the ability to work, as part of a team Jarvenpaa and Elornata (2001). Therefore, lack of career progression and professional development in such a working environment may cause IT professionals to experience poor QWL. Thus, understanding the constituents’ of QWL in terms of job environment which provide essential competence for the IT professionals to excel in their careers will ensure good QWL.

A major component of QWL, which is important for both the employees and employers, is the basic relationship between work and home life. In an increasing competitive environment, it is difficult to separate home from work life. Employees today are more likely to express a strong desire to have a harmonious balance among career, family life and leisure activities. This has been suggested at the international level, for the need of QWL for national policies in many countries. According to an ILO convention that was adopted in 1981, it is necessary for organisations to help employees to balance their work and non-work demands Lewis (1997).

Department of Labour (2001) views telework as an option for disabled workers and economically disadvantaged people who traditionally have had few opportunities in the work place, as well being a tool for increased flexibility to balance work and home lives and this balance is important to maintain quality at work place. Thus, results of studies suggest that balance between demand of work and family helps to promote diversity and new opportunities to employees as they feel themselves more satisfied from family life and this satisfaction motivates them to work more productively and help to add quality of work life at work.

The University of Michigan (2002), in a survey on American workforce, shows that 80 percent of workers have daily family responsibilities, 43 percent of working adults have a child under eighteen living at home, and over a third have significant elder care demands. Further, dual-wage earners are now the modal American family, only 17 percent of families are comprised of a male “breadwinner” and a stay-at-home wife, and about half of all new mothers go back to work almost immediately. The boundary between work and home has become increasingly blurred for many American workers, in particular those employed by GC companies. Technological change has made it possible for off-the-job employees to connect to their workplaces at all hours and from all venues. Whether they are at home, in the car, or out to dinner, employees
can be reached electronically, and they can work wherever they are found.

**In the 2002 University of Michigan** survey, 23 percent of Americans reported that working at home after hours is expected of them, and 19 percent reported that they received job-related e-mails at home. Moreover, workers are likely to have even more intrusions on their private lives in the year ahead, about 57 percent of the 1000 employers in our Center’s 2005 survey say they have flex-location policies that include work at home. For some employees and couples this can lead to effective multitasking interference with both realms of life.

**Efraty and Sirgy (2004)** conceptualized quality of work life in terms of need satisfaction. They studied need satisfaction stemming from an interaction of workers' needs of survival, workers social needs, ego needs, and self-actualization needs and finally those organizational resources relevant for meeting them. In his study it was hypothesized that need satisfaction is positively related to organizational identification, job satisfaction, job involvement, job effort, and job performance and negatively related to personal alienation. A survey conducted by them in a Midwestern city on a sample of 219 service delivery proved that need satisfaction is positively related to workers' satisfaction and it also involves the needs of the workers working in a particular organization. It was also proved that results were consistent with the hypotheses. And in the study managerial implications were also discussed.

**Burke Mary Elizabeth (2005),** States that voluntarily, some large corporations have designed practices to make their workplaces “family friendly,” offering health and education benefits for children and spouses, day care, elder care, extracurricular activities for school age children, at flexi time. Even though such programs often give these employers an edge in recruiting, research shows that they are not being widely used. In particular, smaller organizations are much less likely to offer such benefits.

As noted, 25 percent of employers with one hundred or more workers provide some assistance for child care, compared to only 5 percent of firms with fewer than one hundred employees.

**Paley Grace Poet (2005)** opines that quality of work life a worker doesn’t cease being one when he steps into factory and an executive doesn’t cease being one when she steps into a factory and similarly a woman executive doesn’t cease being one when she is at home with her children. Not surprisingly, then 38 percent of Americans
report some tension between their work and home lives. Today’s highly publicized work life balance conflicts are multiple, and their nature differs significantly depending on the jobs, individuals have and on their family situations.

**Lees Martin and Kearns Sandra (2005)** In order to recognize the importance of job quality in work life and progresses, for a diagnosis to the implementation of improvements, with positive outcomes to outline the systematic approach used at blue water health in Sarnia, Ontario.

**Kossek (2006)** Pointed out that numerous factors mitigate against organisations (and workers) doing what they say they believe, and want to do, with respect to work/ family balance, including: the peculiar American cultural ethic of taking few vacation days, organisational reward systems that motivate workers to put in long hours, economic pressure on companies to reduce headcount (which means the remaining workforce has to work harder and longer), and the simple fact that many ambitious people prefer work over the alternative uses of their time. We would expect research data on work/ family issues to help resolve the contradictions between what people say, on one hand, and what they do, on the other. But, in fact, it is often difficult to square the results of attitude surveys with observed behavior.

**Radcliffe Center and Harris poll (2000),** observed in their research that four-fifth of men in the age group of twenties and thirties like to have a flexible work schedule, which helps them to spend more time with their family instead of having a challenging of high paying job.

**Rose Che (2006)** proved from their study conducted in Malaysia that organisation climate is the most-important predictor of the QWL and their predictor is followed by other predictor like career achievement,career satisfaction and career balance.in their career study on quality of worklife they have studied Ostroff's(1993) taxonomy to organize the dimensions labeled best for work place climate and while concluding they used meta-analytic techniques to test a path analytic model. The results showed 3 higher order facts of climate(affective,cognite and instrumental) which have affected individual levels of outcomes in terms of job-performance,psychological well-being and impact of these variables on organisational commitment and job satisfaction.

**Saad Hanita Sarah, Ainon Jauhariah Abu Samah and Nurita Juhdi (2008)**

Discussed in their study employee’s perception of their work life quality in the
Their previous studies showed that job satisfaction is significantly influenced by perception on work life quality. They studied 251 university employees. Ten variables were used to measure Quality work life (QWL) i.e. support from organisation, work family conflict, relationship with peers, self competence, impact on job, optimism on organisation change, autonomy, access to resources and time control. All these variables are tested in relationship with the term job-satisfaction. The results of the test indicated that each of the QWL variable on its own is a silent predictor of job satisfaction.

Koonmee Kalayankee, Anusorn Singhapakdi, Busaya Virakul, Dng-jin lee (2009)

Believed that good company can be defined not only by the increasing effect of factors such as globalization, information, technology, world business competition, and limited natural resources. In past financial figures were used as major factor in defining “a good company”. In present day scenario job-satisfaction, ethics and quality of work life are considered as best progressive indicator related to the function and sustainability of business organisations. The complexity of the competitive business world and process of implementing effective social law have made ethics one of the important factor for protection of companies from disasters (Beauchamp and Bowie, 2004; carroll and Buchholz, 2006; Ferrell et al; 2008). Regardless, it can be argued that good that is simply good business.

