CHAPTER - II

REVIEW OF LITERATURE AND METHODOLOGY
2.1 REVIEW OF LITERATURE

There are many books and periodicals which enable one to understand and comprehend the concept 'Human Resource Management'. There are references about the quality of work life in these books. P.Subba Rao and Rao, V.S.P\textsuperscript{1} in their book on 'Personnel / Human Resource Management' has tackled the conceptual issues on QWL.

There are some studies on the area of human resource management in textile industry which have direct/indirect bearing on QWL in textile industry. There are a few studies on QWL in textile industries.
S.K. Bhatia and G.K. Valecha in their paper on "A Review of Research Findings on Absenteeism" - the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the quality of work life. Kavoussi, N et al., in their paper on "The Effects of Unsatisfactory Working Conditions on the epidemiology of Unauthorised Absenteeism in an old Textile Factory". These people recommended for proper care for improving quality of work life in textile industry. And they also compared the unauthorised absenteeism rates in the two large textile factories in Isfahan, Iran.

In 1983 J.P. Singh, in his paper presented to National Symposium on QWL, Hyderabad dealt with "Towards a Human Philosophy of Job Design" and in his book on QWL experiments in India. "Trails and Triumphs in Chemical and Textile Factories in India" found that for designing for improving QWL by reorganising the work and introducing participatory management.

Manga, M.L. and A. Maggu in their study "QWL: A Study of Public Sector in India" found that influence of QWL on the health of the public sector organisations as such on the
members of such organisations. They have concluded that the QWL in the Indian public sector is poor and there exists a significant gap between what managers expect and what they have. They also point out the nature of abstractions of QWL efforts like too much bureaucratization, rule-orientation and adherence to traditional management styles.

Sayeed and Prakash in their study, "The QWL in Relation to Job Satisfaction and Performance in two Organisations", found the attitudes of the employees, who were working in the organisations was that provision of QWL was either high or poor. Results have shown that the QWL dimension are related to job satisfaction in both types of organisations.

Though there are a few books are available on QWL, a limited number of studies were conducted in this area. Seashore Stanely,E. had presented impact of job satisfaction on quality of employment in 'social indications research'. Seashore Stanely,E. also assessed the experience of U.S in this regard. Taylor J.C. had examined various dimensions of quality of work life.
The major researchers in this field are Sinha, Sayeed, Mehta and Taylor. They all assumed that the quality of work life of entire organisation can be assumed up through individual experiences.

There are also number of papers presented on quality of work life. Rosow J.M. in his article on 'Quality of work life' - Issues for the 1980s reviews recent trends of QWL. Singh J.P. explains QWL it significance and feasibility in Indian context in his article on 'Improving QWL in the Indian Context'. P. Singh brings out the impact of two interrelated components of employee work life motivation and QWL in his study on "Motivational Profile and Quality of Corporate Work-Life: A Case of Mismatch". Thorsrud, E. brings out comprehensive comparison between QWL in first and third world countries in his paper on "QWL in the First and the Third World". Walton R.E. has written many papers exclusively on various components of QWL. In one such paper on "Ideas for Action - Improving the Quality of Work" he discusses in detail practically and various techniques to be practiced for successful implementation of QWL.
Mehta, P.\textsuperscript{15} who had put in considerable research in the field of QWL, has discussed in his paper on "Rising Aspirations, Quality of Life and Work Organisation" discusses QWL from the point of view of workers and tries to match QWL to their changing attitudes. Maccoby, M.\textsuperscript{16} on the other hand extends the perview of QWL to management also. In his article on "Helping Labour and Management Setup Quality of Work Life Programme" makes various suggestions to both workers and management for practice of QWL.

Some of the most famous organisations of the World practiced QWL in their organisations successfully. These success stories are brought out by some of the authors. R.F. Graver\textsuperscript{17} in his study "AT & T QWL Experiment - A Practical Case Study" and R.H. Guest\textsuperscript{18} in his study on "Quality of Work Life - Learning from Terrytown, brings out experiences of AT & T and Terrytown. S.K. Karla and S. Ghosh\textsuperscript{19} in their article on "Quality of Work Life: Some Determinants" reviews various components of QWL. N. Ahmed\textsuperscript{20} in his article on "Quality of Work Life: A Need for Understanding" stressed on good understanding of the concept "Quality of Work Life" to avoid vagueness. K. C. D. Souza\textsuperscript{21} in his article on "QWL: An Evolutionary Perspective" discusses
QWL as an emerging concept with various new areas taking place in it from time to time. C.L. Cooper especially talks about various factors which influence QWL of Managers in his paper on "The Quality of Managerial Life - The stresses and satisfiers, F. Friedlander and M. Newton assess the impact of QWL on job satisfaction.

The review of literature shows that, though there are some studies on QWL in service organisations and in manufacturing organisations in India and other countries, particular studies on QWL in textile industry are rare to find.

2.2 NEED FOR THE PRESENT STUDY

Textile industry is considered a major industry in India. There are as many as 20 medium and large textile industries in Rayalaseema region in the private, the cooperative and the public sectors. In these industries, over 14,065 employees are working at different levels. As already explained the performance and satisfaction of these employees are of great importance for high production. And
also to bring awareness about quality of life among workers for improving their working conditions etc.

