CHAPTER - II
REVIEW OF LITERATURE

2.1 INTRODUCTION

In the previous chapter, the various aspects, the forces, and the components which drive the OC in an organization (Higher Educational Institution) has been precisely dealt with. Also it has been felt that those drivers were very closely related and embedded with the system of Higher Education. The importance of Higher Education and the various components which are vital part of it have also been dealt with in Chapter I. The Higher Education must be an effective system by giving quality education to the stakeholders. The system comprises of the organizational structure which include the Management, the leaders, the dedicated and qualified competent faculty with belongingness and at the foremost, it should have the congenial environment to deliver the goods at the satisfaction of the stakeholders. The environment which forms the part of basis for delivering positive result as expected by the society in other ward could be construed as the Climate. Since the education comes under the social system, the educational institutions would also come under the social organization, since it has input, process and output system. The process of this present study has been extensively dealt with explaining the relationship with various components driving the good organizational climate to achieve good quality education also given in the first chapter and concluded with chapter design of this study. In the chapter II, the researcher has extensively dealt with the various reviews of the literature he has come across for successful completion of the study.

2.2 ORGANISATION CLIMATE

Organizational Climate is a concept which is new to administrative research. Reference to the influence of environmental variables is seldom found in the literature prior to the 1950s. In order to understand the concept of Organizational Climate, its definition, dimensions, and its uses in research have been given in this chapter. This review includes the previous studies conducted in this regard and published in journals as articles, as thesis to obtain Ph.D., and books from various authors. This chapter has been constructed with eight sections, namely, Organizational Climate, The Organization Culture, the Change, Resistance to Change, Quality of Work Life, The Higher Education particularly the Business Education, The Change-its effects and Knowledge Management.
The emergence of theories of Organizational Behavior permits the use of the concept of climate. It provides new and profitable ways of considering theories of organizational behavior.

Kathirvel (2010), studied the organization climate with special reference to Engineering Industries in Coimbatore. He has taken 100 samples using convenient sampling method. He has used the statistical methods of Standard Deviation and ANOVA. The objectives of the study were to study the level of organizational climate prevailing the organization and the factors influencing organizational climate. The following seven dimensions were used by the author. They are, Environment, Team work, Management, Effectiveness, Involvement, Rewards and recognition, Competency and Commitment. The data were collected through a well-structured questionnaire with close-ended questions measures at 5-point Likert scale. From the above study, he concluded that most of the respondents did not have any problem at all. This is a positive result obtained from the respondents. As engineering industries enabled services are considered as emerging field, the problems of the employees will definitely affect their profession and so conflicts in all the aspects should be eliminated. The study showed that climate is the atmosphere of the organization, a “relatively enduring quality of the internal environment of an organization, which is experience by its members and influences their behavior.”

Anita Gupta (2008) has conducted organizational Climate study in Andhrapradesh Mahila Abhivrudhhi Society and found the following climate in the society. There were young, well educated and trained work force which received moderate levels of financial remuneration. In general she found, overall a favorable climate exists in the organization. The organization has a pool of professionals who are working for a larger cause and meeting their professional satisfaction. However due to rising prices there was a need to revise the financial policy relating to per diem and accommodation on a regular basis. The organization showed great deal of transparency in decision making and shared information across levels. The management believed in having a participative approach to decision making. There was enough autonomy to perform one’s job. Also the organization offered enough scope for personal and professional growth. The leadership of the organization was approachable and sensitive to the needs of the employees. At the same time there were roles and responsibilities to be
performed and each one was held accountable for work. There was a great emphasis on capacity building and skill enhancement of the employees. The OC can be become conducive to develop potential and competencies of the employees and provide opportunities for fulfillment. There was need for an enhanced role of regional managers should feel responsible for building a positive, motivating work culture which would ensure optimum utilization of the capabilities of the team members leading to self organizational effectiveness.

Shukla and Mishra (2007)\textsuperscript{3} conducted a study on OC in the Professional and Non-Professional colleges in Indore Division and concluded that, the OC did not vary with respect to the type of college. OC as perceived by employees of colleges in Indore and outside Indore does not differ significantly. The employees belonging to teaching department had better perception of OC than that of Non-teaching employees. The employees in the older age group perceived climate in better way than that of young employees. Female employees were more positive in their perception as compared their male counterparts. The employees with greater experience had more positive perception about climate than that of employees with less experience with the present organization. The Professional colleges boasted of having a better OC as compared to non-professional ones. It was interesting to note that colleges in Indore had a little inferior OC as compared to colleges outside Indore. The better treatment in terms of financial and non-financial facilities added to positive environment of an organization. Since the young employees had high expectations, the perception of old employees was better than the young.