The University of Michigan (2000) in a study found that 38 percent of respondents reported having to make the difficult choice between career/job advancement and family/personal life, with little difference between the responses of men and women. Yet, many American workers, particularly men, are not being forced to make these choices; in fact, they freely choose to work rather than to spend time with their families. To help us to understand this type of behavior, it useful to review the idea what Crandall Robert, former CEO of the American Airlines, about the requirements of corporate success in America. He found that with highly changing life style of the people, family is being ignored, which proves to be harmful for both the individual and the organisation. The organisation, in which that individual is working in the top position, as the conflict situation at the family disturbs the mind of that individual and his/her performance starts falling, while the situation is totally seen to be different in the opposite case where the employee is maintaining the positive and healthy relations with spouse.
Imbalance in work and non-work life is a threat not only for employees but also on the organisations, governments and society (Grzywacz and Marks, 2000; Swanson, Power and Simpson, 1998). This is a bidirectional relationship as earlier studies conducted has showed the results that less conductive environments in work place hence negative impact on home-life and then vice-versa. Organisational commitment is another major factor absence of which creates an imbalance in work. It is seen most of the times a professionals have to sacrifice their personal leisure hours to meet their work demands. The flexibility in hours of work contribute to balance work and family relationship, which may create a conflict. So it can be seen that IT professionals have to ignore non-work related activities and remain committed to work which shows that QWL (quality of work life) has impact on personal and professional life of individuals.

Burke (1998) proposed three hypotheses to explain the work-family relationship. The first is spillover, where the events of one environment affect the other; the second is compensation, where the individuals attempt to compensate in one environment for what is lacking in the other and the third is where the environments can be described as independent. Accordingly, IT based employers that have been slow to respond to the continuing pressures have contributed to a growing incidence of work-life conflict among their employees’ QWL. It has also been argued that the conflict related to work and personal demands can lead to negative health outcomes for employees, may decrease organisational commitment, job satisfaction and increase burnout, which will eventually lead to poor QWL.

As the IT work environment imposes its employees to work extended hours either at office or home, this might have tremendous effect on the marital and family relationship. There is a link between long hours and the breakdown of the family, primarily because in contemporary business environment an average family is a dual-earner family.

Elisa and Ellen (2001) revealed that the majority of employees suggested that their long work hours have negatively affected their personal life and family responsibilities. The portability and the connectivity of IT allow the connection of job task from remote areas. The stringent deadline on their tasks encourages the IT professionals to engage with work task for longer hours in a day. Indeed, the IT professionals are willing to sacrifice non-work related activities to accomplish the
Bradley (2001) argued that constantly increasing work demand creates an isolation of the personnel from their families. Personnel and family responsibility are neglected in the process of securing an economic prospect; it deteriorates the interaction of family life that reduces QWL.

Welch Jack and Welch Suzy (2005) found that there’s lip service about quality of work-life balance, and then there’s reality. To make the choices and take the actions that ultimately make sense for you, you need to understand the reality: your boss’s top priority of competitiveness. Of course, he wants you to be happy, but only inasmuch as it helps the companies win. In fact, if he is doing his job right, he is making your job so exciting that hour personal life becomes a less compelling draw.

Welch then offers some astringent advice to young managers, who fret about work-life balance viz quality at work life.

- Most bosses are perfectly willing to accommodate work-life balance challengers if you have earned it with performance. The key word here is: IF.
- Bosses know that the work-life policies in the company brochure are mainly for recruiting purposes and that the real work-life arrangements are negotiated one on one in the context of a supportive culture, not in the context of “But the company says……!”. 
- People, who struggle with work-life balance problems and continually turn to the company for help, get pigeonholed as ambivalent, entitled, uncommitted, incompetent- or all of the above.
- Even the most accommodating bosses believe that work-life balance is your problem to solve. In fact, more know that there are really just a handful of effective strategies to do that-- staying focused on what you’re doing and saying no to demands outside your work-life balance, for example and they wish you would use them.

Carliner Saul (2001), emphasize that it takes a lot of time and effort to develop work life initiator and then to maintain quality of worklife at work place. So you want to be absolutely certain that good environment helps in maintaining the work place culture as well. One way to do this is to involve your employees in the decision making
process and proven results include employees’ satisfaction and better business performance.

**Kinnon Mc Paul (2000),** while discussing about corporate philosophy telling about his company Dell, explains that, it is an approximately $30 billion company with 42,000 employees. It is just 15 years old with a 35 years old CEO. The company has experienced very rapid growth with thin margin--about 22% total gross margin annually. In a fast changing industry, Dell’s opportunities are centered in both the core of the internet, including servers and related areas, as well as what Mc Kinnon called the “edge” of the internet – devices that access core services including PCs, handsets and telephones. Other opportunities lie in the inter connection of these two areas via broad band and other communication methods. In corporate world you need a great business to have a great company. Dell focuses on compensation, effective management, quality of work life and development. There is a special emphasis on the latter as the company now seeks to leverage the environment to create opportunity. The current development cycle entails identifying talent, regular review and measurement of results. A critical issue is how to manage the flow of opportunity for Dells best people and also to provide them a good working environment.

**Balloch Susan (2000)** examined that in the late 1960s and early 1970s, years of full employment and relative optimism, their goals of social policy were widely supported throughout the Western countries, which sustained economic growth and an improved quality of work life. It was generally assumed that these objectives would be pursued simultaneously that the achievement of one would directly encourage the other, thus economic growth would provide the finance and leisure time for greater individual freedom, and higher levels of job satisfaction and contentment would in turn create a more efficient and committed work force. It was in this context that greater flexibility in the working life- time was discussed as an important element in enabling individuals to choose how to decide their work time between work, family and leisure activities to their best advantage. Such flexibility would also support the general mood, as were as individual interest, by encouraging the development of mobile, skilled and highly motivated workers.

Susan highlighted that managing a large number of people, keeping them happy and engaged, ensuring that they learn and grow continuously and listening to their grievances’ in modern the modern Human Resources (HR) professionals’ job. And it
is given that listening, understanding, empathizing, and helping comes more naturally to women. It is true then that in certain fields, women perform better than their counterparts and vice-versa.

Spink (1975) views quality of work life as the degree of excellence in work and working conditions, which contribute to the overall satisfaction of the individual and enhances the individual as well as organizational effectiveness.

According to Seashore (1975), the concept of “effectiveness in work roles” can be defined as follows. Three separate aspects of the working world must be considered: those related to the employers, the employee, and the community. From the employer’s point of view, QWL is reflected in terms of performance: productivity, production cost, product quality. For the employee, aspects such as income, safety, and the intrinsic satisfaction created by work must be considered first of all. Finally, the author presents the community’s perspective on QWL as one of the results of “effectiveness of job roles.” For example, to what extent are the talents and competencies of each worker used? In Seashore’s opinion, the underuse of such capacities represents a net loss society. Despite the apparent incompatibility of these points of view, this author nevertheless finds that they all share one common denominator: the costs resulting from a poor fit between the employee and the workplace. For example, he has no doubt that a sick worker represents an additional cost for the employer and a burden on a society’s social or health-care system.

Trist and Westley’s (1981) criticisms of the validity of the QWL measurements raise two satisfactions as a criterion for measuring QWL and, secondly, the problem related to the measurements of a dynamic construct. Like Lawler (1975) and Sheppard (1975), Trist and Westley (1981) note that the construct of satisfaction is regularly used to assess QWL. A brief examination of the definitions of satisfaction shows that it corresponds to a psychological state resulting from the difference between the situation in which a person finds himself or herself and the situation in which that person wishes to be (Boisvert, 1981; Locke, 1976; Quilty et al., 2003).

