

**“A STUDY OF QUALITY OF WORK LIFE (QWL)  
BETWEEN PRIVATE AND PUBLIC SECTOR  
EMPLOYEES”**

**DOCTOR OF PHILOSOPHY  
In  
MANAGEMENT**

**By  
PREM SINGH KHETAVATH**

**Under the Supervision of  
PROF. P. JYOTHI**



**SCHOOL OF MANAGEMENT STUDIES  
UNIVERSITY OF HYDERABAD  
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DECEMBER, 2015.**

**“A STUDY OF QUALITY OF WORK LIFE (QWL)  
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EMPLOYEES”**

A Thesis Submitted during December, 2015 to the University of Hyderabad  
in partial fulfillment for the award of

**DOCTOR OF PHILOSOPHY  
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School of Management Studies  
University of Hyderabad

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Date: 30-12-2015.  
Place: Hyderabad.

## CERTIFICATE

This is to certify that the research work embodied in the present thesis entitled as **“A Study Of Quality Of Work Life (QWL) Between Private And Public Sector Employees”** has been carried out by **PREM SINGH KHETAVATH** under my supervision, for the full period prescribed under Ph. D ordinances of the University of Hyderabad.

I hereby declare that to the best of my knowledge that no part of this thesis has been submitted earlier for the award of Degree at any other university or institute.

Dean

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Research Supervisor

**(Prof. P. Jyothi)**



School of Management Studies  
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Date: 30-12-2015.  
Place: Hyderabad.

## DECLARATION

I hereby declare that the research embodied in the present thesis entitled, **“A Study Of Quality Of Work Life (QWL) Between Private And Public Sector Employees”**, is an original research work carried out by me under the supervision of **Dr. P. Jyothi**, Professor, School of Management Studies, University of Hyderabad in partial fulfillment of the requirement for the award of the degree of Doctor of Philosophy in Management.

I declare to the best of my knowledge that this thesis or a part thereof has not been earlier submitted for the award of degree at any another University or Institute.

Signature of the Research Scholar

**(PREM SINGH KHETAVATH)**

## **Dedicated to**

**My loving family – my wife, Parents, Sons, Brothers, Sisters, Brothers-in-law, Sisters-in-law and nephews to whom I owe unconditional love and support and who have been a continuous source of inspiration for me.**

## **DECLARATION**

I **PREM SINGH KHETAVATH** hereby declare that this thesis entitled “**A Study Of Quality Of Work Life (QWL) Between Private And Public Sector Employees**”

Submitted by me under the guidance and supervision of **Dr. P. Jyothi, Prof, School of Management Studies, Univeristy of Hyderabad**, is a bonafide research work which is also free from plagiarism. I also declare that it has not been submitted previously in part or in full to this University or any other University or Institution for the award of any degree or diploma. I hereby agree that my thesis can be deposited in Shodganga/INFLIBNET.

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**“Gratitude is God honouring attitude”**

**PREM SINGH KHETAVATH**

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## **CHAPTERISATION OF THESIS**

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The research work is presented in five chapters which are as follows:

Chapter-I deals with Background and Introduction of quality, Total quality management, meaning and definition of Quality of work life, terminology, fundamental components, characteristics of Quality of work life issues, contemporary organizational functioning, trends impacting Quality of work life issues, Evolution of quality of work life, origin of quality of work life, Quality of work life practices in India and abroad, conceptual frame work of Quality of work life.

Chapter-II focuses on review of literature which presents findings of the various researchers, research gaps and research questions.

### **Chapter-III Research Methodology**

Chapter-IV deals with results and discussion of data which includes:

- Factors that contribute to QWL,
- Descriptive statistics of the employees on demographic profile
- Correlation analysis between demographic factors of QWL
- Hypotheses framed for the study being tested using Independent sample t-test techniques, chi – square test and regression analysis are all presented in this chapter.

Chapter-V ends with conclusions and suggestions for integrating work, non-work life and Quality of Work Life with employee commitment.

## ABBREVIATIONS

---

<b>ANOVA</b>	ANALYSIS OF VARIANCE
<b>ATM</b>	AUTOMATIC TELLER MACHINE
<b>AWALI</b>	AUSTRALIAN WORK AND LIFE INDEX
<b>BSNL</b>	BHARAT SANCHAR NIGAM LIMITED
<b>CEO</b>	CHIEF EXECUTIVE OFFICER
<b>CCs</b>	CALL CENTRES
<b>CD Player</b>	COMPACT DISK PLAYER
<b>CFA</b>	CONFIRMATORY FACTOR ANALYSIS
<b>CoP</b>	COMMUNITIES OF PRACTICE
<b>Df</b>	DEGREE OF FREEDOM
<b>DSP</b>	DIRECT SUPPORT PROFESSIONAL
<b>EC</b>	EMPLOYEE COMMITMENT
<b>EFA</b>	EXPLANATORY FACTOR ANALYSIS
<b>F</b>	FREQUENCY
<b>FICCI</b>	FEDERATION OF INDIAN CHAMBERS OF COMMERCE AND INDUSTRY
<b>GDP</b>	GROSS DOMESTIC PRODUCT
<b>HDFC Banks</b>	HOUSING DEVELOPMENT FINANCE CORPORATION BANK
<b>HMT</b>	HINDUSTAN MACHINE TOOLS
<b>HPWP</b>	HIGH PERFORMANCE WORK PRACTICES
<b>HR</b>	HUMAN RESOURCES
<b>HRM</b>	HUMAN RESOURCE MANAGEMENT
<b>IT Employees</b>	INFORMATION TECHNOLOGY EMPLOYEES
<b>i.e.</b>	THAT IS
<b>IBM</b>	INTERNATIONAL BUSINESS MACHINES CORPORATION
<b>IT</b>	INFORMATION TECHNOLOGY
<b>IT-BPM</b>	INFORMATION TECHNOLOGY BUSINESS PROCESSING MANAGEMENT

<b>JDI</b>	JOB DESCRIPTIVE INDEX
<b>JSW Ltd.,</b>	JINDAL STEEL WORKS LIMITED
<b>KMO</b>	KAISER-MEYER-OLKIN
<b>LoS</b>	LENGTH OF SERVICE
<b>M</b>	MEAN
<b>MBI</b>	MASLACH BURNOUT INVENTORY QUESTIONNNAIRE
<b>MBO</b>	MANAGEMENT BY OBJECTIVE
<b>MD</b>	MANAGING DIRECTOR
<b>MHRD</b>	MINISTRY OF HUMAN RESOURCE DEVELOPMENT
<b>MIDA</b>	MALAYSIAN INDUSTRIAL DEVELOPMENT AUTHORITY
<b>MNCs</b>	MULTIN - NATIONAL CORPORATIONS/COMPANIES
<b>MS/ES</b>	MENTAL STRESS / EMOTIONAL STRESS
<b>MSQ</b>	MINNESOTA SATISFACTION QUESTIONNAIRE
<b>NALCO</b>	NATIONAL ALUMINIUM COMPANY
<b>NLC</b>	NYVELI LIGNITE CORPORTATION
<b>OCB</b>	ORGANIZATIONAL CITIZENSHIP BEHAVIOR
<b>OD</b>	ORGANIZATIONAL DEVELOPMENT
<b>OICO Company</b>	OIL INDUSTRIES' COMMISSIONING AND OPERATION COMPANY
<b>ORS</b>	OCCUPATIONAL ROLE STRESS
<b>PAC</b>	PRINCIPLE COMPONENT ANALYSIS
<b>PE/VC</b>	PRIVATE EQUITY AND VENTURE CAPITAL
<b>P/HRM</b>	PERSONAL / HUMAN RESOURCE MANAGERS
<b>PSM-fit</b>	PUBLIC SERVICE MOTIVATION-fit
<b>QC's</b>	QUALITY CIRCLES
<b>QoL</b>	QUALITY OF LIFE
<b>QWL</b>	QUALITY OF WORK LIFE
<b>QWLSI</b>	QUALITY OF WORKING LIFE SYSTEMIC INVENTORY
<b>RCFL</b>	RASHTRIYA CHEMICALS AND FERTILIZERS LTD
<b>RINL</b>	RASHTRIYA ISPATH NIGAM LIMITED

<b>SAIL</b>	STEEL AUTHORITY OF INDIA LIMITED
<b>S D</b>	STANDARD DEVIATION
<b>S E Difference</b>	STANDARD ERROR DIFFERENCE
<b>SAS</b>	STATISTICAL ANALYSIS SYSTEM
<b>SBIRD</b>	STATE BANK INSTITUTE FOR RURAL DEVELOPMENT
<b>SEM</b>	STRUCTURAL EQUATION MODELING
<b>Sig.</b>	SIGNIFICANCE LEVEL
<b>SMIs</b>	SMALL – MEDIUM INDUSTRIES
<b>SPSS</b>	STATISTICAL PACKAGE FOR SOCIAL SCIENCES
<b>SRI</b>	SOCIAL REACTION INVENTORY
<b>SSI units</b>	SMALL SCALE INDUSTRY UNITS
<b>TCS</b>	TATA CONSULTANCY SERVICES
<b>TEIQue</b>	TRAIT EMOTIONAL QUESTIONNAIRE
<b>TQM</b>	TOTAL QUALITY MANAGEMENT
<b>UK Ltd.</b>	UNITED KINGDOM LIMITED
<b>UN</b>	UNITED NATION
<b>U.S.A</b>	UNITED STATES OF AMERICA
<b>USD</b>	UNITED STATES DOLLAR
<b>WPM</b>	WORKERS PARTICIPATION IN MANAGEMENT
<b>WHOQOL</b>	WORLD HEALTH ORGANIZATIONS QUALITY OF LIFE
<b>WRQoL</b>	WORK-RELATED QUALITY OF LIFE

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# CHAPTER - I

## *Introduction*

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## **1. Background and Introduction**

The concept of quality is not something new. Only, the understanding about it has changed over a period of time. Consider the issue of quality management. Today, it entails accommodating the required specifications and meeting the expectations of the customers.

Before delving into what 'quality' in a manufacturing organisation means, it is important to understand that tangible products are items like cars, CD players, clothes, computers, and TV sets, which can be seen, touched, and directly measured. Yet another vital component of quality is 'conformance', which can be regarded as the extent to which the features of a product conform to the laid-down standards. 'Quality' also encompasses facets like performance; reliability (the assurance that the product will function to the optimum level); durability (that the product will last its operational life) and the ease with which the product can be repaired in case of major or minor defects). Thus, it can be seen there are several angles to the issue of quality of a product.

The concept of quality in a service organisation takes on a different hue, since, unlike in manufacturing organisations, we are not talking of tangible products that can be seen or touched. In this case, it is a question of the 'felt experience'. Consider examples like delivery of health care, stay in a hotel, or learning at a university, where the customer's delight is gauged by the level of satisfaction he or she has about the quality of services rendered. It must also be noted that the degree of satisfaction in such cases may vary from person to person. Any dimension to quality of service is the perceptual angle, which could include: courtesy and friendliness of the staff, responsiveness and alacrity in meeting customer needs and promptitude in redressing

complaints of the clients. Hence, it can be rather challenging to zero in on one specific term to define quality in service organisations.

## **1.2. Total Quality Management (TQM)**

The philosophy behind TQM is to empower the personnel of the organisation to identify quality problems and effectively resolve these. For a long time, fear of being chided for ‘overstepping one’s limits’ used to discourage employees from pointing out problems to their superiors. In such a scenario, there was always the risk of inferior products being passed on to the customers because of the notion of the top management that their subordinates ‘should only be seen – not heard.’ However, TQM has helped in imparting a new meaning to the issue of quality. Today, many organisations are encouraging (not punishing) employees for helping in identifying possible problem areas. Also, workers are being empowered to make decisions in their specific area of work. It is being increasingly recognised that workers are important players in the process of ensuring high quality work output. No wonder, their voices are being heard and their constructive suggestions given their due importance.

There is a widespread recognition of the fact that a high quality can provide a competitive advantage to any organisation. Companies are realising that today’s customers can be very demanding and discerning – more so, when there is intense competition in the market. To meet, or even exceed the expectations of the customers, it is imperative for all personnel of the organisation to work in total sync with each other.

Thus, Total Quality Management (TQM), as the name implies, entails an integrated organisational effort and involves the active and willing participation of personnel at

all levels of the hierarchy. TQM seeks to give due importance to the various teams functioning in the organisation. The teams can have different degrees of structure and composition. Also, specific and different types of teams are empowered to solve different types of problems. The quality circle figures among the most common types of teams. It is usually composed of eight to ten members and includes production employees and their supervisors. The Quality Circle seeks to resolve quality-related problems and tries to arrive at decisions through group consensus.

### **1.3. Quality of Work and Quality of Life**

The disciplines of societal and medical sciences have come to recognise Quality of Life as an important construct. However, different approaches have been adopted by each academic field to arrive at what quality of life is all about. For instance, sociologists and political scientists may tend to focus on societal or population issues. Psychologists and medical scientists lay greater emphasis on the “quantifiable aspects of individual and subjective experiences of a good life” (Rapley, 2003; Noll, 2004). The Scandinavian approach largely stresses on resources and objective living conditions, such as standard of living and personal income (Erikson, 1993). On the other hand, the American approach emphasizes subjective well-being via satisfaction and happiness as perceived and experienced by the individual (Campbell et al., 1976). The World Health Organisation defined “quality of life as an individual’s perception of his/her position in life in the context of the culture and value system in which he/she lives and in relation to his/her goals, expectations, standards, and concerns” (WHOQOL Group, 1998).

Thus, it can be seen that “the construct of quality of life is multidimensional and that it has both subjective and objective elements” (Sirgy, 2002; Rapley, 2003). “Individuals may perceive and evaluate objectively similar living conditions quite differently. People’s experiences can be determined by their life spheres, facets or life domains” (Sirgy, 2002). A person’s unique experiences may be conditioned by his/her education, family, health, work, friends, etc. The hierarchy of life domains unique to an individual bring out the importance of the various domains to him/her Employment is a key determinant of a person’s quality of life. “The employment status and being in receipt of adequate pay are uniformly regarded as important factors impacting an individual’s quality of life” (Clark, 2001a; European Foundation for the Improvement of Living and Working Conditions, 2005). There is ample evidence to show that in every European country, employed persons exhibited a much higher levels of life satisfaction, as compared to their unemployed counterparts (Gallie & Russell, 1998). Besides providing an adequate income to a person, work can help impart a degree of psychological stability and facilitate personal development. It brings about a measure of work-life balance, and “ensures a sense of identity and participation in a collective purpose” (Gallie, 2002). However, sectors and groups of employees can have significantly varying degrees of perceptions regarding QWL. Some jobs may not engender the desired level of personal development and may be regarded as risky, hazardous and unhealthy, and not provide many opportunities for participation in the decision-making process. At the same time, unfavourable working conditions can adversely affect certain categories of workers like non-skilled workers, older workers, women and, part-time workers.

Similar to quality of life, there is little agreement among scholars from different academic fields on a definition of quality of work or on what constitutes a good job (Smith et al. 2008). Economists may view this issue in terms of pay and working hours. Organisational psychologists could be more focused on issues like the well-being of the employees, job satisfaction and job autonomy (Rosenthal, 1989). Empirical studies bring out that mere monetary rewards cannot improve the quality of work (Clark, 2005). Interestingly, a survey brought out that both male and female respondent accorded a higher priority to job security and having an interesting job than income and working hours (Clark, 2005). In an almost similar vein, Lane (2000) has associated quality of working life with a meaningful job. The European Foundation (2005) associates quality of work with four key areas: “job security, health and well-being, competence development and an optimum work-life balance.” Green (2006) identifies quality of work with “a set of work features that foster the well-being of the worker. Also, capabilities are derived from wages and other reward conditions, including future prospects, as well as job control.” “A high-quality job is one which affords the worker a certain capability – the ability and the flexibility to perform a range of tasks (including the necessary sense of personal control), to draw on the comradeship of others working in cooperation, to choose from and pursue a range of agency goals and to command an income that delivers high capability for consumption” (Green, 2006). He does not refer, however, to the ability to successfully manage working and private lives. Moreover, paid work is not only a source of capabilities; it is also a source of demands. The impact of both job resources and demands, above and beyond resources and demands at home, and the impact of the wider workplace.

#### **1.4. Trends and Developments in Private Life**

Life has become more demanding not only at work, but also in the private domain. The rise of multiple income families and the growing number of women in the labour market have forced more people to try to combine paid work with childcare and other life activities. The decline of the single-breadwinner family model implies that people increasingly need to arrive at a balance between their working life and their personal and family life, and vice versa. Life gets more intricate when a couple tries to cope up with two jobs, school hours of the children and leisure activities, and a social life. They also have less time to recover from work-related stress. The increased flexibility of working life (flexible working hours) and technological advances (e-mails and cell phones) have also made the boundary between work and family more permeable. As a result, “work can be interrupted by family demands and vice versa” (Kossek et al. 2005). Author has posited that “both paid work (as a result of downsizing and restructuring) and parenting (as a result of the push towards intensive mothering and insights in child development) are increasingly “greedy” institutions” (Moen & Chermack, 2005).

Nevertheless, the parents in every country protect family time from the demands of paid work (Bianchi, et al., 2000, 2006). This is in line with theories of modern-day parenthood, which some researchers claim exert a strong normative pressure on parents – and especially mothers – to invest a large amount of time in their children (Hochschild, 1997; Bianchi, et al., 2000). Gender inequality still prevails, since women bear the main responsibility for the home, including providing informal care for children, the disabled and older parents (Bianchi et al., 2000; Davis and

Greenstein, 2004; Fuwa, 2004). Changing employment and policy constraints impact on care, as does the changing composition of society.

A new issue was introduced into the discussion of job quality in the 1990s, reflecting the growth of female labour market participation: how to reconcile a career and family life (Gallie, 2007). The emergence of a new post-industrial working time regime was another driving factor. Today, the working time regime is usually conditioned by the deregulation of collective norms, diversification in the length and pattern of working time and almost total removal of the boundaries between work and private life (Perrons, et al., 2005). Long working hours are a growing topic of discussion in the literature, in particular their impact on personal relationships and home life (Hochschild, 1997; Jacobs and Gerson, 2004). There is no evidence that people are generally working longer hours, although at the household level, the sum total of hours worked by both partners has increased.

The central focus in the theoretical approach is the impact of rising demands in working life on the QWL, the related issues include: opportunities and barriers male and female workers face in different workplaces. “Perceived QWL can also be impacted by job and household characteristics, the workplace context paid work contributes to people’s quality of life as long as their resources are adequate to meet the demands and needs of the employees” (Moen & Chermack, 2005). The workplace and the family or household situations can give rise to demands and resources. At the work place, one may be obliged to work for long hours, travel frequently travel and perform various types of work. On the domestic front, one may be obliged to care for the children and (or) elderly relatives. At the workplace, resources may include: the freedom to determine how the work is to be done, relationships with co-workers and work–life support. On the domestic front, the

resources could include: a supportive network of family and friends and a partner for sharing domestic work. When resources are unable to meet the demands workers come across in various life domains, the ensuing tensions and feelings of stress may impact the well-being of the workers. On the other hand, when the existing resources are able to meet the needs and the demands of the workers, people may feel in charge of their lives.

Organisations employ a number of people belonging to a larger society so as to fulfill their organisational objectives. In order to face the challenges of competition in global economy, organisations need to focus on human capital. Human capital needs to be treated as human values and not just as an economic tool. In the organisational system, human capital and moral values stand above all. In the services sectors like banking, insurance etc., along with other resources, performance of the organisation depends on the quality of human capital as they are the main product and service delivering assets. Thus in organisations, human capital assure the development of organisational activities, enhancing the organisation's performance and its image. Besides, the efficiency of the organisations can also be achieved when personal growth and well being of the employees is taken care of by facilitating a friendly environment and fostering a feeling of pride and belongingness. Thus the principal goal for organisations is optimization of human resources for enhanced performance and to address the challenges of its employees.

In a competitive scenario, for the work force contributing towards improved technologies, business models, work culture, conventions and sentiments influence the performance in an organisation. Therefore both the public and private sectors are aligning their human capital with their strategic objectives and human resources have been recognised as a vital and forceful factor in both the sectors. It may be possible to

replicate capital and technology, but not human capital, which needs to be regarded as a valuable resource for achieving competitive advantage. The socio economic compulsions and business environment have witnessed drastic changes in the recent past. For example, computerization, downsizing, mergers and acquisitions, disinvestment policies of the government have, indeed affected the employees. Factors like: intense competition, complexities in the economic environment, and spiraling labour costs can compel organisations to implement proactive strategies towards their employees.

Human resource management encompasses all aspects of employee's work life in an organisation from the time of recruitment to the stage of retirement. Human resource management takes care of employee's economic, social and psychological needs. It also influences the social, political and cultural aspects of employee's life. The economic, social and cultural difference between developed and developing countries can mostly be attributed to the differences in human resources in those countries. "Development does not occur spontaneously as a natural consequence, and this requires people with vision and drive". Recruitment, selection, induction, training and development, transfers, promotions, demotions, compensations package and working conditions that prevail are all part of human resource management. Human resource management is responsible for inducting right type of employees into the organisation through recruitment and selection processes, enriches their capabilities and skills through training and development programmes, and motivates them through compensation good packages.

Human resource management has been adapting many new concepts and processes which have gained momentum in the recent past. One such important process is QWL. Though the importance of QWL was realized long ago, its practice is being observed only recently. Since then, this concept is being used extensively by employees, academicians and practitioners. Hence, organisations have also begun to focus on QWL to satisfy their objectives and also employees' needs.

QWL of an individual is influenced by many factors. Campbell (1981) mentions twelve domains which influence the work life. These are: "marriage, family life, friendship, standard of living, work, neighborhood, city, or place of residence, the nation, housing, education, health, and the self." On the other hand, the majorly influential issues that determine the QWL are: "psychological well-being, work environment, working towards one's aim in life and the social environment in which one lives." Hence, one can find a close association between the work environment and the QWL and sense of well being of an individual. According to Nordenfelt (1993), a human being can be regarded as operating in the following types of environments:

- Physical. This is the environment which includes natural resources and the climate obtaining there;
- Cultural. This includes codes of conduct, the political system, traditions and other cultural expressions;
- Psychological. This consists of relatives, friends and co-workers. The satisfaction experienced by individuals in all the aspects greatly impacts the degree of contentment that people have with their lives in general.

The QWL is a subject of interest to human resource managers and behavioral scientists. QWL is considered as a tool for improvement of managerial performance. “To thrive and sustain themselves, organisations have to prepare, develop, equip and empower their employees so as to compete with the competition in skills, efficiency and effectiveness” (Sparrow & Budhwar, 1997; Venkata Ratnam, 1996). “The present highly competitive business environment is forcing Indian organisations to reorient their employment relationships” (Budhwar, 2000; Sodhi, 1999).

It is imperative for today’s organisations to focus on healthy employee relations and put in place well-defined policies and procedures, since piecemeal policies and measures cannot be long-lasting. The growing competition, the complex economic environment, rising labour costs, etc., are compelling organisations to adapt proactive strategies to improve employee relations. With the ever-changing composition of workforce, organisations that pay greater attention to QWL should be able to be at an advantage as far as hiring and retaining competent employees is concerned.

QWL is all about improving the level of happiness of the employees. It seeks to create a sense of accomplishment in the minds of the employees and engender greater job satisfaction that includes enhanced productivity, adaptability and overall organisational effectiveness. Authors proposed that “QWL, which is measured by the perceptions of the employees toward their jobs, colleagues, and companies, could greatly impact an organisation’s growth and profitability in the long-run. As a means to improve the QWL of the employees, organisations are now focusing on harmonious employee relations and adapting a human resource strategy that give a lot of importance to employees as organisational stakeholders” Heskett, et al (1994). “It is also being strongly recognised that companies with strong employee relations

initiatives will gain because these would motivate their workforce to put their best foot forward. It also involves providing fair, equitable and consistent treatment to all employees to enhance and retain their organisational commitment” (Gomez-Mejia et al. 2001).

QWL accepts people as the most essential organisational resource since they are considered as reliable, dependable and competent enough to make valuable contributions to the organisation. Hence, they deserve to be treated with dignity and respect.

The concept of QWL helps in reducing occupational stress. Stress at work is often considered as a separate issue, wherein it is gauged on the basis that attention to an individual’s stress management skills or the sources of stress will afford a strong basis for effective intervention. The quality of work performance is affected by quality of working life. The term QWL was coined by Elton Mayo in 1930 during his Hawthorne studies that sought to establish the impact of level of workplace illumination on the productivity of the workers. It was mainly concerned with interpersonal and group relationships among workers and advocated a participatory and democratic style of supervision to achieve work effectiveness. McGregor (1960) Maslow (1968) and Herzberg (1976), belonging to Humanistic school of thought, contributed towards QWL. This was the first step in the direction of research in QWL. Next to follow were: research on job satisfaction (in 1935), the rising concern for civil rights and social responsibility in the 1960s, such as the Equal Pay Act (Fair Labour Standards Act, in 1963), the Civil Rights Act, in 1964, and the development of equal opportunity guidelines (Sun, 1989; Cummings & Worley, 1997).

While the area of Quality of Working Life has been adequately explored, researchers differed in their views on its core components. Clarity in understanding the inter-relationship of the various aspects QWL offers enough scope for a better understanding of the cause and effect issues at the workplace. Employees have started feeling powerless, normless, socially isolated, and self-estranged, due to the rapid technological advances and their applications in business. Such feelings led to decreased productivity. No wonder, researchers and practitioners started perceiving the workplace problems from the social perspective. As a result, it came to be concluded that technology alone did not impact the productivity of employees. Instead, the environment prevailing at the workplace too could be an important player in this regard. This gave rise to the concept of QWL during the 1970s. QWL seeks to accommodate the socio-psychological needs of people in the organisation. Today, the concept of QWL has become an integral part of most organisations.

According to Suttle (1975), “QWL is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation”. Walton (1975) has suggested eight measures to humanise the workplace. These include: “adequate and fair compensation, safe and healthy work environment, development of human capacities, growth and security, social integration in work environment, constitutionalism (rule of law), work and total life space, and social relevance of work life.”

However, in recent times, more and more organisations are trying to arrive at a workplace where the human, technological and organisational interface would facilitate a better QWL, which owes its origin in the principle of scientific management. It took shape with human relations movement and the socio-technical system. Measurement of QWL was initiated in U.S.A., Great Britain, Sweden, Italy, and West Germany. Measurement facilitates organisations to direct their valuable human capital towards the objectives. In turn, the talent for managing knowledge workers in the better manner could help in making them more loyal, creative and productive. Emphasising this, Drucker (1999) remarked that man with all possible resources at his command, can grow and develop better. Most of the complexities in modern organisations arise from human behavior. QWL is concerned with on and off the job attitudes and behaviours that society considers important. Hence, QWL has emerged as an important topic for research.

From 1979 to 1989, “the term QWL came to acquire a larger meaning than job security, good working conditions and fair compensation. Its scope was enlarged to include equal employment opportunities and job enlargement” (Edward, 1986). Several researchers identified QWL dimensions according to their methodologies. Velayudhan & Venkatachalam summarised twelve constructs of QWL from various studies from 1973 to 1996. The most important of these were: “security, economic rewards, autonomy, organisation and interpersonal relations, worker involvement, commitment, working conditions, work complexity, personal growth opportunities and QWL feelings. The remaining five ‘QWL’ dimensions were: job stress; union-management relations; belief in a concerned work force; belief in top management’s support; and belief in QWL” Velayudhan & Venkatachalam (1997).

## 1.5. Concept of Work

Work may be defined as the various activities carried out by human beings for varying purposes. Activity begins very early even before birth and continues until death. Activity is not only an important aspect of life, but is essential for growth and health. Not only is there a fundamental need for activity – but it is through such activity that every form of life adjusts itself to its environment. Sometimes activity is engaged in for its own sake; sometimes it is reflexive and often it is purposive in that it is engaged with an end, objective or purpose in view. Purposive activities are termed as ‘work’.

Some of the functions served by work have been summarised by Sofer (1970) as follows:

- a. Notably, work is instrumental for survival.
- b. Work roles contribute to personal identity.
- c. Work roles provide opportunities for interaction with others.
- d. Having a work role enables an individual to sustain his/her status and self-respect.
- e. Work – roles provide scope for personal achievement, meeting and surpassing objectives recognised by others as valuable.
- f. Work provides for assuring oneself of one’s capacity to deal effectively with one’s environment and developing that capacity.

- g. Work provides the individual with opportunities to relate himself/herself to society and contribute to society through providing the needed goods and services.

Work has been the chief means through which human beings have conquered an indifferent and inimical environment, but it has sometimes had its dark sides as well. However, work is an extremely pervasive activity, which both reflects and influences almost all aspects of human behaviour. Even in the most technologically advanced societies, the average person spends more than half of his waking-day and two thirds of his life in performing some kind of work. Work has always had a great deal to do with how people identify themselves and are identified by others. It is one of the major components of self-esteem and is a determinant of esteem by others.

Various aspects of our lives are linked to the manner in which organisations operate. No wonder, the lives of many adults are centred around their work, since they spend a good deal of their waking hours on job-related activities. The manner in which they spend their days can be conditioned by the demand of work, which can also impose certain restrictions on them. It can determine their living standards and their friendship patterns. Work can do much more than merely influencing the behaviour of adults. It can also majorly impact a person's sense of self. Even though an individual's work may carry with it a number of stressors, it can also provide him or her lot of satisfaction. The inability or inadequacy to successfully manage and resources to manage work stressors can adversely impact the self-esteem and the health of an individual. In most social or other interactions with others, one of the first questions asked is, "What do you do for a living?" To a large extent, people are identified in terms of the work they are performing (Deci & Ryan, 1985). Thus, the

QWL in organisations is a major element of the quality of life in general (Lawler, Nadler & Cammann, 1980).

An individual's work experience need not be confined the workplace. In fact, it can positively, or negatively, impacts other areas of his or her life. Walton (1975) introduced the concept of balance to establish the direct relationship of work to the total life space. A balanced approach to work should take cognisance of issues like work schedules, career demands and travel requirements and none of these should not unduly intrude on leisure and family time. Even when one rises up the career ladder, one should not be subjected to repeated relocation to other places. The synergy between the nature of work and family-life balance can be a contentious issue as far as cause-and-effect is concerned. There may be occasions when the work pressures imposed by the employing organisation seriously restrict the employee's ability to perform other life roles, such as that of spouse or parent. In other cases, however, work demands can be used as alibis to shirk the responsibilities and anxieties imposed by family roles (Walton, 1974). It is, therefore, not always possible to identify the cause and its symptoms.

## **1.6. Definitions of Quality of Work Life**

Venkatachalam and Velayudhan (1997) have identified some aspects of the definitions of QWL. These are:

- **Variable.** This seeks to motivate employees and employers to work collaboratively to ensure a better work experience for the employees.