Susan Chirayath (2007)\textsuperscript{4}, in her study conducted in the Higher Secondary Schools in Kerala State, concluded that, the Organizational Climate of the schools and the teachers’ attitude towards teaching profession working those schools were significantly and positively correlated. She has found that teachers rated high on disengagement, and hindrances are rated low on their attitude towards their job. Spirit and intimacy are significantly and positively related to the attitude of teachers. Teachers of a fraternity high on esprit work as a unit with great vim, vigor and pleasure. They work together with respect to the task at hand and they get both social and job satisfaction out of the task and the team spirit with which they accomplish it. They have emotional attachment to one another and enjoy close human relationships among themselves. Teachers high on
intimacy also enjoy friendly social relationship with each other. The teaching fraternity is a dynamic social group working well in harmony. Teachers high on spirit and intimacy definitely have the right attitude towards their profession. They had job satisfaction. Further the study revealed that aloofness and production emphasis (headmasters’ behavior) are negatively correlated with teacher’s attitude. Headmasters high on aloofness behave in impersonal and formal manner.

**Shripria and Gomathy (2006)** showed that conducive climate is essential for the development of any organization. The factors which strengthen the climate of the organization are job content, career development, warmth support and relationship, quality of worklife, leadership, teamwork, governance, participation and involvement, welfare schemes, tolerance, and conflict. Further, they have suggested that the company had to improve the factors such as creativity, rewards and openness in order to provide a proper climate to the employees of the organization.

**Potosky and Ramakrishna (2001)** emphasized that learning and skill development were significantly related to organizational performance.

**Ralph Kartz, (1993)** studied the R and D team of the Alpha Chip Design of the Digital Equipments revealed the positive climate of the company’s productive system. The success of the team was that a very high powered group of individual technologists had come together through self-selection and natural evolution processes to work toward a singular-minded objective was a strong contributing factor. These were not team-playing individuals, they were a collection of talented individual contributors willing to play together as a team. They were all eager to commit to a very aggressive set of goals and very willing to accept the risks that such a commitment entailed.

As per **Moran and Volkwein (1992)**, the OC facilitates the firm to identify the deficiencies in connection with different organizational factors, such as organizational structure, employee compensation system, communication level, physical atmosphere, organizational culture, etc., It is the apparent trait of a firm and its sub-systems as replicated in the mode in which an organization deals with its associates, team members and organizational problems. It is comparatively enduring excellence of the in-house
atmosphere that is experienced by its employees which influences their performance and can be described in terms of the values of specific set of behaviors in the firm.

**Denison (1990)** found that an Organizational Climate encourages employee involvement and empowerment in decision making and predicts the financial success of the organization.

The study conducted by **Sing and Singh (1988)** to find out the job satisfaction of physical education teachers working at various places in India revealed that 59 percent of the subjects never felt overloaded with work, 90 percent felt that facilities were too mean, 60 percent expressed dissatisfaction over pay, however they felt security in the job.

**Glick (1985)** pronounced that the content of organizational climate has varied widely and they include almost all the important aspect of organizations such as structure, communication, leadership, conflicts, reward system, inter personal relationships, organizational effectiveness, reasonability and so forth. It has been pointed out that the contents of the climate constructed various researches overlap wit many other major concepts in organizational behavior.

### 2.3 ORGANIZATION CULTURE

**Punia (2004)**, briefed that culture has become a critical lever of the success chain for the organizations willing to maximize their global competitiveness. Cultural evaluation could facilitate a company to analyze the gap between the prevailing and desirable corporate culture. A thoughtful assessment of the culture supports the alignment of values and strategic goals across sub-cultures within an organization. Further explained that culture could be termed as the interactive aggregate of common characteristics that influence a human group’s response to its environment. Also described that the culture varies from one organization to another requiring a study of cross-national and cross-cultural phenomenon within the organization. He cited the example, Japanese work culture is very different from American work culture.