THE CHANGING POPULARITY OF THE QWL CONSTRUCT

A bibliographic search with the PsycLit and Sociofile computerized publication databases between 1973 and 2002 reveals that very few articles have made any kind of theoretical advance able to better clarify the construct of QWL. It is also interesting
to note that the frequency of publications on QWL is stagnating. Under the descriptors “Quality of working life” and “Quality of work Life,” the number of publications concerning QWL plateaued a few years ago. For the period from 1973 to 1979, an average of 12 article per year were published, compared to 26 between 1980 and 1984, 54 between 1985 and 1989, 42 between 1990 and 1994, and finally 44 per year between 1995 and 2002. In comparison, for the same publication databases, the number of article listed under the descriptors “mental health at work” and “occupational stress” increased from 31 per year between 1973 and 1979, to 247 between 1980 and 1984, 392 between 1985 and 1989, and 450 between 1990 and 1994, reaching 554 publications per year between 1995 and 2002. These figures tend to confirm researchers’ growing interest to constructs that may be better defined than QWL.

Finally, Sirgy et. Al. (2001) recently published a validation of a QWL questionnaire based on a definition that returns to the concept of satisfaction as an underlying theoretical model. This publication suggests that, 30 years after the concept first appeared, QWL is still being defined in terms of satisfaction.

Kerce and Booth-Kewley (1993) state that evaluating job satisfaction is still the most frequently used method in QWL research.

Cherns (1978), in his study on industrial workers, says that quality of work life is the area of humanization of the work place. It is all about workplace democracy, work restructuring or job design and the kind of work given to workers.

Pomonis and Barmgaitel (1980), studied that during the past decade, quality of work life movement’s growth has been attributed to these major problems experienced by the industrialized societies. The first was a widespread and possibility growing dissatisfaction and alienation of blue collar, white-collar employee, as well as managerial personnel from their working and the organisational set up in which they were employed. The second was the declining rate of growth in labour productivity in the pace of scarce resources. And the third was the growing recognition of the paramount role of individual “Quality of Work life” in physical, and mental health and family and community well being.

Nadler and Lawler (1983), had given a conclusion from their study on industrial worker, the quality of work life perspective is focused on job satisfaction, mental
health, management method, approaches and job enrichment and other benefits available for workers in a particular organisation.

Maccoly Michael (1984), identified four factors for the industrial workers to measure quality of work life:

a) **Security**: - Employees need to be free from fear and anxiety concerning health, safety, income and future employment.

b) **Equity**: - Employees should be compensated in accordance with their contribution.

c) **Individuation**: - Employees should have maximum autonomy in determining the system of their work and in planning how it should be done.

d) **Democracy**: - Employees should whenever possible manage themselves be involved in the decision making process that affects their work and accept greater responsibility in the work of the organisation.

E.E. Lawler in (1986) proposed that the concept of the overall philosophy of organisational development is having immediate focus of a QWL intervention about improving organisational processes, such as communication, coordination, motivation and personal development. The implicit assumption regarding these processes will enhance attainment of the individual objectives. It is important to keep in mind that the success of a QWL effort depends largely on organisational factors, including top management commitment to the program and the effectiveness of labour management steering committees.

Eklund (1995) opines that people are happier at work if they have the chance to use their abilities. His study was based on Interviews with workers in the automobile industry in Sweden it reveals that Quality of work life is a major factor in their job satisfaction. The opportunity given to them to perform their work at a high level of quality, when working condition or the actions of co-workers inferred with work quality, job satisfaction declined.

Lau, R.S.M. (1998) concludes that links exist not only between QWL programs and overall employee satisfaction but also between QWL programs and organisations financial performance. And then results depicts about the quality of work life prevailing in a particular organisation.
Vanderbilt (2000) reviews in his literature that the problem for the employers is not always to talk about resources or will power to work, but finding the right tools and methods for doing the work; while Quality in work must be seen as profitable for the long run of business organisation.

Wright and Cropanzano R (2000) explains the certain important factors about improving performance of an individual. He conducted a survey, which tells that certain features of work environment make the people generally more satisfied with life and thus with their work. He believes that people who have positive feelings about personal and family life are good performers of their job. These individuals lead a good quality of work life due to proper coordination between the organisation and family life. The write up of the author also gives the conclusion about quality of work life and job satisfaction. It was also seen that Job Satisfaction is influenced by non work factors then by satisfaction with their jobs. However, it does not follow that then the attempts made to improve Job satisfaction are useless.

Vanderbilt (2000), in his study, examined the importance of quality of work. He says quality in work is important not only for individuals, but also for growth, employment and a sustainable and competitive economy. As in the survey done by Vanderbilt on 650 participants from EU (European Union) and candidates gathered at the work life 2000 conference to discuss and draw practical conclusions from the latest research findings concerning labour, market, work organisation, work environment and diversity in working life. The results concluded out of the survey emphasized the fact that in future it would be necessary to motivate enterprises to take more responsibility concerning quality in work. The problem for the employees is not always lack of resources or will to work, but finding the right tools and methods needed to work efficiently. Quality in work must be seen as a profitable aspect for both the individual and organisation in the long run.

Federico Rich (2003) Vice President of Sehgal Consulting House, in his quality of work life and job satisfaction survey found that quality of work enhances job satisfaction for employees and helps in recruitment and retention, increasingly important issue in a competitive work environment.

Mackintosh Allan (2004) explains that how the lack of motivation regarding the work becomes an obstacle in the ability of a person to perform with full potential. The
managers need to identify the actual cause of performance from among their staff and try to rectify the lapses. This article highlights the performance of an individual and also helps in getting the solution for the questions which are related with the effective working of the employee. It also shows that a good motivational factor helps in getting a good quality of working and achievement of objective oriented results from the organisational set up and also helps in satisfying the employees working in an organisation.

Theogaray Laurainne (2005), put forward a model of today’s workplace. The benchmark for excellence at all levels, specially managerial, is not how intellectually qualified one is, but it is based on the positive attitude, ethical values and personal, interpersonal skills, which are collectively termed as soft skills. It has been observed by the writer that soft skills are needed for improving the quality of working of an organisation. This work begins by elucidating the concept of soft skills and then aims to inspire job aspirants and those ambitions for leadership roles to develop soft skills. It also encourages corporate management to create an organisational climate that nurtures soft skills so as to gain the competitive edge. Finally, it offers some guidelines for training in soft skills and then the application of these soft skills at workplace to have good quality of working facility and environment at the workplace.

Cohen J. Burton, Kinney C. Susan, and Dichter E. Melissa (2007), in their study, compare the quality of work life of child protective investigators in two very different organisational settings—a public child welfare agency and a law enforcement agency. Legislation passed in Florida in 1988, transferred responsibility for investigators from the Department of children and Families (DCF) to the Sheriff’s Offices (SO) in four countries. The survey was conducted of investigators in the four experimental countries and in four comparison countries where DCF was still conducting investigations. The finding indicates that while both 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.