- **Approach.** Most other approaches focused on the individual, rather than organisational, outcomes. This approach seeks to improve the outcomes for both the individual and the organisation
- **Technique.** This was in terms of particular techniques used for improving work. “These included: job enrichment, autonomous work groups, and labour-management committees” (Guest, 1979), and “the relationship between individuals and features of their physical, social and economic work environment” (Wood et al. 1975).

Some definitions of QWL are given below.

“QWL is the work culture that serves as the cornerstone” – **Richard Walton (1975).**

“QWL is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the continuity of growth of man, leading to his development to the fullest” – **De (1976).**

“QWL is the degree to which members of an organisation are able to satisfy important personal needs through their experiences in the organisation.” – **Suttle (1977).**

“It is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives” – **Robert, H. Guest (1979).**

“QWL is more than a fad, more than any attempt to pacify the growing demands of impatient employees. For the manager, QWL can offer new challenges, opportunities for growth and satisfaction” – **Graver F Robert (1983).**

QWL is “a process by which an Organisation responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work.” – **Robbins (1989)**.

“In organisational design and development, this is an approach that seeks to improve the working environment and employee-employer relations” – **Daya Narain (1997)**.

“Relationship between quality of working life and jobs arousal capacity' concluded that lack of QWL blow damage into the job and expressed that there is significant positive relationship between the quality of working life and increasing the skills, information and motivation” – **Barling (2003)**.

“In today’s complex environment, quality of working life is considered as a highly beneficial technique used in management training” – **Waitayangkook (2003)**.

“QWL is the degree to which work in an organisation contributes to material and psychological well-being of its members” – **Harrison, M. (2004)**.

Thus, QWL is a generic phrase that covers a person’s feelings about every aspect of his/her work. QWL includes: economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and its intrinsic meaning in a person’s life.

### **1.7. Components and Functions of Quality of Work Life**

A number of spillover theories and the issue of need satisfaction led to the development of a new measure of QWL. The measure was created to decide the extent to which the work environment, job requirements, supervisory behaviour, and

ancillary programmes in an organisation are accepted as meeting the needs of the employees.

Regular assessment of QWL can provide important information to the organisations about the welfare of their employees. Such information could include: job satisfaction, general well-being, work-related stress and the home-work interface. Worrall and Cooper (2006) reported that the estimated cost to the annual Gross National Product as a result of a low level of well-being at would be about 5-10%. Despite its immense importance, the theoretical construct of QWL remains a relatively unexplored and unexplained area in the field of organisational psychology research. The following elements form part of QWL:

- i. Adequate and Fair Compensation
- ii. Safe and Healthy Working Conditions
- iii. Immediate Opportunity to Use and Develop Human Capacities
- iv. Opportunities for Continual Growth
- v. Social Integration in the Work Organisation
- vi. Constitutionalism in the Work Organisation
- vii. Work and Total Life Space
- viii. Social Relevance of Work Life
- ix. Respect from supervisor and trust on employee's capability
- x. Change of work
- xi. Challenge of the work
- xii. Future development opportunity arising from the current Work
- xiii. Self-esteem
- xiv. Scope of impacted work and life beyond work

- xv. Contribution towards society from the work
- xvi. A safe and facilitative work environment
- xvii. Equitable wages
- xviii. Equal employment opportunities
- xix. Opportunities for advancement
- xx. Job satisfaction
- xxi. Job involvement
- xxii. Work role ambiguity
- xxiii. Work role conflict
- xxiv. Work role overload
- xxv. Job stress
- xxvi. Organisational commitment
- xxvii. Turn-over intentions
- xxviii. Job security
- xxix. Reward systems
- xxx. Training
- xxxi. Career advancements opportunities
- xxxii. Participation in decision making
- xxxiii. Poor working environments
- xxxiv. Resident aggression
- xxxv. Balance of work and family
- xxxvi. Shift work
- xxxvii. Professional isolation
- xxxviii. Lack of recognition
- xxxix. Poor relationships with supervisor/peers

- xl. Role conflict
- xli. Lack of opportunity to learn new skills
- xlii. Favorable work environment
- xlili. Personal growth and autonomy
- xliv. Nature of job
- xlvi. Stimulating opportunities and co-workers
- xlvi. Health and well-being
- xlvi. Competence development
- xlvi. The balance between work and non work life
- xlix. Career satisfaction
  - l. Career achievement
  - li. Career balance
  - lii. Fair Pay and Autonomy
  - liii. Reward systems
  - liv. Training and career advancements
  - lv. Opportunities
  - lvi. Trust in the senior management
  - lvii. Recognition of efforts
  - lviii. Health and safety standards at work
  - lix. Amount of work to be done
  - lx. Level of stress experienced at work
  - lxi. Occupational health and safety at work
  - lxii. Fringe benefits
  - lxiii. Welfare measures
  - lxiv. Physical work environment

- lxv. Work load and job stress
- lxvi. Human relations and social aspect of work life
- lxvii. Penalty system
- lxviii. Equity, justice and grievance handling
- lxix. Image of organisation
- lxx. Physical, Psychological, and Social factors
- lxxi. Work environment
- lxxii. Organisation culture and climate
- lxxiii. Relation and co-operation
- lxxiv. Training and development
- lxxv. Compensation and Rewards
- lxxvi. Facilities
- lxxvii. Autonomy of work
- lxxviii. Adequacy of resources

### **1.8. Importance of Work**

Work is “what people do all day and how they feel about it”. The moral of work is all about 'work ethic' of labour in him/her self. Being a better employee depends on virtue of the act of working. Therefore, employees’ work has an overall influence on the individual as well as company’s life. Walter Neff (1968) reviews in detail conceptions of work, its meanings and its material and moral dimensions. Aware of modern arguments about work's diminished importance, Neff still views the ability to do it as a major human competence and highlights its importance in human life. Work is important and pride in work continues to be a strong force. It remains the single most important life activity for most people in terms of time and energy. An

individual's, QWL can impact the quality of one's leisure, family relations, and the basic self-concept.

### **1.9. Importance of Quality of Work Life**

Productivity and human potentialities are directly correlated. Economic, social and cultural development of any country depends upon the skill levels of human resources. According to Arthur Lewis (1954), "There are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behaviour". As such though the countries are endowed with same level of natural resources, technology and international aid etc., their productivity and development depends upon the availability of efficient human resource and more importantly, commitment levels of such human resource.

Walton (1975) brought out that QWL is related to the work culture of the organisation. It comprises the total work life of the employees of the organisations. McGregor (1960) observed that effectiveness of organisations would be doubled, if management could discover how to tap the unrealised potential present in their human resources. Human resources need to be handled carefully in view of the complexities involved in managing them. Hence it is imperative to focus on QWL of employees from various dimensions.

"QWL encompasses a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also general feelings of well-being" (Danna & Griffin, 1999).

Good QWL leads to climate of excellent interpersonal relationships and highly self-driven employees who strive for their development. Aspects like physical working conditions, job restructuring and job re-designing, career development; promotional opportunities etc., are increasingly gaining in importance. No wonder, employees expect the management to improve all these facilities which could improve the QWL. When provided with good QWL, employees concentrate more on both individual, as well as group development, which, in turn, can lead to overall development.

### **1.10. Quality of Work Life (QWL) - Individual Perspective**

As already mentioned, QWL covers several aspects of employee's work life such as financial benefits, physical working conditions, and career aspects etc., which are related to job satisfaction. According to Kalleberg (1977), Job Satisfaction is all about the overall affective orientation of individuals toward their work roles.

“Human capital will go where it is wanted, and it will stay where it is well treated. It cannot be driven; it can only be attracted.” – Walter B Wriston (1992), Former Chairman, Citicorp/Citibank, New York.

### **1.11. Quality of Work Life (QWL) - Organisational Perspective**

The liberalisation and privatisation policies of the government have rapidly changed the very face of human resource management in India. Proper management of human resource depends on various factors that include the QWL. The changing needs of employees, their culture, values, aspirations and work environment have led to the emergence of new sub-systems of human resource management. One such new sub-system is QWL. Efficient human resources and their commitment are essential for effective management of an organisation. The management of four Ms, i.e., Money,

Material, Machine and Men is essentially to be carried out in the organisations. It is the human resources which can make a difference and have an everlasting impact of the survival of any organisation. In this context, Oliver Sheldon (1923) observed, “No industry can be rendered efficient so long as the basic fact remains unrecognised that is principally human.” Human resource management includes many sub-systems like training & development, compensation, and industrial relations. Human resource management cares for the employees right from recruitment till their retirement from the organisation, it ensures induction of suitable employees into the organisation through recruitment and selection processes sharpens, enriches their capabilities, skills through training and development practices. Many new sub-systems are being added to human resource management with the changing needs of employees, their culture, expectations and work environment. One such sub system is managing QWL which is of utmost importance in today’s context.

### **1.12. Challenges in Quality of Work Life**

In the present era of globalisation, organisations need to revisit human resource issues like cross cultural training, compensation system, benefits and schedules of working. Klatt, Murdick & Schuster (1985) suggested some major QWL issues. These include:

- **Pay and Stability of Employment:** Good pay continues to be the most important determinant of employee satisfaction. No wonder, it is imperative to devise alternative means for providing wages in view of the increase in cost of living index and increase in levels and rates of income tax and profession tax. One means to ensure greater stability is by increasing the facilities for human resource development.

- **Occupational stress:** Factors like: the nature of work, working conditions, working hours, and pause in the work schedule, workers' abilities and the extent to which they match the job requirements can add to work-related stress of any individual. Manifestations of stress include: irritability, hyper-excitation or depression, unstable behaviour, fatigue, stuttering, trembling psychosomatic pain, heavy smoking and drug abuse. Stress-related issues need to be properly addressed since negligence of these can adversely affect the performance levels of the employees.
- **Alternative work schedules:** These include facilities like: work at home, flexible working hours, staggered hours, reduced work week, part-time employment which may be introduced for the convenience and comfort of the workers
- **Recognition:** Once the worth of the employee as a human being (rather than as a labourer) is recognised, the QWL can be enhanced. Participative management, awarding the rewarding system, commending the employees for their achievements, job enrichment, offering prestigious designations to the jobs, providing furnished and decent work places, offering memberships to clubs or association, providing vehicles, offering vacation trips are some of the means to recognise the merit and worth of the employees.
- **Congenial worker-supervisor Relations:** Harmonious supervisor-worker relations can help the workers to develop a sense of social association, belongingness, achieve better results etc., which, in turn, can lead to better QWL.

- **Adequacy of Resources:** Resources need to be commensurate with the organisational objectives. Otherwise, the employees will not be able to meet the objectives. The end result could be employee dissatisfaction and lower QWL.
- **Seniority and Merit in Promotions:** In many cases, promotion of employees is based on their seniority. It must be ensured that the promotional policies and activities are fair and just so as to ensure higher QWL in the organisation.

Factors influencing the QWL, identified from prior research, are: (a) Attitude, (b) Work place Environment, (c) Opportunities for career advancement, (d) Nature of Job, (e) People, (f) Stress Level, (g) Career Prospects, (h) Challenges, (i) Growth and Development and (j) Risk Involved and the Reward System in place.

### **Significance of Quality of Work Life**

An individual positioned on a particular job needs to have sufficient knowledge, the required skills and expertise, experience, enthusiasm, adequate energy level, willingness to learn new things, dynamism, sense of identity with the organisation, dedication in the job, adaptability to possible changes, be open to adopt creative ideas, competitive spirit, dedication, an unflappable temperament, leadership qualities and the ability and willingness to work in a team. The job may entail handling customers having varied tolerance levels, preferences, behavioural patterns and levels of understanding. Some jobs may entail working on dangerous machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions, perfect coordination of eyes, hands and the body, a high level of patience, tactfulness, empathy and compassion and control over

one's emotions are of utmost importance. Some jobs may provide avenues for learning, research, discovery, self-development, enhancement of skills. Some others could be monotonous, repetitive, dull and of a routine nature. Those engaged on hazardous tasks have to be more alert in order to avoid any loss of limb, or life. Some tasks may require one to be more prudent and tactful in handling the situation. Some others may call for a great degree of responsibility and accountability. Yet some others could require soft skills, leadership qualities, application of intellectual abilities, forethought, vision, or motor skills and diligence.

The workplace may entail dealing with diverse set of people like the superiors, peers and subordinates. There may be some professions where one has to interact with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand a high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and empathy. Each job should offer an opportunity for career development, since this is one of the major determinants of the QWL. Factors like enhanced status and more recognition from the Management, appreciations can motivate employees to take keen interest in their jobs. A conducive work atmosphere can greatly help in achieving both organisational goals and ensuring individual development. It would be a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and, at the same time, there should be appropriate punishments for indifferent and careless employees. Efforts should also be made to ensure that the job is challenging enough, to make it interesting. This could ensure that the employee would try to upgrade his knowledge and skill-sets. On the other hand, a monotonous job can make a person lethargic, non-enthusiastic and dissatisfied.

A well-accomplished challenging job can boost the self-confidence also. An organisation that provides opportunities for growth and personal development will find it easier to retain its talented personnel and also attract new talent that has both experience and expertise.

A satisfied and positive employee is more likely to be high in productivity, make good decisions and positively contribute to the attainment of organisational goals.

### **1.13. Measures to Improve the Quality of Work Life (QWL)**

Several attempts were made earlier to improve QWL. Some of these are:

- **Workers participation in Management:** The employee involvement system is a particularly effective tool in the union management relationships. A higher degree of employee participation can increase the QWL and the overall organisational climate.
- **Employee Involvement:** Employee involvement can be described as the direct participation of staff to help an organisation live up to its mission and meet its objectives by applying their own ideas, expertise, and efforts towards solving problems and making decisions. Usually it takes the form of work teams. Although they are usually initiated by top management, the unions attempt to make the programme joint by engaging in its process actively. Employee involvement increases the morale of the employees which in turn improve their QWL.

- **Socio-Technical Systems:** These systems too can greatly improve the QWL. These systems are interventions to restructure the work, work groups, and the relationship between workers and the technology.
- **Quality Circles (QCs)/Teams:** This is a participatory management technique that uses the help of employees in solving problems related to their own jobs. Circles or small groups are formed in which employees, working together in an operation, meet at intervals to discuss problems of quality and formulate solutions for improvements. It helps the employees in improving QWL by reducing the work related problems.
- **Autonomous Work Groups:** These can help in engendering a spirit of camaraderie among the employees. These groups need to be given freedom to choose their members and for taking decisions on issues like the choice of methods for work, distribution of tasks among group members, and deciding on their work schedules.
- **Job Enrichment:** This involves redesigning jobs so that these are more challenging to the employee and are less repetitive. Job enrichment may be treated as a medium through which management can motivate self-driven employees by giving them additional responsibilities which are normally reserved for higher level employees. This can enhance the self-worth of the employees and give them the feeling that their work has meaning and is important to the company.

- **Opportunity for Growth:** Employees' commitment to the organisation can be greatly enhanced if they have ample opportunities for growth and development of personality.
- **Communication:** Effective two way communication system in the organisation can help in improving the QWL of its employees. On one hand, employees could learn about the various aspects of the organisation, especially those of direct relevance to them, instructions about job performance, how the job is related to the entire organisational framework, etc. On the other hand, employees can give their feedback, convey their grievances and give suggestions for improving the work performance.

#### 1.14. Popular Quality of Work Life Programmes

Some of the recent innovations, especially in IT sector organisations are:

- **Flex time:** This is a system of flexible working hours and gives freedom to the employees, within 'reasonable limits, to control and adjust their working hours around organisational demands.
- **Job Enrichment:** This seeks to redesign jobs in such a way that provides greater freedom and responsibility to the employees while performing their tasks.
- **Management by Objective (MBO):** In this system, the employee partners with his superior to set employee goals those are in sync with the overall objectives of the organisation. MBO can be seen as a way to strike the optimum balance between organisational and personal needs.

- **Staggered Hours:** In this scheme of working, there are no rigid working hours. However, the employees are required to complete the assigned tasks well within the stipulated deadlines.
- **Job Rotation:** This seeks to make the job more rewarding. By continuing employees in their present jobs, but adding duties to these. Thus, the employees can acquire additional skills.

### **1.15. Training Facilities to Employees**

Training refers to the organisation's attempts to improve individual's ability to perform a job, whereas development refers to the organisation's efforts to enhance an individual's abilities to advance in the organisation to perform additional job duties. Training provides knowledge and skills required to perform the job. It can be viewed as job-oriented leading to an observable change in the behavior of the trainee in the form of increased ability to perform the job. Development is also job-related, is broader in scope, and applies to management development programmes purporting to prepare managers for higher level positions.

Organisational stability can be accomplished by keeping a reservoir of trained replacements. Likewise, organisational flexibility can be achieved by maintaining highly trained people with multiple skills to permit their smooth transfer to jobs where the demand has multiplied, indeed, and a well trained work force is the greatest asset to the organisation. QWL is one of the comprehensive programmes designated to create a sense of fulfillment in the minds of the employees and facilitate greater involvement by them, thereby leading to improving productivity and overall effectiveness of the organisation.

## **1. 16: Evolution of Quality of Work Life**

### **1.16.1: Origin of Quality of Work Life**

The term “QWL” may appear to be relatively new, but, in reality, this is not the case. For more than four decades, a sizable volume of literature on QWL has emerged. The term ‘QWL’ was introduced by Louis Davis in 1969. Thereafter, the first International QWL conference was held in Toronto in 1972. The International Council for QWL was set up in 1972. In India too, the various dimensions of Human Resources Management and Industrial Relations, including QWL, have been studied by scholars and management practitioners.

Walton (1974) has traced the evolution of QWL. In the early twentieth century, legislations were enacted to afford protection to employees from job-related injuries and ensure safer working conditions. Next to follow was the unionisation movement in the 1930s & 1940s. Areas like job security, and financial rewards for the workers were given due priority. During the 1950s and 1960, psychologists developed arrived at a number of theories that spoke about a positive relationship between self-confidence and efficiency, so as to improve human relations. Efforts were also made to introduce equal employment opportunities and job enrichment schemes. Thereafter, in the 1970s, the idea of QWL took a concrete shape. According to Walton, this concept is more comprehensive than the earlier ones and includes “the values that were at the heart of these earlier reform movements and human needs and aspirations.” From 1980 onwards, QWL came to be the central focus area of employee centred productivity programmes.

The rising interest in the QWL issues during its evolutionary phase could be seen from the fact that the second International Conference on QWL, held in Toronto, in 1981, attracted 1,500 participations. The 200 unionist and 750 management people combined outnumbered the academicians, consultants and government officials in attendance. Quality was no more being regarded as specialised word, but had come to be accepted as a necessary tool for survival of the organisation. Today, the quality of human inputs ranks among the most important assets of organisations. A high quality of human inputs can be ensured by having the optimum QWL.

Earlier, the concept of QWL spoke only job-related aspects like working hours, wages, and working conditions. Now, has a wider gamut and include factors like the “degree of workers’ involvement in the job, their levels of satisfaction with various aspects in the work environment, their perceived job competence, accomplishment on the job, etc” (Sekharan, 1985). The concept of QWL also started taking into consideration “the favourableness or unfavourableness of a job environment for people”.

A socio-technical dimension was added subsequently. “The core of the QWL concept is the need for treating the worker as a human being and emphasising changes in the socio-technical system thorough improvement, in physical and psychological working environment, design and redesign of work practices, hierarchical structure and the production process brought with the active involvement of workers in decision making” (Gani 1993). QWL focuses on building a cooperative relationship between employees and managers. It also lays stress on the fact that every employee is competent enough and entitled to provide meaningful inputs for decisions at various levels in the organisations. Thus, QWL seeks to involve employees, irrespective of their level in the organisations, in decisions regarding their work and the workplace.

Individual development and increasing quality and productivity can be brought about through this process, which would ultimately be a win-win situation for both the individual employees and the organisations. Other initiatives to improve the QWL include: job design programmes, workers' participation in management, welfare and quality circles.

“A Quality Circle entails involving a small group of employees who meet on a regular basis to identify, analyse and resolve the various workplace related problems and issues. Quality Circles can greatly help in enhancing the QWL of workers in organisations” (Kumar and Tripathi 1993).

The ASTD (American Society of Training and Development) have termed QWL as a procedure of work organisations, which “enables all its members to participate actively and efficiently in shaping the organisations environment, methods and outcomes.” It seeks to increase the effectiveness of organisations, as well as improve the QWL of the employees.

“QWL is an intentionally designed effort to bring out increased labour management, and cooperation to jointly solve the problem of improving organisational performance and employee satisfaction.” (Cohen & Rosenthal 1980). Another way of looking at QWL is to consider it as a synergy of motivational factors of work, socio-technical system, etc., which are of real concern in today's society and the awareness that all individuals devote greater part of their mature lives to the work, spending time, energy and physical and mental resources to this endeavour. Moreover, it takes cognisance of the fact that issues like an individual's autonomy, growth and pride, in addition to his/her pattern of living are largely determined by the nature of work that

he or she is performing. “QWL denotes the experienced ‘goodness’ of working in the organisational settings” (Jain 1991).

It must be understood at this stage that QWL embraces an entire gamut of terms and notions, all of which come belong under the working life umbrella. These include: (a) Industrial effectiveness, (b) Human resource development, (c) Organisational effectiveness, (d) Work restructure, (e) Job enrichment, (f) Socio-technical systems, (g) Working humanisation, ( h) Group work concept, (i) Labour management cooperation, (j) Working together, worker’s involvement, worker’s participation and k) Cooperative work structure. QWL focuses not only on improving life of the employees both at the workplace and outer surface of the workplace.

“QWL is concerned with the overall climate of work place. Reduced supervision, increased self-regulation and self-management are important components of QWL” (Singh 1983).

### **1.16.2: Determinants of Quality of Work Life**

Employee performance in organisations is largely conditioned by the QWL prevailing there. QWL can boost job satisfaction which, in turn, can help in improving employee performance.

“QWL can be impacted by both extrinsic and intrinsic factors. Extrinsic factors can include salary and other tangible benefits. Intrinsic aspects encompass skill levels, autonomy and challenge” (David Lewis, Kevin Brazil, Paul Krueger, Lynne Lohfeld, and Erin Tjam, 2001).

According to Lakhwinder Singh Kang and Deepak (2013), “Monetary Consideration, Social Relations at Work, Constitutionalism at Work, ‘Pride in the Job, Facilitation for Current Performance and Future Growth, Security and Safety, Fair and Unbiased Attitude of Top Officials, Space and Infrastructure, Diagnostic Facilities and Staff and ‘Reporting’ have been found to be major determinants of QWL”.

### **1.16.3: Need Theory and Quality of Work Life (QWL)**

Organisations need to be clear about what their employees want from them, needs that are most prominent and regarded as most important in what groups and how meeting (or not meeting) these can impact peoples’ satisfaction with the QWL. It is obvious that first of all, “there must be congruence between an individual’s personality characteristics (which also determine their needs and preferences) and how the work environment is perceived as meeting those needs for the individual to experience satisfaction” (Downey, Hellriegel and Slocum, 1975). Some conditions of work are so intimately related to universal human needs that sub-minimal gratification can only lead to dissatisfaction (Seashore, 1975).

In a psychologically good work environment, the individual’s basic needs are satisfied to the optimum level. According to Maslow, only after the basic needs are satisfied will people be motivated by higher order needs. It is unacceptable when they are dissatisfied with the amount of security provided to them. On the other hand, it is psychologically acceptable when people are dissatisfied with their degree of self-actualisation, because people may feel dissatisfied with what they have achieved and still strive for more achievements, but at least they can feel satisfied that they have ample opportunities to achieve what they want. A situation of conflict may arise when they are dissatisfied with their present situation, but see no solution for that.

However, these are two quite different types of dissatisfaction. These often motivate different kinds of behaviour and can trigger different kinds of psychological effects. For instance, feelings of insecurity are most likely to lead to psychosomatic illnesses. As regards higher-order needs, in a high QWL situation, “it would be possible for those in pursuit of higher-order need satisfaction to achieve it” (Lawler, 1975).

Quality of life is based on the notion of human need. According to Maslow’s theory of hierarchy of human needs, a person has a high degree of quality of life, if and only if, his or her basic needs have been satisfied. “The fundamental need ought to be formulated in terms of all people having a need to realise their goals. To be kept busy in a meaningful way does not always serve a personal purpose or goal. The theorists of need assert that there are common traits in human nature that determine some basic, minimal and common biological and psychological conditions of the quality of life. Hence, it may not be totally correct to define quality of life in terms of the satisfaction of needs only” (Nordenfelt, 1993).

“The fundamental assumption made in the studies that measured the opportunities to satisfy needs on the job and the level of satisfaction of those needs is that people are attracted towards, and tend to remain in, jobs which satisfy their needs. A second basic assumption is that the greater the opportunity to satisfy a particular need on a job, the higher will be the reported level of satisfaction of that need by those holding such jobs. Positive correlations were found between corresponding opportunities and satisfactions” (Medcof and Hausdorf, 1995).

A new measure of the impact of QWL on satisfaction with a variety of work-related has been based on the various need categories, which includes Maslow's hierarchy of needs. These are: survival needs (security and pay); social needs (interpersonal interactions and membership in a social group); ego needs (self-esteem and autonomy); and self-actualisation needs. Their basic assumption behind the QWL construct and measure is that workers bring a variety of needs to their employing organisation and are likely to enjoy a sense of QWL, as long as these needs are satisfied in that organisation. The study by Sirgy, et al (2001) found that need satisfaction could successfully predict organisational commitment, job satisfaction and satisfaction in other life domains. Simultaneously, job satisfaction, together with satisfaction in other non-work life domains, was significant determiners of life satisfaction.

### **1.17: Evolution of Quality of Work Life (QWL) - Theories**

An individual's work experiences may positively or negatively impact his/her broader life. Walton's (1975) concept of balance aptly brought out the direct bearing of work to the total life space. The reciprocal nature of work and family-life balance is a moot issue in a discussion on cause-and-effect or symptoms. There may be occasions when organisational demands seriously impact the capacity of their employees to perform life roles, like that of spouses or parents.

QWL is of interest for both individual practitioners, as well as of researchers. It is imperative to lay stress on providing meaningful employment that would enable the employees to meet the rising living standards; being engaged in occupations that provide workers the satisfaction of utilising their skills and make a contribution to the common well-being. There is also the need to ensure a just distribution of wages,

benefits (including training opportunities), safe working conditions, at least the minimum living wage for all employed, recognition of the right to collective bargaining etc.

Lowe (2000) posits, “These may be old themes, but these are equally relevant in today’s global economic context too.” He also is conscious of the fact that production may have increased since the 1990s, but “preoccupation with it may result in ignoring underlying problems, which can only be addressed by looking at issues other than productivity.” He concludes: “high quality work is one that is respectable, meaningful and life-enhancing; therefore it is worker-centred. It, however, still offers benefits to employers and national economic prosperity.” Lowe (2000).

Scientific management movement, human relations movement and socio-technical movement are the three phases through which the evolution of the concept of QWL may be viewed.

### **1.17.1: Scientific Management Movement**

Taylor (1911) is considered as the father of scientific management movement. He evolved the idea of scientific management at a time when the need was felt for increased productivity in organisations due to the industrial revolution. He described Scientific Management as “the management of a business, industry, or economy, according to principles of efficiency derived from experiments in methods of work and production, especially from time-and-motion studies.” Taylor said that workers need to be given specific tasks and clear instructions as to how a particular job need be done, at the beginning. He also advocated ‘division of work’ and ‘specialisation’. He introduced various incentive schemes which would motivate workers for factor

production. Through pioneering incentive schemes and division of labour Taylor contributed towards QWL.

Fayol (1916) was another pioneer of a similar approach, with his fourteen principles. He contributed to QWL through his principles like division of work, unity of command and direction, remuneration and esprit de corps. Production levels started increasing with the application of principles of scientific management.

The general feeling among the workers was that they themselves were the best judges of their work - and not the managers. They further felt that with their sole objective of increasing the production, managers tend to set up strict and rigid standards, which could not be reached by an average worker. They felt that Taylor considered human beings as just another factor of production.

Scientific management lowered worker morale and exacerbated existing conflicts between labour and the management. Thus, a need arose for a different approach which could overcome the drawbacks of scientific management and give due recognition and importance to the human element. This resulted in the Human Relations Movement.

### **1.17.2: Human Relations Movement**

This movement emphasised inter-personal relationships among workers and advocated a participatory democratic style of supervision to achieve work effectiveness. The theories of Maslow (1954), Herzberg (1959) and McGregor (1960) contributed to this view. The need for fulfilment, as that of Maslow's need hierarchy theory, is comparable with those of the factors of QWL. Economic factors motivate employees initially, followed by good working conditions. Then come career

planning, growth and development of human capabilities. Maslow's esteem needs aid to enhance the employee efficiency, whereas Herzberg's hygiene factors improve the work life balance of employees. McGregor's 'X' and 'Y' theories called for change in attitudes, values and work culture of employees. Therefore, it is clear that motivational theories led to the evolution of the foundation of QWL concept. Next came the socio technical development concept and its impact on human resources.

### **1.17.3: Socio Technical System**

A systems approach, which is an improved school of thought from human relations movement, is the socio technical system on which the present concept of QWL is based. A major premise of the socio-technical system is: "The design of the organisation must be compatible with its objectives. In order to adapt to change and be capable of using the creative capacities of the individual, a system should be provided to the people that gives them an opportunity to participate in the design of the jobs they are required to perform" (Cherns, 1979). In other words, the objectives should be specific. But specification of tasks, allocation of tasks to jobs or jobs to roles, specification of methods of obtaining these should be minimum. The employees given specific objectives should be able to plan and design their own activities. There should also be variance control, i.e., the employees should be able to recheck and inspect their own work. The role of supervisors should be confined to peripheral activities like ensuring resources coordinating with other departments and acting in a proactive manner.

The organisational design should ensure a high QWL. The six psychological requirements of working people, advocated by Emery and Thorsord (1969), may be taken in to account while designing an organisation. These factors are as follows:

- (i) The need for variety of content of a job (not necessarily novelty).
- (ii) The need for being able to learn on the job and to go in for extra learning.
- (iii) The need for at least some minimal area of decision- making that the individual can call his own.
- (iv) The need for a degree of social support and recognition at the work place.
- (v) The need for individual to be able to relate what he does and what he produces to his social life.
- (vi) The need to feel that the job leads to some sort of desirable future. No organisation has independent social or independent technical system.

Any organisation is considered as a social and technical system, which would require the social and technical systems to be jointly optimised. The concept of QWL emerged from this notion of socio- technical system.

## **1.18: Quality of Work Life (QWL) in India and Abroad**

Empirical research in industrially advanced countries focused on the cause of general frustration among employees which could create conditions like conflicts, industrial sickness and unrest. The Tavistock studies championed industrial democracy, participative management and the least possible involvement of the management in the tasks of employees and better interpersonal relations, as means to address the labour problems.