From his study, he has concluded that the current organizational culture encourages human values, diverse views and thinking, managerial responsibility, and firmness in action as supported by the high scores on these aspects. Likewise there has been a desire to have emphasis on competence rather than on seniority. The gap between
desired and prevailing corporate culture was not high on individual sector basis in most of the aspects. However, the gap has been found significant on composite whole basis. The tends to be more context sensitive.

Schein (2003)\textsuperscript{13}, explained that Culture is essential to understanding inter-group conflict and is both a dynamic phenomenon that surrounds us at all times. Culture is the result of a complex group learning process that is only partially influence by leader behavior. He explained further that culture and leadership area are two sides of the same coin, in that leaders first create cultures when they create groups and organizations. He learnt from the Digital Equipment Corporation (DEC), why DEC initially succeeded and, in the end, failed as business that he could realize that the true importance of organizational culture as an explanatory concept. He observed that the leadership failure, marketing myopia, arrogance based on past success. When he made an attempt to understand why such things happen, culture as a concept comes into the forefront.

Venkatachhalm (2003)\textsuperscript{14} says, culture is to an organization what personality is to an individual. As the personality determines the identity of an individual, in the same way the culture determines the identity of a human group. Culture could be termed as the interactive aggregate of common characteristics that influence a human group’s response to its environment.

Singh (2001)\textsuperscript{15}, points out that the real significance of the work–culture of an organization could be appreciated only during such times. Proper handling of a crisis sends a powerful message about culture. How managers handle their less productive workers or reward their more productive worker also speaks about their ability to maintain certain strength in their culture. Further she argued that, Organizational culture could be a help or a hindrance to organizational change. On the one hand, it provides power for action while on the other, it filters information, exercises control over decision-making, and restrains action options.

Garratt(1996)\textsuperscript{16} says that good managers are able to support and reinforce an existing culture by being strong role models, and by handling situations they may result into cultural deviations with great diplomacy.

Ashton (1996)\textsuperscript{17} observes, when the leaders themselves play strong role models, employees often emulate leader behavior and look up to them for guidance. By being
strong role models and by guiding, teaching and coaching, the leaders reinforce the values that support the overall organizational culture.

Collins and Porras, (1995)\(^{18}\) briefed about the values that the values evolve out of the basic assumption and form the core (or heart) of the culture, reflecting what is important in the organization and determining how the organization ought to be (the ethos, the personality of the organization). Sam Walton captured the core value of Wal-Mart in the statement that Wal-Mart puts the customer ahead of everything else. Boeing maintained its core value of product safety, applying the most conservative safety standards, testing, and analysis ever to a commercial aircraft. Merck, in terms of its core value of imagination, facilitated a breakthrough in the pharmaceutical industry.

Baraney 1991; Dierickx and Cool,1989; Hamel and Prahalad, (1993)\(^{19}\) Their Strategy specialists maintain that the increasing focus on external environment for strategy formulation should turn its perspective more towards the company’s or organization’s internal strengths, becoming the “competence-based perspective of the company

Wernerfelt, 1984), (Prahalad and Hamel, 1990) (Prahalad and Hamel, 1990)\(^{20}\). Their firms or the organizations need to take conscious decisions for competitive advantages by focusing on the inside elements of the company. A variety of terms have been coined by experts in strategy formulation and the most common ones include terms such as “resources” and “core competencies”

Dastmalchian(1986)\(^{21}\), points out that the dynamics of environment may require changes it , or the sub-culture may have to be encouraged to support and enhance the organizational culture or counter-culture may have to be controlled to minimize its harmful effects.

2.4 THE CHANGE

Galit and Boas (2005)\(^{22}\) studied the self-concept based theoretical perspective for analyzing and interpreting employees’ reaction to organizational change. The authors suggest that change will be supported to the extent that it is concordant with organizational members’ self-concepts. Change would be experienced as stressful and be
resisted to the extent that it poses threats to employees’ self-concepts, in particular to their senses of self-determination, self-distinctiveness, self-enhancement, and self-continuity.

**Oliver (2000)**\(^2\) opined that the information technology may, in future, be replaced by biomaterial technologies (combination of Biology and Material Sciences) which could give rise to a whole new set of commercial dynamics in medicine, agriculture and industry.