Zacharia James (2007), of Text India 100, Delhi believes that fun and work life balance with quality of work life initiatives like leave early (once a week one team member leaves office by 4.00 PM) and Freakey Friday (One a month and a group lunch keeps employees ticking while there should be transparency, flat organisational structure and access of employee to the top management proves to be a great profit for
maintaining the quality of work life as they have been running this organisation on the virtue of ‘live by what we say’ and luckily this quality has percolated down to our employees.

**Dressang Joel (2007),** in his study said that increased productivity is among the several benefits that accrue to the company that initiates welfare programmes for its employees. He highlights that the International Funveys company, having approximately 464 employees in the United States and Canada, had found that 62 percent of the organisations which had started and followed welfare programmes for their workers are getting good productivity and this inspire the employee to remain more committed towards the organisation.

**Schaefer Vindy,** manager of health promotion for utility, telling about his Midwest Power Company of US, believes that this company has figured returns ranging from US $1 it puts into employee wellness which is based on cost saving from medical drug and workers compensations expenses also reduced absenteeism and that’s a conservative estimate.

He also believe that keeping the employees well and healthy and trying to support that is the right thing to do which raises the productivity and morale of the employee. And the increase in both the variables provides a soft side to organisation in the mind of the workers. All these things present a plus point for the workers to enhance the QWL in any organisation. **Schulessel (2005),** is of the opinion “in the Corporate world you always went to measure results” “it is very gratifying too, to see that there are changes that people are reacting in a very positive way, and that eventually it does mean that we are doing the right thing”. The Health care benefits are adding up the faith of employees toward their working place that their employer cares for the working task force.

**Jackson Harry Jr. (2007) and Schwartz Jonathan a researcher at the University of Oklahoma,** Hard, day’s night, night workers need a good day’s sleep. Experts recognize sleep deprivation as the most ubiquitous malady in America- Two million Americans live with some form or degree of sleep problems.

Shift -- work sleep disorder is when people who work in night at shifts or rotating shifts have problems with being tired and sleepy during their night shift and face problems while sleeping during day. This affects their productivity, it affects their

79
“Quality of work life” and the problem is more than being overly fatigued.

**Cox looks B. Jonathan (2007)**, in the research study, found out that with work place whining is becoming more evident than ever, the today scenario of workers, attitude and expectations towards their own organisations is changing. The employees often disagree with bosses or tend to be incompatible. At times they just do not see eye to eye with the boss. The writer focuses that of managers have some epiphany and the worker suffers. They do not know what it takes to get it done. They don’t care that other issues are pressing, they just demand for the fulfillment of company’s goal and satisfaction on the part of the workers.

**Rogiberg (2002)** a psychology professor at the university of north California-Charlotte, telling about work life “it is often a coping response” and these days we just seem to be “coping” more. Grumbling about the boss the work load of colleagues has been indispensable part of professional life ever since the time man put tool to stone. But, a changing work place, with higher competition is making workers more brazen about it. Hierarchies are flattening as businesses strive to be more nimble. Uncertainty is rising as global completion makes jobs unstable. A new breed of youngsters, with less fear of managers, is introducing new dynamics into the workplace.

Most people now-a-days try to avoid conflict rather than confronting the persons or situation and find other ways. This articles clarifies the mentality of the workers about their bosses now-a-days. This focus proves that quality of work life needs a proper kind of attention in the workplace.

**E.Schuster Frederik (1985)** in his study of human resource refers to a Retail Division: where fabric manufactured in the mills is inspected, packed, and shipped. This division had high turnover and absenteeism and other labor problems, and for maintaining it was decided to allow the workers to raise issue of importance to them when the core groups started meeting. The first six months was a purgative period. The workers focused on long-lasting complaints about working conditions, apparently testing management’s commitment to solve problems.

But the groups suddenly began addressing problems involving cost reductions and improved quality. “When it gets started, people have an appetite for improving the work that explodes,” Chaisson says, “Every place we’ve started this, it goes like a flash fire.”
The workers made suggestions about the use of materials and tools, and soon the percentage of correct fabric manufacturing had risen to 94%, up from 88% a year ago. One group of 17 inspectors formed a semi-autonomous team and set their own weekly production goal of inspecting 13,500 lb. of cloth - a target 1,500 lb. higher than that management had previously set and met it.

Carolyn O'Brien (2002) a department manager, says: “I used to be very autocratic and thought that if people were given a lot of way, they’d take advantage of it. Now the people are supervising themselves, and I can be more creative in finding new ways to improve quality of work life.

Schuster E. Frederik (1985) studied about union officials, says that many union officials including the AFL-CIO’s top leaders, are still reluctant to advocate openly and strongly any concept that tastes of the hated word “collaboration;” Within individual unions, small pockets of resistance exist among radical leftists who oppose what they perceive as quality-of-work-life’s surrender of shop floor worker power to management.

Harman Sidney (2000) while telling about the work innovation movement, says: “you can’t fraudulently create a program without being seen through sooner or later.” While it is true that workers do not specifically ask their union leaders to negotiate a provision called “quality of work life” in their contracts, most recent surveys of workers’ attitudes confirm that they want something more from their jobs- and of their unions- than from wages, benefits, and job security.

2.2. STUDIES ON QUALITY OF WORK LIFE IN INDIAN CONTEXT

According to Rama J. Joshi (2007), QWL to find out the issue of representation of legitimate interests of women workers in its entirety and make suggestions to help policy makers to improve the QWL of women workers, specifically in banking, insurance, PSUs, and hospitals, it was found that the level of satisfaction of women employees with QWL in their respective organisation was quite high.

Correlation was also found between QWL and performance, and job satisfaction and performance. QWL had the highest contribution to performance. Perceptions of QWL and job satisfaction were significantly higher among the respondents in small organisations than in larger ones. His study on hospital nurses suggested that morning shift nurses of other shifts. Thus, it is suggested to keep the hospitals lighted to certain
extent and allow nurses to work in small groups. This would provide the nurse not only a feeling of security but also an opportunity to interact with each other, which in turn would lead to improved and congenial working relationship in the hospitals.

**Kaul Ajay (2007),** says light goes off at 7.00 PM in Domino’s corporate office, an indication for employees to go home. If the CEO walks past and sees any one working post that our he shouts out “go home”. And this is an everyday phenomenon. Yet this age our very big formulation for getting a right kind of work culture full of energy and fun without losing sight of work. And this is a way employee now days, now prefer to work in any happy and motivational work environment.

**Mathew Arvind (2007),** working as a CEO in Ford India, identifies that quality of work had became a very important aspect for the companies and employees. In earlier times people worked only to earn money for livelihood, but with change in society now working place is becoming more important. Participatory work environment, sense of ownership, concern for safety, commitment to community-activities, early inter-departmental transfers and strong global brand and free environment in which people interact and discuss issues in open climate that does not emphasize hierarchy which is now called as right place where one can work and this is in other word called quality of work life.

**Singh Kesar Bhagoo (1989),** in his study on cotton textile industry says that attention must be paid to provide good working conditions to the employees. He believes that work has been important in man’s life since the times immemorial, whatever might be reason for working. One thing is certain that man has continued to work. The urge seems to be deep rooted in most men and the work is viewed as much more than a means of seeking economic gratification.