### **1.18.1: Quality of Work Life (QWL) in India**

India is a country with diverse cultures, value systems and varied interests. As such, it may not be possible to assess the impact of a particular concept in the country as a whole. The QWL also was no exception to this rule. The study found that “extrinsic rewards were more important to workers” Lahiri and Srivastava (1976). However, an almost similar study arrived at the conclusion that intrinsic rewards were more important to the workers” Dayal and Sharma (1975). While, Dayal (1970) posits that Indian labour prefer the paternalistic approach of management, Srivastava states that, given an opportunity, workers would like to participate in decision-making” Srivastava (1978).

In this context, Thorsord (1969) states: “Even within the same country, there may be important cultural differences with regard to relative importance of motivating factors, and, therefore, there is a need to find local solutions to QWL problems, rather than applying uniform principles, which cannot be adapted to local requirements”. As such, in India, the order of preference in improving various aspects QWL should

change from place to place, depending upon the preference of the workers and their attitudes at that place.

In fact, QWL improvement was not considered as important factor in India until recently. This was because there were more impending factors like resource deficiency, environmental threats, and lack of consciousness among employees.

Most organisations even today have confined their practices to increasing the wages, bringing in some welfare measures, but ignored the higher order employee needs, especially in small and medium scale industries in backward states, whereas large-scale industries and multi-nationals are fast realising the need for bringing improvements in the QWL.

### **1.18.2: Quality of Work Life (QWL) in Other Countries**

QWL is being increasingly referred to as humanising the working life and lay stress on the human factor. U.S.A has created the momentum in developing thoughts, ideas and identifying various aspects of QWL. England is also credited with being the pioneers in QWL.

Shell UK Ltd. launched its QWL programmes (1972) in its microwave department to overcome impending labour problems like low morale, high cost and poor maintenance. Restructuring of job tasks was done and more decision-making power was given to the employees. This led to improvement in the QWL, which was reflected in terms of decline in absenteeism, reduction of plant testing line and increase in output. Many other major organisations in UK have also started adopting QWL improvement programmes

The decision making power in Sweden mostly lies with management. Thus, they have a right to 'hire and fire' and 'to distribute and manage jobs'. But due to the increase in manpower problem, recently, the managements have been taking steps towards orienting the decision making process to a participative style.

Italy has paid high attention towards QWL in the early 1970s and there was a decline in interest in the subject during the later years, since QWL was perceived as a 'peripheral problem'. However in recent years, the Government of Italy has once again started taking all steps to increase QWL consciousness among organisations by setting up of organisations like 'Kstitutue de studi Lavora' and 'Istituto di Ricerca Intervento Svi Sistemi Organiativi'. Organisations like 'Olivetti', 'Fiat', 'Proctor and Gamble', 'IBM', 'Italidev' and 'Philips' are practicing QWL improvement programmes.

Germany, like many other countries, had become concerned about working conditions and other labour problems due to decreased productivity and industrial unrest. As a measure towards improving QWL, in 1974, the Federal Ministry of Labour and Social Affairs introduced a research programme on humanisation of work. The concentration was on problems of industrial workers, particularly those from basic and metal processing industries. After 1976, the attention was on future orientation of the programmes and the priority was on the contents of such programmes.

Japan has always been first in introducing labour welfare programmes, maintaining sound labour management relations and practicing any new concept which could ensure a good industrial climate. In case of QWL, Japan can be said as the torchbearer in introducing Quality of Work Life improvement programmes. The country's success in implementing QWL improvement programmes can be mostly attributed to the

positive attitudes of both management and employees and also the support from the government in all possible ways. The Japanese have a two-way approach towards Quality of Work Life improvement programmes, i.e., flexible employment of work force and employees' general acceptance to technological changes. Many other western and some of the Asian countries are also contributing towards QWL improvement programmes.

Thus, it may be observed that QWL initiatives are being taken up worldwide.

### **1.19: Conceptual Framework**

Several studies have focused on QWL from different approaches. Various criteria gained prominence in the past four decades to measure the QWL. For the present study, Walton's (1973) eight factors were identified to measure the QWL in the public and private sector organisations. These factors have helped in building a conceptual framework for this study. These factors are:

#### **I. Compensation**

According to Motivation theories, financial reward is still an important factor, which can induce people to work. Pay must also be competitive with the external labour market and be commensurate with the prevailing practices and changing economic conditions. People also desire fairness and adequacy in their pay rewards. A lot of importance is being given to issues like 'Equal Pay for Equal Work' and basing the pay on factors like: responsibility, skill, performance, individual accomplishment and working conditions.

## **II. Working Conditions**

Employees in any organisation expect both physical and physically and psychological safety for themselves. The relatively new discipline of ergonomics has triggered initiatives to significantly improve equipment design and plant layout. At the same time, now more attention is being paid to a much safer and conducive working environment for the employees.

## **III. Opportunities for Rising up the Career Ladder**

The place of employment should be facilitative enough for the employees to continually grow and develop their skills and abilities. This would be possible by providing ample opportunities for training and advancement.

## **IV. Opportunities for Developing Human Capacities**

These include: training, skill developments, recognition, and promotion. There must be a more challenging work environment so that the employees could sharpen their skills, core-competencies and the knowledge base.

## **V. Social Integration**

The work environment should provide opportunities for retaining the personal identity and self-esteem of the employees. This could be possible when employees are not subjected to irrational prejudice, enjoy a community feeling and there is no 'stratification' in the organisation.

## **VI. Constitutionalism (Rule of Law)**

Employees should be able to enjoy the right to personal privacy, free speech. They should also be convinced that they are being treated equitably at the workplace.

## **VII. Work and Total Space of Life**

It must be ensured that the personal lives of the employees are not threatened by the work in the organisation. It would be most desirable to have a balance between work schedules, career demands and travel requirements and the family life.

## **VIII. Social Relevance**

The organisation must be socially responsible for its products, waste disposal, marketing techniques, and employment practices, and so on. The reputation of an organisation in society can have a bearing on the employee's value at the work place and his/her career.

The above factors, based on Walton's framework, were chosen to examine and compare the QWL between Indian private and public sector employees in the present study. Impact of QWL and its effect on job satisfaction is also being studied in the present work.

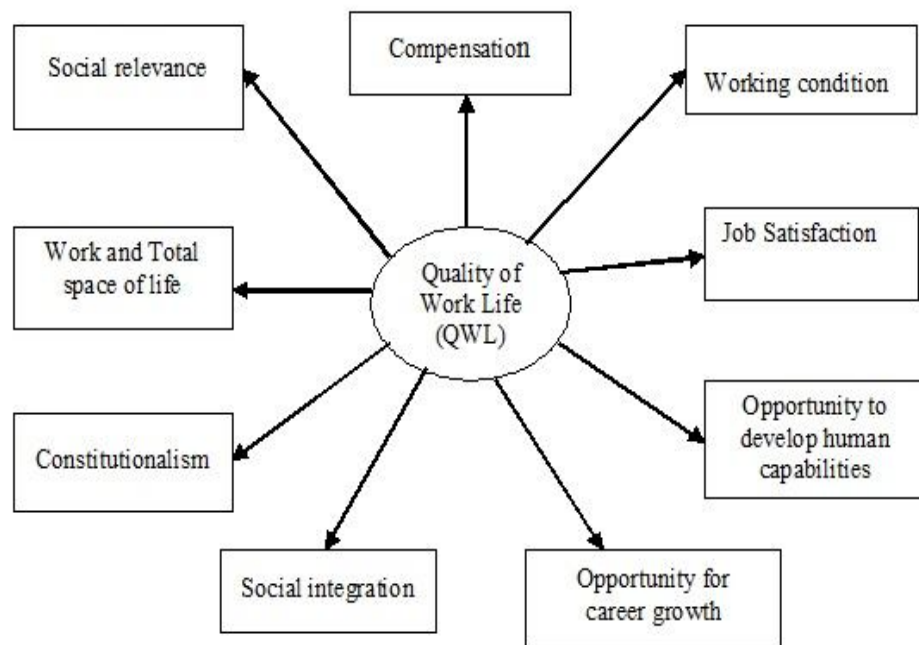


Figure: Conceptual frame work of Quality of work life

**Source:** Richard Walton's (1974) Eight constructs Model.

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# CHAPTER - II

## *Review of Literature*

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## REVIEW OF LITERATURE

Managing human resources is closely linked with organisational behaviour, which is multi-disciplinary in nature. It draws its inputs from many fields in the social sciences, and seeks to understand organisational behaviour. For this purpose, it examines individuals, groups, organisational, and inter-organisational dynamics (Miner, 1988). It is now an accepted fact that quality of work and organisational issues are of concern to the core management. As managers understand that work-life balance issues are related to efficiency and effectiveness, the QWL problems may be understood in the context of Organisational behaviour.

A review of literature on various aspects of QWL in organisations reveals that several studies were focused on such issues. Of late, research on QWL is engaging a great deal of attention in the academic and corporate world.

The primary focus of research in this area has been on the QWL and its relationship with variables like job satisfaction, career growth, commitment and motivation of employees.

**Garg and Naval (2015)** studied the relationship between availability of High Performance Work Practices (HPWPs) and employee engagement, between HPWPs and job satisfaction, and between employee engagement and job satisfaction confirmed a positive association between each of them. They found that Organisational Role Stress (ORS) significantly mediated the relationships between these variables.

**Yeh and Jen (2015)** explored the issue of job satisfaction in the Asian context and found that job demands (i.e., working hours, workloads, and work/family conflict) and resources (i.e., earnings, job content, and workplace relations) have a strong bearing on job satisfaction and, in particular, workplace relation is the most important determinant of job satisfaction. It was also observed that the non-financial aspects of job quality have a greater effect on job satisfaction than the earning factor. They also confirmed that while job resources increase job satisfaction, job demands decrease job satisfaction.

**Johnson et al (2015)**, has revealed that core self-evaluations and user involvement were positively related to computer self-efficacy. They also found that core self-evaluation was negatively related to job stress, but user involvement was not. The results further showed that job stress was negatively related to job satisfaction. The authors concluded that both job stress and job satisfaction were each negatively related to intentions to leave the organisation.

The study by **Ojedokun et al (2015)** brought out that job involvement partially mediated the relationship between QWL and organisational commitment. They suggested that job involvement is important to ensure employee commitment and should be targeted for intervention support in organisations.

**Oluyinka et al (2015)** conducted a study to determine the role of perceived external prestige in the linkage between QWL and organisational commitment amongst public sector employees in Ghana. The results supported the hypothesis that QWL is positively related to both perceived external prestige and organisational commitment. Also, the perceived external prestige was found to predict organisational commitment and partially mediate the relationship between QWL and organisational commitment.

**Jyotirmayee Choudhury (2015)** attempted to analyse the perceptions about QWL and its effect on Employee Commitment (EC), as well as on organisational citizenship behaviour (OCB) independently and the combined effect of QWL and EC on OCB among IT professionals in the state of Odisha. The writer found a positive correlation among the dimensions of QWL, employee commitment (EC) and organisational citizenship behaviour (OCB).

**Totawar, et al (2014)** examined the relation between organisational justice on job satisfaction and the proposed QWL as an important variable to explain this relationship. The writers proposed a mediation model, with QWL mediating the relationship between organisational justice and job satisfaction.

**Yaghi and Ihsan (2014)** studied the QWL of employees in the public and private sector organisations. They found that managerial approach, prestige, pay and benefits, and professional development opportunities are factors that add quality to the work life.

**Mafini et al (2014)** studied the relationships between extrinsic motivation, job satisfaction and life satisfaction amongst employees in a public organisation. They found significant relationships between job satisfaction and four extrinsic motivation factors: remuneration, QWL, supervision and teamwork and with life satisfaction.

**Singhapakdi et al (2014)**, in their study on gender disparity in job satisfaction in the context of Western versus Asian managers, found that gender disparity in job satisfaction exists in both the worlds. They found significant gender disparities in lower-order QWL and organisational socialisation in Asia, but not in the U.S. and that there was no significant gender disparity in higher-order QWL in both the west and Asia.

**Bing and Stanley (2014)** brought out that maintaining the dignity of employees and stable corporate governance are significant contributors to job satisfaction, and the most important element of what makes a company attractive to employees is when the work offered is both enjoyable and engaging to its workers.

**Chomal and Nitu (2014)** studied the arrangement of performance-linked rewards and job satisfaction level of employees across managers and clerical staff in the banking sector and found high level of dissatisfaction in the clerical, category owing to the present performance linked awards.

**Chang and Chang (2014)** studied the relationship between participation in Communities of Practice (CoP) and organisational socialisation in IT employees. They found that participation in CoP was more strongly associated with adjustment (job satisfaction, commitment towards the organisation and intention to remain) than to learning (sense of belonging to the organisation and role comprehension), when the characteristics of CoP and the degree of participation were controlled.

**Vijay, Sekar and Vidhya (2014)** studied the association between the six key constructs of the QWL, viz., (i) General well-being; (ii) Control at work; (iii) Home-Work Interface; (iv) Job career Satisfaction; (v) Stress at work and; (vi) Working conditions and demographic variables like age, gender and duration of employment of the employees. They found a significant linkage between the work-related Quality of Life and the selected demographic variables.

**Torlak, et al. (2014)** studied the perception of institutionalisation and the QWL by mid-level managers. They found that implicit institutionalisation of ethics is positively related to both higher and lower needs that can influence the QWL. It was anticipated that institutionalisation of ethics can be related to employees' job performance. The results also indicated that managers in favour of job satisfaction are given feedback by their employees.

**Jacobson et al (2014)** focused on the relation between levels of group development and three health-related aspects of working life: work satisfaction, emotional exhaustion, and sick leave. The results indicated a strong relationship between levels of group development and work satisfaction, a moderately strong relation with emotional exhaustion, and a weaker or less clear relation with sick leave.

**Tement and Sara (2014)**, in their study, attempted to test a process model of family-to-work enrichment by examining whether self-efficacy (i.e., personal resource) could mediate the relationship between support from one's family and work engagement. The study gave advocated a mediating strategy of self-efficacy, as well as the moderating role of positive affectivity.

**Khodadadi et al (2014)** investigated the QWL dimensions' consequence on the job satisfaction of employees. In this study, autonomous variables were: everlasting safety provisions, pay, payback compensation policies, growth, and endorsement chance. Work autonomy and work happiness were the dependent variables. 114 employees were chosen arbitrarily for the survey. The study brought out that the pay and benefits' policies can have an important and constructive bearing on employees' work happiness.

**Zohreh et al (2014)** explored the association of job satisfaction with the QWL of the employees. The study highlighted that there are significant areas of difference in home-work interface, work conditions, control at work and total quality of working life between different jobs. The study identified certain reasons for low quality of working life. These include: non-challenging nature of the tasks assigned to participants; lack of opportunities for the staffs to realise their potential and to participate in organisational decision making. The results also showed that individuals who adopt their job voluntarily are generally more satisfied.

**Sajjad and Abbasi (2014)** sought to examine the linkage between QWL and organisational commitment. They found a positive and meaningful relationship between the QWL and its dimensions, which include a safe and healthy environment, development of human capabilities, constitutionalism, social integration and the total life space with the organisational commitment.

**Behzad Janmohammadi (2014)** investigated the dimensions of QWL and productivity of the staff of a Tax Organisation of Alborz province. He found a positive and significant correlation between the dimensions of QWL and productivity.

**Samdani and Deshmukh (2014)** explored various aspects related to occupational stress and QWL. Their paper explored issues like: the causes of stress, symptoms of stress and its effects on health and wellbeing of employees. A comprehensive review of various research papers on QWL was also undertaken to understand the linkage of occupational stress and the QWL.

**Hetanshi Vakta (2014)** studied the work-life balance and quality of life issues among women employees of the public and private sector organisations. The study found that most of the work-related factors negatively impacted the quality of life. The results also highlighted that employed women are not favourably placed and this has severe implications on the families, organisations and the society in general.

**Francisco et al (2013)** sought to study issues like job satisfaction, work-life balance, and organisational commitment among women in the construction industry. They could detect that factors like harmonious working relationships with co-workers and peers; respect and equitable treatment from the superiors; challenges on the job; feeling of accomplishment, and feeling valued as an employee could lead to the highest job satisfaction. Factors like: jobs attuned to their individual skills, flexibility and balance between work and personal time, feeling valued as an asset to their company/employer, and availability of opportunities for advancement also ranked very high in impacting affecting organisational commitment.

**Sarwar et al (2013)** undertook a study to ascertain the impact of age and length of service (LoS) on job satisfaction in engineers of Pakistan public sector. They found a U-shaped relationship between LoS/age and job satisfaction, and that age moderates the relationship between LoS and job satisfaction.

**Gupta and Barkha (2013)** sought to examine the QWL in some nationalised banks in Indore district of Madhya Pradesh. They found a significant difference between income, experience, age and QWL of employees, but no significant difference between gender and QWL.

**Amin (2013)** attempted to study the QWL in Indonesian public service organisations to determine the role of career development and individual factors. Age, sex, education, length of service, marital status and career development were used as parameters and regression analysis was used for the analysis. He found a significant association among career development and individual growth with the QWL.

**Ramesh (2013)** studied the relationship between job satisfaction and QWL in the service sector. He concluded that that QWL is vital for determining job performance, job satisfaction, labour turnover, labour management relation and such other factors which are significant determinants of the overall well-being of any industrial organisation.

**Mina et al (2013)** studied the association between self esteem, organisational involvement and perceptions on QWL among a sample of 195 employees. They found a positive linkage between organisational involvement and QWL.

**Jerome (2013)** researched on QWL of employees to study the factors affecting it, Variables included in the study were: compensation, job surroundings, societal relation, career happiness, safety and healthy atmosphere, welfare and opportunities for expansion of skills and capability. Results showed no significant relationship among the variables.

**Moghimi et al (2013)** studied and observed significant positive relationships between organisational justice and QWL of a chosen sample of employees. They found that the three components of organisational justice, i.e., distributive justice, procedural justice, and interactional justice positively impacted the QWL.

**Ajala (2013)** studied the QWL and workers well-being through an industrial social workers approach. He could find that variables like job satisfaction, capacity development, work and non-work life balance, emotional supervisory support and organisational support together contributed significantly to the health and well-being of employees in the workplace.

**Pawar (2013)** sought to establish the relationship between QWL and job satisfaction. Six factors which were incorporated in this study were a) good wages b) rewarding the capable and hard working c) safe and healthy environment d) good operational circumstances e) good interpersonal relations and f) superiors who are understanding and supportive. The results showed that there is no appropriate grievance redressal mechanisms adapted which influences the job satisfaction.

**Keng-Boon Ooia et al (2013)** conducted a study to investigate the relationship between total quality management (TQM) practices and employees QWL in certain Malaysian ISO 9001 certified manufacturing firms. It was found that leadership, process management, information analysis and customer focus have an impact on employees QWL, whereas human resource management and strategic planning did not show any significant correlation with employees' QWL. This implied that both variables do not provide extensive opportunities for employees to achieve a better balance in both work and life.

**Malone et al (2013)** conducted a study on job satisfaction, work-life balance and organisational commitment among women employees in the construction industry in the USA. They found differences in the respondents' commitment over different time intervals, as well as in their satisfaction with employer benefits based on whether or not they had children below the age of 21 living with them. Factors that positively

impacted job satisfaction were: harmonious working relationships with co-workers and peers; respect and just treatment from superiors; challenges on the job; feeling of accomplishment, and feeling valued at the workplace. Issues like jobs suited to their individual skills, flexibility and balance between work and personal time, feeling valued as an asset to their company/employer, and availability of opportunities for advancement scored high on the list of factors that greatly impacted organisational commitment.

**Wille et al (2013)** explored the dispositional source of intrinsic (subjective) career success in three general ways. First, they considered two indicators of career success, i.e., perceived employability and work-family conflict. Next, they took up facet-level associations. Finally, in addition to concurrent associations, they examined the potential effects of traits on career success assessed 15 years later. The authors found individual difference perspective on career success, with both outcomes being significantly and substantially predicted by Big Five traits, even when controlling for a number of demographic and career-related characteristics. It was also seen that facet-level analyses can contribute significantly to a theoretical understanding of trait-success associations. They also discerned temporal stability in personality-success relations, although the predictive validity of separate traits was also found to vary across time.

**Gallie and Duncan (2013)** compared the importance for the quality of work of three forms of direct participation – individual task discretion, semi-autonomous teamwork and consultative participation. For their study, they drew on a representative national survey of British employees. It was found that individual task discretion is the most effective form of direct participation, followed by consultative participation.

**Madankar et al (2013)** attempted a study to provide a structural model for social capital in banks, based on QWL. The instruments used were two questionnaires: Abili and Abilis' (2011) 24-item questionnaire and Walton's (1973) 29-item QWL questionnaire. It emerged that the dimensions of the QWL had a direct effect on social capital with the indices of 0.87. The model showed that out of the factors of the QWL, the factor of constitutionalism had the highest direct effect on the cognitive construct of the social capital.

**Marta et al (2013)** conducted a study which hypothesised that the effect of ethics institutionalisation on QWL is stronger for Thai than U.S. managers. They based their premise on the notion that the Thai culture is collectivistic, while the U.S. one tends to be individualistic. The result provided only partial support for the hypothesis.

**Chinomona et al (2013)** attempted to analyse the influence of QWL on Job Satisfaction, Job Commitment and Tenure Intention of employees in the Small and Medium Enterprises Sector. It was seen that in the context of SMEs, QWL can positively influence employee job satisfaction, employee job commitment and consequently, their tenure intention in a significant way.

**Manoochehr Ataei (2013)** undertook a study to establish the relationship between the QWL (which included items like: fair wages, secure and conducive working environment, sufficient growth opportunities and continuous security, law observance in the organisation, social attachment of working life, general work atmosphere, social union and integrity in work and development of human capabilities) and organisational commitment of employees. The writer could find a positive and significant relationship between components of QWL and organisational commitment of the employees.

**Gupta and Manish (2013)** attempted to study QWL in nationalised banks in Indore district, Madhya Pradesh. T-test and One-way ANOVA were employed. A significant difference was found between income, experience, age and employees' QWL, but there was no significant difference between gender and QWL.

**Samiie et al (2013)** sought to analyse the correlation between organisational justice and QWL. The researchers also analysed the correlation between organisational justice components as encompassed by three specific forms of justice perceptions distributive justice, procedural justice, and interactional justice - with QWL. Findings of the study indicated that there is a significant positive relationship between organisational justice and QWL. Correlation analysis for the three components of organisational justice showed that three components of organisational justice had positive relations with QWL.

**Reza Ansari et al (2013)** analysed the influence of QWL (which included adequate and fair compensation, safe and healthy environment, growth and security, development of human capabilities, the total life space, social integration, constitutionalism, social relevance) on organisational commitment of employees of an Oil Industries' Commissioning and Operation Company (OICO company). A positive and significant effect of QWL on employee's organisational commitment was found.

**Singh Y.P. (2013)**, in his research paper, analysed the basic philosophy of QWL (QWL) with regards to employee learning capability and learning organisation environment. It was found that QWL has a direct impact on the employee, its human social economical and environmental peripherals and organisational performance.

**Lalita Kumari (2013)** sought to analyse the factors that impact the perception of banks employees about their QWL and to ascertain whether there was any significant relationship among QWL and job behaviour (i.e., stress, performance, absence and accidents and job satisfaction). The implications suggested that there are eight factors that affect the QWL of employees as “Adequate Income & Fair Compensation”, “Growth oriented working life”, “Organisation’s culture”, “Job security”, “Time pressure”, “Constitutionalism in work organisation”, “Social relevance of work” and “Opportunity for continued growth”. The study brought out a positive and direct relationship between QWL and performance and it also showed that job satisfaction and that QWL has a negative correlation with stress and absenteeism.

**Coral Manhas (2013)** conducted a study to find out whether there was a relationship between emotional intelligence, QWL and job satisfaction among employees working in the corporate sector. It also sought to examine if there is an impact of emotional intelligence on employees’ QWL and job satisfaction. Trait Emotional Questionnaire (TEIQue), Work-Related Quality of Life (WRQoL) and Minnesota Satisfaction Questionnaire (MSQ) were used for the study. The study found a high correlation between emotional intelligence, QWL and job satisfaction; and that emotional intelligence is a strong predictor of QWL and job satisfaction.

**Ramayah et al (2013)** undertook a study to model the relationship of QWL factors and turnover intention among accounting professionals in Malaysia. The study brought out that supervisory behavior; job characteristics and work-life balance have a significant negative relationship with turnover intention. It also showed that work-life balance is the most significant predictor of turnover intention.

**Farjad et al (2013)** conducted a study to examine the possible relationship between QWL and organisational commitment. It emerged that health security, work conditions and development of human capabilities had the most effect on organisational commitment. It also showed that work-life balance aspects and salary and allowances had the least effect on organisational commitment.

**Martins, Nico and Yolandi (2012)**, in their study on the association between organisational trust and QWL, found a positive association between Managerial Practices and Organisational Trust, but a negative one between the Personality dimensions and Organisational Trust. They also found a positive relationship between QWL and Managerial Practices, but a negative one between QWL and the Personality constructs.

**Lai, Chang and Hsu (2012)**, in their study, confirmed that generation moderates the relationship between workload and QWL and that as the workload gets heavier, QWL gets lower for Generation 'Y's and baby boomers, whereas workload does not have significant effect on QWL of Generation 'X's.

**Indumathy (2012)** attempted to study QWL in the textile industry. She found that factors like attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved in the work and rewards had a major bearing on the QWL.

**Tabassum (2012)** examined the QWL of the faculty members of private universities in Bangladesh. Her objective was to locate the factors affecting the perceptions of QWL. Dimensions included in the study were fair compensation, growth and security, work and life system, development of human capabilities, social integration and social relevance. Results showed that all dimensions were considerably correlated with QWL; and that there was higher satisfaction among the female respondents about QWL dimensions, as compared to the male respondents.

**Kumar et al (2012)** in his study, “QWL Movement” indicated that QWL has both a direct and indirect relationship with the economic and social well-being of employees which, in turn, positively impacts the performance of the industry/enterprises. A positive and a significant relationship was found between QWL and job satisfaction of the employees, which is a result of a balance achieved among work, non-work and family aspects of life, via QWL.

**Chitra et al (2012)** empirically tested three QWL variables i.e., meaningfulness, pessimism about organisational transform and personality - willpower and job satisfaction. They found a strong link among the variables and job-satisfaction and also perception of employees towards QWL.

**Mortazavi et al (2012)** deliberated on the function of the psychosomatic wealth with respect to QWL and organisational performance. The study showed that psychosomatic resource is more a state-like factor than a personality trait and QWL has affirmative and important relation with the organisational performance.

**Celia and Karthick (2012)** endeavoured to study the QWL in the IT Sector. It was found that QWL has a major role to play in the satisfaction, production and retention of employees in their respective organisations.

**Chandranshu Sinha (2012)** sought to explore the factors of quality of working-life experiences in Indian organisations. The factor analysis of the component, ‘quality of working-life experiences,’ led to the identification of three factors i.e., “relationship-sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”. It was found that these factors are playing significant roles in meeting the needs of the employees and how at the middle managerial level, different aspects are valued and employed for developing a unique and inimitable QWL within their socio-technical systems for drawing favourable job-related responses.

**Jayakumar and Kalaiselvi (2012)**, in their article, reviewed the meaning of QWL, various definitions of QWL and determinants of QWL. The article also focused on issues like Improving the QWL, and barriers to QWL.

**Namrata and Prabhakar (2012)** sought to explore various factors impacting the QWL in the Indian banking industry. Exploratory factor analysis revealed five factors, wages, opportunities for personal growth, supportive leadership and structures, work environment and work-life balance, which significantly impacted the QWL

**Selahattin and Omer (2012)** attempted to study the association between QWL and work engagement. A significant relationship was found between the dimension of QWL and work engagement. The study also showed that work engagement level and perceptions of QWL of blue-collar employees are different from those of white-collar employees.

**Veeraiah and Manchala (2012)** conducted a study on current QWL policies and practices of employees in SBI, Hyderabad, in Telangana. The study brought out that Working Conditions, Use of Capacities at the workplace, Opportunity and Growth, Social Integration, Constitutionalism (respect for the laws), Work life balance, Social relevance and importance of work, Fair and appropriate alary) were some of the dimensions that could influence QWL .

**Hossein and Pisheh (2012)** sought to investigate the association between QWL and job stress of public employees in Iran. Descriptive and inferential statistics were employed for the study. The significant findings of the study revealed that QWL and job stress of the employees are correlated.

**Sabarirajan et al (2011)** in their study investigated the degree to which the QWL existed among the employees of public and private banks in Dindigul. They found that organisational distinction could have a major impact on the level of QWL in any organisation.

**Geetha and Jeyakumaran (2011)**, from their study on QWL in IT employees, concluded that in a psychologically healthy work environment, the individual's needs are fully met and members of the organisation experience QWL when facets of work life, which they consider as important, are reasonably satisfied.

**Gholami et al (2011)** studied the relationships between social capital and job satisfaction. They found that social capital positively impacted job satisfaction. The study observed that instrumental job satisfaction is positively related to social capital in open networks, and social job satisfaction is positively related to social capital in closed networks.

**Demir and Mahmut (2011)** undertook a study on the relationships between employees' perceptions of QWL, the intent to remain with the organisation and employee absenteeism. The study brought out a positive relationship between the factors of QWL and the intent to remain with the organisation, while a negative relationship was found between QWL factors and employee absenteeism. It was also seen that there was a negative relationship between the intent to remain with the organisation and employee absenteeism.

**Asgari et al (2011)** established that organisational commitment could act as a variable and provides helpful information about preparation, organising, growing, performance and plummeting absences for managers. A dedicated workforce will see itself as a part of the organisation and stay trustworthy to it.

**Bolhar (2011)** found the level of QWL to be medium in IT companies and suggested that the attention of managers should be drawn towards it. Though no significant relationship was found between gender and QWL, age, work experience and income were seen to be significantly correlated.

**Mohan and Ashok (2011)** examined the variables related to QWL such as adequate and fair pay, health and well-being, job security, job satisfaction, growth opportunities, interpersonal relations and work and non-work life balance with reference to textile mills and weaving mills. They concluded that QWL is challenging for both individuals and the organisations and welfare measures have important implications for their performance.

**Sue Ling et al (2011)**, in their research paper, sought to explore the role of generations in the relationship between workload and QWL. A survey, that included members from Generation Y, Generation X and baby boomers, was conducted and analysed with multiple-group structural equation modeling (SEM). It was seen that as workload became heavier, QWL got lower for Generation Ys and baby boomers. However, no significant effect of workload on QWL was found for Generation Xs. The findings statistically support the premise that generation moderates the relationship between workload and QWL.