**Drucker (1997)**\(^2\)\(^4\), pointed out that, any organization that ignores change does so at its own risk. One might conclude that for many, the peril would come sooner rather than later. To survive and prosper, an organization must adopt strategies that realistically reflect their ability to manage multiple future scenarios. He further, argued that increasingly, a winning strategy will require information about events and conditions outside the institution….Only with this information can a business….. prepare for new changes and challenges arising from sudden shifts in the world economy, and in the nature and content of knowledge itself.

The imperative change was felt necessary in the millennium to adapt to the changing technology and changing mindsets of the human forces. In this juncture, it is important, however, is recognition that change occurs continuously, has numerous causes, and needs to be addressed all the time.

**Kiechel (1993)**\(^2\)\(^5\), observed that, to a certain extent, all organizations exist in a changing environment and are themselves constantly changing. For example, he cited that, the world of business is thought to be changing in the following ways:

a. The average company will become smaller, employing fewer people.

b. The traditional hierarchical organization will give way to a variety of organizational forms, such as networks of specialists.

c. Technicians ranging from computer repairers to radiation therapists will replace manufacturing operatives as the worker elite.

d. A horizontal division of labor will replace the vertical division of labor.
e. The emphasis of many businesses will shift from making a product to providing a service.

f. Work itself will be redefined, with more emphasize on constant learning and higher order thinking.

Ralph, Katz (1993)\(^{26}\), explained that the real problem for the research and advanced development functions lies not in identifying such technological possibilities but in getting the broader organization to invest in some specific alternatives while there is still considerable uncertainty as to whether they have picked or commuted to the “right” technological past, emphasizes this pointing out that it was the ability to move technological advancements out of the effective technological change and innovation in an organization – and not just the creation of ideas and suggestions, for there is usually a surplus of undeveloped and unimplemented ideas. As a result, whether dealing with organizational change or technological change, the most critical part of the change process lies not in the generation of ideas and possibilities, but in their implementation.

Stewart (1993)\(^{27}\), observed that, a few decades ago, advances in machine technology made farming so highly efficient that fewer hands were needed to plant and reap the harvest. The displaced laborers fled to nearby cities, seeking jobs in newly opened factories, opportunities created by some of the same technologies that sent them from the farm. The economy shifted from agrarian to manufacturing, and the Industrial Revolution was underway. With it came drastic shifts, where people live, how they worked, how they spent their leisure time, how much money they made and how they spent. Today’s business analysts claimed that they are currently Technological Forces. As Sherman (1993) observed and put it, “This workplace revolution….may be remembered as a historic event, the western equivalent of the collapse of communism.

Kanter (1991)\(^{28}\), described that, interestingly, the forces for organizational change are not isolated to any one area: they are global in nature. To illustrate this point, he cited the case of survey that was conducted of 12,000 managers in twenty-five different countries. When asked to identify the changes they have experienced in the past two years, respondents reported that major restructurings, mergers, acquisitions, divestitures and acquisitions, reduction in employment, and international expansion had occurred in their countries. Although some form of change was more common in some countries than
others, organizations in all countries were actively involved in each of these change efforts especially major restructuring. Clearly, the evidence suggested that organizational change is occurring throughout the world.

Lawler (1986) summed this quite effectively by noting that, “Overall Planned Change is not possible but it is often difficult. The key point is that change is an ongoing process, and it is incorrect to think that a visionary end state can be reached in a highly programmed way.”

2.5 RESISTANCE TO CHANGE

Kerry, et al (2005), concluded from their study on information system that the influence of managers had a negative impact on early user attitudes. Unlike peers and IS consultants who are more closely tied to the users, managers were further removed from understanding the direct implications the system holds for work change. This concept has already been stated by Massey et al., 2001. These findings raised an important issue around management’s understanding of the current and future systems. Specifically, if users are satisfied with the system they currently have, then management’s influence may be seen as counter-productive, particularly if the wrong reasons for change are emphasized. For the bank employees, in addition to significant procedural changes, the new system represented a radical departure from their current system in terms of data record formats, report formatting and report generation, and user interfaces. When users perceived the status quo was quite satisfactory, mandatory change may require management to offer broader motivating reasons or drivers to explain the importance and urgency of a new system. For example, management may need to explain that the organization is responding to a competitive threat or changes in laws or reporting requirements. Finally, these findings highlighted the need to examine in more in detail the relationship between the users and management. For example, trust in management would be a moderating factor of the influence on attitudes, such that if management is trusted, the relationship between managers’ influence and attitudes would be positive.