**Mohan and Riar (1997),** conducted a study on job satisfaction, personality, self-esteem alienation and quality of work life amongst some senior and middle level officers belonging to the Punjab Government prison Department. The results showed that job satisfaction was positively correlated to alienation and self-esteem and results showed that with all the types of organisations, a good quality of work life is definitely needed for proper growth and development of the organisation.

**BR Dey observes in, Indian Approach in (1998),** that there is a general approach or feeling among our managers that the workers do not have a sense of belonging and
their sole purpose in working is to earn money. The quality of work life of an employee is likely to improve only when he develops a sense of belonging at his workplace. This sense, in turn, depends on the extent to which he experiences autonomy in his work.

Murthy D.B.N (1999) writes in his research paper that now a day’s organisation have realized the need of treating employees as individual rather than some wage earner. The reason is not far to seek it is the same total of the efforts of the employees that counts and not just that of few individuals how so ever brilliant and innovative those may be. Ones an individuals realizes that he is working for an organisation, which is going out of the way to treat him with respect and dignity, and not as a mere cog in the wheel of production or any activity, then he feels more enthused to work with vigour for the well-being of the organisation of which he is part and partial. Murthy has suggested that Individualizing in an organisation is the key to success in the coming years with more economic liberalization and globalization. People can no longer be taken for granted, because money is no more a prime consideration for better quality/ productivity of a person.

Bhargav Anil (2000), in his research, shows that having balance in their work and personal lives is the number one reason employees give for feeling happy on the work place or job, which in turn, fosters a behaviorally healthy organisation.

B. Madhu (2002), in her article based on Buddha, reveals that in history it is seen that morals or values influence the human action. However, technology, global competition, downsizing and reengineering have created a work force of employees seeking value, support and meaning in their lives that finds expression not only at home, but at also at job. In broader perspective, see that spiritual values inspire a new way of doing business that from the basic spiritual varieties of unity, justice integrity, respect and service. It has been observed that organisations in which members are in love with work, they exude energy, take extra work with guts, engage in spirited sharing and clashing of ideas and are passionate for what they are doing that leads to a good quality of work life in an organisation.

V. Ravikanth (2004), the write up of the author explains that how the acquisitions related to quality of work life have harmful effect on the workers working in an organisation and how it changes the attitude of workers working in an organisation. In
This paper he studies the following three scenarios:

a) A job characteristic change.

b) A work relationship change.

c) A change in employment contract.

This paper tells us about overall employee attitude for working for an organisation. It also compares the level of job satisfaction with that of organisational commitment and concludes that both these variables are useful for evaluating the employees’ attitude towards his quality of work life in an organisational set-up. These work relationships involve commitments which can be severely tested under normal circumstances.

Mukunnan Chitra (2005) examined that the organisational culture has certain effect on the working of an organisation. This study proves that organisational culture also has an impact on the workers working in an organisation identifying the culture that might be better or worse and judging it is not an uphill but critical task. “A company is only as great as the people who work for it”, feel Consciously or unconsciously organisation develop their own style of operation, which is based on a cognitive frame work consisting of attitudes, values, behavioral norms and expectations shared by organisational members. This culture level is identified through several key mechanisms like symbols which convey more than what meets their eye. It tells how organisational culture affects the quality of work of the people performing in an organisation.

Mahajan Vibha (2005) says that work life has now become so demanding, fast, stressful, ambiguous and chaotic that value based work is the only solution. Inner wisdom is the only source that will sustain in the long run. Ethical and spiritual values have lost their place in leading employees with many mental problems and dissatisfaction regarding their jobs. It is required that the managements must include spirituality in the organisations as the employees are changing jobs very fast and showing less interest in their jobs. She suggests overcoming the stress situations of the work place, spirituality plays a magnificent role to maintain work life at work place.

Anil Kumar, C.S. and Sandeep K. Krishnan (2005), explains in their article that new age millennium or dilemma, which is now prevailing, in the new generation. The new age knowledge demands stretch of work beyond the normal office hours putting forth the normal issues related to work overload. Adding to this self-driven individual,
who are career oriented or perfectionists spend most of the time worrying about work quality or quantity. This situation has a direct impact of the work pressure and it would give negative effect on the work life balance. Work life balance is generally understood by experts as the satisfaction both at home and at work without much conflict between each other. Apart from the home or family factor, research also looks at the time spend on non-work activities in general.

Devika Varadarayian (2005), explains in her article that in modern times, when change is the order of the day, all organisations are struggling to manage their change process to make sure that it leads them in the right direction. The writer believes that with changes in environment, the organisational climate and culture changes and development of organisation also affects the employees working in the organisation.

The change in organisational set-up is also important to have the quality of work style in the organisation. Organisation development means many things to many people. It is about managing change in the multiple facts for having a good environment for the available workforce. In her study she also found that all said and done, the fact is that excellence is purely a matter of merit and talent and gender should certainly not be an indictor of talent. It is seen that there are no short cuts and no place for gender bias and that only things that matters is success, which depends on sheer determination, aptitude and perseverance and it is important that the working place should be accordance with the work style of the employees working there as minimum time of efficient workers is spent at the working place. So, if working place is upto the standards of quality working place, it will provide a QWL balance and satisfaction level in the mind-set of the workers will improve and finally the performance of workers will improve.

Yasmin Taj (2007), in his article says that females prove to be better workers than the male. There is no doubt that both men and women can contribute equally and efficiently to any kind of job profile. However, as human management practices in corporate India came of age in organisations, they are displaying a propensity to employ more women in their HR departments. The articles also focuses on different kinds of issues and problems, which occur in the working life style of workers. While evaluating major differences in the attitudes and working styles of male and female HR managers, it is seen that the basic difference lies in the fact that women bring
freshness of thought to the workplace. They also bring with them a special quality to the negotiating table, a certain approachability and logic. It is the way they communicate at work. This quality presents women as more approachable and human and best suited for an HR role.

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Sharma Mukul (2007), in article “changing the way life goes on, says “The first thing we have to realize is that life will go on without us. That is beyond some people imagination. We tend to think everything will fall apart.” He again views that no, some people think a little differently. They might know that life would go on without them, they have no illusions about that, but they also know that it probably should not go on the way it was going on before. As a result, because they saw something which went against the grain of a human situation they deliberately decided to become instrumental in its change or- and here’s the big difference- die crying which views the people’s interest toward their working and now they continue to work till longer in an organisation, because of their faith and liking towards working style of that particular organisation.

Rao Ramachandra, Head Global HR, Hinduja Group (2007), had discovered that life for employees in India has come in full circle. From being an option to an organisation 10-15 years back is being a need for them now. Today, they are well looked after and cared at times to the extent of being pampered. That’s a huge shift from the days when everything done for these live units of companies was considered as social service. While giving his views after todays work life scenario, he says that process orientation in HR has become important. Ten years back, when a fresher joined an organisation, he had to adjust and accommodate himself. The attitude was let them join, we will see and Today “The attitude is take care of them, before they
leave you”. Companies like to provide a good working environment to maintain QWL. Companies keep them updated the moment they join. Their workstations, their travel, etc, is taken care of on a priority basis. A changed attitude is a function of market dynamics. Companies are already scrambling for talent. Anything that adds to the quality is welcome.