**Wendy Ming et al (2011)** conducted a study which investigated four predictors (that included demographic factors, employee relationship with the management, compensation and benefits and working environment) as independent variables to job satisfaction among human resource employees in Malaysia. The tools employed for the study were: Job descriptive index (JDI), Minnesota satisfaction questionnaire (MSQ), employee benefits survey sample and Direct Support Professional (DSP) job satisfaction questionnaire to work out the self-administered questionnaire for the study. A positive relationship was found between all the three predictors and job satisfaction. It also emerged that employee relationship with management has a greater influence on job satisfaction, compared to the remaining two predictors.

**Saklani (2010)** attempted to examine the QWL expectations of non-managerial employees in organisations belonging to different sectors of Indian economy. He found that economic considerations continue to be of paramount significance to non-managerial employees in their QWL.

**Rathi and Neerpal (2010)** sought to study the link between QWL and employees' psychological well-being. A significant relationship was found between an individual's Quality of Work Life and his/her psychological wellbeing. The writers suggested that human resource (HR) managers may take into account their employees' QWL while formulating organisational policies.

**Elmuti et al (2010)** attempted to study the consequences of implementing outsourcing strategies in an industrial setting. The study sought to explore both the financial, as well as the human, aspects of outsourcing activities. It emerged that the outsourcing strategies negatively impacted the perceived QWL dimensions, even though it could have led to certain financial gains to the organisation.

**Skinner et al (2010)** in their article summarised the main findings of the Australian Work and Life Index (AWALI) survey of Australian workers, conducted in 2008. The survey highlighted work-life issues that were considered significant by Australian workers. Hours of work, work overload and the nature of direct supervision and workplace culture were cited as important issues for explaining the differences in work-life interaction. When the working hours were the same, those with caring responsibilities (especially mothers, and particularly single mothers) were found to have worse work-life outcomes than others.

**Anbarasan et al (2010)** conducted a study to explore the perceptions regarding QWL among the sales executives in pharmaceuticals, banking, finance and insurance sectors. Results showed that, while sales people were aware about their job requirements and committed to their work, their working environment was not conducive enough to support them, leading to their lower perceptions on QWL.

**Esteves et al (2010)** sought to examine the role of high-performance human resource management practices as predictors of organisational affective commitment. The study also endeavoured to analyse the mediating role of organisational affective commitment in the relationship between these practices and spontaneous work behaviour favourable to organisations. It was found that training and development practices, development-oriented performance appraisal, information sharing and rewards practices with performance-based incentives were predictors of affective commitment. It also emerged that affective commitment could facilitate favourable spontaneous work behaviour in organisations.

**Landstad et al (2010)**, in their article, examined the cross-national differences and trends in the perceived job quality, defined across five dimensions — extrinsic rewards, intrinsic rewards, work intensity, working conditions and interpersonal relationships, as well as overall job satisfaction. The authors found a convergence in job security and work intensity over a period of time, which may be reflected in increased market pressures that encourage a ‘lean and mean’ management strategy.

**Oslen et al (2010)**, in their article, tried to explore the work environment of mid-level providers in the Republic of Malaw in Africa, and contributed to the validation of an instrument to measure the work environment of mid-level providers in low-income countries.

**Dinger et al (2010)** attempted to develop a study model that would explain the work-family conflicts being faced by IT professionals. The study cited structure of work and individual mindset towards work as two sources of work-family conflict. It was found that when IT professionals perceive high levels of job security and are satisfied with supervision, the work-family conflict diminishes significantly.

**Normala, Daud (2010)** identified QWL of employees as an important factor for employers being interested in improving the job satisfaction of their employees. They studied the relationship between QWL and organisational commitment among a sample of employees in Malaysia. They examined seven QWL variables, which included: growth and development, participation, physical environment, supervision, pay benefits and social relevance and could find a relationship between QWL and organisational commitment.

**Gupta and Sharma (2010)** focused on QWL of telecom sector employees. They attempted to determine how QWL affects the satisfaction levels of employees. The study identified factors such as “Adequate income and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacity, opportunity for career growth, social integration in the work force, constitutionalism in work organisation, eminence of work life and social relevance of work” as important determinant of QWL. The authors suggested that QWL in BSNL can be enhanced by the above mentioned factors.

**Thalang et al (2010)** conducted a study on QWL indicators as corporate social responsibility in electrical and electronics private organisations in Thailand. Physical condition, surroundings, total life span, work life balance, adequate and fair compensation and social integration support were used as dimensions of QWL and four main dimensions of Corporate social responsibility, namely: financial, ecological, communal and principles were used as a parameters. The outcome showed that the measures for increasing good QWL will help to increase awareness regarding further successful corporate social responsibility.

**Hosseini (2010)**, in his study, asserted that QWL structure is most important for creating motivation along with career satisfaction, career achievement and career balance and also a foremost technique to achieve job enrichment which can improve performance and, in turn, increase the QWL of employees.

**Koonmee et al. (2010)** investigated the linkage between institutionalisation of ethics, QWL, and employee job-related outcomes in the Thai work place. It emerged that the implicit form of ethics institutionalisation and the three employee job-related outcomes: job satisfaction, organisational commitment, and team spirit were positively impacted by the two aspects of QWL.

**Westover H. Jonathan (2010)** conducted a study to examine the cross-national differences in job satisfaction and its determinants over a period of time which, in turn, impact long-term worker productivity and performance. Results of the study showed that, for all countries, intrinsic rewards explain the maximum variance in the respondents' job satisfaction, followed by work relations with management whereas public service motivation-fit (PSM-fit) and work relations with co-workers are found to play a less prominent role in shaping job satisfaction.

**Cheung et al (2009)** utilised a conservation of resources model to examine the associations among emotional labour, work family interference, and QWL. It was found that a salient correlate of work-to-family interference and the QWL had partially mediated the relationship between surface acting and work-to-family interference. However, deep acting and expression of naturally felt emotion was not related to work-to-family interference. Family-to-work interference was found to be a salient correlate of the use of surface acting in workplace.

**Kandasamy et al (2009)** discussed a methodology for identifying the expected dimensions of QWL. They also proposed an instrument for measuring the QWL, operationally named WRKLFQUAL, based on the gap analysis tool.

**Rao et al (2009)** attempted a study to examine the perceptions of the QWL among a representative sample of Indian employees. The factor analysis brought out four dimensions of QWL. These were: (i) favourable work environment, (ii) personal growth and autonomy, (iii) nature of job, and (iv) stimulating opportunities and co-workers.

**Connell et al (2009)** sought to ascertain whether and how the quality of working life (QWL) varies between call centres (CCs) in the in-house/outsourced, public and private sectors and the implications of these findings on human resource management (HRM).

**Jamal (2009)** conducted a study to examine the differences between full-time self-employed and organisationally employed individuals in Canada and Pakistan, with regard to quality of both work and non-work life. In both countries, the self-employed persons reported higher job stress, burnout, health problems and social participation and less work life balance than those who were organisationally employed.

**Royuela et al (2009)** conducted a study to arrive at a composite index for determining the QWL of firms in Spain in the period 2001–2004. The study attempted to compare the results of the index with workers' subjective perceptions of job satisfaction, measured by a QWL survey. For this purpose, they used the dimensional structure provided by the European Commission, and presented results for regions, sectors, professional categories and sizes. Better results were seen in the more developed

regions, in service sectors, in bigger firms and in jobs with more responsibilities. The test results revealed a strong relationship between the two measurements.

**Layer et al (2009)** conducted a study to test the research question how human performance in manufacturing environments is influenced by the cognitive demands of the operator and the perceived QWL attributes. It emerged that human performance was a causal result of the combined, and uncorrelated, effect of cognitive demands and quality of work attributes experienced by the workers.

**Gupta et al (2009)**, in their article, presented a scientific method of organisational survey for the public sector and also pointed out the factors influencing the job satisfaction level of the employees of the various public sector organisations.

**Susniene and Jurkauskas (2009)**, in an article on humanism, discussed the ideas about quality of life and happiness. Correlation and differences among variables showed that the quality of life is intensively under research, and superior value of life is based on logic that is beyond human feelings.

**Rupashree and Shivganesh (2009)** conducted a study to examine the impact of work-family enrichment on the relationships between organisational interventions for work-life balance (job characteristics, work-life benefits and policies, supervisor support and work-family culture) and job outcomes (job satisfaction, affective commitment and organisational citizenship behaviour). The writers found that Job Characteristics were positively related to all the measures of job outcomes. Supervisor support and work-family culture were positively related to job satisfaction and affective commitment. Job characteristics and supervisor support were positively associated with work-to-family enrichment. It was also seen that work-to-family

enrichment mediated the relationships between job characteristics and all job outcomes, and between supervisor support and affective commitment.

**Rethinam and Ismail (2008)** reviewed the meaning of QWL and examined the elements of QWL, based on models and past research from the viewpoints of employees in Malaysia. The construct of QWL discussed issues like health and well-being, job security, job satisfaction, competency development, work and non-work life balance. The study concluded that QWL is a challenging issue - both for the individuals and organisations.

**Ismail (2008)** emphasised on occupational surroundings as one of the crucial factors deciding the sense of QWL. The writer discussed issues like physical condition and well-being, job security, job satisfaction, competency development, work and non-work life balance.

**Bowen et al (2008)** found that factors like personal satisfaction in performing the task; a low degree of supervision; involvement in decision-making; handling challenging and creative tasks and receiving recognition for achievements could influence job satisfaction

**Hannif et al (2008)**, in an article, examined the current debates regarding the significance of introducing the QWL concepts in the call centre employment context. As a means of examining the QWL in that context, a framework based on the job characteristics approach was also proposed by the writers.

**Chan and Wyatt (2007)** studied QWL among Chinese employees. They concluded that satisfaction of esteem need has a significant impact on life satisfaction and turnover intention. They found that four needs (esteem, actualisation, economy in family life, health and safety) are determinants of general well-being, whereas knowledge, health and safety needs have more to do with affective commitment. It was also brought out that economic and family, health and safety, and knowledge needs are vital elements for ensuring job satisfaction.

**Ka Wai Chan et al (2007)** conducted a study to examine QWL in China, in terms of how their work lives satisfy the basic needs of employees and how the satisfaction of each individual need in his/her work life affects his/her job satisfaction, affective commitment, turnover intention, life satisfaction and general well-being.

**Tung Chun Huang et al (2007)** undertook a study on the impact of QWL on the careers of auditors and the organisational commitment in Taiwanese public accounting firms, and how those commitments, in turn, can impact the turnover intention. The study brought out that different dimensions of QWL can lead to distinctive effects on organisational and career commitments, and turnover intentions.

**Chapman and Judith Ann (2007)**, in their article, addressed the issue of workplace safety since they considered this as the central issue in the discourse on QWL. The writers discussed the role of safety culture in promoting safer policies and practices and presented a typology with three approaches - legal compliance, safety-mindedness and zero tolerance.

**Eikhof et al (2007)**, in their article on work life balance, suggested that the debate over work-life balance needs to move towards a more holistic understanding of life, assuming that life is a positive experience and that most individuals prefer to work.

**Sutela and Hanna (2006)**, in an article, explained Finnish quality of work surveys which were extensive studies, carried out five times since 1977. The surveys included questions on the physical, mental and social work environment and the experiences of employee regarding this. Gender sensitivity emerged as an important issue in these surveys.

**Martel et al (2006)**, in their article, attempted to present an historical outline of the concept of QWL. Since there was not much consensus about the solutions that have emerged in recent times, a new definition of QWL was suggested. This drew inspiration from the research on a related concept, general quality of life which, as the literature shows, has faced the same conceptualisation and definition problems as QWL. Based on the suggested definition of QWL, a definition of QWL was provided and the measuring instrument from that (the Quality of Working Life Systemic Inventory – QWLSI) was presented.

**Bhola and Shankar (2006)**, in their article, presented an abstract of a study which examined QWL within the casting and machine shop industry in Kolhapur Town in Maharashtra, India. A definition of QWL was presented. The association between the wages paid by management and profit earned by the unit was established.

**Rose et al (2006)** showed a significant relation among QWL and a number of career-related variables. The role of QWL in organisations is an understudied issue and can be employed in attaining a career-fit between the needs of the employees and the needs of the organisation.

**Serey (2006)** defined QWL in terms of a meaningful and satisfying work. This included: (a) an opportunity to utilise one's talents and capacities, to handle challenges and situations that call for independent initiative and self-direction, (b) an activity considered as worthwhile by the individuals concerned, (c) an activity in which one understands the role the individual plays in the attainment of some overall goals, and (d) a sense of taking pride in what one is doing - and in doing it well. This issue of meaningful and satisfying work is often made a part of discussions on job satisfaction.

**Kotze (2005)** stated that quality of work-life has two objectives: (a) "to humanise the workplace and to develop the quality of job experience of employees" and (b) "to improve productivity and efficiency of the organisation". Therefore, the quality of work-life is both an answer to the desires of employees as well as organisational desires, and a system or a sequence of measures to progress the circumstances of working.

**Bhandari (2004)** investigated how the quality of life of women is influenced by their double roles, one at house and at the workplace and analysed the socio economic dynamics of their households and discussed the determinants of their quality of life.

**Saklani (2004)** attempted to empirically evaluate the importance of various QWL indicators pertaining to employees and to measure their present status in organisations in Indian context. The study brought out that other than monetary considerations, employees in India accord a high priority to the factors that satisfy self-esteem and self-actualisation needs of a very high order.

**Barling (2003)**, in his study on association between quality of working life and jobs stimulation capacity, concluded that lack of QWL can bring harm into the job and articulated that there is a significant positive association between the quality of working life and enhancing the skills and information-levels of the employees.

**Greenhaus (2003)** conducted a study to determine the influence of business process reengineering on the decline of QWL. The study discussed the nature of the enormity of change in the workplace; Definition of reengineering; Link between human productivity and stress-reduced environments, etc.

**Wilson (2003)**, in his study, found that employees were generally satisfied with the surroundings in which they worked. The happiness quotient was higher among the public sector employees than in their private sector counterparts. Both the categories were content with the approach of direction. Both the categories were not content with respect to endorsement and participation in result creation. He also established that public sector workers had more satisfaction than private sector workers with respect to payment, human relations, and behaviour of co-workers and nature of work.

**Bearfield (2003)**, in his study about QWL among Australian employees, reported that the job satisfaction is higher among employees with higher level of education than those with lower level of education.

**Felstead et al (2002)**, in their article, attempted to outline formal definitions of the terms-'work-life balance' and 'family-friendly' employment, which place spatial issues and hence working at home at the heart of the debate. The article showed that the option to work at home is more likely to be available in the public sector, large establishments and work environments in which individuals are responsible for the

quality of their own output. These workplaces are typically less unionised, but not especially feminised.

**Yousaf and Anwar (2001)** concluded that those who use their skills and abilities most at work could be expected to have the best possible work life. It was found that the degree of satisfaction over a successful work life was conditioned by the quality of work performance and work activities. It also emerged that good supervision could greatly facilitate the sense of accomplishment among the employees.

**Lewchuk et al (2001)** studied the impact of lean production on indicators of the quality of life at work in the automotive industry and founds that it varies across companies and to a lesser extent between countries. The paper explained this by arguing that lean production seeks to impose new employment standards. This could be a contentious issue since the management's ability to shift to new standards and the labour's ability to protect its interests could vary across workplaces.

**Sirgy et al (2001)** attempted a study which focused on the measure of QWL, based on spillover theories and those on need satisfaction. It also encompassed the measure extended in a working environment, and the explanation of the seven needs of an employee and comparison between the QWL and job satisfaction.

**Kirby et al (2001)** undertook a study on the ideological dimensions of the metaphor of managing diversity, including its restrictive and detrimental consequences. They discussed the similarities between the goals of diversity training programmes and QWL initiatives; Character of the managerial metaphor and Reason for the emergence of the managerial metaphor of diversity training.

**Mankidy (2000)** endeavoured to establish the relationship between the QWL and the industrial relations processes. They observed that an improved QWL could be achieved by having more positive industrial relations. By introducing positive Industrial Relations, the organisation would be able to offer better wages for its employees, adopt flexible working hours, provide a better work environment, employment benefits, career prospects, job satisfaction and meaningful employee involvement in decision making. The benefits of an improved QWL would trickle down to improving the family life of the employees and also the performance of the organisation.

**Batra and Dangwal (2000)** suggested two ways of screening QWL. One that would equate QWL with a place of objective-organisational circumstances and practices (e.g., work enhancement, self-governing management, employee involvement and safe working conditions). The other that would equate QWL with human resources perceptions related to safety, relative satisfaction, and capability to grow and expand as individuals. This approach relates QWL to the fulfillment of individual desires.

**Hoque and Rahman (1999)** undertook a study on the working life of industrial workers of public and private sector organisations in Bangladesh. They concluded and found that the private sector workers perceived that they had a significant and higher QWL than their counterparts in the public sector. They also established a positive correlation of QWL with performance and a negative correlation with absenteeism and accidents.

**Venkatachalam (1999)** identified that there is no considerable influence of technology on QWL values, but exposed an obvious considerable collision on other QWL dimensions like work complexity, independence, individual growth opportunities, top administration support etc.

**Karrir (1999)** found that managers from small and large public sector organisations had a higher QWL, as compared to their counterparts in private and cooperative sectors.

**Lau et al (1998)** attempted a study to examine empirically how the perceived image of a company's QWL impacts its market and financial performances. It was found that companies with high QWL can experience exceptional growth and profitability.

**Mishra (1997)**, in his study, established that officers of public sector undertakings were experiencing a significantly higher occupational stress on parameters like role ambiguity, role conflict, unreasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions, when compared to their counterparts in the private sector.

**Pattanayak (1997)**, in a study at NALCO and SAIL, identified three dimensions: "variety of organisations (both new and old), spot of work (production and service) and the employee's position in the organisation's chain of command (executive and nonexecutive) with regard to organisational role stress and sub scales." He was able to establish that each of the three dimensions together added to the differential experience of role expectation as organisational role stress variables. QWL emerged as the major dependent variable of the study, as an indicator of organisational effectiveness.

**Karrir and Khurana (1996)** conducted a study to locate any significant correlations among the QWL of managers from Public, Private and Cooperative sector organisations. The study focused on variables like job satisfaction and job involvement, along with parameters like education qualification, native/migrant status, and income level.

**Kumar (1995)** deliberated on the QWL of some chosen SSI units in Thiruvananthapuram district and found no considerable disparity in the favourable and unfavourable attitudes among the employees on high regard on QWL. However, the study established an attitudinal dissimilarity in this admiration among diverse groups when employees were classified on the source of business, salary and talent.

**Gani and Ahmad (1995)** attempted to study the QWL at the Jammu & Kashmir Unit of the Hindustan Machine Tools (HMT). They examined the empirical level of various elements of QWL from their theoretical expositions. The study concluded that: (a) the standard of the existing QWL in the organisation was at best only average, (b) financial factors 'performed poorly' when compared to issues like working environment, rational and job factors, (c) the management culture obtaining there has greatly diminished the creativity, initiative and innovativeness of potentially excellent performers.

**Lam (1995)** examined the relationships among QWL, commitment to the career, job satisfaction and withdrawal cognition among teacher trainees from Singapore. He found a strong association between the social status of teachers and commitment and satisfaction with teaching.

**Kershaw (1994)** conducted a study in teachers from 21 public schools in Tennessee, USA, to assess the perceived satisfaction levels of teachers regarding the quality of their school life, gender and years of teaching experience. It emerged that perceptions varied from school to school. Also, varying degrees of importance were accorded to the school level factors. Yet, communication, support systems, workload, working conditions and resources were uniformly rated very high by the teachers, while work enrichment, leadership and recognition generally ‘took a back seat’.

**Ghosh (1993)** undertook a study to identify which factors which enhanced the QWL at the micro level, so that tools for evaluating the QWL could be devised. Data was collected from private and public sector organisations in the manufacturing, mining, power generation and services sectors. The study found that the management’s perception of QWL was a core determinant of the QWL in any organisation. This could greatly help in bringing about organisational effectiveness.

**Kumar and Tripathi (1993)** showed that QWL is a philosophy of management that believes in the cooperative relationship between employees and managers and that every employee has the ability and right to offer his intelligence and useful inputs for decisions at various levels in the organisation.

**Gani (1993)** associated QWL with “treating the employees as human beings, designing and redesigning of work practices, hierarchical structures and the production processes and the degree of involvement of workers in the decision-making process.”

**Singh, Sengupta (1993)**, in her study, observed that one of the most critical, yet among the least discussed elements, in QWL is a major issue in power relations. In a series of observations, it was highlighted that the top management is facing a 'power deficit,' since the non-managerial cadres tend to appropriate all powers because of the strong trade unions, which includes their numerical superiority. At present, the managers and workers seemed to be interdependent. The writer feels that the relationship could be converted to one of co-operative interdependence.

**Fields and Thacker (1992)** conducted a study to examine the changes in union and organisational commitment after the implementation of a joint union-management QWL programme. The writers concluded that company commitment increased only when participants perceived the QWL effort as successful, but union commitment increased, irrespective of the perception of QWL success.

**Rice et al (1992)** reviewed how far Nepalese firms were complying with QWL (QWL) provisions of the Labour laws and to assess expectations of union leaders on different dimensions of QWL. The study showed that clear deviation in the implementation of labor laws and widening expectation gap of union leaders as indications of poor QWL situation in firms in that country.

**Ghosh (1992)** studied the QWL in two Indian organisations and stated that both attained outstanding QWL standards according to the categories acknowledged and calculated by the author, in spite of the differences in profession and sectoral uniqueness.

**Trivedi and Chundavat (1991)** studied the QWL, with particular reference to banking business by focusing on the constructive and non-constructive approaches of employees about the occupational settings.

**Tseng and Ismail (1991)** conducted a study which discussed the importance of QWL in Singapore. The areas explored were the human resources, and the rising stress in elevated technology industries. With elevated education and additional guidance, Singaporean employees envisaged increasing prospect with regard to the place of work. The study brought out that QWL programmes help to assist and accomplish the increasing prospect of extremely knowledgeable and qualified employees.

**Suri et al (1991)** surveyed the QWL practices in the manufacturing and service organisations in India. The study brought out that both public and private sector organisations did not give much importance to issues like job and workplace redesign programmes.

**Havlovic et al (1991)** studied the influence of QWL initiatives on absenteeism, accidents, grievances, and quitting jobs, using monthly longitudinal human resource archival data collected at a unionized Midwestern heavy manufacturing firm for the period 1976 to 1986. The study brought out that QWL may significantly reduce absenteeism, minor accidents, grievances, and quitting of jobs.

**Efraty et al (1991)** conducted a study which hypothesized that personal alienation has a negative impact on organisational identification. The negative relationship between alienation and organisational identification was explained through a set of mediating variables that involved need deprivation, job satisfaction, and job involvement. The results provided moderate support for the quality-of-work-life model.

**Chan Choon Hian et al (1990)**, in an article, explained the issue of QWL and its implications on trade-unions and corporate management in Canada and the United States. The article discussed the elements in QWL programmes; Framework for analysis; Perception and participation of unions in QWL programs; Discussion on management and union partnership in QWL process.

**Elizur (1990)** suggested quality circles as a technique for improving the QWL of the employees and enhancing the job satisfaction of the personnel working in a large industrial Corporation in Israel. It was found that only 50% of the respondents regularly participated in quality circles. The study sought to “analyse the relationships between employees’ perception about quality circles, their views about QWL, perceived job enforcement capacity and job satisfaction.” The writer noticed there was a positive relationship between membership of a quality circle and various aspects of QWL.

**Ondrack et al (1987)** found greater opportunities for successful introduction of QWL programmes at Greenfield sites, than at redesign sites. They also proved that job-enrichment ceiling for QWL programmes may exist in technologically intensive, continuous process production systems. The writers also found that employees at redesign sites had lower satisfaction levels with job security, whereas employees at Greenfield sites had a lower degree of satisfaction with compensation.

**Rice (1985)** emphasised the linkage between job satisfaction and quality of people’s lives. According to him, work experiences and outcomes can affect a person’s general Quality of Life, both directly and indirectly through their impacts on family interactions, leisure activities and levels of energy.

**Mirvis et al (1984)** conducted a study on the development and issuance of an independent report on the QWL in a Corporation. They presented the theory behind the report, criteria, definitions, measurement procedures, the properties of the measures, and the report itself. A survey that spoke about a favourable reception to the data by stockholders, financial analysts, and employees was examined in some detail. The study recommended increased collaboration between accountants and behavioural scientists while measuring and assessing the QWL.

**Schlesinger and Oshry (1984)**, in their article, focused on the problems being faced by middle managers in the U.S. regarding the improvement of the QWL. The writers came to the conclusion that establishment of a middle management integrating group, with no involvement from top management, may improve the middle manager's situation while, at the same time, improve the organisation's productivity and QWL.

**De, Nitesh (1984)** sought to establish the important determinants of a good work life and life in general. The writer also endeavoured to establish some organisational methods that were uniformly applicable at the organisational, national and global levels. They studied the elements of QWL in areas like organisational form, hierarchy and staffing pattern, size of the work group, internal network and communication media in place in the organisation, quality consciousness, and concern for people, and vision, mission, ideals and value of the organisation. The writer concluded that a better QWL could be fostered in the organisation by having lesser managerial and supervisory levels there.

**Singh (1983)** undertook studies in chemical and textile factories in India that sought to improve the QWL, by reorganising the work structure and introducing participatory management.

**Lawler (1982)** defined QWL in terms of job characteristics and work conditions. He highlighted that the core philosophy behind QWL in an organisation is to improve the well-being and productivity of the employees. A job design that can ensure higher employee satisfaction should be more productive. However, he accepted that QWL is complex, because it involves the physical and mental well-being of the workforce.

**Cohen and Rosenthal (1980)** feel that QWL is nothing but as a consciously designed effort to bring out a greater degree of synergy between labour and the management, and, in the process, jointly address the challenges of optimising performance and enhancing employee satisfaction.

**Wacker et al (1980)**, in their article, discusses various myths about QWL. The authors have discussed several reasons for considering corporate altruism to be a myth and the features to be incorporated in a QWL programme. According to them, a QWL programme that works well in one organisation is guaranteed to work well in a similar organisation, according to the cloning myth.

**Goodman and Paul (1980)**, in their article, attempted to examine the QWL projects in the United States during the 1970s. Those projects were introduced to bring about fundamental changes in organisational and labour-management relationships. QWL projects attempt to restructure multiple dimensions of the organisation and institute a mechanism which introduces and sustains change over time.

**Guest (1979)** states that QWL is an umbrella term that seeks to cover a person's way of thinking regarding each aspect of work including monetary rewards, remuneration, safety measures, work environment, organisational and interpersonal associations etc.

**Ganguli and Joseph (1976)** went into the issue of QWL in young workers in India's national air carrier, Air India. They laid particular stress on issues like life and job satisfaction. The writers established that issues like physical and psychological working conditions, pride in the organisation, job earned community respect and reasonable working hours were positively correlated with job satisfaction. Strong family ties and hailing from a rural background too were found to have a very positive association with life and job satisfaction.

**Walton (1974)** traced the history of evolution of QWL. In the early twentieth century, legislations were enacted to address the workplace safety concerns of the employees and to reduce hazardous working conditions. These were followed by the unionisation movement in the 1930s and 1940s. Importance was given to job security, place and a more just monetary compensation for the worker. In the 1950s and the 1960s, psychologists' theories that sought to establish a positive relationship between morale and productivity and ultimately could lead to better human relations. In the 1970s, the idea of QWL emerged.

**Walton et al (1974)**, in an article, explained how to improve an employee's QWL. For this purpose, he presented eight conceptual categories that may be considered part of the work life environment. The authors advocated tailoring work assignments to the preferences and individual differences of employees.

**Walton and Richard (1973)**, in their article, focused on the concept of QWL and described how it could affect productivity. Eight major conceptual categories were proposed. These ranged from adequate and fair compensation for work to the social relevance of work. The writers provide a framework for analysing the salient features of QWL.

**Luthans (1973)**, in his study, observed that QWL is concerned with the overall work climate. On one hand, it is connected to the consequences of people working in the organisation which, in turn, is responsible for making organisations more effective while, on the other, it enables employees to participate in decision- making.

The above review of literature thus enabled the researcher to identify research gaps and frame the research objectives for the study.

## **2.1. Research Gaps**

Review of literature has brought out several studies which have shown significant relations of QWL. Based on the above studies, the following gaps have been identified:

- ✓ Most of the studies were from the European and Western contexts. There is a need to study QWL in an Indian context.
- ✓ Most of the studies were concentrated on one or two sectors. Hence, focusing on other sectors would certainly add value to the existing literature.
- ✓ The studies did not attempt a major comparison between employees of the private and public sectors. Hence, this study will attempt to fill the above gaps by collecting large samples from the major cities of the India, and compare the QWL between the private and public sector employees.

## **2.2. Research Questions**

The above research gaps have led to the formulation of following research questions.

1. What is the nature and form of QWL in private and public sector organisations?
2. What are the correlates of QWL of employees in organisations?
3. Is there an association between QWL and job satisfaction?

The comparison of QWL between employees of private sector and public sector organisations, based on the analysis of various parameters of QWL across these sectors, would help in meeting the objectives framed for this study. Prior literature has brought out models and theories to study the QWL in different contexts. The research questions formulated will be studied and answered by focusing on the best model applicable. The objectives of the study have been analysed based on these questions and model so selected in the following sectors.

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# CHAPTER - III

## *Research Methodology*

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## **RESEARCH METHODOLOGY**

Research is a careful investigation of new facts in any branch of knowledge.

Methodology is a systematic process of solving research problems.

The present chapter will provide comprehensive details of the research methodology designed for the study. Research methodology collectively presents all the basic beliefs, underlying concepts, ideas and methods utilized for compilation and appraisal of data (Saunders et al. 2009). Thus, it will include significance of the study, scope, research objectives, hypotheses, research design, sources of data, data collection tools and techniques, sampling methods and data analysis techniques used to compare the QWL of the employees of private and public sectors organisations. This will be followed by interpretation of data, conclusions and inferences drawn from the study.

### **3.1. Need and Significance of the Study**

QWL describes the standard of the living environment of a person or a group, public health, safety etc. On the other hand, QWL includes aspects such as salary, benefits, etc., that impact the well-being of the employees. Performance and satisfaction are mutually reinforcing life experiences that enrich employee contributions to work and organisations (Gallos, 1989). QWL enables all employees to work in a better environment and leads to job satisfaction.

There is a felt need in organisations to formulate policies and practices in conformity with employee work life. The present study calls our attention of those employees who value the quality aspects of work life more than the economic rewards. It is essential to highlight organisations that provide excellent cultures and a supportive workplace for their employees. Hence, the present study becomes significant since

organisational effectiveness is dependent upon the association between the QWL and needs of the employees.

### **3.2. Need for Comparing Private Sector and Public Sector Organisations**

The present study will attempt to compare the QWL of public sector and private sector employees in the erstwhile state of Andhra Pradesh, Maharashtra and Tamilnadu. The performance and the roles of private and public sector organisations are undergoing changes. Public sector organisations are the ones in which the government has a major holding. Private sector organisations came into existence to supplement the performance of public sector organisations and are more predominant in the services sector.