Bovey and Hede (2001) in their study conducted among 500 large Australian organizations, found that, many organizational changes were delayed, slowed down, or even failed due to employees’ psychological difficulty to accept the change and adjust to it. The employee resistance was the most frequent problem encountered by management
when implementing change. They found several sources which include, general need for stability, fear of the unknown, a sense of reduced control, anticipated difficulties in adjusting to new methods of work and working conditions and various more specific anticipated or feared losses, such as loss of power, status, social relations and benefits.

**Rucht (1995)**\(^{32}\) disclosed that, over the long term resistance to technology had seldom been successful. The luddites have usual loss! Nuclear power is one of the few examples of a major on-line technology that had been successfully challenged by protest movements. But even unsuccessful protest movements had led to important social reforms. Among the more important have been labor market reforms, regulation of food and drugs, and legislation designed to limit the negative environmental spillover effects of agricultural and industrial intensification. When protests had been successful in bringing about reform it is generally because they had been able to mobilize substantial political resources.

**Randall (1991)**\(^{33}\), found that one motivation for resistance has been the economic interest of workers in protecting their jobs or the conditions of employment and of industry for protection against the “creative destruction” of technological competition. There is a tradition running back to the early days of the industrial revolution of resistance to labor-saving technology on the part of workers who feared their jobs would be displaced by machines.

**Nadler (1988)**\(^{34}\), based on his studies and consulting experiences with companies such as Citibank, Corning, and Xerox argued that there were essentially three basic problems inherent in the management of any large change process. First, there is the issue of motivation and resistance, that is, the need to motivate people to find and internalize new ways of behaving and managing their comfortable in the status quo and resistant toward changes that threaten existing practices and procedures, individuals must become receptive toward the new methods or strategies if, in fact the proposed changes are going to take hold and be implemented successfully.

The second issue, according to Nadler, involves the need to mange effectively the transition from what was, in the past, to what will be in the future. Since change disrupts the normal course of events, it is necessary to control the process by which the innovation
or change takes place in order to avoid process by which the innovation or change takes place in order to avoid confusions, miscommunications, and misunderstandings.

Finally, there is the need to shape and influence the political dynamics of change. Since Organizations with multiple products and multiple technologies are organized around groups of individuals with very different interests, by their very nature, political entities in which certain power centers can develop either to support or impede the proposed change.

Clark (1987) observed that there has also been a smaller literature dealing with resistance or barriers to the diffusion of technology. A continuing theme in economic history had been the large and persistent difference in output per worker among countries in the textile industry, even when using identical technology.

2.6 QUALITY OF WORK-LIFE (BALANCE)

The concept work-life is considered to be important when discussing the organizational Climate. If the employees’ work-life balance was maintained well properly with the utmost satisfaction of the employees, the climate of the organization would be conducive and be given rise to more productivity. Therefore, the wok-life balance and the organizational climate have direct relationship with each other. In line of the above the researcher attempted to cite some studies on the quality of work-life balance (QWL).

Harikrishna Gaura (2012), summarized his organization’s activities on employee development which is based on meritocracy. He has revealed that, employees are given ownership driven opportunities. He further disclosed that, such a policy allows for talented, motivated individuals to progress in their career quite fast without being bogged down by criteria like credentials, education or even how many hours they spend in the office. Also he has mentioned, the HR practice at ABCO which makes it employee friendly. So of these policies are: Flexi Work timings, No Dress Code, it does not matter what time employees step in to the office and from where they work, if the given deliverable are met, work from home options for employees, quick career paths for employees, learning culture, and merit based appraisal system and not tenure based system. Further added, that the organization has a flat hierarchy where anyone can approach anyone through the Open Door Policy.
Anish (2012) has stated the following in “The Hindu” newspaper, regarding the option for work life balance in his organization, Intel India Development Centre, Bangalore. In their organization, the employees are permitted to work from home according to their nature of work. This has enabled some of the employees to be near their loved ones or support family located remotely while pursuing their professional goals. Given the different needs of individuals, the “telecommuting” option is used in different ways ranging from one “off days” when employees work from home to meet personal needs to extended periods of time.