Majumder Sonal (2004), in her paper on “Don’t worry be happy” while telling about the key to be happy act workplace, says that happiness is a desired stage of mind and it comes some what way below in our list of priorities at least for most of us. No doubt, you see so many dissatisfied employees going about their daily routine with glum faces, then again, unhappiness, like Joy is infectious and can seriously affect your health and in the long run your career and the company’s bottom-line, So what is the key to being happy on the work place while discussing about Indian philosophy of work place she tells, “Indian philosophy teaches us that happiness is a state of mind .

You are as happy as you will yourself to be. It is a question of expectations if you assume that your work place will be an extension of your home with someone to take care of your needs, and then you can very well take a walk while telling what to do. If someone is really unhappy about there work place, the best thing would be to talk about it with your boss, it is him or her as to why the particular job profile is making you unhappy and see if any changes could be initiated to taking does not change matters then it is better to walk out gracefully, because always a better opportunity ahead waiting to be tapped and that is the way quality of work life at different

2.3 JOB SATISFACTION IN GLOBAL CONTEXT

Adsit J Dennis (1996) in his research on different departments of the organisation shows the relationship between employee attitude, customer satisfaction and departmental performance. The research evidence indicates that satisfaction may not necessarily lead to individual performance improvement but also led to improvement in departments of the organisation.

The aim of the study of Maccoby Michael (1984) is to identify the job satisfaction of employees and supervisors of Bell System over a five-year period. He found that the employees and supervisors were satisfied with their pay and benefits and were also motivated to work productively, but they were dissatisfied with the technology in use and felt too much supervisory control. They believed they were mismanaged,
pushed around, not listened to, and that the spirit of service was being eroded by the drive to increase profit.

Sheppard (1975) states that there cannot be any substitutes for the direct measurements of job satisfaction and that variation in income do not necessarily entail any change in satisfaction. In this opinion, the simplest way to assess job satisfaction is to measure its frequency with such question as, “How much of the time are you satisfied with your job?”. The author evokes the principle of parsimony to justify his choice, affirming that the results of test batteries correlate strongly with a simple frequency question on job satisfaction.

Traut, Larsen and Feimen (2000) suggested that a better understanding of job satisfaction will ensure a sustainable development of IT workforce. Although, job satisfaction has been studied ever since the emergence of concept of job (Lamond and Spector, 2000), it remains as one of the most heavily studied topics in the human resource management especially among the industry like IT which experiencing high turnover culture. Typically job satisfaction is defined as an employee’s level of positive effect towards job or job situation that enhances quality of work life. The definition, however, evolves as the changes take place in work environment.

Blum and Naylor (2004) believed that job satisfaction is a general attitude which itself is a result of many specific attitudes in the three areas specific job factor individual characteristic and group relationships outside the job. It was further emphasized that Job satisfaction is the result of various other attitudes the employee holds towards his job, towards related factors and towards life in general.

Navarro Castel Bernal and Torres (2005) examined empirically the factor that had an impact on the satisfaction on Spanish workers. They also compared the existence of differences in the key dimensions of satisfaction according workers’ gender. The results obtained by this research show that job satisfaction of the spanish workers is an element that is susceptible to improvement. It has been observed that the level of job satisfaction is determined by four factors: “economic aspects”, “interpersonal relations”, “working conditions” and “personal fulfillment”.

Judge A Timothy Terence R Mitchell and A.M.Y. Mickal (1999), have found that wages and salaries are recognized to be significant, but cognitively complex and multi dimensional factor in job satisfaction is also instrumental in providing upper level
satisfaction. Employees often see pay as a reflection of how management views their contribution to the organisation.

**Murray A Richard (1999)**, view job satisfaction as one of the major issues in the academic libraries. In this Study of University of North California at Chapell Hill, a case study 140 library employees was undertaken. Correlations and probabilities scores were computed to determine strength of relationship between the five copying strategies and three job satisfaction indicators i.e. overall job satisfaction, attitude of the employee toward each other and stress level among employees. The result indicated that stress and job satisfaction both are interrelated.

**Ray (2004)** studied that the effect of the organisational culture and type of work life prevailing in an organisation with the level or type of job related to job satisfaction. He concluded that in every organisation there are different dimensions like new workers, different way of thinking, feeling, norms and all these have their impact on job satisfaction.

**Jones K Lawerence (2006)** In his studies finds that there are different factors which affect job satisfaction. This is when a person the job and other things related with it. Overall, Job satisfaction is actually a combination of intrinsic and extrinsic job satisfaction. Certain other factors which affect job satisfaction are job are job security, pay, prestige or independence. He puts forward eight recommendations for making it clear what an individual expects from his job or what are his requirements from the job

**Bono E Joyce, Locke A Edwin (2000)** believes that there are many factors that effect the job satisfaction. In his recent research, he has found that such job characteristic and job complexity mediate the relationship between personality of an individual and job satisfaction.

**Gardyn R (2001)** says that experts suggest that employer’s efforts are trying to increase productivity through heavier work load and tighter dead line, and these are the contributing factor toward the feeling of employee job satisfaction, which infact either increase or decrease the level of job satisfaction of employee.

**Laffaldano M.T. and Muchinsky M (2001)**, prove that “happy workers are productive workers. Managers make effort to make their employees happier by providing good working conditions, health and family benefits, which shows that
there is a positive relationship between management and employees or in other words production and satisfaction.

**Angelo J Kinicki Chester A (2002)** observe that there are five characteristics of job. Which effect the job satisfaction of employees? These are the work itself, pay, promotion, opportunities, supervision and co-workers. These five dimensions were formulated and used to measure job satisfaction and QWL among the workers.

**Harter K James (2002)**, analyzed the business unit and level relationship between employee satisfaction, employees engagement and the business outcomes. In his meta analysis of his some business units (7939 workers in 36 companies), it has been discovered, when satisfaction is defined and measured by employee engagement, that there is a significant relationship with performance outcomes of productivity. Customer satisfaction and even profit. In total job satisfaction should not be considered as the end point of human performance related to quality of work life but there is accumulating evidence to show that there are certain other dimensions also which play important role in the study of organisational behavior.

**A F Chelte J Wright (2003)** observe most people are satisfied with their jobs in the United States and most of the developed countries. This is the situation. Independent studies conducted on US workers over the past 30 years have indicated that majority of workers are satisfied with their jobs.

**Wyatt Company (1989)** has done a study on industrial workers about different dimensions of job satisfaction. He says that work organisation, working conditions, communication system, job performance and many more factors affect the level of job satisfaction among employees. Giving the definition of job satisfaction, he defines job satisfaction as a collection of feelings that an individual holds towards his or her job.

**Blegen M.A. (1993)** in his study on level of job satisfaction among nurses, reports that highly satisfied employees tend to have better physical health, learn new job related tasks more quickly and have fewer on the job accidents and file fewer grievances, while on the positive side of research on the other hand it has been found that there is a strong negative relationship between job satisfaction and perceived stress.