Organisations from both public and private sectors are operating in an increasingly competitive environment. The customer-centric approach of private sector organisations have thrown open challenges for public sector organisations. What is the impact of practices and work environment on employee satisfaction? Specifically, how does the QWL influence employee work behaviour? Are there any differences among the public and private employee's satisfaction levels? These are the research questions which make the present study significant. Hence, the present study will attempt to a compare the QWL of public and private sector employees.

### **3.3. Scope of the Study**

The present research work will emphasise on the following determinants of QWL:

- a) Compensation package,
- b) Working conditions,
- c) Opportunities for career growth,
- d) Opportunities to develop human capabilities,
- e) Social integration,
- f) Constitutionalism,
- g) Work and total space of life, and
- h) Social relevance.

The study will also focus on the impact of QWL on job satisfaction of employees. The sample for the study were employees belonging to private and public sector organisations and the respondents included 242 individuals from the private sector and 243 from the public sector, making up a total of 485 respondents from both the sectors.

### **3.4. Objectives of the Study**

#### **Broad Objective**

- To examine the QWL of employees working in public and private sector organisations.

#### **3.4.1. Specific Objectives**

The following specific objectives were formulated for the study:

- To determine the factors impacting QWL.
- To examine the role of demographic factors on QWL.
- To measure and compare the QWL of employees in private and public sector organisations.
- To study the association between QWL and employee satisfaction

### **3.5. Hypotheses of the Study**

In line with the above objectives mentioned, the following hypotheses were formulated:

- Hypothesis (H<sub>1</sub>): “Gender has significant impact the QWL of public and private sector employees.”
- Hypothesis (H<sub>2</sub>): “Age has significant impact on QWL in employees of public and private sector organisations.”
- Hypothesis (H<sub>3</sub>): “Educational qualifications have significant impact on QWL of employees of public and private sector organisations.”

- Hypothesis (H<sub>4</sub>): “Designation has a significant impact on the QWL of employees of public and private sector organisations.”
- Hypothesis (H<sub>5</sub>): “Income levels have a significant impact on the QWL of employees of public and private sector organisations.”
- Hypothesis (H<sub>6</sub>): “There is a significant difference between employees of the public and private sector organisations, with regard to QWL.”
- Hypothesis (H<sub>7</sub>): “A significant difference exists in the QWL of employees of private and public sector organisations, with regard to compensation.”
- Hypothesis (H<sub>8</sub>): “A significant difference exists in the QWL of private and public sector employees, with regard to working conditions”
- Hypothesis (H<sub>9</sub>): “A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.”
- Hypothesis (H<sub>10</sub>): “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities.”
- Hypothesis (H<sub>11</sub>): “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL, more so regarding the Social Integration in their organisations.”
- Hypothesis (H<sub>12</sub>): “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL, especially regarding constitutionalism in their organisations.”

- Hypothesis (H<sub>13</sub>): “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL in their organisations, more so regarding work and total space of life in their organisations.”
- Hypothesis (H<sub>14</sub>): “A significant difference exists in the perceptions of public and private sector employees regarding QWL in their organisations, more so regarding social relevance of work in their organisations.”
- Hypothesis (H<sub>15</sub>): “A Significant difference can be found in the perceptions of private and public sector employees regarding QWL in their organisations, especially regarding job satisfaction in their organisations.”

### **3.6. Sources of Primary Data**

The primary data for the present study was collected from employees belonging to private and public sector organisations. Questionnaires were designed and adapted with the following research questions:

- What are the employees’ perceptions on QWL?
- What are the organisational initiatives of QWL?
- What is the extent of the influence of demographic variables on QWL?
- Does QWL influence job satisfaction of employees?

### **3.7. Sources of Secondary Data**

Review of books on relevant areas research such as organisational behaviour, human resources management were referred to and digital journals, online database were also sourced for information and data. At the same time, encyclopaedias on business management, psychological, sociological, organisational behavior, social science, family studies, anthropology were also consulted.

During the study period, data was also accessed from libraries of University of Hyderabad, Osmania University, Institute of Public Enterprise, Indian Institute of Management, Bangalore and Administrative Staff College of India, Hyderabad.

### **3.8. Tools Used For Data Collection**

The following tools were used for this purpose:

- Questionnaire eliciting information on demographic profile of employees.
- QWL questionnaire.
- Employee satisfaction questionnaire.

#### **3.8.1. Description of the Tools Used in the Study**

**3.8.1.1. Demographic Profile** – Data was elicited about personal details from the respondents. Details included information on sector, gender, age, educational qualifications, designation, salary and work experience.

**3.8.1.2. QWL Scale** – This scale was originally developed by Richard Walton (1975). It is a structured instrument consisting of forty five statements, divided into eight dimensions. The eight components of the QWL are: compensation packages, working conditions, opportunities for career growth, opportunities to develop human capabilities, social integration, constitutionalism, work and total life space and social relevance. QWL Score has five alternatives, which are pre-weighted. The scale had a scoring on Likerts' five point scale.

**3.8.1.3. Employee Job Satisfaction Scale** – The employee satisfaction scale was originally developed by Hackman and Oldham (1980). The scale was modified and adapted in the study. It is an instrument consisting of fourteen statements. The scale had a Likert's scoring pattern on a seven point scale.

### **3.9. Population Sampling**

According to Kerlinger and Lee, "Sampling is the process of selecting a portion or unit from a population or universe as representative of that population or universe" (Kerlinger and Lee, 2000). Brewerton and Millward (2001) highlighted that the main consideration behind selection of any sample is to ensure faithful and reliable representation. Present study identified its target population from Banking, Information Technology, Telecommunications and Manufacturing sectors in the areas of Hyderabad, Visakhapatnam, Neyveli, and Mumbai.

### **3.10. Description of the Sample**

Simple Random Sampling was used in the study. This method is adapted when sample elements in all the selected strata are representative of the sub-population and main population.

### 3.11. Sampling Techniques

**3.11.1. Probability Sampling Technique:** This sampling technique varies in terms of sampling efficiency. Sampling efficiency is a concept that reflects a trade-off between sampling cost and precision. Precision refers to the levels of uncertainty about the characteristics being measured. Precision is inversely related to sampling errors but positively related to cost.

**3.11.2. Simple Random Sampling:** In simple random sampling, each element in the population has a known and equal probability of selection. Furthermore, each possible sample of a given size has a known and equal probability of being the sample actually selected. This implies that every sample is drawn by a random procedure from a sampling frame.

To draw a simple random sample, the researcher first compiles a sampling frame in which each element is assigned a unique identification number. These numbers are generated to determine which elements to include in number.

### 3.12. Sample for the Study

The sample selected for the present study consisted of 485 employees from private and public sector organisations. Simple Random Sampling was used for collection of data. The Human Resource managers and senior managers from select private and public sector organisations were contacted for obtaining the necessary details of the employees in their respective organisations. The HRM and personnel managers in various organizations were contacted and a list of employees fulfilling our criteria of selection to participate in our survey has been drawn and every fourth member in the list was selected for the study. After the employees were identified, the questionnaires

were distributed and data was collected. An effort was made to ensure a balance between private and public sector organisations. Data was collected from manufacturing, banking and services sectors.

### **3.12.1. Indian Banking Industry**

The Indian banking sector is, today, one of the strongest drivers of India's economic growth. The Indian banking industry (US\$ 1.22 trillion) has made rapid progress in the last few years, even when the rest of the world was struggling in the aftermath of the then global financial meltdown. Today, Indian banking is at the crossroads of an invisible revolution. The sector has undergone significant developments and investments in the recent past. Most of banks provide various services such as mobile banking, SMS banking, net banking and ATMs to their clients.

Indian banks, the dominant financial intermediaries in India, have made high-quality progress over the last five years, as is evident from several factors. These include: annual credit growth, profitability, and trend in gross non-performing assets. While annual rate of credit growth clocked 23% during the last five years, profitability (average Return on Net Worth) was maintained at around 15% during the same period. Also, the gross non-performing assets fell from 3.3%, as on March 31, 2009, to 2.1% as on March 31, 2014. The Indian banking sector is a mixture of public, private and foreign ownerships. The top 10 banks contributed 58% share of the total credit as on March 31, 2014. The State Bank of India (SBI) has garnered the highest market share. The Net Interest Margin of HDFC Bank is 4.2%, which is highest among others and SBI is having 18% market share which is highest among others. Hence, the banking sector was chosen for the study due to its contribution to economy and having a very large number of employees.

### **3.12.2. Indian Manufacturing Sector**

The Manufacturing Sector in India has witnessed phenomenal changes over a period of time. Since independence in 1947, the Indian manufacturing sector has moved from the initial phase of building the industrial foundation in 1950s and early 1960s, to the license-permit Raj in the period of 1965–1980, to a phase of liberalisation of 1990s. Indian manufacturing sector currently contributes 15-16% to GDP (2015) and gives employment to 12% (2014) of the country's workforce. Studies have brought out that every job created in manufacturing has a multiplier effect, since it creates 2–3 jobs in the services sector. In a country like India, where employment generation is one of the key policy issues, it makes this sector a critical sector to achieve inclusive growth. India contributes ~2.2 per cent of the global manufacturing output which is at par with developed economies of the world such as U.K and France.

A recent FICCI's survey gauges the expectations of manufacturers for 2014-15 for fourteen major sectors, namely, textiles, capital goods, metals, chemicals, cement, electronics, automotive, leather & footwear, machine tools, food processing, paper, tyre, textiles, machinery, ceramics and others. Manufacturing units from both large and SME segments have a combined annual turnover of over Rs 3.75 lakh crore. It indicates moderation in the manufacturing activity in 2014-15, as compared to 2013-14.

The manufacturing sector has been showing a consistent growth throughout the last decade. In 2011-2012 this sector achieved a growth rate of 36%, in 2012 – 13 it has grown up to 46%, 2013 – 14 raised up to 52% and also in the year 2014 – 15 grown up to 56% (Source: FICCI Survey). In the light of the above background manufacturing sector was also chosen for the study.

### **3.12.3. Indian I.T Sector**

The Indian software industry has been a remarkable success story. It has experience a growth of more than 30 percent annually for the past twenty years. India exports software services to more than 60 countries, with two-thirds to the United States (including half of all Fortune 500 companies).

While worldwide IT-BPM spends was USD 2.3 trillion, growing at 4.6 per cent over 2013, global sourcing of services grew by 10 per cent, and India continued to retain its leadership position, with a 55 per cent market share. In FY2015, the Indian IT-BPM industry is estimated to account for revenues of USD 146 billion, growing by 13 per cent over last year. Industry exports are over USD 98 billion growing at 12.3 per cent, while the domestic segment, which has benefited from the inclusion of ecommerce and mobile app industry, is estimated to touch USD 48 billion. The industry today is India's largest and most diverse private sector employer, with a direct workforce nearing 3.5 million, and effecting over 10 million indirect jobs. At the same time the industry's relative share in India's GDP has swelled to 9.5 per cent, it offsets more than 70 per cent of India's oil import bill, attracts a major share of PE/VC investments into the country, has effected balanced regional growth and empowered diverse sections of the society, and is the face of the Indian MNC story.

The Indian industry continues to develop capabilities around both traditional and emerging markets, verticals and customer segments, expand global delivery presence, and increase reliance on high value services, including product development. With over 150,000 digitally skilled IT-BPM employees, the industry is exponentially growing capabilities that help clients go digital. India is also home to the fourth largest and fastest growing digital start-up ecosystem in the world that is engaged in

developing innovative solutions and actively collaborating with larger technology companies to take these solutions to market. The new government's technology reliant economic growth agenda has significantly boosted domestic IT-BPM market growth prospects and overall business confidence. Hence, this sector and their employees were also included in the present study.

### **3.13. Validity and Reliability Statistics of the Empirical Study**

“Validity represents the quality of a questionnaire in such that it measures what it says it does. Reliability represents the consistency of a measurement.” (Salkind, 2008). Several statistical tools were employed to establish validity and reliability indices.

**3.13.1 Pilot Study:** This was undertaken to establish the reliability and validity of the tools utilised.

#### **3.13.2. Sample:**

India has 137 public sector undertakings and 19 joint venture units at central level, and 142 public sector undertakings and 14 joint venture units at various state level and many private sector organisations were established in Services sector and Manufacturing areas. Pilot study was conducted in united Andhra Pradesh on a sample of 130 employees.

#### **3.13.3. Data Collection Instruments**

Data was collected by administering the three questionnaires to the employees of public and private sector organisations.

### 3.13.4. Data Analysis

Data was collected on demographic aspects, QWL and job satisfaction of employees.

Reliability: - Scale: All Variables

**Table 3.0(a): Case Processing Summary**

		N	%
Cases	Valid	130	100.0
	Excluded	0	.0
	Total	130	100.0

List wise deletion based on all variables in the procedure.

**Table 3.0(b): Reliability Statistics**

Scale Statistics				
Mean	Variance	S D	N of Items	Cronbach's Alpha
186.2015	416.042	20.39711	80	0.818

The value of Cronbach's Alpha value was found to be **0.818**. This is a highly significant value.

**Table 3.0(c): Demographic characteristics of the Respondents**  
**Demographic profile of sample N=130**

Sl. No	Demographic variables	Particulars	Private sector		Public sector		Total	
			n1	%	n2	%	N	%
1	Gender	Male	20	15.38	14	10.76	34	26.15
		Female	45	34.62	51	39.24	96	73.35
		Total	65	50	65	50	130	100
2	Age	Below 30 years	14	10.76	15	11.54	29	22.34
		31- 40 years	16	12.32	24	18.46	40	30.76
		41 – 50 years	20	15.38	13	10.00	33	25.38
		51 year and above	15	11.54	13	10.00	28	21.52
		Total	65	50	65	50	130	100
3	Designation	Officer	15	11.54	5	3.84	20	15.38
		Staff	50	38.46	60	46.16	110	84.62
		Total	65	50	65	50	130	100
4	Education qualification	High school	20	15.38	12	9.23	32	24.63
		Intermediate	17	13.07	17	13.07	34	26.63
		Graduation	12	9.23	19	14.63	31	23.85
		Post Graduation	16	12.32	17	13.07	33	25.39
		Total	65	50	65	50	130	100
5	Income levels	Below Rs 30,000	10	7.69	17	13.07	27	20.77
		30,001 – 45,000	19	14.62	18	13.84	37	28.47
		45,001 – 60,000	23	17.69	8	6.15	31	23.84
		60,000 and above	13	10.00	22	16.92	35	26.92
		Total	65	50	65	50	130	100

**Inference:**

It can be seen that 73.86 percent of the respondents were women working in either private or public sector organisations. As regard age-wise distribution, maximum number of employees in private organisations was in the age group of 41- 50 years, whereas public sector employees were in the age group of 31-40 years. Likewise, two

categories identified for the study were officers and non-executives, of which 11.4 percent and 3.84 percent were working as officers in both private and public sector organisation and 38.6 percent and 46.16 were working in the non-executive category. As regards educational qualifications, the respective distribution for public and private sector respondents s as follows: high school (15.38 percent and 9.23 percent), intermediate (13.07 percent and 13.07 percent), graduation (9.23 percent and 14.63 percent) and post graduation (12.32 percent and 13.07 percent). It may be noted that in the pilot study, 28.45 percent of the respondents were found to be undergraduates and 27.7 percent of private sector respondents completed their graduation. Finally, in the income levels observed data reveals that 27.69 percent have earnings above Rs. 45,000 per month in contrast, 26.91 percent of public sector employees are earning below Rs. 30,000 per month from among the sample of the pilot study.

**Table 3.0(d): Working Condition in the Organisations**

Levene's Test for Equality of Variances t-test for Equality of Means					
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	24.030	0.000	1.103	128	0.272
Equal variances not assumed			1.103	95.363	0.273

### **Inference:**

An independent sample t-test was undertaken to validate the hypothesis that working conditions have a significant effect on employees' capabilities. The Leven's test for equality of variances indicates that the probability value is statistically significant (0.000). Hence, it can be inferred that the variances of working conditions for public and private employees are significantly different. The research hypothesis is accepted, because the variances for the two groups were significantly unequal ( $F=24.030$ ,  $p=0.000$ ), the output line for unequal variances was used.

**Table 3.0(e): Constitutionalism in the Organisations**

Levene's Test for Equality of Variances t-test for Equality of Means					
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	0.232	0.631	-2.451	128	0.016
Equal variances not assumed			-2.451	127.994	0.016

**Inference:**

An independent samples t-test was undertaken to validate the hypothesis that constitutionalism has a significant impact on the QWL of private and public sector employees. The Leven's test for equality of variances has brought out that the probability value is statistically insignificant (0.631). Hence, it can be concluded that the variances of constitutionalism for private and public employees are significantly not different. The research hypothesis is rejected, because the variances for the two groups were significantly equal ( $F=0.232$ ,  $p=0.631$ ), the output line for equal variances was used.

**Table 3.0(f): Social Integration in the Organisations**

Levene's Test for Equality of Variances t-test for Equality of Means					
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	6.477	0.012	0.350	128	0.727
Equal variances not assumed			0.350	95.118	0.727

**Inference:**

An independent samples t-test was performed to accept or reject the hypothesis that social integration significantly impacts QWL of private and public sector employees. The Leven's test for equality of variances suggests that the probability value is statistically significant (0.012). Hence, it can be seen that the variances of social integration for public and private employees are significant. The research hypothesis

is accepted, because the variances for the two groups were significantly unequal ( $F=6.477$ ,  $p=0.012$ ), the output line for unequal variances was used.

**Table 3.0(g): Work and Total space of life in the Organisations**

Levene's Test for Equality of Variances			t-test for Equality of Means		
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	15.636	0.000	1.341	128	0.182
Equal variances not assumed			1.341	98.794	0.183

### **Inference**

An independent samples t-test was performed to validate the hypothesis that Work and Total space of life has a significant effect on the perceptions of private and public sector employees with regard to QWL. The Leven's test for equality of variances indicates that the probability value is statistically significant (0.000). Hence, it is established that the perception on Work and Total space of life for public and private employees are significantly different. The research hypothesis is accepted, because the variances for the two groups were significantly unequal ( $F=15.636$ ,  $p=0.000$ ), the output line for unequal variances was used.

**Table 3.0(h): opportunity to develop human capabilities in the Organisations**

Levene's Test for Equality of Variances    t-test for Equality of Means					
	F	Sig.	T	Df	Sig. (2-tailed)
Equal variances assumed	3.224	0.075	-1.984	128	0.049
Equal variances not assumed			-1.984	127.592	0.049

**Inference:**

An independent samples t-test was conducted to accept or reject the hypothesis that a significant difference exists between the perceptions of public and private sector employees towards opportunity to develop human capabilities in their organisations. The Leven's test for equality of variances indicates that the probability value is statistically insignificant (0.075) and hence it tells us that the variances of opportunity to develop human capabilities for public and private employees are not significantly different. The research hypothesis is rejected, because the variances for the two groups were significantly equal ( $F=3.224$ ,  $p=0.075$ ), the output line for equal variances was used.

**Table 3.0(i): Correlation Matrix in the Organisations**

		Work Condition	Constitutionalism	Social Integration	Work and Total space of life	Opportunity to Develop Career growth
Work Condition	Pearson Correlation	1	0.159	0.176 <sup>*</sup>	0.214 <sup>*</sup>	0.162
	Sig. (2-tailed)		0.071	0.045	0.014	0.065
	N	130	130	130	130	130
Constitutionalism	Pearson Correlation	0.159	1	.486 <sup>**</sup>	.472 <sup>**</sup>	0.083
	Sig. (2-tailed)	0.071		0.000	0.000	0.347
	N	130	130	130	130	130
Social Integration	Pearson Correlation	0.176 <sup>*</sup>	0.486 <sup>**</sup>	1	0.258 <sup>**</sup>	0.100
	Sig. (2-tailed)	0.045	0.000		0.003	0.260
	N	130	130	130	130	130
Work and Total space of life	Pearson Correlation	0.214 <sup>*</sup>	0.472 <sup>**</sup>	0.258 <sup>**</sup>	1	0.114
	Sig. (2-tailed)	0.014	0.000	0.003		0.195
	N	130	130	130	130	130
Opportunity to Develop Career growth	Pearson Correlation	0.162	0.083	0.100	0.114	1
	Sig. (2-tailed)	0.065	0.347	0.260	0.195	
	N	130	130	130	130	130

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

## **Inference**

A set of Pearson's correlations was used to determine if there were any significant relationships between a number of employees' variables.

The correlation co-efficient matrix reveals the QWL dimensional variables of public and private sector employees are inter related with each other. It can be inferred that working conditions are significantly correlated to social integration (0.176) and work and total space of life (0.214) at 0.05 percent significance level. It is also observed that social integration variable is significantly correlated with constitutionalism (0.486) and work and work and total space of life (0.258) at 0.01significance level. However, the variable 'opportunity for career growth' has no significant relation to other variables of QWL.

### **3.15. Findings of the Pilot Study**

There is a significant difference in the perceptions of public and private sector employees with regard to QWL variables.

The pilot study further confirmed the relationship among variables of QWL, thus facilitating for final study in the research.

Thus, the pilot study established the relationship among variables and the final study was conducted.

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# CHAPTER - IV

## *Data Analysis and Interpretations*

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## DATA ANALYSIS AND INTERPRETATION

The current study was undertaken with the objective of examining the QWL of public and private sector employees. Data was collected and tested with the help of statistical tools. Dependent variables were interrelated to independent variables through hypothesis testing and linear regression equations. Prior to hypothesis testing, the items of all tools were subjected to principal axis factor analysis, with rotated component matrix. Since two relatively new measures (QWL and employee job satisfaction) were included, this step was taken to ensure that survey items loaded appropriately on the factor corresponding to their presumed latent construct. In addition, coefficient alpha values were calculated to estimate the reliability of each measure and regression analysis was undertaken to examine the degree of relation among the measures. Interpretations and conclusions were drawn based on the results. The detailed analysis is presented below:

The final sample for data collection was identified and the distribution is as follows:

**Table 4.0: distribution of the sample for the study**

Sl. No	Place	Questionnaires distributed to employees	Questionnaires Received
1	Hyderabad	150	120
		150	110
		150	95
2	Visakhapatnam	150	100
3	Neyveli	150	110
4	Mumbai	150	110
<b>Total</b>		<b>900</b>	<b>645</b>

**Table 4.0(a): the final sample who responded to the questionnaires**

<b>Questionnaires Received</b>	<b>Questionnaires eliminated because of insufficient data</b>	<b>Final sample of the study</b>
645	160	485

Hence, primary data was analysed for 485 respondents of both sectors.

**Table 4.0(b): integrated data analysis techniques: A route map**

<b>Sl. No.</b>	<b>Phase</b>	<b>Variable type</b>	<b>Statistical tools used</b>	<b>Test conducted</b>	<b>Purpose /scope</b>
1	I	Demographic variables	Descriptive statistics	Frequencies mean, SD, SE, significance value.	Compare and analyse significance of quantitative data
2	II	Demographic variables Vs QWL	Correlation	Demographic variables of Inter-correlation Matrix	To recognize QWL dependency on independent variables
3	III	Demographic variables Vs Standard variables	Hypothesis	T-testing equality of means	To identify significant differences
4	IV	Standard variables	Factor analysis	Varimax component factor and rotation matrix	To determine factors of QWL
5	V	QWL variables Vs. QWL variables	Correlation	Comprehensive correlation of QWL factors	To assess relation among standard variables
6	VI	QWL variables (Dependent Vs Independent)	Regression	Regression Model	To determine strength of the relation among variables

## 4.0. Phase I:

### 4.1. Demographical Characteristics of Respondents

A total of 485 valid questionnaires were analysed. The details are presented below.

#### 4.1.1: Gender

*Hypothesis (H<sub>1</sub>): “Gender has a significant impact on the QWL of public and private sector employees.”*

According to Koenigsberg, Wheaton and Baird (2008), gender is an important determinant of QWL. Two factors are particularly crucial. The first factor is equal pay and the second is gender discrimination at the place of work. An important aspect for gender influence at the QWL is regarding the choice of career. Although men and women are free to choose their careers based on their personal interests and ability, men and women tend to cluster in different career pathways.

**Table 4.1.1: Gender of employees in the Organisations**

Sl. No.	Sector	Gender	Total		N	%	S D	Chi-square	Df	Asymp .sig
			Mean	N						
1	Public	Male	1.44	243	135	55.6	0.498	3.000	1	0.083
		Female			108	44.4				
2	Private	Male	1.33	242	163	67.4	0.470	29.157	1	0.000
		Female			79	32.6				

### Inference

It can be seen that 67% of the total respondents in the private sector and 56% in public sector were male employees. In contrast, 33% from private sector and 44% from public sector were female employees

A clear difference in status can be observed between the QWL of male and female employees in both the private and public sector organisations. The chi square test conducted to ascertain if there was any significant difference in genders among the employees of these organisations. It was found that the difference is insignificant (chi-square value is 3.0 at 5 percent significance level,  $p=0.083$ ) among public sector employees. The statistics for private sector employees indicates a higher chi square (29.157 at one percent level of significant,  $p=0.000$ ) and shows a significant difference. An inherent difference is obvious in both the sectors.

It may be noted that a significant difference exists among employees in the private sector and in contrast, no such difference exists among public sector employees. Thus it can be concluded that the sample respondents of public sector were not experiencing any gender discrimination, whereas private sector employees were experiencing the challenges and its relation to QWL. Similar findings on gender significance differences were arrived at by Lokanadha Reddy and Mohan Reddy (2013), in their study “Comparative Analysis of QWL among public and private sector Bank Employees”. Their study concludes that a significant gender difference exists among private sector employees, whereas it does not exist among public sector employees.

The factors associated with QWL are similar across genders, with conditions at work serving as key predictors of QWL for both men and women. Work conditions like nature of job, job insecurity, work hours, supervisor support are other influencing factors among both men and women.

### 4.1.2: Age Group

*Hypothesis (H<sub>2</sub>): “Age has a significant impact on QWL in public and private sector employees.”*

According to Rhode Island Public Expenditure Council (2011), age relates to experience, which is often a factor in determining QWL. Average age within a sector is an important demographic factor to be taken into consideration.

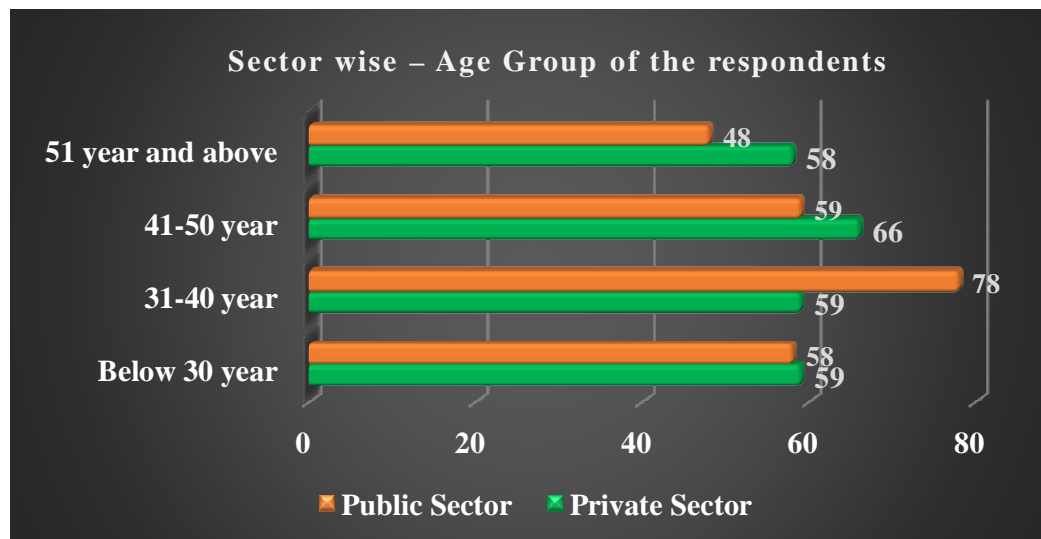
**Table 4.1.2: Age Group of the Respondents in the Organisations**

Sl. No	Sector	Age group	Total		N	%	S D	Chi-square	Df	Asymp. sig
			Mean	N						
1	Public	< 30 years	2.40	243	58	23.9	1.057	7.749	3	0.051
		31 – 40			78	32.1				
		41 – 50			59	24.3				
		> 51 years			48	19.8				
2	Private	< 30 years	2.51	242	59	24.4	1.105	0.678	3	0.878
		31 – 40			59	24.4				
		41 – 50			66	27.3				
		> 51 years			58	24.0				

### Inference

It can be seen from the above Table that 24% in private sector and 24% in public sector, employees were below 30 years; 25% in the private sector and 32% in the public sector were in the age group 30- 40 years; 27% in private sector and 24% in public sector were in the age group of between 40 - 50 years. 24% in private sector and 20% in public sector were in the above 50 years age group.

**Chart: 4.1.2: Age group of the Respondents in the Organisations**



Mean values of age in public and private sector employees were found to be 2.40 and 2.51 respectively. It may be noted that average age of private sector employees was slightly higher than that of the public sector employees. Chi-square values are insignificant for different age groups.

Age is one of the most commonly studied individual influences on the attitudes towards work. Even though widely differing samples were used, various studies arrived at almost consistent results that older employees are more satisfied, more job-involved and more committed to their work. However, inconsistent findings were noticed in studies on the relation between experience (career stage) and job satisfaction and job involvement. A positive relation was found between career stage and work commitment, when career stage is defined in terms of age, but curvilinear relations appeared when age is defined in terms of experience (job or company tenure). QWL reflects a concern for people's experience at work. A study by Raduan Che Rose, et al (2006) brought out that as age increases, so does the level of career achievement. Similarly, studies on the increase of the total tenure years of

employment and tenure with the current employer also indicate an increase in the level of QWL. Another study by Wadud (1996) found that younger group and higher experienced group had a significantly higher perception on QWL than the older group and the lower experienced groups.

Results of few other studies indicate that the age of the employees do not alter their rating of the existing and expected QWL. (Md. Zafor Sadique, 2007, Hoque and Rahman, 1999, Chander and Singh, 1993).

#### **4.1.3: Educational Qualification**

*Hypothesis (H<sub>3</sub>): “Educational qualifications have a significant impact on QWL in public and private sector employees.”*

According to Walker, Wasserman, and Wellman (1993), “Education may provide social support, by giving people access to multiple roles with independent social networks, which boosts the potential for social relationship” (Walker, Wasserman, and Wellman, 1993). The study by Ross and Van Willigen, (1997) brought out that education can impact an individual’s well-being, and shape people’s employment prospects, kind of work they do, their income levels and QWL are directly proportional to it.