The organization has made arrangements that the employees can also use bridge telephone facilities to talk across geographies at local rates and use applications like, Live Meeting and Net Meeting to work effectively even when they are not onsite. Intel even has telepresence and video collaboration rooms to enable employees to connect face to face with their peers and counterparts across the globe there by helping in strengthening employee relations. Further, Intel provides its employees the flexible time (Flextime) option to meet their personal priorities along with work. Apart from general employee sessions special sessions are conducted for new managers as well to educate them on how to manage their diverse employees for a successful and long career at Intel. They provide financial assistance for Medical care, women are eligible to avail 12 weeks off as maternity benefits. They feel, these may improve the work life balance of employees and also making them more productive at job.

Amar Sinhji (2012), Reported to The Hindu Opportunities Column, that in Tata Capital limited, quality of work life is highly balanced by implementing and following the HR concepts. The flexi working hours allow for temporary as well as long term adjustment of an employees working day, giving them a unique flexibility to plan their office hours around their personal commitments. Any employee, at any level can avail of the benefits of this policy. Under special circumstances and for special needs, the company is also open to employees working from home and this enabled by making extensive use of technology.

The housing loan subsidy covers a significant portion of the interest burden of an applicable employee irrespective of whether the loan is taken from Tata Capital itself, or from any other provider. Additionally, home loans from Tata Capital are also provided at an interest less than market rate.
The cost of education itself entirely covered by the company depending upon the nature of education, the potential and long term growth of the employee,. The unique nature their ESPS is that shares are made available to all employees, irrespective of grade, level or function. This ensures that even junior employees can participate in the company’s growth and partake of the fruits of success of the company in the future.

The Tata Capital has program called ‘Zest’ that provides classes in currently popular areas like dance, foreign languages etc., at the subsidized rates. It had a dedicated cooperate sustainability team which works in the socially relevant areas of welfare, livelihood and employment, education and the environment. The volunteer program ensures participation if employees in the work being done in the above areas and other key initiatives. Under a program called iSculpt, a steady stream of employees had made successful transitions into different jobs/business/functions within the organization.

The policies of maternity and paternity leave, prevention of sexual harassment, celebrations of International Women’s day and national and regional festivals help in encouraging and maintaining such diversity in terms of gender and background.

Navjot Kaur and Parminder Walia (2010)³⁹, studied how the emotional intelligence is a relating factor in creating work life balance. The study revealed that simple presence of various participative bodies was not sufficient to create a participative culture in the undertakings. Psychological and active involvement of employees was equally important to encourage and flourish the real and genuine participation. Employees personally wanted to take part in participative forums, provided these forums worked on professional lines. In order to create a truly participative culture, there ought to be sufficient focus on delegation of work, transparent communication, empowerment and proper feedback.

Nirmala, Venkataramani and Maran,K (2009)⁴⁰ studied the linkage between work-life balance and stress levels among women employees in Chennai. 200 samples from different types of organizations were taken and data collected through a questionnaire consisting of 15 questions. After the study, they concluded that, heavy workload at the office and long hours at work in today’s organizations leave little time for women employees to attend to family and household work. The women employees find it difficult, if not impossible, to balance office work and household work to achieve some
degree of “Work-Life Balance”. This is further compounded by lack of help from spouse, children and relatives. The women employees themselves, sometimes have an unrealistic estimation of their capabilities forgetting that their time and effort are limited. This leads to further imbalance in “Work-Life Balance” and stress for the women employees. This research paper examined some of the causes of this work-Life Imbalance. It also enumerated certain solutions to arrive at a more equitable Work-Life Balance.

Vanmathy and Nikilo (2009)\(^\text{41}\), has identified few dimensions of QWL namely, economic benefits, work itself, working conditions, individual perspectives, opportunities for development, work-life balance, organizational factors, relationship management and social identity. The perceived QWL factors of the finance and sales representatives was low compared to representatives of banking, pharmaceuticals and insurance organizations. The discriminant analysis proved that the sales representatives among the four sectors differ only in their perception about employee satisfaction and continuance.

Rao and Venugopal, (2009)\(^\text{42}\), identified four sub-scales to measure the QWL among Indian Women Employees namely (1) Nature of job and carrier progress, (2) Management support, (3) Rewards and (4) Impact of work on personal life.

Sing and Singh (2009)\(^\text{43}\) found that there is significant mean difference in satisfaction with job satisfaction with management and overall satisfaction between high and low job positive stress, personal positive stress and total positive stress.