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**Jackson (2002)** defines job satisfaction as a subset of overall motivation. He says that job satisfaction is dependent on factors which relate to cultural values as well as individual attributes. A person can undertake a job is not intrinsically satisfying, but may be motivated to do well in that job promotion. In general satisfaction depicts a state of equilibrium in the sense that it is neither pulling nor pushing force for moving a person to do something, it merely means that they are content with what they are doing and they donot want to alter the job or themselves. The paper also explains that the degree of dissatisfaction with the work is derived from a perceived discrepancy between actual outcomes of the job and the expectations of the job holders. Where there are in sufficient resources to get the job done well, such a technologically backword and improvised countries, there may be low job satisfaction. On the other side if the workers expectations are very high and the outcome are not desired and expected results, than job satisfaction may be low.

### 2.4 STUDIES ON JOB SATISFACTION IN INDIAN CONTEXT

**Locke EA (1976)** opines that Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job, s inexperience. He believes that job satisfaction helps in making a person more determined towards his objectives.

**Saiyadain S. Mirza (1974)** focuses in his study on various managerial level posts. The hypothesis designed to test satisfaction was based on supervisory practices and subordinates did not randomly accept it. Then it was suggested that the subordinates level of social competence would mediate the satisfaction derived from the supervisory style. A group of 76 Class-III employees filled in several questionnaires designed to get measures of both independent and dependent variables. The results
indicate that through high level of social competence and democratic style of supervision independently induce greater satisfaction. Subordinates with high social, and competence experience get greater satisfaction with authoritarian style of supervision. The findings are explained in terms of need to be controlled as well as Dissonance model.

**Kumar Vijaya (2006)** In his research paper on level of job satisfaction and factors influencing the job satisfaction of the employees says that age of the employee, position held by an employee, experience of the employee, and the monthly family income of the employee influence desired level of satisfaction of the employee working in an organisation. This paper also suggests that a separate cell should be established to redress the grievances of the employee and a separate welfare centre should be set up for the employees.

**V Ravikanth (2004)** examined certain characteristic of job. A number of researchers argue that changes in either objective job characteristic or perceived characteristic influence job specific dimensions of satisfaction (opportunity for growth in job). It has been discovered that outcome of workers was lightly lowered by overall job satisfaction of employees.

**Saran Raka (1979)** in his article on industrial workers attempts has been made to fill the gap by studying the working conditions and job satisfaction among industrial women workers of Kanpur. He studied the following questions about Qwl and job satisfaction:

1. What are the objective conditions of work in the different industries of Kanpur where most of the women are employed?
2. Is there any difference in working condition between the industries run by private entrepreneurs and those in Government sector?
3. What kind of job satisfaction is perceived by women working in different industrial units and many other portions?

This paper attempts to answer all these questions and also concludes that job satisfaction is the main factor for workers, which keeps them working in the organisation for many years.
2.5 STUDIES ON ORGANISATIONAL COMMITMENT IN GLOBAL CONTEXT

Feildman and Moore (1960) opine the theory of commitment is mainly concerned with the problem of the labour force in the process of industrialization in the developing world.

They are of the opinion that commitment involves both performance and acceptance of the behavior appropriate to an industrial way of life. The argument implies that the industrial way of life is different from traditional way of life and is inappropriate in modern industrial development.

H Angle & J Perry (1981) did an empirical assessment of organisational assessment. He says that highly committed employees want to remain associated with the organisation and to advance organisational goals. They are less likely to leave and more likely to remain with the organisation for longer periods of time. Thus it can be said that high levels of organisational commitment are associated with low level of employee turnover.

Mowday R.T., L.W. Porter and R.M. Steers (1982) an attitude organisational commitment is most often defined as:

a) A strong desire to remain a member of a particular organisation.

b) A willingness to exert high levels of effort on behalf of the organisation.

c) A definite belief in and acceptance of the values and goals of the organisation.

Matheiu and Zajac (1990), have observed that the concept of organisational commitment has received a great deal of empirical attention both as consequence and an antecedent of work related variables of interest. As a consequence, organisational commitment has been linked to several personal variables, role stress and aspects of the work environment ranging from job characteristics to dimensions of organisational structure. As an antecedent, organisational commitment has been used to predict employees, performance turnover and other behaviors.

According to Belker Billings Evelelth, Gilbert Foci and Bases of Employee Commitment (1995) despite looking on darker side of organisational commitment, many researchers recently are been focusing on whether organisational commitment influences job performance or not. Summary findings suggest that commitment to
ones supervisors may be more positively related to employee performance than one’s commitment to the organisation as a whole.

Becker, T.E. Billings, R.S. Eveleth D.M. and Gilbert NL (1996). State that there are several important reasons on due to which organisations want to increase the level of commitment among its employees. A result of research shows that a positive relationship exists between organisational commitment and employees’ job satisfaction, attendance and motivation.

J.P. Meyer and N.J. Allen (1997) discuss that commitment in the workplace also has a “dark side”. Continuance in commitment might reduce turnover. It may not necessarily improve job performance.

Mowday R.T. Porter L.W. and Streers (1997) in their study found that organisational commitment is an ongoing process. It is a probably most critical situation, which develops a positive relationship in an employees association with an organisation to ensure continued attachment in the long run.

Richard Mowday Lyman, Porter have suggested the following factors that may increase a level of commitment:

a) Personal factors such as the employee’s initial level of commitment deriving from initial job expectations, the psychological contract.

b) Organisational factors: such as employee’s initial experiences and subsequent sense of responsibility.

c) Non-organisational: factors such as availability of alternative jobs.

Eby L.T. Freeman, D.M. Rush M.C. and Lance C.E. (1999) say that commitment of an employee toward his organisation can be predicted by seeing the goals of organisation and finally predicting performance of the employee.

Irving Meyer and Allen (2000) in their study, examined the combined effects of work valves and early work experiences on organisational commitment. They believe that affective commitment is an individual’s emotional attachment with, i.e. identification with, involvement in the organisation. Continuance commitment refers to the individual’s reorganisation of the benefits of continued organisational membership verses the perceived cost of leaving that organisation. Finally, normative refers to the employee’s feelings of obligation to stay in the organisation. All the three
forms of commitment affect not only employee’s willingness to remain with an organisation but their work related behavior as well.

**Rhodes Linda, Eisen Robert Berger and Aremeli Stephen (2001)**, support that the organisational commitment attitude is determined by a number of personal (age tenure in the organisation and dispositions such as positive or negative affect or internal and external control attributions) and organisational (the job design, values, support and the leadership style of one’s supervisor) variables and certain other variables.

**Johanson Jan and Erik Jan Vahlne (2006)**, in their research paper they observed about the internationalization process (IP) model. It is interpreted as a model of risk reduction in the internationalization of the firm. The dominating view of the model seems to be that commitment is the dependent variable and experience is the independent variable. A casual chain from the relationship commitment over relation knowledge development and network knowledge development to opportunity development is specified. The paper is structured as follows. After a short introductory review of important applications of the IP model in an international business research, they discuss the change from market, commitment to relationship commitment. This paper focuses on the critical issue that building the relationship is a costly, time consuming and uncertain process.