**Table 4.1.3: Educational Qualifications in the Organisations**

Sl. No	Sector	Qualification	Total		N	Percentage	S D	Chi-square	Df	Asymp.sig
			Mean	N						
1	Public	High school	2.53	243	52	21.4	1.092	3.601	3	0.308
		Intermediate			72	29.6				
		Graduation			57	23.5				
		Post Graduation			62	25.5				
2	Private	High School	2.54	242	59	24.4	1.123	0.446	3	0.931
		Intermediate			57	23.6				
		Graduation			63	26.0				
		Post Graduation			63	26.0				

**Inference:**

The descriptive statistics for educational qualification in public sector shows that the highest percentage of employees' are qualified at +2 level (29%) while the least number of employees are high school pass outs (21.4%) from the sample studied. The descriptive statistics of the private sector shows that the highest percentage of the employees are graduates and post graduates (26% each) whereas intermediate pass outs are the least (23.6%). The chi square test conducted shows a significant difference between public and private sector employees, in terms of their educational qualification (chi square values for public sector =3.601, private sector = 0.446). The p value for public sector is not significant (p=0.308) at one percent level of significance indicating that educational qualification doesn't influence QWL. The p value for the private sector is also not significant (p=0.931) at one percent level of significance indicating that educational qualification doesn't influence QWL.

Since the obtained values are higher than the standard values (3.601), the findings reveal that no significant difference exists between the educational qualifications and the QWL. A similar conclusion was arrived at the 2011 study by Reena among the library professionals in Kerala. No significant difference was observed among the groups of librarians, categorised on the basis of educational background.

Good educational qualification is a prerequisite for selection into organisations and career growth. It increases the employability of individuals and enhances organisational productivity and decision making. Ghosh and Kalra (1982), through their study, found that QWL was influenced by qualification.

#### 4.1.4: Designation

*Hypothesis (H<sub>4</sub>): “Designation has a significant impact on the QWL of employees of public and private sector organisations.”*

The designation of the employees describes not only the hierarchical position but also signifies the financial status. Both the financial status and designation can have a bearing on the QWL. This issue was examined by Valamathi and Hema Balakrishnan (2013), in their study “A Study on QWL in Textile Sector in and Around Coimbatore District”.

**Table 4.1.4: Designation of the Respondents in the Organisations**

Sl. No.	Sector	Designation	Total		N	%	S D	Chi-square	Df	Asymp. sig
			Mean	N						
1	Public	Officer	1.68	243	78	32.1	0.468	31.148	1	0.000
		Staff			165	67.9				
2	Private	Officer	1.71	242	70	28.92	0.454	42.992	1	0.000
		Staff			172	71.07				

## **Inference**

Statistical values in Table 4.1.2 reveal that 29% of the total respondents in the private sector organisations and 32% of respondents in public sector organisations were found to be at the executive level; 71% in the private sector and 68% in the public sector were in the non-executive level. The chi square values were high at one percent significance level (public sector chi-square value, 31.148 and for the private sector, 42.992). The p value for both public and private sectors is significant, indicating that there is a significant influence of designation on QWL between both public as well as private sector employees ( $p=0.000$ ). Findings also reveal a significant difference between public and private sector employees.

Similar findings were made by Punia and Kamboj (2013) in their study “Quality of work-life balance among teachers in higher education institutions”. It was found that the designation of teachers serving in different institutions affects their QWL

These results are in contrast to the findings of Vetrmani and Maheswari (2014), “A study on factors affecting QWL among the employees of cement industry”. They found no significant influence of designation on the overall QWL among respondents.

Designation plays a pivotal role in the careers of employees as they bring with them recognition and career growth. They give a direction to the employee’s career plans and progress.

Results of few other studies indicate that the designation of the employees do not alter their rating of the existing and expected QWL. (Md. Zafor Sadique 2007, Hoque and Rahman 1999, Chander and Singh 1993). Kumar and Shanubhogue (1996) on the contrary concluded that the perceptions of QWL were affected by designation.

#### 4.1.5: Income Levels

*Hypothesis (H<sub>5</sub>): “Income levels have a significant impact on the QWL of employees of public and private sector organisations.”*

Income level has been examined by various researchers for its influence on the level of QWL of the respondents. In a research by Raduan, et al. (2006), among free trade zone managers, it was observed that higher income earned by the respondents, contributed to higher level of QWL. In the present study, the linkages between income and QWL of the respondents have been examined.

**Table 4.1.5: Income Levels of the Respondents in the Organisations (in Rs)**

Sl. No	Sector	Income levels	Total		N	%	S D	Chi-square	Df	Asymp .sig
			Mean	N						
1	Public	< ₹ 30,000	2.54	243	59	24.3	1.154	6.169	3	0.104
		₹ 30,001 to ₹45,000			66	27.2				
		₹45,001 to ₹ 60,000			46	18.9				
		> ₹60,001			72	29.6				
2	Private	< ₹ 30,000	2.57	242	53	21.9	1.069	9.306	3	0.025
		₹ 30,001 to ₹45,000			53	21.9				
		₹45,001 to ₹ 60,000			81	33.5				
		> ₹60,001			55	22.7				

## **Inference**

It can be seen that 22% and 24% of the total respondents were in the income group of below ₹30,000; 22% and 27% were in income bracket of ₹30,000 to ₹45,000; 33% and 19% were in income group of between ₹45,000 to ₹60,000; 23 % and 30% were in income group of above ₹60,000 from the private and public sector organisations respectively.

The statistics of income levels show that the mean for public sector employees is 2.54, indicating a mean monthly income of around Rs. 40,000 to 50,000. The standard deviation of income for the sector is 1.154, indicating that there is a dispersal from the mean income. The mean income level for the private sector is 2.57, which is almost the same as that of the public sector employees, indicating similar mean income level of Rs. 40,000 to 50,000. The standard deviation of income is 1.069, indicating that there is a dispersal in income even among private sector employees, but is lesser when compared to the public sector employees. The percentage of the employees in low to middle income group (i.e., up to Rs. 45,000/-) is more in the public sector (i.e., 51.5%) compared to the private sector (43.8%). While the percentage (i.e., 56.2%) of employees in higher income groups (i.e., Rs. >45,000/-) is more in the private sector compared to the public sector (i.e. 48.5%). The chi square values for the public sector is 6.169 with an insignificant p (0.104) at 1 percent level of significance, indicating that the income level does not significantly influence the QWL. The chi square value for the private sector is 9.306 and its significance level is 0.025 which indicates that income level influences the QWL of private sector employees.

A report by Eggers D. William (2007) on employment trends discusses the challenges in attracting young, talented individuals as “graying” of workforce occurs. “Graying” refers to an aging workforce in both the public and private sectors. On the contrary, Phillips (2011) observed that age factor also outperforms in attracting and retaining top talent in any organisation.

Income is the ultimate economic benefit an employee expects from his job and is the motivating factor most of the times for an employee apart from the other intangible benefits. Popular organisations are often recognised by the compensation packages they pay to their employees. A study by Raduan Che Rose et al (2006) also indicated that higher income earned by the respondents could also mean a higher the level of QWL. Ghosh and Kalra (1982) found that QWL was influenced by income.

## **4.2. PHASE II: Correlation Analysis between Demographic Factors of Quality of Work Life**

Correlation is the degree of correspondence between variables. This implies the relationship is mutual or reciprocating, but we do not include in our concept of correlation any proposition about what is the cause and what is the effect. We merely say that we have discovered that two things are systematically connected. Now, it may well be that one thing is a cause of another but correlation does not delve that far down on its own.

Correlation is different from the inferential statistics you have so far studied, because those techniques like t tests and ANOVA compare groups as groups, and not the individuals who compose them as we do in correlation. While investigating relationships, we are examining the strength of a connection between two characteristics both belonging to the same individual/event/equipment. There must be at least two variables with a common basis to them (Burns and Burns, 2008).

A numerical index, the correlation coefficient, expresses the degree or magnitude of the relationship. It indicates both the direction and the strength of relationship between two variables. A correlations coefficient to study the extent of correspondence between select independent variables like gender, age group etc, and the dependent variable QWL was computed. Calculated correlation co-efficient values were compared with a critical value of simple correlation co-efficient available in the statistical tables (Fisher and Yates) for its significance.

**Table 4.2.1: Inter - Correlation between QWL factor of private sector employees**

Factors	Gender	Age Group	Educational Qualifications	Designation	Income Levels	Overall QWL
Gender	1					
Age Group	.151*	1				
Educational Qualifications	.012	-.074	1			
Designation	-.528**	-.028	.102	1		
Income Levels	.066	-.099	-.087	-.026	1	
Overall QWL	-.046	.033	-.007	.193**	.015	1

\* Correlation is significant both at the 0.05 level (2-tailed) \*\* and the 0.01 level (2-tailed).

Source: computed from statistical tables

### **Inference**

The above Table shows a set of Pearson correlation computed to determine if there were any significant relationships between a number of QWL variables in the private sector. The correlation between designation and QWL is the highest indicating a strong relationship between them at one percent level of significance and variables gender and age also show a significant relationship with overall QWL, while the variables educational qualification and income levels show no significant relationship with QWL. Among other observations from the table, it can be said that gender has a significant relationship with designation and age and educational qualification has a significant relationship with designation.

**Table 4.2.2: Inter - Correlation between QWL factor of public sector employees**

Variables	Gender	Age Group	Educational Qualifications	Designation	Income Levels	Overall QWL
Gender	1					
Age Group	-.056	1				
Educational Qualifications	-.094	- 0.034	1			
Designation	-.290**	- 0.016	-0.094	1		
Income Levels	-.038	- 0.011	0.113	-0.007	1	
Overall QWL	-.076	- 0.021	-0.002	0.164*	0.011	1

\*\*, Correlation is significant both at the 0.01 level (2-tailed). \*. And at the 0.05 level (2-tailed).

Source: computed from statistical tables

## Inference

A set of Pearson correlation coefficient were also computed for the public sector. The finding shows that among the variables studied designation has a significant bearing on the overall QWL. Gender, age and educational qualification were found to be negatively correlated with QWL.

The study, “A critical analysis of QWL practices at Salem steel plant and JSW limited, Tamilnadu” by Muthukumar, Rajesh, Vidhya (2014), arrived at an almost similar finding, In their study also demographic factors were found to be negatively correlated with QWL among employees.

For understanding the various causes affecting QWL, it is essential to analyse the different factors that influence and improve employees' QWL in the public sector and private sector organisations.

### **PHASE III: 4.3. Factor Analysis**

According to Burns and Burns, factor analysis is a major technique in multivariate statistics technique that demonstrates which variables clump to gather to found super-ordinate variables. Factor analysis attempts to place to gather closely related individual items to found a theoretical concept or construct or factor, to detect simple patterns in a more complex pattern of relationships among the variables. Each group of correlated variables is a factor and the relative association of each of the original variables to a factor is called the variable's factor, loading on that factor. Each factor loading can be considered as the correlation of that variable with the factor. A variable is treated as contributing meaningfully to a factor, if it has a loading of at least  $+0.3$  or  $-0.3$ .

The objective of factor analysis is simplification, by identifying the basic underlying factors that explain a larger number of other related variables. Therefore, factor analysis is data reduction or structure detection method which determines a number of components/factors to be retained for further analysis. Present study considers eight factors (to analyse) such as compensation, working conditions, opportunities for growth in the career, opportunities to develop human capabilities, social integration, constitutionalism, work and total space of life and social relevance.

**Factor:** A factor is a sort of super variable with its commonness expressed by the group of variables having high inter-correlations but low correlations with any other group.

**Types of factor analysis:** There are basically two very closely related types of factor analysis:

**Explanatory Factor Analysis (EFA):** It aims to reduce data sets, which have several variables, into a smaller number of factors and thereby identify the underlying factor structure or model. It is explanatory in nature.

**Confirmatory Factor Analysis (CFA):** It aims to confirm theoretical predictions, testing whether a specified set of constructs is conditioning responses in a predicted way, i.e., hypothesis testing. CFA provides a way of confirming that the factor structure or model obtained in an EFA study is robust and is not simply a consequence of one set of data.

**Principal Component Analysis (PCA):** It is used to select the most appropriate solution amongst the infinite number of sets of theoretical underlying factors which can describe a set of correlations. It derives a linear combination of variables; in such a manner that maximum variance is obtained from the variables. It then removes this variance and arrives at another linear combination, which could explain the maximum proportion of remaining variance, and so on, through successive interactions.

We use PCA in EFA when we want to:

- Find out the nature of constructs, or factors, that are impacting a set of responses and reduce the data set to a small number of factors.
- Identify the nature of the constructs' underlying responses in a specific content area which is the basis of construct validity.
- Determine the sets of items that are grouped together in a questionnaire.
- Exhibit the dimensionality of a measurement scale.
- Generate a 'factor score' that represents the values of underlying constructs, to be used in other analyses

Assumptions for performing PCA:

- The sample should be large enough to yield reliable estimates of the correlations among the variables ( $N/\text{variables} = 10:1$ ).
- There could be a better statistical inference, if the variables are at least approximately normal.
- There must be linear relationships among the pair of variables.
- There should be no outliers among the cases.
- Interval data

#### **Some concepts related to factor analysis**

**Factor loading:** This is the correlation between a variable and a factor extracted from the data. They range between +1 and -1.

**Communality:** Each observed variable's communality is the quantum of variance in that variable that can be explained by the common factors. It is calculated by summing the squared factor loadings for each variable.

**Eigen Value:** This corresponds to the equivalent number of variables which the factor represents.

**Kaiser's Rule:** This rule states that only factors having Eigen values (latent roots) greater than 1 are considered as common factors.

**Rotation:** It is a step in factor analysis that attempts to arrive at a factor solution that is equal to the one obtained in the initial extraction, but which has the simplest interpretations. The two major categories of rotations are:

- Orthogonal rotations which give rise to uncorrelated factors; for instance, Varimax Rotation
- Oblique rotations. These produce correlated factors; for instance, Direct Quartimin, Promax and Oblimin

**Varimax Rotation:** It increases the interpretability by rotating factors so that there is more discrimination between high and low loading variables (high loadings move closer to 1 and low loadings move closer to 0), i.e. maximising the number of high factor loadings on a factor and minimizing the number of low loadings. A varimax rotation often allows one to identify each variable with a single factor (Burns and Burns, 2008).

**Kaiser-Meyer-Olkin (KMO) and Bartlett's test:** KMO measure of sampling adequacy ascertains whether the partial correlations among variables are small. It is a measure of homogeneity of variables. It is desirable to have a higher value of KMO, preferably greater than 0.80. Bartlett's test of sphericity tests whether the correlation matrix is an identity matrix. This would give an idea that the factor model is inappropriate.

In the instant study, initially, factor analysis, with varimax rotation was applied to variables related to QWL. After the principal component analysis, a Kaiser-Meyer-Olkin (KMO) test result (0.836) and the Bartlett's test result (7777.473;  $P < 0.01$ ) were obtained. The KMO measures the sampling adequacy, which should be greater than 0.5 for a satisfactory factor analysis. The obtained KMO measure is 0.836 and is

therefore considered satisfactory. The Bartlett's test is also significant, as its associated probability is less than 0.01. This indicates that the variables do have some correlation with each other, which is needed when we are trying to find an underlying factor that represents a grouping of variables. Reliability for the KMO test was found to be 0.865 (86.5%) for 37 items. Reliability refers to the consistency and stability of findings that enables the findings to be replicated elsewhere. This consistency can be used to predict the standard of their future work patterns. A number of approaches to determining reliability exist; all based on the assumption that sets of scores can be correlated to determine the strength of an association. The internal consistency method is frequently used to determine a scale's reliability by assessing the commonness of a set of items that measure a particular construct. Cronbach's alpha is a popular internal reliability coefficient which is used for scale data. An alpha of 0.8 or above is regarded as highly acceptable for assuming homogeneity of items, while 0.7 is the limit of acceptability.

As a result of the varimax rotation of the data, related to QWL variables, removing the items with factor loadings under 0.40 from the analysis, eight level factor solutions have been obtained. Emerged factors, explain 61.518% of the total variance. The findings on the factor results, factor loadings, variances explanation, and internal consistence coefficients were calculated for each factor and summarized in the tables shown below.

### 4.3.1: Reliability of the Scale

Reliability test was found to be .865 after deleting 8 items, shown in the table 4.3.1.1.

**Table 4.3.1.1: Reliability Statistics**

Cronbach's Alpha	N of Items
.865	37*

\*Note: 37 items are retained for the analysis after deleting 8 items.

### 4.3.2: KMO and Bartlett's Test

A Kaiser-Meyer-Olkin Measure (KMO) measure of adequacy of 0.836 indicates that the sample can be subjected to factor analysis. It represents 83.6% of the validity variance in the 37 variables explained by the underlying factor.

**Table 4.3.2.1: KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling		0.836
Adequacy.	Approx. Chi-Square	7777.473
Bartlett's Test of Sphericity	Df	666
	Sig.	0

<b>Table 4.3.2.2: Communalities</b>		
	Initial	Extraction
Comp1	1	0.566
Comp2	1	0.629
Comp3	1	0.521
Comp4	1	0.608
Wrokcond1	1	0.497
Workcond2	1	0.59
Workcond3	1	0.555
Workcond5	1	0.487
Workcond7	1	0.459
Workcond8	1	0.469
Social_Integration1	1	0.621
Social_Integration2	1	0.6
Social_Integration3	1	0.661
Social_Integration4	1	0.603
Social_Integration5	1	0.658
Social_Integration6	1	0.618
Consti1	1	0.743
Consti2	1	0.762
WorknLife1	1	0.573
WorknLife2	1	0.569
WorknLife3	1	0.532
WorknLife4	1	0.461
WorknLife5	1	0.555
WorknLife6	1	0.497
OtDCG5	1	0.891
OtDCG4	1	0.849
OtDCG1	1	0.921
OtDCG2	1	0.845
SR1	1	0.607

SR3	1	0.63
SR5	1	0.817
DHC1	1	0.559
DHC2	1	0.534
DHC3	1	0.394
DHC4	1	0.595
DHC5	1	0.607

Extraction Method: Principal Component Analysis.

**Table 4.3.2.3: Total Variance Explained**

Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.237	14.153	14.153	4.417	11.938	11.938
2	4.655	12.580	26.733	3.733	10.090	22.028
3	3.000	8.108	34.841	3.181	8.598	30.626
4	2.867	7.748	42.589	3.052	8.248	38.875
5	2.371	6.407	48.996	2.677	7.234	46.109
6	1.945	5.257	54.253	2.244	6.064	52.172
7	1.480	4.000	58.254	1.932	5.222	57.394
8	1.208	3.265	61.518	1.526	4.124	61.518
9	0.889	2.403	63.922			
10	0.820	2.216	66.138			
11	0.812	2.194	68.332			
12	0.739	1.998	70.331			
13	0.716	1.934	72.265			
14	0.686	1.854	74.118			
15	0.662	1.790	75.909			
16	0.632	1.707	77.616			
17	0.607	1.642	79.258			
18	0.596	1.609	80.867			
19	0.571	1.544	82.411			
20	0.544	1.471	83.882			

21	0.521	1.408	85.290			
22	0.508	1.373	86.663			
23	0.474	1.281	87.945			
24	0.458	1.237	89.182			
25	0.445	1.203	90.384			
26	0.422	1.141	91.525			
27	.419	1.133	92.657			
28	0.394	1.065	93.722			
29	0.384	1.039	94.761			
30	0.378	1.022	95.783			
31	0.359	.971	96.755			
32	0.343	.927	97.682			
33	0.271	.732	98.414			
34	0.235	.634	99.048			
35	0.159	.431	99.479			
36	0.103	.278	99.757			
37	0.090	.243	100.000			

Items with loading more than .40 are retained in the study for the purpose of analysis. Loadings of each variable with respect to particular factor are presented in the table 4.3.2.3.

**Table 4.3.2.4: Rotated Component Matrix**

Name of the Factors	Component							
	1	2	3	4	5	6	7	8
OtDCG1	0.947							
OtDCG5	0.923							
OtDCG4	0.908							
OtDCG2	0.903							
OtDCG3	0.860							
Social_Integration3		0.799						
Social_Integration1		0.781						
Social_Integration6		0.774						
Social_Integration5		0.774						
Social_Integration4		0.762						
Social_Integration2		0.761						
WorknLife5			0.733					
WorknLife1			0.732					
WorknLife2			0.728					
WorknLife3			0.707					
WorknLife6			0.687					
WorknLife4			0.661					
Workcond2				0.758				
Workcond3				0.726				
Wrokcond1				0.703				
Workcond5				0.693				
Workcond6				0.674				
Workcond7				0.664				
DHC5					0.758			
DHC4					0.751			
DHC1					0.735			
DHC2					0.716			
DHC3					0.592			
Comp2						0.774		
Comp4						0.751		

Comp3					0.695		
Comp1					0.650		
SR5						0.876	
SR3						0.780	
SR1						0.669	
Consti2							0.844
Consti1							0.821

Note: a - Extraction Method: Principal Component Analysis, Rotation Method: Varimax with Kaiser Normalization. A Rotation converged in 13 iterations (OtDCG1= career counselling, OtDCG5= transfers, OtDCG4= promotions, OtDCG2=develop career growth, OtDCG3= motivation career growth, social integration3= Boss expect more output, social integration 1= mingle and chat with colleagues, social integration6= interference of boss, social integration5=cooperation from staff, social integration4=accepting employee suggestions, social integration2=free atmosphere, WorknLife5= training programmes, WorknLife1=job rotation, WorknLife2=job enlargement, WorknLife3=job enrichment, WorknLife6=employee recognition, WorknLife4=fatigue/boredom, Workcond2= drinking water, Workcond3=medical, Workcond1= canteen facility, Workcond5=transport, Workcond6=rest duration, Workcond7=lunch room, DHC4= refreshment programmes, DHC1=general skills, DHC2= management activities, DHC3=decision making, Comp2= dearness allowance, Comp4= happy with pay scale, Comp3= house rental allowance, Comp1= adequate pay, SR2= dignity and respect, SR3= reaction from reference group, SR1= social status out of job, Consti2= confidentiality of employees, Consti1= conflict-resolution mechanism).

The method of principal component analysis technique extracts eight factors with an Eigen value of greater than 0.90. These eight factors cumulatively explain 61.518% of the variances in the dimensions of QWL as shown in the above table. 4.3.2.4.

**Table 4.3.2.5: Factor Loadings: Priority basis influencing factors relevant to QWL**

Re-scaled factors	Variables	Factor loadings
Factor 1: Career Growth	Career counselling	.947
	Transfers	0.923
	Promotions	0.908
	Developing career growth	0.903
	Motivating career growth	0.860
Factor 2: Social Integration	Boss expect more output	0.799
	Mingle and chat with colleagues	0.781
	Interference of boss	0.774
	Cooperation from staff	0.774
	Accepting suggestions	0.762
	free atmosphere	0.761

Factor 3: Work and Total life space	Training programme	0.733
	Job rotation	0.732
	Job enlargement	0.728
	Job enrichment	0.707
	Employee recognition	0.687
	Fatigue/ Boredom	0.661
Factor4:Working Conditions	Drinking water	0.758
	Medical	0.726
	Canteen facility	0.703
	Lunch rooms	0.693
	Transport	0.674
	Rest duration	0.664
Factor 5: Human Capabilities	Professional skill	0.758
	Refreshment programmes	0.751
	General skills	0.753
	Management activities	0.716
	Decision making	0.592
Factor 6: Compensation	Adequate pay	0.774
	Dearness allowance	0.751
	House rental allowances	0.695
	Happy with pay scale	0.650
Factor 7: Social Relevance	Dignity and respect	0.876
	Reaction from reference group	0.780
	Social status of job	0.669
Factor 8: Constitutionalism	Confidentiality of employees	0.884
	Conflict-resolution mechanism	0.821

Table 4.3.2.3 and Table 4.3.2.4 show the rotated component factor for the variables under study. The idea of rotation is to reduce the number of factors and identify those with high loadings.

The thirty seven variables of QWL were reduced to eight major factors, using Kaiser's rule. These eight factors account for 61.518% of co-variances among

variables. These factors were re-scaled with their previous names and the related variables are presented in the table 4.3.2.5.

## **4.4. PHASE IV: Hypotheses Testing**

### **4.4.1. Quality of Work Life (QWL)**

QWL is described as a conducive and facilitative working environment that supports and promotes satisfaction among employees, coupled with rewards, job security, opportunity for career growth, etc. It can be considered as a process by which an organisation responds to employee needs for developing mechanisms to enable them to share participate in decision-making in areas that impact their lives at work. According to Goulet and Frank (2002), the private and public sector employees have a different QWL.

To examine the differences in perceptions of employees working in private and public sector organisations towards QWL and job satisfaction in their organisations, following hypothesis were formulated:

*Hypothesis (H<sub>6</sub>): “There is a significant difference between employees of the public and private sector organisations, with regard to QWL.”*

To test this hypothesis, Independent sample t-test is applied. The values of the mean and standard deviation for the employees working in private sector were found to be M=3.21, SD=1.268 and for public sector employees M=3.56, SD= 0.78.

The Levene's test for equality of variances indicates that the probability value is statistically significant (0.043) and hence tells us that There is a significant difference between public and private sector employees' with regard to QWL. Hence, the research hypothesis ( $H_6$ ) is accepted. Because the variances for the two groups were significantly unequal ( $F=0.039$ ,  $p=0.043$ ), the output line for unequal variances was used. The mean value of the public sector and several other compilations of the data indicate that the QWL of employees in public sector is better compared to private sector. The t-value was -3.092 at 483 degrees of freedom which is found significant ( $P = 0.002 < 0.05$ ).

**Table: 4.4.1.1(a): Group Statistics for Overall QWL**

Factor	Mean		S D		SE		T	DF	Sig. (2-tailed)
	Pvt.	Public	Pvt.	Public	Pvt.	Public			
Overall QWL	3.56	3.21	1.216	1.268	.078	.082	-3.092	481.981	.002

**Table: 4.4.1.1(b): Independent Samples t – test**

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Overall QWL	0.039	0.043	-3.092	483	0.002	-0.349	0.113	-0.571	-0.127
			-3.092	481.981	0.002	-0.349	0.113	-0.571	-0.127

### **Inference:**

Rawls, Ullrich and Nelson (1975) also found that public sector employees have higher QWL than those in the private sector. Similar findings were made in another study by Prachi Bhatt (2011) which concluded that public sector employees relatively enjoy better work life compared to private sector employees.

### **4.4.2: Compensation**

To examine the difference between perceptions of employees working in private and public sector organisations towards their compensation, following hypothesis is formulated to fulfil the objective of the study.

*Hypothesis (H<sub>7</sub>): “A significant difference exists in the QWL of employees of private and public sector organisations, with regard to compensation.”*

Income by job/work content refers to “What a person does at work - that is, design of job or the collection of tasks that comprise the job” (Perry & Porter, 1982). These are the primary determinants of employee compensation at the workplace. Three components of compensation factors - adequate pay, dearness allowance and house rental allowances were considered in this study. The present study found that the mean values of overall compensation in private and public sectors were 3.2676 (SD .98561) and 4.0062 (SD .3796) indicating that average compensation in public sector is above Rs. 60,000/- while that of the private sector was (>Rs 45,000/- and <60,000/- Literature on compensation differences between private and public sector employees also suggest that public sector employees earn a good salary (Nel et al, 2001).

**Table 4.4.2.1(a): Group statistics for Overall Compensation**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Compensation	Adequate pay	3.87	3.21	.979	1.268	0.063	.082	-6.430	452.947	0.000
	Dearness Allowance	3.77	3.21	1.122	1.310	0.072	.084	-5.119	471.231	0.000
	House Rental Allowance	3.79	3.45	1.119	1.145	0.072	.074	-3.265	482.641	0.001

**Table 4.4.2.1(b): Independent Samples t – test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. E Difference	Lower	Upper
Adequate pay	Equal variances assumes	17.710	0.000	-6.434	483	0.000	-.0662	0.103	-0.864	-0.460
	Equal variances not assumes			-6.430	452.947	0.000	-0.662	0.103	-0.864	-0.459
Dearness allowance	Equal variances assumes	9.124	0.003	-5.120	483	0.000	-0.567	0.111	-0.785	-0.349
	Equal variances not assumes			-5.119	471.231	0.000	-.0567	0.111	-0.785	-0.349

House rental allowance	Equal variances assumes	0.614	0.434	-3.265	483	0.001	-0.336	0.103	-0.538	-0.134
	Equal variances not assumes			-3.265	482.641	0.001	-0.336	0.103	-0.538	-0.134
Overall Compensation	Equal variances assumes	323.286	0.000	-10.899	483	0.000	-0.73861	0.06777	-0.87177	-0.60545
	Equal variances not assumes			-10.882	310.700	0.000	-0.73861	0.06788	-0.87216	-0.60506

### Inference:

Table 4.4.2.1(b) regarding the category of compensation shows that the t-test for independent samples has a p – value of 0.000, and that is less than the established significance level of 0.005.

The Levene’s test for equality of variances indicates that the probability value is statistically significant (0.000) and hence tells us that a significant difference exists in the QWL of private and public sector employees, with regard to compensation, indicating that public sector employees experience satisfaction about their economic needs than the private sector employees. Hence, the research hypothesis ( $H_7$ ) “a significant difference exists in the QWL of private and public sector employees, with regard to compensation” is accepted. Because the variances for the two groups were significantly unequal ( $F=323.286$ ,  $p=0.000$ ), the output line for unequal variances was used. And the t-value was 10.899 at 310.7 degrees of freedom which is significant ( $P=0.000 < 0.05$ )

Similar supportive findings were found by two different studies, Mohan (2013) found that QWL is significantly influenced by adequate and fair compensation. In another study, Lawler (1984) brought out that QWL is significantly associated with compensation.

Adequate pay, dearness allowance, house rent allowance and pay scale are four major components of compensation which are taken for this study. The factor analysis shows that all the variables have significant impact the QWL of both public and private sector employees. Hence, the hypothesis (H<sub>7</sub>) “A significant difference exists in the QWL of employees of private and public sector organisations, with regard to compensation.” can be accepted.

#### **4.4.3: Working Conditions**

Most organisations endeavour to provide safe and healthy working conditions for their employees. The present study considers six components of working conditions such as canteen facility, drinking water, medical facility, transport, lunch room facility and rest duration to examine the difference between the perceptions of employees working in private and public sector organisations. Hypothesis formulated is as follows.

*Hypothesis (H<sub>8</sub>): “A significant difference exists in the QWL of private and public sector employees, with regard to working conditions.”*

Levene's test is used to analyse the equality of variances. Since it is significant ( $F=95.568$ ,  $p=.000 < 0.05$ ), equal variances are not assumed and considered the t-value as 3.219 at 363.884 degrees of freedom and which is significant ( $.000 < 0.05$ ). Since p value is less than 0.05, the null hypothesis is rejected. Therefore the hypothesis that a significant difference exists in the QWL of private and public sector employees, with regard to working conditions, is accepted. The QWL is significantly higher in case of public sector (Mean =3.7376, SD=.48694) than that of private sector employees (Mean =3.5192, SD=.93822).