Dolan et al.,(2008)\(^\text{44}\) focused on examining the effect of supervisor support, intrinsic and extrinsic job demands as well as motivation on overall Quality of Working Life and negative health consequences by using job content questionnaire of Karasek and Colleagues(1990).

Purani and Sahadev (2008)\(^\text{45}\) found that industry experience moderated the job satisfaction, disinclination to quite relationship for most of the job satisfaction dimensions among the sales persons in the pharmaceutical company in India.

Joshi (2007)\(^\text{46}\) revealed that the level of satisfaction of women employees with QWL in their respective organizations was quite high in spite of the overall work life conditions as provided by company/management being only average. While the wider issues having implications for the entire workforce were taken care of in their negotiation
by the existing union of which they were members the “women specific” issues were generally ignored.

**Varma, Dinesh.M (2007)** has quoted the findings of a 4 month long research project, conducted in nine Indian cities with 1140 respondents. The researchers (AVTAR Career Creators-Flexi-Careers Viewport-2007) noted that many modern day women employees experienced a sense of guilt at leaving a child to pursue their career. This was a strong negative motivator for quitting a full-time job. For an increasing number of women “flexible work timings” offer the perfect via-media to achieve better “work-Life Balance”. Over 73 percent of the respondents stated that managing a career and a home was the primary reason for their stress and poor health. They found it almost impossible to focus on personal wellness or find time for leisure while juggling a demanding career at home.

**Datta, Damayanti (2006)** in India Today, stated that many women employees were still seeking that elusive balance between work and life. She further stated that in a survey covering 4000 women across 5 metros in India, over 80 percent of the respondents reported that they felt guilty for not spending enough time with their families.

**Dyrbye et al., (2006)** reported that personal life events are strongly correlated with burnout and has adverse effects on an individual’s performance. It also reported that burnout and higher job related stress were most responsible factors for job dissatisfaction, decision to leave work field and reducing the number of working hours.

**Saklani, D.R. (2003)** identified some QWL dimensions. These are, adequate and fair compensation, fringe benefits and welfare measures, job security, safe and healthy physical environment, workload, opportunity to use and develop human capacity, opportunity for continued growth, human relations and social aspect of work life, participation in decision making, reward and penalty system, equity justice and grievance handling, work and total life space, and image of organization in the society.

### 2.7 HIGHER EDUCATION AND ITS QUALITY

**Manmohan Singh (2013)** in his address delivered at the conference of the Vice-Chancellors of the Central Universities on 5th February 2013 in New Delhi, lamented that, in spite spending lot of funds by the central government for improving the higher
education, still the universities and the Higher educational Institutions could not get attain the global excellence. He was very much optimistic that the Indian Universities could not find the place in the list of 200 universities of excellence in the world. He stressed that there is no meaning in extending the universities unless they improve in quality. He was very much depressed that our Higher Educational institutions have not reached the international standard and bench mark. Also the Institutions have not adapted to the changing world environment. Also said, these institutions are producing graduates in the area of subjects having no more employability. He was very much pained in saying that there seemed to be more devoid in the relationship between students and teachers. He stressed the need of creating good teachers to improve the learning and research skills among the students. He expects that, the higher education should be the part of creating new India with economic welfare in the 21st century.

Salina Daud and Noraina Mazuin Sapuan (2012) had briefly looked into the issues of quality in higher education institutions in Malaysia which were always under public scrutiny, especially for private higher educational Institutions. There was little agreement on how the quality was measured. They examined students’ view in relation their expectation and perception of service quality that they are experiencing in their HEIs and also assessed the gap in students’ expectations and perceptions towards the quality of service that they had been accorded to from their respective HEIs using the differencing technique. Data was collected using structured questionnaire from 200 students of Business and management Faculty of the PHEIs. The results showed that IPHEIs should improve their ability to perform the promised service dependably and accurately so that they can gain customers’ trust.

Inderpreet Singh Ahuja (2011), outlined the impact of changes in global and national economic scenario is emergence of an era of global technological competitiveness. Even increasing competition and rapidly changing customer demands warrant technologists and engineers to be continuously trained to meet challenges of knowledge-intensive new technologies. For technical education to be useful for 21st century requirements, technical institutions should set an example in propagating quality consciousness to manage the competitive environment. In this context TQM has become highly relevant as a management philosophy for technical education.
Hussien Ahmed Al-Tarawneh and Maria Moayyad Mubaslat (2011) investigated the application of TQM in educational organizations using Jordanian Higher educational sector as a model example. Higher education is an important sector in Jordan. The government has introduced several laws and constitutions aimed to further develop this sector, improve its ability to compete. However, little work has been done to measure and control quality in this sector. The work would show that the use of TQM can be of great benefit to the Jordanian universities. They also investigated the relationship between the application of TQM and the increase in the educational performance and efficiency. The result showed that the application of TQM in the Jordanian educational sector lead to increase productivity and ability to compete towards excellence.