### 2.6 STUDIES ON COMMITMENT IN INDIAN CONTEXT

The theory of commitment was mainly developed in the 1950s and 1960s when most of the third world countries started their industrialization and subsequently faced the problem of structuring the labour force. This labour commitment theory was mainly initiated in America by Feildman and Moore in the early 1950s and subsequently by scholars of the famous inter-university study of labour problems in economic development like Keer Harbisan Dunlop and Myers.

**Knokle W. Prodyumana (2002)**, in their study used a tree component model of commitment to an ongoing organisational transformation. Potential influences of commitment were drawn from several streams of management literature. Senior and middle managers from two organisations undergoing rapid growth and diversification were used by respondents. Literature on change management has repeatedly emphasized the importance of obtaining or generating individual commitment to the change as a precursor to its successful implementation. However, studies have looked
Johari, Sambasician and Rashid (2003), state that organisational commitment is a psychological state, which defines the employee’s relationship with the organisation. They believe that corporate culture and organisational commitment models are useful for different types of organisations. They suggest that in order to motivate the employees, it might be necessary to determine the type of culture of an organisation.

Haque (2004) job satisfaction is a set of favourable or unfavourable feelings and emotions with which employee view his or her working conditions. In general it shows an individuals positive emotional reactions to a particular job. Haque defines that job satisfaction is the condition of establishing a healthy organisational environment in an organisation. It further examined the relationship between different factors of job satisfaction like age, gender and job satisfaction among the academicians. The study was done on 300 respondents out of which 198 were male and 54 were female. In the result it was shown that both intrinsic factors affect the level of satisfaction of teachers while intrinsic forces may motivate people to become teachers and extrinsic conditions influence their satisfaction in the position and maintains their desire to remain in teaching throughout their career.

Rajvhan (2004), a technical consultant of mgmt service Icon defining organisational commitment says that there is a need of building a fair image in the minds of the employees of the organisation. He believes that a clear perception and good communication system helps to make an employee to remain more committed toward the organisation.

Subblaxmi V. (2005), in her article, recommends that a good organisation culture, good compensation in money terms, clarity of role and expectations for the job responsibilities among professionals of organisation, good training and development opportunities with the good culture divide, proper retention strategies with rejuvenation process with the future of people processes help to have more committed employees in an organisation.

Patra Ramakanth (2005), defines organisational commitment as the employee’s industrial relations plan as opportunity to raise the level of understanding of the new contract that organisation must put in the place to satisfy the discerning
and educated work force for handling his responsibility while the employee
commitment and belongingness depends on the following factors:

1) An understanding of the current state of employees’ commitment through use of
   staff attitude surveys.

2) An understanding of the matrix that might act as proxy of employees’
   commitment.

Venkateshnath, Likeeobe Mareeping and Susan A Brown (2006), in their paper on
role of time in self prediction of behavior on the workers they examined that there are
three specific manifestations of time which affect the behavior of an individual
working in an organisation. In his study on organisational workers he believe that
there a relationship between performance of an individual with his intension to work.
The paper also emphasizes on the concept that changes in technology and relationship
between behavioral intention and experience have an impact on the performance of
the individuals. The results highlight the importance of considering the temporal
characteristics of behavior of an employee in an organisation and vice-versa.

Munshi (1977) feels that the commitment theory are very much in line with the
modernization theory (also known as the theory of development) mainly based on the
works of such famous social scientists as Weber Parsons, Eisenstad, etc. Like the
modernization theory, the commitment theory believes in ultimate convergence or
unification of the world and assumes that the process has already started through
adaptation of similar process of industrialization in various parts of the world.

Dhawan K Sunil (2001) proves in his study that job satisfaction differs in different
type of job,level of organisational hiererchy and personality types . He examined five
factors for job satisfaction ie opportunity ,learning and challenge influence over
superiors ,work enjoyment and meaning fullness, satisfaction with work group and
desirable future.He studies the types of workers drawn from a heavy engineering
industry and white collar workers in government departments. His study proves that
different factors are significant for blue collar and white collar workers because of
different type of work environment . It was further suggested that for younger and
older employees, a close look of the nature of work and work environment is
necessary.while with the implementation of change strategies increasing the
“opportunity”, learning and challenge prove to be more relevant for there older
workers on the otherhand those designed to increase the desirable future may contribute more towards increased job satisfaction for younger ones.

Rao J.Narashimha (2004), in his study gave certain tips on how to handle effectively the workplace working for good commitment of employee toward an organisation. He recommends following suggestions:

1) Let people know the power of positive self-talk. Negative programming of brain should be replaced.
2) Thinking of a win – win attitude in today’s competitive world helps to achieve new results.
3) The steps to over ride stress in organisations should be practised.
4) People should be made to live in the present world rather than expecting something to be done in the future.

Varadarayan Devika (2005), opines that the organisational commitment is the human attitude of the people, the comfort level with the environment and assumptions about the activity. It also provides a sense of identity among members and organisation’s mission and clarifies and reinforces the standards of behavior of an individual toward the organisation. A networked culture with friendliness, openness, social able, casual and informal behavior creates a feeling of security and commitment toward the organisation in the mind of employee.

Dhir Poonam (1991) states that organisational commitment is the bond of an individual with his organisation. Quality of work life (QWL) is a bond with one’s quality of life. Both these variables (organisational commitment and quality of work life are related to important behaviors in organisation viz. job satisfaction, job turnover, absenteeism, physical and mental health, feeling of growth, participation and accomplishment. The present investigations also aim to study managerial effectiveness in relation to important organisational parameters of quality of working life and organisational commitment.

2.7 SUMMING UP

In nutshell, it can be concluded that with increasing number of basic needs more or less workers in all walks of life are concerned with what has come to be called” Quality of work life”. The term Quality of work life refers to the degree of work which provides an opportunity for an individual to satisfy a wide variety of personal needs, from the need to survive with some security to the need to interact with others,
to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one's skill and knowledge.

On the other hand, working life style of an organisation affects the quality of work life of the organisation. So, we can say quality of work life is affected by organisational environment, physical environment and job itself.

The results revealed that there is a positive relationship between quality of work life viz the level of job satisfaction and the level of commitment among the employees.

It is also seen that now a days that there is an increasing interest in the concept of the quality of work life of the people. Now days, pride in the job is a generic term that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal and intrinsic meaning in an individual's life. It is a process by which an organisation attempts to unleash the creative potential of its personnel by involving them in decisions affecting their work lives.

For providing the right kind of quality of work life following factors need to be kept in mind

1. Everyone in the organisation is valued and encouraged to make a personnel contribution.
2. Individuals are constantly aware of what they are seeking to achieve and how it fits in with wider corporate goals.
3. The culture is likely to be cooperative and purposeful rather than blame oriented.
4. Individuals have a real willingness to take personnel responsibility for their own success, the success of the team in which they work and the organisation as a whole.

The researcher reviewed all the facts through review of literature and found that lot of study on the topic quality of work life have been done in other sectors in india but no study has been done on the quality of work life in the broadcasting media organisations, so the present study will help media organisations to further develop as media industry is growing very fast in our country quality of work life, job satisfaction and organisation commitment of employees are important concept for media industry for survival today so this study will not only evaluate the impact of quality of work life on job satisfaction and Organisational commitment but also suggest the ways to improve the same in the organisations studied.