**Table 4.4.3.1(a) Group statistics for Overall Working Conditions**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Working Conditions	Canteen facility	3.52	3.72	1.280	1.083	.082	.070	1.901	470.634	.058
	Drinking water	3.39	3.75	1.223	1.089	.078	.070	3.396	477.059	.001
	Medical	3.48	3.69	1.200	1.086	.077	.070	1.967	478.606	.050
	Transport	3.51	3.74	1.241	1.125	.080	.072	3.500	479.265	.001
	Lunch room	3.66	3.67	1.140	1.061	.073	.069	2.056	478.804	.040
	Rest Duration	3.55	3.86	1.128	.991	.072	.064	1.159	482.721	.247

**Table 4.4.3.1(b): Independent Samples t – test**

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
	F	Sig.	T	Df	Sig. (2- tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Canteen facility	10.617	0.001	1.900	483	0.058	0.205	0.108	-0.007	0.416
			1.901	470.634	0.058	0.205	0.108	-0.007	0.416
Drinking water	2.933	0.087	3.395	483	0.001	0.357	0.105	0.150	0.564
			3.396	477.059	0.001	0.357	0.105	0.150	0.564
Medical	5.802	0.016	1.967	483	0.050	0.204	0.104	0.000	0.409
			1.967	478.606	0.050	0.204	0.104	0.000	0.409
Transport	4.880	0.028	3.499	483	0.001	0.370	0.106	0.162	0.577
			3.500	479.265	0.001	0.370	0.106	0.162	0.577

Lunch room	Equal variances assumed	3.734	0.054	2.056	483	0.040	0.221	0.108	0.010	0.433
	Equal variances not assumed			2.056	478.804	0.040	0.221	0.108	0.010	0.432
Rest room	Equal variances assumed	0.849	0.357	1.159	483	0.247	0.114	0.098	-0.079	0.307
	Equal variances not assumed			1.159	482.721	0.247	0.114	0.098	-0.079	0.307
Overall working condition	Equal variances assumed	95.568	0.000	3.216	483	0.001	0.21840	0.06792	0.08494	0.35186
	Equal variances not assumed			3.219	363.884	0.001	0.21840	0.06784	0.08499	0.35181

### **Inference:**

Hence it may be concluded that the working conditions differ and have differential impact on public and private sector employees.

A working condition is one in which an employee works. Since it is a social and professional condition, employees come into contact with each other. A safe and healthy working condition is conducive for good health, continuity of services, lesser labour problems, etc. In the present study, it was found that QWL, with reference to working conditions, differs among public and private sector employees. According to Nanjudeswaraswamy and Swamy (2013), working conditions are more satisfactory in public sector. Employees are willing to help each other in work related and issues.

Employees of private sector perceive that their jobs are more challenging. In the private sector, the environment is highly competitive and resources available are based on performance and various other factors. Though it is true that working conditions provide a challenging job profile, it also creates less secure conditions. However, performance is based on several external and internal factors.

Lau, et al (2001) had similar findings and explain that favourable working conditions support and promote satisfaction of employees through measures like rewards, job security and opportunities for career growth. Winter, et al (2001) conclude that working conditions impact directly and indirectly employee experiences, attitudes, behaviours and QWL.

Canteen, drinking water, medical facilities, transport, lunch room facility and rest duration are the six major components of working condition which were considered for this study. The factor analysis shows that all the variables have significant impact on QWL of both public and private sector employee. Hence (H<sub>8</sub>) “A significant difference exists in the QWL of private and public sector employees, with regard to working conditions.” can be accepted.

#### **4.4.4: Opportunity to Advance Career Growth**

QWL provides opportunity for continued growth and job security by expanding one's capabilities, knowledge and qualifications. Components related to career growth in the present study include career counselling, motivation, career growth aspirations, promotions and transfers. These five components were analysed on the basis of five point Likert scale information and compared between the sectors.

To examine the difference between the perceptions of employees working in private and public sector organisations towards the availability of opportunity to advance careers growth in their organisations, following hypothesis is formulated.

*Hypothesis (H<sub>9</sub>): “A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.”*

To test this hypothesis, an independent sample t-test is applied. The mean and standard deviation values for the employees working in private sector are M=3.4413, SD=.92863 respectively, while M=3.7695, SD=.79931 are the values for employees working in public sector organisations. Results are presented in the following tables. The Levene’s test for equality of variances indicates that the probability value is statistically significant (0.053) and hence Hypothesis (H<sub>9</sub>) tells us that, “A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.” Hence, the research hypothesis (H<sub>9</sub>) can be accepted. Because the variances for the two groups were significantly unequal (F=3.775, p=0.053), the output line for unequal variances was used. The t-value was 4.171 at 471.962 degrees of freedom which was found significant (P = 0.000<0.05).

**Table 4.4.4.1(a): Group statistics for Overall Opportunity for Career growth**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Opportunity for career growth	Career counselling	3.81	3.26	1.054	1.346	0.068	0.087	-5.050	455.844	0.000
	Develop career growth	3.69	3.30	1.146	1.277	0.074	0.082	-3.536	477.033	0.000
	Motivation career growth	3.75	3.40	1.101	1.039	0.071	0.067	-3.668	481.598	0.000
	Promotion	3.70	3.24	1.184	1.340	0.076	0.086	-3.970	475.290	0.000
	Transfers	3.89	4.00	0.979	1.129	0.063	0.073	1.201	473.019	0.230

**Table 4.4.4.1(b): Independent Samples t - test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Career counselling	Equal variances assumed	17.224	0.000	-5.053	483	0.000	-0.554	0.110	-0.770	-0.339
	Equal variances not assumed			-5.050	455.844	0.000	-0.554	0.110	-0.770	-0.339
Developing career growth	Equal variances assumed	6.261	0.013	-3.537	483	0.000	-0.390	0.110	-0.606	-0.173
	Equal variances not assumed			-3.536	477.033	0.000	-0.390	0.110	-0.606	-0.173

Motivating career growth	Equal variances assumed	1.511	0.220	-3.667	483	0.000	-0.356	0.097	-0.547	-0.165
	Equal variances not assumed			-3.668	481.598	0.000	-0.356	0.097	-0.547	-0.165
Promotion	Equal variances assumed	3.765	0.053	-3.971	483	0.000	-0.456	0.115	-0.681	-0.230
	Equal variances not assumed			-3.970	475.290	0.000	-0.456	0.115	-0.681	-0.230
Transfers	Equal variances assumed	3.830	0.051	1.201	483	0.230	0.115	0.096	-0.073	0.304
	Equal variances not assumed			1.201	473.019	0.230	0.115	0.096	-0.073	0.304
Overall career growth	Equal variances assumed	3.775	0.050	-4.172	483	0.000	-0.32823	0.07867	-0.48280	-0.17365
	Equal variances not assumed			-4.171	471.962	0.000	-0.32823	0.07869	-0.48286	-0.17359

### Inference:

Hence, hypothesis (H<sub>9</sub>) “A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.” is accepted.

In their study, Sheel, Sindhwani, Goel and Pathak (2012) examined the difference in the QWL of private and public sector employees and their corresponding career growth. Present findings are also supported by Rashid and Rashid (2012), who concluded that public and private servants are motivated by career development opportunities. Career counselling, transfers, promotions, motivation and career growth aspirations are the major components for career growth. The findings of the factor analysis show that all these variables have influence on QWL of employees but there is a significant difference existing between private and public sector employees’

QWL. Hence the hypothesis ( $H_9$ ) “A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.” can be accepted.

#### **4.4.5: Opportunity to Develop Human Capabilities**

QWL provides for opportunities like autonomy in work and participation in planning in order to optimize human potentialities (Karthick and Balaji, 2014). Five dimensions of developing human capabilities such as general skills, management activity, decision making, refresher programmes and professional skills were analysed on a five point Likert scale among the sample employees.

To examine the difference between the perceptions of employees working in private and public sector organisations towards opportunity to develop human capabilities in their organisations. Following hypothesis is formulated.

*Hypothesis ( $H_{10}$ ): “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities.”*

To test this hypothesis, Independent sample t-test is applied. The mean and standard deviation for the employees working in private sector are  $M=3.2992$ ,  $SD=.99246$  and  $M=3.1572$ ,  $SD=.93886$  for employees working in public sector. Results are presented in the following Tables.

The equality of variances can be analysed by the Levene's test, since it is significant ( $F=2.812$ ,  $p=.094 > 0.05$ ), hence equal variances are assumed and considered the t-value as 1.618 at 483 degrees of freedom and which is found statistically insignificant ( $p=.106 > 0.05$ ).

The Levene's test for equality of variances indicates that the probability value is statistically insignificant (0.094) and hence Hypothesis ( $H_{10}$ ) tells us that, "There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities." Hence, the research hypothesis ( $H_{10}$ ) is rejected. Because the variances for the two groups were significantly unequal ( $F=2.812$ ,  $p=0.094$ ), the output line for equal variances was used. The t-value was 1.618 at 483 degrees of freedom and which is found statistically insignificant ( $P = 0.106 > .05$ ).

**Table 4.4.5.1(a): Group statistics for Overall Opportunity to develop Human capabilities**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Opportunity to develop Human capabilities	General Skills	2.98	3.18	1.363	1.313	0.087	0.084	1.665	482.453	0.097
	management activity	3.34	3.46	1.365	1.253	0.088	0.081	1.019	479.830	0.309
	Decision making	3.11	3.24	1.411	1.341	0.091	0.086	0.995	481.949	0.320
	Refreshment programmes	3.14	3.35	1.385	1.264	0.089	0.081	1.687	479.368	0.092
	Professional skill	3.21	3.27	1.380	1.363	0.089	0.088	0.471	482.969	0.638

**Table 4.4.5.1(b): Independent Samples t – Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
General skills	Equal variances assumed	.208	.648	1.665	483	.097	.202	.122	-.036	.441
	Equal variances not assumed			1.665	482.453	.097	.202	.122	-.036	.441
Management activity	Equal variances assumed	3.838	.051	1.019	483	.309	.121	.119	-.113	.355
	Equal variances not assumed			1.019	479.830	.309	.121	.119	-.112	.355
Decision making	Equal variances assumed	1.639	.201	.995	483	.320	.124	.125	-.121	.370
	Equal variances not assumed			.995	481.949	.320	.124	.125	-.121	.370
Refreshment programmes	Equal variances assumed	3.988	.046	1.687	483	.092	.203	.120	-.033	.440
	Equal variances not assumed			1.687	479.368	.092	.203	.120	-.033	.440

Professional skill	Equal variances assumed	.046	.831	.471	483	.638	.059	.125	-.186	.304
	Equal variances not assumes			.471	482.969	.638	.059	.125	-.186	.304
Over all human capabilities	Equal variances assumed	2.812	0.094	1.618	483	0.106	.14197	.08773	-.03040	.31434
	Equal variances not assumes			1.618	481.291	.106	.14197	.08774	-.03042	.31436

### Inference:

The hypothesis ( $H_{10}$ ) - “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities.” is rejected. A study by Pothigaimalai, Buvaneswar, Sudha and Venkatesh, (2014) reveals that no significant association exists between aspects of developing human capabilities. The present study findings are in line with prior research.

Five dimensions of developing human capabilities such as general skills, management activity, decision making, refreshment programmes and professional skills were considered for this study. The factor analysis found no significant difference exists in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities. Hence, hypothesis ( $H_{10}$ ) can be rejected.

#### 4.4.6: Social Integration

Social integration in the work force can be strengthened by creating freedom from prejudice, supporting primary work groups, engendering a sense of community and inter-personnel openness, legalitarianism and upward mobility (Richard E. Walton, 1974). Six components of social integration are considered in the present study mingling and interacting with colleagues, working in open environment/atmosphere (stress free), employer expectations (high output) acceptance of employee suggestions, cooperation from staff, continuous team work and involvement of leader. Based on information obtained a five point Likert scale data was analysed and compared between the sectors.

To examine the group difference between the perceptions of employees working in private and public sector organisations towards social integration in their organisations, following hypothesis is formulated;

*Hypothesis (H<sub>11</sub>): “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL, more so regarding the Social Integration in their organisations.”*

Table 4.4.6.1(a) compares QWL dimension of social integration between public and private sector employees. The mean values of private sector and public sector are registered at 3.3209 (SD=1.05282) and 3.8560 (SD=.65840) respectively. The mean value of public sector employees is more than the total mean of private sector employees. It indicates that the satisfaction level with respect to social integration is less in the private sector than that of the public sector employees.

**Table 4.4.6.1(a): Group statistics for Overall Social Integration**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Social integra tion	Mingle and chat with colleagues	3.77	3.32	0.959	1.309	0.062	0.084	-4.330	441.811	0.000
	Free atmosphere	3.91	3.24	1.046	1.292	0.067	0.083	-6.235	462.252	0.000
	Boss expect more output	3.86	3.35	0.963	1.290	0.062	0.083	-4.960	445.966	0.000
	Accepting employee suggestions	3.81	3.31	1.001	1.332	0.064	0.086	-4.716	447.428	0.000
	Cooperation from staff	3.90	3.40	0.963	1.250	0.062	0.080	-4.857	452.688	0.000
	Interference of Boss	3.88	3.30	0.995	1.199	0.064	0.077	-5.827	466.395	0.000

**Table 4.4.6.1(b): Independent Samples t – Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2- tailed)	Mean Differe nce	Std. Error Differe nce	Lower	Upper
Mingle and chat with colleagues	Equal variances assumed	29.063	0.000	-4.333	483	0.000	-.451	0.104	-0.656	-0.247
	Equal variances not assumed			-4.330	441.811	0.000	-.451	0.104	-0.656	-0.247
Free atmosphere	Equal variances assumed	12.052	0.001	-6.238	483	0.000	-.666	0.107	-0.875	-0.456
	Equal variances not assumed			-6.235	462.252	0.000	-.666	0.107	-0.875	-0.456
Boss expect more outpour	Equal variances assumed	23.832	0.000	-4.963	483	0.000	-0.513	0.103	-0.716	-0.310
	Equal variances not assumed			-4.960	445.966	.000	-0.513	0.103	-0.716	-0.310
Accepting employee suggestions	Equal variances assumed	17.977	0.000	-4.719	483	0.000	-0.505	0.107	-0.715	-0.295
	Equal variances not assumed			-4.716	447.428	0.000	-0.505	0.107	-0.715	-0.295
Cooperation from staff	Equal variances assumed	17.394	.000	-4.859	483	0.000	-0.492	0.101	-0.691	-0.293
	Equal variances not assumed			-4.857	452.688	0.000	-0.492	0.101	-0.691	-0.293
Interference of boss	Equal variances assumed	10.861	0.001	-5.829	483	0.000	-0.583	0.100	-0.780	-0.387
	Equal variances not assumed			-5.827	466.395	0.000	-0.583	0.100	-0.780	-0.386

Over all Social Integration	Equal variances assumed	120.002	0.000	-6.713	483	0.000	-0.53503	0.07970	-0.69164	-0.37842
	Equal variances not assumed			-6.707	404.221	0.000	-0.53503	0.07978	-0.69186	-0.37820

### **Inference:**

The ‘t’ value of 6.713 is significant at one percent significance level. It may be noted that “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL, more so regarding the Social Integration in their organisations.” From the total mean values, it can be deduced that the public sector employees are more satisfied than their private sector counterparts with respect to social integration. A study by Lyons et al. (2006) brought out that public and private sector employees have significant variations in their social relations.

Interaction with colleagues, working in stress free atmosphere, employer expectations (high output), acceptance of employee suggestions, cooperation from staff and continuous team work and involvement of leader are the six major components of social integration which are considered for this study. The result of the factor analysis shows that all these components have a significant influence on the QWL of both public and private sector employees. Hence, hypothesis ( $H_{11}$ ) “There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL, more so regarding the Social Integration in their organisations.” may be accepted.

#### 4.4.7: Constitutionalism

QWL provides constitutional protection to the employees, only to the extent of desirability. Such a protection is provided in matters like privacy, freedom of speech, equity and due process. The present study considered two components of Constitutionalism, i.e., conflict-resolution mechanism and confidentiality of employees. The responses of the employees were recorded on the five point Likert scale and analysed.

To examine the difference between the perceptions of employees working in private and public sector organisations towards the constitutionalism in their organisations, following hypothesis is formulated;

*Hypothesis ( $H_{12}$ ): "A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL, especially regarding constitutionalism in their organisations."*

To test this hypothesis, Independent sample t-test was applied. The values for mean and standard deviation for the employees working in private sector were  $M=3.2107$ ,  $SD=1.19777$  and  $M=3.8971$ ,  $SD=.64420$  for public sector employees.

Simultaneously, Levene's test was applied to analyse the equality of variances, since it is significant ( $F=118.530$ ,  $p=.000 < 0.05$ ), equal variances are not assumed and thus considered the t-value as  $-7.855$  at  $369.328$  degrees of freedom and which is found significant ( $P=.000 < 0.05$ ).

**Table 4.4.7.1(a): Group statistics for Overall Constitutionalism**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Constitutionalism	Conflict-resolution mechanism	3.46	3.23	1.321	1.287	0.085	0.083	-1.903	482.764	0.058
	Confidentiality of employees	3.51	3.19	1.173	1.359	0.075	0.087	-2.777	472.266	0.006

**Table 4.4.7.1(b): Independent Samples t – test**

	Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
	F	Sig.	T	Df	Sig. (2- tailed)	Mean Differen ce	Std. Error Differen ce	Lower	Upper	
Conflict resolution mechanism	0.503	0.479	-1.903	483	0.058	-0.225	0.118	-0.458	0.007	
			-1.903	482.764	0.058	-0.225	0.118	-0.458	0.007	
Confidentiality of employees	5.293	0.022	-2.778	483	0.006	-0.320	0.115	-0.547	-0.094	
			-2.777	472.266	0.006	-0.320	0.115	-0.547	-0.094	

Overall Constitutionalism	Equal variance assumed	118.530	0.000	-7.864	483	0.000	-0.68638	0.08729	-0.85788	-0.51487
	Equal variance not assumed			-7.855	369.328	0.000	-0.68638	0.08738	-0.85821	-0.51454

### **Inference:**

Thus, the hypothesis ( $H_{12}$ ) “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL, especially regarding constitutionalism in their organisations.” can be accepted. It may be noted that there is a significant difference on QWL in employees of the public and private sector organisations, with respect to constitutionalism. A study by Lokanadha Reddy and Mohan Reddy (2013) compared and analysed the perceptions regarding QWL of public and private sector bank employees. They concluded that there is a significant difference on constitutional aspects, which becomes the empirical supportive evidence for the present study.

Conflict resolution mechanism and confidentiality of employees are the two major components of constitutionalism which have been considered for the present study. The factor analysis brought out that all these variables have a significant impact on the QWL of both public and private sector employees. Hence, the hypothesis ( $H_{12}$ ), “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL, especially regarding constitutionalism in their organisations.” can be accepted.

#### 4.4.8: Work and the Total Space of Life

An optimum QWL could facilitate a harmonious blend between work, leisure and family aspects of life. In other words, family life, social life and working hours need to be balanced. The present study considers six components of work and total space of life such as job rotation, job enlargement, job enrichment, fatigue/boredom, training programmes and employee recognition were analysed based on data collected.

To examine the group difference between the perceptions of employees working in private and public sector organisations towards work and total space of life, following hypothesis is formulated.

*Hypothesis ( $H_{13}$ ): “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL in their organisations, more so regarding work and total space of life in their organisations.”*

To test this hypothesis, an independent sample t-test is applied. The mean and standard deviation values for the employees working in private sector are  $M=3.4077$ ,  $SD=.90640$  respectively and for public sector employees are;  $M=4.0316$ ,  $SD=.34372$ . Results are presented in the following tables.

The equality of variances is analysed through the Levene's test, since it is significant ( $F=365.668$ ,  $p=.000 < 0.05$ ), equal variances are not assumed and considered the t-value as  $-10.029$  at  $308.669$  degrees of freedom and which is found significant ( $P = .000 < 0.05$ ).

**Table 4.4.8.1(a): Group Statistics for Overall Work and Total life space**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Work and total space of life	Job rotation	3.55	3.32	1.286	1.263	0.082	0.081	-1.980	482.908	0.048
	Job enlargement	3.56	3.31	1.229	1.174	0.079	0.075	-2.288	482.150	0.023
	Job enrichment	3.62	3.31	1.269	1.229	0.081	0.079	-2.711	482.625	0.007
	fatigue/Boredom	3.60	3.55	1.247	0.985	0.080	0.063	-0.583	459.351	0.560
	Training programmes	3.65	3.49	1.252	1.120	0.080	0.072	-1.469	477.543	0.143
	Emp. Job recognition	3.61	3.47	1.174	1.124	0.075	0.072	-1.362	482.236	0.174

**Table 4.4.8.1(b): Independent Samples t – test**

		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job rotation	Equal variances assumed	0.000	0.999	-1.980	483	0.048	-0.229	0.116	-0.457	-0.002
	Equal variances not assumed			-1.980	482.908	0.048	-0.229	0.116	-0.457	-0.002

Job enlargement	Equal variances assumed	0.054	0.816	-2.288	483	0.023	-0.250	0.109	-0.464	-0.035
	Equal variances not assumed			-2.288	482.150	0.023	-0.250	0.109	-0.464	-0.035
Job enrichment	Equal variances assumed	0.456	0.500	-2.710	483	0.007	-0.307	0.113	-0.530	-0.085
	Equal variances not assumed			-2.711	482.625	0.007	-0.307	0.113	-0.530	-0.085
Fatigue/boredom	Equal variances assumed	11.371	0.001	-0.583	483	0.560	-0.059	0.102	-0.260	0.141
	Equal variances not assumed			-0.583	459.351	0.560	-0.059	0.102	-0.260	0.141
Training programmes	Equal variances assumed	1.057	0.304	-1.469	483	0.143	-0.158	0.108	-0.371	0.054
	Equal variances not assumed			-1.469	477.543	0.143	-0.158	0.108	-0.370	0.054
Employee recognition	Equal variances assumed	0.027	0.868	-1.361	483	0.174	-0.142	0.104	-0.347	0.063
	Equal variances not assumed			-1.362	482.236	0.174	-0.142	0.104	-0.347	0.063
Work and Total space of life	Equal variances assumed	365.668	0.000	-10.029	483	0.000	-0.62384	0.06220	-0.74606	-0.50162
	Equal variances not assumed			-10.014	308.669	0.000	-0.62384	0.06230	-0.74642	-0.50125

### **Inference:**

Thus, hypothesis ( $H_{13}$ ) “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL in their organisations, more so regarding work and total space of life in their organisations.” is accepted. It indicates that public sector organisations have better management of work life and non work related aspects than the employees working in private sector organisations. A study by Ambily (2014) shows that work and the total life space impacts the QWL for both private and public sector employees. It may be noted that Work & Total space of life has a significant empirical evidence to support the present study finding.

Job rotation, job enlargement, job enrichment, fatigue/boredom, training programmes and employee recognition were the major components of work and total space of life. The factor analysis brought out that all these variables have a significant bearing on the QWL of private and public sector employees. Hence, the hypothesis ( $H_{13}$ ) “A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL in their organisations, more so regarding work and total space of life in their organisations.” can be accepted.

### **4.4.9: Social Relevance of Work**

QWL is concerned with establishing social relevance of work in a socially beneficial manner. Components of social relevance i.e., social status, dignity, respect and reaction from reference group were considered and analysed based on supportive information.

To examine the group difference between the perceptions of employees working in private and public sector organisations towards the social relevance of the job, following hypothesis is formulated.

*Hypothesis ( $H_{14}$ ): “A significant difference exists in the perceptions of public and private sector employees regarding QWL in their organisations, more so regarding social relevance of work in their organisations.”*

To test this hypothesis, an independent sample t-test is applied. The mean and standard deviation values for the employees working in private sector are  $M=3.3223$ ,  $SD=1.04745$  respectively and for employees working in public sector are  $M=3.1550$ ,  $SD=1.05157$ .

The equality of variances is analysed by using the Levene's test, since it is insignificant ( $F=.109$ ,  $p=.741 > 0.05$ ), equal variances are assumed and considered the t-value as 1.755 at 483 degrees of freedom and which is found significant ( $P=.080 < 0.05$ ).

**Table 4.4.9.1(a): Group Statistics for Overall Social Relevance of work**

Factor	Sub-variables	Mean		SD		SE		T	DF	Sig. (2-tailed)
		Public	Pvt.	Public	Pvt.	Public	Pvt.			
Social relevance of work	Social status out of job	3.37	3.78	1.449	1.069	0.093	0.069	3.587	445.186	0.000
	Dignity and respect	2.90	3.28	1.526	1.476	0.098	0.095	3.891	470.556	0.000
	Reaction from reference group	3.20	2.90	1.244	1.404	0.080	0.090	2.786	482.583	0.006

**Table 4.4.9.1(b): Independent Samples t – Test**

Levene's Test for Equality of Variances				t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Social status out of job	Equal variances assumed	40.416	0.000	3.585	483	0.000	0.415	0.116	0.187	0.642
	Equal variances not assumed			3.587	445.186	0.000	0.415	0.116	0.188	0.642
Dignity and respect	Equal variances assumed	8.923	0.003	3.889	483	0.000	0.464	0.119	0.229	0.698
	Equal variances not assumed			3.891	470.556	0.000	0.464	0.119	0.230	0.698
Reaction from reference group	Equal variances assumed	1.390	0.239	2.785	483	0.006	0.380	0.136	0.112	0.648
	Equal variances not assumed			2.786	482.583	0.006	0.380	0.136	0.112	0.648
Over all Social_Rel	Equal variances assumed	0.109	0.741	1.755	483	0.080	0.16731	0.09531	-0.01997	0.35459
	Equal variances not assumed			1.755	483.000	0.080	0.16731	0.09531	-0.01997	0.35458

### **Inference:**

Thus, hypothesis (H<sub>14</sub>) “A significant difference exists in the perceptions of public and private sector employees regarding QWL in their organisations, more so regarding social relevance of work in their organisations.” is accepted. The finding of the present study findings are in line with those of Aketch, et al (2012), who observed that organisational social relevance is a distinct concept that is concerned with an employee’s desire to remain with an organisation, due to factors like a sense of loyalty, emotional attachment, and financial need. This leads one to regard organisational commitment as “the relative strength of an individual’s identification with the involvement in a particular organisation” (Porter and Smith, 1970).

Social status, dignity, respect and recognition from reference group are the three major components of social relevance which are considered for the current study. The result of the factor analysis shows that all these variables significantly influence the QWL. Hence, the hypothesis (H<sub>14</sub>), “A significant difference exists in the perceptions of public and private sector employees regarding QWL in their organisations, more so regarding social relevance of work in their organisations.” can be accepted.

#### 4.4.10: Job Satisfaction

This is the feeling that an employee has about their job experience in connection with previous experiences, current expectations and accessible alternatives. (Lin, 2004), Locke (1976) defined employee job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Employee needs and wants are satisfied when they receive rewards, in the form of compensation, promotion, recognition and development, from the organisation. (Hackman and Oldham, 1980).

To examine the group difference between the perceptions of employees working in private and public sector organisations towards job satisfaction in their organisations, following hypothesis is formulated.

*Hypothesis (H<sub>15</sub>): “A Significant difference can be found in the perceptions of private and public sector employees regarding QWL in their organisations, especially regarding job satisfaction in their organisations.”*

To test this hypothesis, an independent sample t-test is applied. The mean and standard deviation values for the employees working in private sector are M=3.4077, SD=0.90640 respectively and for public sector employees are M=4.0316, SD=.0.02205. Simultaneously, Levene's test is used to analyse the equality of variances, since it is significant (F=365.668, p=.000 < 0.05), equal variances are not assumed and thus considered the t-value as -10.029 at 369.328 degrees of freedom and is found significant (P =.000 < 0.05).

**Table 4.4.10.1(a): Group Statistics for overall job satisfaction**

Factor	Mean		S D		SE		T	DF	Sig. (2-tailed)
	Public	Pvt.	Public	Pvt.	Public	Pvt.			
Job satisfaction	4.0316	3.4077	0.34372	0.90640	0.02205	0.05827	-10.014	308.669	0.000

**Table 4.4.10.1(b): Independent Samples t-Test**

	Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Job satisfaction Equal variances assumed	365.668	0.000	-10.029	483	0.000	-0.62384	0.06220	-0.74606	-0.50162
Job satisfaction Equal variances not assumed			-10.014	308.669	0.000	-0.62384	0.06230	-0.74642	-0.50125

**Inference:**

Thus, the hypothesis ( $H_{15}$ ): “A Significant difference can be found in the perceptions of private and public sector employees regarding QWL in their organisations, especially regarding job satisfaction in their organisations.” is accepted. It was found that job satisfaction was significant in both the public and private sector employees. In a study by Dullan and Schuller (2002), expressed that the purpose of QWL is to obtain employee satisfaction, reinforce learning, and improve management and individual performance. Present findings are also supported by Nekouei, Othman,

Masud and Ahmad (2014), who in their study conclude that the QWL was significantly influenced by job satisfaction.