It is, however, unfortunate that there are no research studies conducted so far on the important aspect of quality of work life of employees in textile industry. Hence an attempt has been made use to fill this research gap to some extent.

2.3 OBJECTIVES OF THE STUDY

In view of the unsatisfactory working conditions existing in the textile units, it is attempted in this study to examine the quality of work life in the textile industries in Rayalaseema. In the light of the advantages that accrue to the Firm or the industry as a result of improving the working conditions and the quality of work life. It is proposed to assess the effects of quality of work life on the living standards of the workers and the performance of the textile industry. The important objectives of this study are:
1. To enquire into the socio-economic background of employees in textile industry of three sectors.

2. To examine and compare the monetary emoluments and benefits of employees of textile industry under the three different managements.

3. To study the work environment and quality of work life among the private, the cooperative and the public sectors of textile industry.

4. To enquire into the various aspects of quality of work life of textile industry among the three sectors.

5. To understand the job satisfaction and satisfaction of employees on various benefits provided by different managements of the private, the cooperative and the public sectors in textile industry, and

6. To study the trade unionism in textile industry among three sectors.
In the light of the above mentioned objectives and the general information and opinions on the quality of work life in textile industries the set of hypotheses have been postulated for testing and verification. The main hypotheses are:

1. The work environment and quality of work life in the textile industry are not satisfactory in the public and the cooperative sectors.

2. The job satisfaction including monetary emoluments and benefits to the employees vary between the sectors.

3. The climate for social integration, social relevance of work is encouraging.

4. Trade unionism are not properly functioning for the promotion of quality of work life in the textile industries.
2.4 SAMPLES DESIGN

For the purpose of selecting textile units to verify the quality of work life through a sample survey, a multistage sampling method has been adopted. In the first step, a census of textile industries in Rayalaseema region has been formulated. In the second step, these textile industries have been stratified on the basis of ownership of these industries into the private sector units, the co-operative sector units, and the public sector units. In the next step, from these three strata one industry each has been selected for field survey.

For the purpose of contacting the workers to collect their responses on the quality of work life in textile industries, 10 per cent of the workers from each selected unit have been interviewed. The composition of the sample workers includes permanent staff, employees, badilies, and temporary workers apart from the managers and the leaders of different trade unions in the selected textile units. Thus, a total of 200 workers - 121 from the private unit, - 56
from the cooperative unit and 23 from the public sector unit - have been interviewed for studying the quality of work life in the textile units.

2.5 DATABASE AND METHODOLOGY

The data and information relating to the textile industries have been collected from various secondary sources. For this purpose, the records and documents available with the Andhra Pradesh Industrial Development Corporation, Hyderabad, Andhra Pradesh Cooperative-spinning Mills Federation, Hyderabad, and National Textiles Corporation, Bangalore, have been referred. The important sources of information on textile industries are the handbook of statistics on textile industry, the handbook of statistics on cotton textiles, Textile India Progress, Andhra Pradesh Cooperative Spinning Mills Federation fortnightly etc.

The details relating to the textile industries have been collected from Andhra Pradesh Economical and Statistical Bulletin, Handbook of Statistics etc. The literature on the theme of this research work has been
obtained from various books, reports, periodicals, journals and unpublished documents available in the libraries of Government departments and educational institutions. The Reserve Bank of India Report on Currency and Finance have also been consulted to have a clear understanding of the capital and investments in textile industries.

The data on the investment, employment and production capacity of the selected textile units in Rayalaseema have been collected from the official records of the offices of the Manager, District Industries Centres, Anantapur, Chittoor and Nellore.

Next one is Andhra Pradesh directory of Industries, published by the office of the Managing Director, Andhra Pradesh Industrial Development Corporation, Hyderabad.

The details relating to the employment salaries and emoluments working hours etc., have been collected from the records of the selected textile units at Pre-cot Spinning Mills Ltd., Hindupur, Nellore Co-operative Spinning Mills Ltd., Nellore and Tirupati Cotton Mills Ltd., Renigunta, Chittoor district.
The data collected from the secondary sources relating to the textile units and other information about the characteristic features of different regions and industries are presented in suitable tables. The important details of the data have been summarily presented in the appropriate charts. To highlight the importance of the selected data simple ratios and percentages have been used.

The field data obtained have been converted into more suitable and meaningful entities using the weighted averages method. For this purpose the original data has been transformed using the scaling technique assigning differential importance to different issues of importance. In order to test the validity of opinions expressed by the workers in different sectors the statistics tool namely analysis of variance technique is used. The test results are more meaningfully and usefully interpreted to arrive at conclusions.

2.6 PLAN OF THE STUDY

The present study contains eight chapters, the Chapter-I has the concept, importance and the development of the Human Resource and Quality of Work Life.
The Review of Literature and Research Methodology of the study presented in Chapter-II. Chapter-III reveals that the review of textile industry in India, Andhra Pradesh and Rayalaseema. The overview of the selected companies are presented in Chapter-IV. Chapter-V studies socio-economic background of employees of selected textile units. In Chapter-VI the analysis of Quality of work life in selected textile units is presented. Chapter-VII contains the comparative analysis of Quality of work life among the selected units. In the last chapter the summary, conclusions and suggestions are presented.
REFERENCES