Manjula and Vaideeswaran (2011), explored a maturity model suitable for educational sector to improve the standard and quality of an educational system. For this purpose they have selected SEI-CMM as their base model for developing E2-CMM framework, which can be used for continuous process and quality assessment in education sector. Finally, they concluded with a brief discussion on the capability assessment and rating methodology that can be used for ranking the level of maturity of the educational organization.

Tara Bahadur Thapa (2011) examined Total Quality Management (TQM) and found that TQM is the latest in a parade of models, recipes, programs, frameworks, and slogans for guiding academic reform. It provides a tool to help ensure this quality. TQM advocates that everything and everybody in the organization is involved in the academic institutions for continuous improvement. As it is applied to education, TQM faces new challenges due to diversity in nature of students and educators, large and multileveled classrooms, technological advances and new paradigms in educational content and delivery. Despite these issues education must maintain quality across classrooms, schools and institution. He highlighted the need of TQM to improve overall quality of education in Nepal.

Pramod et al (2010) analyzed that with the developments of quality revolution, educationalists have started to explore the sustainability of engineering education. They highlighted the proposition to use Quality Function Deployment (QFD) for improving quality of engineering education. In order to reap the synergic power of QFD and TPM,
model named as ‘Maintenance Quality Function Deployment” has been proposed and its purpose has been explored.

Pal Pandi, A., Surya Rao, U., and Jeyathilagar, D., (2009)\(^{58}\), studied the practice of Integrated Total Quality Management (ITQM) in engineering institutions in Tamilnadu, India, from the stakeholders’ (government, faculty, parents, students and the public at large) perspective. ITQM is nothing but a bundle of global management practices such as ISO 9001-2000, Six-Sigma (DMAIC) TQM, Knowledge Management and Lean Thinking. The data were obtained from a survey of 250 members of stakeholders and analyzed. Based on the analysis, recommendations have been made. The result of this study could also be applied internationally in the institutions of higher learning.

2.8 KNOWLEDGE MANAGEMENT

Rezaie et al (2009)\(^{59}\) exploited a fuzzy-based analytical hierarchy process as a means of key effective factors evaluation methodology to prioritize and organize factors faced in knowledge management process. Key knowledge management factors are studied for 33 knowledge-based organizations in Iran that identifies 3 general dimensions affecting knowledge management (human, technology and organization).

Ji Shigang et al (2009)\(^{60}\) introduced the content of E-learning and individual knowledge management. The strategy of individual KM in E-learning include: analyze the learner’s demand of knowledge resources; choose the right personal KM tools; establish their own KM system; maintain personal KM system.

Yongpo et al (2009)\(^{61}\) analyzed the current state of knowledge management in software testing and the major existing problems were identified; KM methods was proposed towards a KM system in software testing was designed and implemented.

Tianyilin (2008)\(^{62}\) proposed the principle for building enterprise KM and selected the enterprise KM performance evaluation indicator set by using Delphi method.

Wang et al (2006)\(^{63}\) addressed the definitions about knowledge management, area of knowledge management, development of knowledge management, and then provide a
summary of the driving and impeding forces that help and hinder proper deployment of knowledge management strategies in e-commerce.

Sung-Ho, Yu et al (2004) identified several key drivers for developing organizational knowledge managerial capability and examining their relationships with knowledge management performance. For the identification data has been collected from the 66 Korean firms, the study found that knowledge management drivers such as learning orientation, knowledge sharing intention, knowledge management system quality, reward, and knowledge management team activity were significantly related to the organizational knowledge management performance knowledge quality and used knowledge satisfaction.

2.9 SUMMARY

Various studies related to the present investigation have been presented under seven heads. These studies helped the investigator to draw the blue print for further investigation and to coin the questionnaires pertaining to the students and faculty members. The framework of the analysis was determined from the above studies and also helped to arrive at a suitable conclusion.
REFERENCES