#### 4.5: PHASE V:

**Table 4.5: Comprehensive statistics of QWL factors**

Sl. No.	Variables	Sub-variables	Mean		SD		SE	
			Public	Private	Public	private	Public	Private
1.	Compensation	Adequate pay	3.87	3.21	.979	1.268	0.063	0.082
		Dearness Allowance	3.77	3.21	1.122	1.310	0.072	0.084
		House Rental Allowance	3.79	3.45	1.119	1.145	0.072	0.074
		Happy with pay scale	3.81	3.21	0.996	1.329	.064	0.085
	<b>Over all Compensation</b>		<b>4.0062</b>	<b>3.2676</b>	<b>0.37957</b>	<b>0.98561</b>	<b>0.02435</b>	<b>0.06336</b>
2.	Working condition	Canteen facility	3.52	3.72	1.280	1.083	0.082	0.070
		Drinking water	3.39	3.75	1.223	1.089	0.078	0.070
		Medical	3.48	3.69	1.200	1.086	0.077	0.070
		Transport	3.51	3.74	1.241	1.125	0.080	0.072
		Lunch room	3.66	3.67	1.140	1.061	0.073	0.069
		Rest Duration	3.55	3.86	1.128	0.991	0.072	0.064
	<b>Over all working conditions</b>		<b>3.5192</b>	<b>3.7376</b>	<b>0.93822</b>	<b>0.48694</b>	<b>0.06019</b>	<b>0.03130</b>
3.	Opportunity to develop Human capabilities	General Skills	2.98	3.18	1.363	1.313	0.087	0.084
		management activity	3.34	3.46	1.365	1.253	0.088	0.081
		Decision making	3.11	3.24	1.411	1.341	0.091	0.086
		Refreshment programmes	3.14	3.35	1.385	1.264	0.089	0.081
		Professional skill	3.21	3.27	1.380	1.363	0.089	0.088
	<b>Overall Opportunity to develop Human capabilities</b>		<b>3.1572</b>	<b>3.2992</b>	<b>0.93886</b>	<b>0.99246</b>	<b>0.06023</b>	<b>0.06380</b>

4.	Opportunity to develop career growth	Career counselling	3.81	3.26	1.054	1.346	0.068	0.087
		Develop career growth	3.69	3.30	1.146	1.277	0.074	0.082
		Motivation career growth	3.75	3.40	1.101	1.039	0.071	0.067
		Promotion	3.70	3.24	1.184	1.340	0.076	0.086
		Transfers	3.89	4.00	.979	1.129	0.063	0.073
	<b>Overall opportunity to develop career growth</b>		<b>3.7695</b>	<b>3.4413</b>	<b>0.79931</b>	<b>0.92863</b>	<b>0.05128</b>	<b>0.05969</b>
5.	Social integration	Mingle and chat with colleagues	3.77	3.32	.959	1.309	0.062	0.084
		Free atmosphere	3.91	3.24	1.046	1.292	0.067	0.083
		Boss expect more output	3.86	3.35	0.963	1.290	0.062	0.083
		Accepting employee suggestions	3.81	3.31	1.001	1.332	0.064	0.086
		Cooperation from staff	3.90	3.40	0.963	1.250	0.062	0.080
		Interference of Boss	3.88	3.30	0.995	1.199	0.064	0.077
	<b>Overall social Integration</b>		<b>3.8560</b>	<b>3.3209</b>	<b>0.65840</b>	<b>1.05282</b>	<b>0.04224</b>	<b>0.06768</b>
6.	Constitutionalism	Conflict-resolution mechanism	3.46	3.23	1.321	1.287	0.085	0.083
		Confidentiality of employees	3.51	3.19	1.173	1.359	0.075	0.087
	<b>Overall constitutionalism</b>		<b>3.8971</b>	<b>3.2107</b>	<b>0.64420</b>	<b>1.19777</b>	<b>0.04133</b>	<b>0.07700</b>
7.	Work- total space of life	Job rotation	3.55	3.32	1.286	1.263	0.082	0.081
		Job enlargement	3.56	3.31	1.229	1.174	0.079	0.075
		Job enrichment	3.62	3.31	1.269	1.229	0.081	0.079
		fatigue/Boredom	3.60	3.55	1.247	0.985	0.080	0.063
		Training	3.65	3.49	1.252	1.120	0.080	0.072

		programmes						
		Emp. Job recognition	3.61	3.47	1.174	1.124	0.075	0.072
	Overall work and total space of life		4.0316	3.4077	0.34372	0.90640	0.02205	0.05827
8.	Social relevance of work	Social status out of job	3.37	3.78	1.449	1.069	0.093	0.069
		Dignity and respect	2.90	3.28	1.526	1.476	0.098	0.095
		Reaction from reference group	3.20	2.90	1.244	1.404	0.080	0.090
	Overall social relevance		3.1550	3.3223	1.05157	1.04745	0.06746	0.06733
Employee Overall QWL			3.56	3.21	1.216	1.263	0.078	0.081

### **Inference:**

Above table shows eight dimension mean values with respect to comprehensive QWL

- **Compensation:** The salary structure of employees should be just, fair and equitable, and also be comparable to that being provided to employees in similar positions in other organisations. It should ensure reasonable wages to employees so that they can have a desirable standard of life. Payment of Wages Act, 1936, and Minimum Wages Act 1948, is intended to safeguard the interests of the workers regarding payment of wages.

It should be clearly understood that for QWL, cash payment is not the only answer. However, hefty salaries are being paid to the knowledge workers so as to meet their basic and higher level needs for improving their QWL.

Components such as adequate pay, dearness allowance and house rental allowance require proper structural aspects and are on the lesser side in private sector organisations.

- **Working conditions:** The QWL facilitates training opportunities, job satisfaction and conducive working conditions for the employees. A better QWL improves the growth of the employee's along with the organisation growth (P. Subburethina Bharathi, 2011).

In India, the Factories Act 1948 contains a number of provisions relating to safety and health of employees. Employers are increasingly trying to provide better working conditions to their workers, as compared to their competitors. Initiatives like flexi-hours of work, zero risk physical conditions of work and safety against noise, pollution, fume, gases, etc., can go a long way in improving the QWL at the workplace.

Private sector avails facilities such as canteen, drinking water, medical services, transport, and lunch room and rest duration in a better way than public sector employees.

- **Opportunity to develop human capabilities:** The QWL will be better if the jobs allow sufficient autonomy and control to its employees. The workers must be given an opportunity to use their skills, abilities and initiative in planning and implementing the work. The senior persons can keep a watch and a constant control and also provide immediate feedback to the workers. Corrective measures are taken immediately in the light of this feedback.

Private sector employee activities related to management, decision making, refreshment programmes including updating general and professional skills are better than public sector employees.

- **Career growth:** When promotional opportunities are available for the employees, the QWL in that organisation can be greatly improved. There is an inner desire in every employee for career progression. If the job has no scope for growth, it must be made clear to the employee at the outset.

Activities related to career counselling, motivation aspects, career growth, promotional chances are better in public sector while chances of transfers or shifting organisations are more for private sector employees.

- **Social integration:** An employee develops a sense of belongingness to the organisation where he works. Discrimination among the employees on the basis of age, gender, caste, creed, religion etc. can hinder social integration. Workers develop self-respect as a result of social integration and it improves the QWL.

Integration components such as mingling, working in open environment, targeting for higher productivity, accepting employee suggestions and cooperation from staff are higher in public sector than private sector organisations.

- **Work-total space of life:** Certain employees are required to work for late hours or are frequently transferred or have to do a lot of travelling as a part of their duty. This definitely affects their QWL as they remain away from their families for a long period of time. Job components such as job rotation, job enlargement, job enrichment, training programmes happen at a higher rate in public sector while private sector employees feel less fatigue at balancing work and family.
  
- **Social relevance of work:** Those business enterprises which are engaged in discharging their social responsibilities contribute to QWL. If a concern does not care for social obligations, the employees of such organisation cannot expect a better QWL. Low quality products, no control on pollution, bad employment practices are indicators of low QWL. With regard to societal relevance, private sector employees perceive social status, dignity and respect are better whereas public sector employee perceive better support from reference groups.

### 4.5.1: Comparison of eight dimensions of QWL among public and private sector employees

**Table 4.5.1.1: Inter Correlations matrix**

		Compensation	Work Condition	Career growth	DHC	Constitutionalism	Social Integration	Social_Rel	Work and Total space of Life	Overall QWL
Compensation	Pearson Correlation	1	-0.040	0.163**	-0.021	0.309**	0.133**	-0.107*	0.297**	0.520**
	Sig. (2-tailed)		0.384	0.000	0.647	0.000	0.003	0.018	0.000	0.000
	N	485	485	485	485	485	485	485	485	485
Work Condition	Pearson Correlation	-0.040	1	-0.003	-0.034	-0.044	-0.018	0.085	-0.023	-0.004
	Sig. (2-tailed)	0.384		0.951	.0461	0.334	0.700	0.062	0.614	0.928
	N	485	485	485	485	485	485	485	485	485
Opportunity to Develop Career growth	Pearson Correlation	0.163**	-0.003	1	0.095*	0.060	0.206**	0.142**	0.076	0.089
	Sig. (2-tailed)	0.000	0.951		0.036	0.184	0.000	0.002	0.095	0.051
	N	485	485	485	485	485	485	485	485	485
DHC	Pearson Correlation	-0.021	-0.034	0.095*	1	-0.084	-0.005	0.007	0.075	-0.021
	Sig. (2-tailed)	0.647	0.461	0.036		0.065	0.909	0.876	0.100	0.648
	N	485	485	485	485	485	485	485	485	485
Constitutionalism	Pearson Correlation	0.309**	-0.044	0.060	-0.084	1	0.214**	-0.005	0.195**	0.111*
	Sig. (2-tailed)	0.000	0.334	0.184	0.065		0.000	0.911	0.000	0.015
	N	485	485	485	485	485	485	485	485	485
Social Integration	Pearson Correlation	0.133**	-0.018	0.206**	-0.005	0.214**	1	0.032	0.203**	0.074
	Sig. (2-tailed)	0.003	0.700	0.000	0.909	0.000		0.484	0.000	0.105

N		485	485	485	485	485	485	485	485	485
Social_Rel	Pearson Correlation	-0.107*	0.085	0.142**	0.007	-0.005	0.032	1	-0.007	-0.095*
	Sig. (2-tailed)	0.018	0.062	0.002	0.876	0.911	0.484		0.884	0.036
	N	485	485	485	485	485	485	485	485	485
Work and Total space of life	Pearson Correlation	0.297**	-0.023	0.076	0.075	0.195**	0.203**	-0.007	1	0.091*
	Sig. (2-tailed)	0.000	0.614	0.095	0.100	0.000	0.000	0.884		0.045
	N	485	485	485	485	485	485	485	485	485
Overall QWL	Pearson Correlation	0.520**	-0.004	0.089	-0.021	0.111*	0.074	-0.095*	0.091*	1
	Sig. (2-tailed)	0.000	0.928	0.051	0.648	0.015	0.105	0.036	0.045	
	N	485	485	485	485	485	485	485	485	485

\*\*, Correlation is significant at the 0.01 level (2-tailed).

\*, Correlation is significant at the 0.05 level (2-tailed).

### Inference:

The above table depicts inter correlation analysis of eight dimensions. It is inferred that there is a significant correlation between compensation, opportunity to develop career growth, constitutionalism, social integration, social relevance work and quality of life with overall QWL. Findings reveal that compensation is significantly correlated with opportunity to develop career growth (0.613), constitutionalism (0.309), work and quality of life (0.297), overall QWL (0.520) at 0.01 percent significance and social relevance (0.107) at 0.05 percent significance. On the other hand, career growth dimension is significantly correlated with the variables of social integration (0.206), social relevance (0.142) at 0.01 percent significance and developing human capabilities at 0.05 percent significant level. Similarly constitutionalism is significantly correlated with social integration (0.214), work and Total space of life (0.195) at 0.01 percent significant level and overall QWL (0.111)

at 0.05 percent significance level. Social relevance (0.095) and QWL (0.091) are significantly correlated with overall QWL at 0.05 percent level of significance. In the light of the above analysis, regression analysis was attempted to determine the strength of the relationship.

## 4.6: PHASE VI

### Regression Analysis - Overall Employee Satisfaction:

Regression analysis is a technique for estimating a score or observation in one variable based on a score or observation in another variables, i.e., it enables estimates to be made of 'y' values from known n values of 'x'.

A standard multiple regression was calculated between R variables as the dependent variables - rating of career growth, social integration, work and total life space, work conditions, human capabilities, compensation, social relevance and constitutionalism and Employee satisfaction.

### 4.6.1: Public Sector Employees Satisfaction

**Table 4.6.1.1(a): Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	Work &Total Space of Life, OtDCG, Work Condition, Constitutionalism, Social_Rel, Social Integration, DHC, Compensation		Enter

a. All requested variables entered.

**Table 4.6.1.1(b): Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.693	0.480	0.462	0.930

a. Predictors: (Constant), Work& Total space of Life, OtDCG, Work Condition, Constitutionalism, Social\_Rel, Social Integration, DHC, Compensation

**Table 4.6.1.1(c): ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	186.173	8	23.272	26.910	0.000
	Residual	201.497	233	0.865		
	Total	387.669	241			

a. Predictors: (Constant), Work & Total Space of Life, OtDCG, Work Condition, Constitutionalism, Social\_Rel, Social Integration, DHC, Compensation

b. Dependent Variable: EMPLSATIISFN

**Table 4.6.1.1(d): Coefficients**

Model		Un standardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	-0.208	0.607		-0.344	0.731
	Compensation	0.869	0.064	0.675	13.578	0.000
	Work Condition	0.251	0.126	0.096	1.998	0.047
	OtDCG	0.038	0.067	0.028	0.569	0.570
	DHC	-0.070	0.063	-0.055	-1.119	0.264
	Constitutionalism	-0.024	0.052	-0.023	-0.462	0.644
	Social Integration	0.067	0.059	0.056	1.138	0.256
	Social_Rel	-0.051	0.059	-0.042	-0.861	0.390
	Work & Total space of Life	-0.070	0.068	-0.050	-1.027	0.305

a. Dependent Variable: EMPLSATIISFN

A stepwise regression was conducted to find the best combination of predictors of employee satisfaction among the eight new factors namely Work and Total Space of Life, Opportunity to Develop Career Growth, Work Condition, Constitutionalism, Social Relevance, Social Integration, Opportunity to Develop Human Capabilities, and Compensation.

The correlation of .693 represents the combined correlation of all the independent variables and the adjusted  $R^2$  tells us that 46.2% of the variation can be explained by variation in the eight factors taken together.

In the calculated ANOVA for Employee satisfaction the F value 26.910 is found to be moderately significant. It means that the eight factors taken together are significantly related to Employee satisfaction.

The coefficients also reveal the standardized beta weights [Table 4.6.1.1(d)] and show the relative contribution of each of the predictors.

Thus it may be concluded that employee satisfaction is an outcome of the factors such as Work and Total Space of Life, Opportunity to Develop Career Growth, Work Condition, Constitutionalism, Social Relevance, Social Integration, Opportunity to Develop Human Capabilities, and Compensation.

#### 4.6.2: Private Sector Employees Satisfaction

**Table 4.6.2.1(a): Variables Entered/Removed**

Model	Variables Entered	Variables Removed	Method
1	Compensation, Work Condition, Work and Total space of life, Opportunity to Develop Career growth, Constitutionalism, Social_Rel, Social Integration, Overall QWL, DHC <sup>a</sup>	.	Enter

a. All requested variables entered.

**Table 4.6.2.1(b):Model Summary**

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std. Error of the Estimate
1	0.704 <sup>a</sup>	0.496	0.479	0.71152

a. Predictors: (Constant), compensation, Work Condition, Work and Total space of life, Opportunity to Develop Career growth, Constitutionalism, Social\_Rel, Social Integration, Overall QWL, DHC

**Table 4.6.2.1(c): ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	116.153	8	14.519	28.679	0.000
Residual	117.960	233	0.506		
Total	234.113	241			

a. Predictors: (Constant), Work Condition, Work and Quality of Life, Opportunity to Develop Career growth, Constitutionalism, Social\_Rel, Social Integration, Overall QWL, DHC

b. Dependent Variable: EMPSATISFN

**Table 4.6.2.1(d): Coefficients**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Compensation	.780	.206	0.243	3.795	0.000
(Constant)	1.015	0.459		2.211	0.028
Opportunity to Develop Career growth	0.048	0.051	0.046	0.941	0.347
DHC	0.053	0.048	0.053	1.092	0.276
Constitutionalism	0.110	0.039	0.134	2.815	0.005
1 Social Integration	-0.055	0.045	-0.059	-1.226	0.221
Social_Rel	-0.044	0.045	-0.047	-0.983	0.327
Overall QWL	0.508	0.037	0.654	13.576	0.000
Work and Total space of life	0.113	0.052	0.104	2.187	0.030
Work Condition	-0.034	0.097	-0.017	-0.352	0.725

a. Predictors: (Constant), Work & Total space of Life, Social\_Rel, Constitutionalism, DHC, Work Condition, Compensation, OtDCG, and Social Integration.

b. Dependent Variable: EMPSATISFN.

### **Inference:**

A stepwise regression was conducted to find the best combination of predictors of employee satisfaction among the eight new factors namely Work and Total Space of Life, Opportunity to Develop Career Growth, Work Condition, Constitutionalism, Social Relevance, Social Integration, Opportunity to Develop Human Capabilities, and Compensation.

The correlation of 0.264 represents the combined correlation of all the independent variables and the adjusted  $R^2$  tells us that 0.038% of the variation can be explained by variation in the eight factors taken together.

In the calculated ANOVA for Employee satisfaction the F value 2.191 is found to be significant. It means that the eight factors taken together are significantly related to employee satisfaction.

The coefficients also reveal the standardized beta weights [Table 4.6.2.1(d)] and show the relative contribution of each of the predictors.

Thus it may be concluded that employee satisfaction is an outcome of the factors such as Work and Total Space of Life, Opportunity to Develop Career Growth, Work Condition, Constitutionalism, Social Relevance, Social Integration, Opportunity to Develop Human Capabilities, and Compensation.

From the above Tables on private and public sector employees, it is evident that 48% ( $0.480-R^2$ ) of the employee satisfaction is explained by factors of QWL, whereas in the case of employees of the private sector, the factors of QWL explains 49.6% ( $0.496-R^2$ ) and adjusted  $R^2$  is 47.9% (0.479) of employee satisfaction.

The findings of the present study are in conformity with those of Power (2004) who located the essential components of QWL as the basic extrinsic job factors of wages, hours and working conditions and the intrinsic job notions of the nature of work itself. The respondents of the present study seem to be sensitive towards job characteristics like social relations at work, just and fair treatment from top officials, adequate levels of working conditions including space and infrastructure.

Thus data analysis chapter showed the empirical evidence of demographic factors such as gender, age and educational qualifications impact on QWL variables between private and public sector employees. Employees' perceptions with respect to QWL factors have significant areas of difference on job satisfaction. With respect to correlations, dimensions of compensation, working conditions, opportunities of developing human capabilities, career growth opportunities, social integration and work and total life space factors were found to be significantly associated with each other. Regression analysis showed that QWL, as an independent variable, could impact job satisfaction variable as a dependent variable.

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# **CHAPTER - V**

## *Conclusion and Suggestions*

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## **CONCLUSION AND SUGGESTIONS**

### **5.1 Broad Objective**

The broad objective of the study was to investigate the QWL of employees of public and private sector organisations.

### **5.2 Implications of the Study**

The present research work has focused on the following determinants of QWL: a) Compensation package, b) Working conditions, c) Opportunities to develop career growth, d) Opportunities to develop human capabilities, e) Social integration, f) Constitutionalism, g) Work and total space of life, and h) Social relevance of work and tested multiple hypotheses stating significant difference among public and private sector employees with respect to the mentioned determinants of QWL.

An initial correlation analysis between demographic variables (gender, designation, educational qualification, income levels and age) and QWL was done. It was found that gender discrimination was not experienced much by public sector employees whereas private sector employees faced gender discrimination which influenced their QWL. It was also found that both men and women perceive QWL to constitute the same eight determinants as mentioned above with working conditions being the key predictor. No significant influence of gender, educational qualification and age was found on QWL whereas income levels and designation were found to influence QWL among private sector employees.

The study formulated following ten hypotheses and tested them. Out of fifteen, only four hypotheses were rejected and remaining eleven hypotheses were accepted.

Hypothesis	Statement	Accepted / Rejected	
		Public	Private
H <sub>1</sub>	Hypothesis (H <sub>1</sub> ): Gender has significant impact the QWL of public and private sector employees.	Insignificant	Significant
H <sub>2</sub>	Hypothesis (H <sub>2</sub> ): Age has significant impact on QWL in employees of public and private sector organisations.	Insignificant	Insignificant
H <sub>3</sub>	Hypothesis (H <sub>3</sub> ): Educational qualifications have significant impact on QWL of employees of public and private sector organisations	Insignificant	Insignificant
H <sub>4</sub>	Hypothesis (H <sub>4</sub> ): Designation has a significant impact on the QWL of employees of public and private sector organisations.	Significant	Significant
H <sub>5</sub>	Hypothesis (H <sub>5</sub> ): Income levels have a significant impact on the QWL of employees of public and private sector organisations.	Insignificant	Insignificant
H <sub>6</sub>	There is a significant difference between employees of the public and private sector organisations, with regard to QWL.	Accepted	
H <sub>7</sub>	A significant difference exists in the QWL of employees of private and public sector organisations, with regard to compensation.	Accepted	
H <sub>8</sub>	A significant difference exists in the QWL of private and public sector employees, with regard to working conditions	Accepted	
H <sub>9</sub>	A significant difference exists in the QWL of private and public sector employees, with regard to opportunities for career growth.	Accepted	
H <sub>10</sub>	There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL in their organisations, more so regarding the opportunities to develop human capabilities.	Rejected	
H <sub>11</sub>	There is a significant difference in the perceptions of employees working in private and public sector organisations with regard to QWL, more so regarding the Social Integration in their organisations.	Accepted	
H <sub>12</sub>	A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL, especially regarding constitutionalism in their organisations.	Accepted	
H <sub>13</sub>	A significant difference exists in the perceptions of employees of private and public sector undertakings regarding QWL in their organisations, more so regarding work and total space of life in their organisations.	Accepted	
H <sub>14</sub>	A significant difference exists in the perceptions of public and private sector employees regarding QWL in their organisations, more so regarding social relevance of work in their organisations.	Accepted	

H <sub>15</sub>	A Significant difference can be found in the perceptions of private and public sector employees regarding QWL in their organisations, especially regarding job satisfaction in their organisations.	Accepted
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A significant difference was found between public sector and private sector employees' QWL. Employees working in public sector organisations experienced higher QWL than the private sector employees.

The public sector employees were found to have better satisfaction of their economic needs with greater adequate pay, dearness allowance and house rental allowance, and other perks benefits etc. They also had a better perception towards career growth opportunities than the private sector employees with greater career counseling, promotions and transfers. Employees in the public sector were also found to have more satisfaction with social integration within the organisations. Public sector employees also experienced better constitutional protection with regard to confidentiality and more efficient conflict resolution mechanisms and a significant difference was found between the constitutionalism perceptions of employees of both the sectors. Public-sector organisations were also found to have better management of work life and non work related aspects than the private sector organisations.

Private sector employees surpassed public sector only in overall working conditions (canteen, drinking water, medical, transport, rest duration) which significantly impacted their capabilities leading to improved productivity.

While a significant difference between employees working in public sector and private sector was found in terms of all the QWL variables, no significant difference was found in the perception of employees towards opportunity to develop human capabilities in their organisations, in both the sectors.

It was also found that job satisfaction significantly impacted the QWL of both the public and private sector employees with higher job satisfaction being observed among public sector employees.

### **5.3 Limitations and Suggestions for Future Research**

- This study included responses from only 242 private sector employees and 243 public sector employees and hence leaves scope for considering larger sample sizes for future studies. Study was conducted in three states only; it may be extended to other states also.
- The study considered Walton's eight factor framework to examine the QWL, and many other related factors may be included in future.
- The sample taken for study included limited number of organisations from manufacturing and services sectors.

### **5.4 Suggestions to Organisations**

Both public and private sector organisations are continuously aiming towards higher productivity and performance and hence engaging their employees has become utmost necessity. Ensuring high level of QWL can help organisations to increase job satisfaction, reduce attrition rates and increase retention among employees.

Public sector organisations needs to focus on providing more improved working conditions to the employees. It will make working life more comfortable to the employees and motivate them to work better. Discomfort can be a source of distraction that takes away productivity and overall job satisfaction in the long run. Creating a workplace atmosphere that is secure, clean and comfortable demonstrates value for employees and they feel motivated for enhanced performance.

Private sector organisations may focus on several aspects related to QWL. An employee, with a very high achievement-orientation, looks forward to rising up the career ladder. If the work provides him opportunity for career advancement and to develop his personality, he may have a greater degree of organisational commitment. The organisations should take necessary steps to identify and retain the key employees of the organisation and provide them with timely training and development programs. The responsibility and autonomy given to the employees, job enrichment and job enlargement programmes helps in better employer-employee relations in the organisations to achieve employee commitment which in turn may motivate employees to work better.

An organisational climate where employees feel more competent and satisfied may be created so that they have no intention to leave the organisation. Effective stress management programmes may be adapted to maintain the stress at reasonable and acceptable levels.

More attention may be given to activities which lead to improvement of QWL. It requires mutual and collaborative efforts from various stakeholders i.e., employer, employees, unions, professional organisations, practitioners and the government.

Constitution of Work Assessment Committees can greatly help in improving the QWL of the employees of both private and public sector organisations. The Committee may meet frequently and assess the performance and appreciate the sincere efforts made by the employees.

Organisations are also urged to have dedicated cells to advise the employees about their career planning and career development. Career and interpersonal relationships in both sectors may be streamlined for greater productivities.

## **5.5 Conclusion**

To summarise, QWL can be regarded as a concept with a very wide canvas. This encompasses factors like adequate and fair remuneration, a safe and healthy work environment and social integration at the work place that would encourage and empower employees to fully develop and utilise their capabilities. The continued restructuring, downsizing and reorganisation in the post- recession scenario have made the tasks of HR managers difficult as they have to struggle with sustaining and boosting the morale of the staff and ensure optimum job satisfaction in their organisations. In such a scenario, a high level of QWL is essential for organisations to continue to attract and retain employees. No wonder, the QWL concept has gained momentum in recent times and researches are going on worldwide to devise even more effective QWL strategies since it has been conclusively established that a high QWL can result in a 'win-win' situation for both the management and the employees, whether in the public or the private sector.

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# ANNEXURES

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## **7. ANNEXURE I**

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### **7.1 DEMOGRAPHIC PROFILE OF THE EMPLOYEES**

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Please provide the following details

1. Name of the Employee:
2. Sector:
3. Age:
4. Educational Qualification:
5. Gender:
6. Name of the Organization (Currently employed):
7. Location:
8. Experience (In the present organization):
9. Seniority / Designation:
10. Income (Per Month):
11. Marital status:
12. Schedule of working hours of your organization:
13. Contact No:
14. E-mail Id:

## 8. ANNEXURE II

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### 8.1 QUALITY OF WORK LIFE SCALE FOR EMPLOYEES OF BOTH THE SECTORS

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Instructions for filling up the questionnaire

Each statement has 5 options

**5 =Strongly Agree**

**4=Agree**

**3=neither Agree nor Disagree**

**2=Disagree**

**1=Strongly Disagree**

Please circle the one which you feel is most appropriate to you and your organization.

- |   |             |
|---|-------------|
| 1. My organization has Drinking Water Facility. | {5 4 3 2 1} |
| 2. My organization has Canteen facility.        | {5 4 3 2 1} |
| 3. My organization has Lunch room facility.     | {5 4 3 2 1} |
| 4. My organization has Sports & Games facility. | {5 4 3 2 1} |
| 5. My organization has Library facility.        | {5 4 3 2 1} |
| 6. I am getting adequate Rest duration.         | {5 4 3 2 1} |
| 7. My organization has Medical facility.        | {5 4 3 2 1} |
| 8. My organization has Transportation facility. | {5 4 3 2 1} |
| 9. I get job rotation frequently.               | {5 4 3 2 1} |

10. I get job enlargement frequently. {5 4 3 2 1}
11. In my organization the job security is good. {5 4 3 2 1}
12. I get job enrichment frequently. {5 4 3 2 1}
13. I get boredom resulting out of job. {5 4 3 2 1}
14. I get required training to take up the enriched/enlarged job. {5 4 3 2 1}
15. I get recognition for my job. {5 4 3 2 1}
16. I am getting adequate Basic pay. {5 4 3 2 1}
17. I am getting adequate Dearness Allowance. {5 4 3 2 1}
18. I am getting handsome incentives in my organization. {5 4 3 2 1}
19. I am getting adequate House Rental Allowance. {5 4 3 2 1}
20. I am happy with my Pay scale. {5 4 3 2 1}
21. There is possibility to mingle and chat with colleagues in my  
Organisation. {5 4 3 2 1}
22. There is a free atmosphere to give suggestions in my organization. {5 4 3 2 1}
23. Boss expects more output in my organization. {5 4 3 2 1}
24. Management accepts employee's suggestions. {5 4 3 2 1}
25. I get cooperation from Staff. {5 4 3 2 1}
26. Interference of boss is very high in my organization. {5 4 3 2 1}
27. My organization has appropriate conflict-resolution mechanism. {5 4 3 2 1}

28. My organization has strong trade unions to protect their interests. {5 4 3 2 1}
29. My organization ensures privacy regarding personal matters. {5 4 3 2 1}
30. I have career counselling facility in my organization. {5 4 3 2 1}
31. There is an opportunity to develop career growth in my organization. {5 4 3 2 1}
32. Management encourages towards career growth. {5 4 3 2 1}
33. My organization really inspires the very best in me in the way of job performance.  
{5 4 3 2 1}
34. My organization follows fair practices in promotion related activities. {5 4 3 2 1}
35. My organization follows fair practices in transfer related activities. {5 4 3 2 1}
36. Management gives high priority to workers safety, with where I work. {5 4 3 2 1}
37. My job increases my social status. {5 4 3 2 1}
38. My job is involved with dignity and respect. {5 4 3 2 1}
39. I get positive reaction from my friends and relative about my job. {5 4 3 2 1}
40. There is an opportunity to learn new skills on the job in my organization. {5 4 3 2  
1}
41. I get encouragement to participate in management activities. {5 4 3 2 1}
42. I really care about the outcome of this organization. {5 4 3 2 1}
43. Management consults employees before taking any major decisions. {5 4 3 2 1}
44. Management provides refresher programmes frequently. {5 4 3 2 1}
45. This job will enhance my professional skills. {5 4 3 2 1}

## 9. ANNEXURE III

### 9.1. JOB SATISFACTION SCALE FOR EMPLOYEES OF BOTH THE SECTORS

Instructions for filling up the questionnaire

Each statement has 5 options

**7=Extremely Satisfied**

**6=Satisfied**

**5 =Slightly Satisfied**

**4=Neutral**

**3= Slightly Dissatisfied**

**2= Dissatisfied**

**1= Extremely Dissatisfied**

Please circle the one which you feel is most appropriate to you and your organization.

1. The amount of job security I have {7 6 5 4 3 2 1}
2. The amount of pay and fringe benefits I receive {7 6 5 4 3 2 1}
3. The amount of personal growth and development I get in doing my job. {7 6 5 4 3 2 1}
4. The people I talk to and work with on my job. {7 6 5 4 3 2 1}
5. The degree of respect and fair treatment I receive from my boss. {7 6 5 4 3 2 1}
6. The feeling of worthwhile accomplishment I get from doing my job. {7 6 5 4 3 2 1}
7. The chance to get to know other people while on the job. {7 6 5 4 3 2 1}

8. The amount of support and guidance I receive from my supervisor. {7 6 5 4 3 2 1}

9. The degree to which I am fairly paid for what I contribute to this organization.

{7 6 5 4 3 2 1}

10. The amount of independent thought and action I can exercise in my job. {7 6 5 4 3

2 1}

11. How secure things look for me in the future in the future in this organization.

{7 6 5 4 3 2 1}

12. The chances to help other people while at work.

{7 6 5 4 3 2 1}

13. The amount of challenge in my job.

{7 6 5 4 3 2 1}

14. The overall quality of the supervision I receive on my work.

{7 6 5 4 3 2 1}