

**A Study on Quality of Work Life of Employees in steel Authority of India,
Salem**

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Abstract:

The term Quality of Work Life (QWL) aims at changing entire organizational climate by humanizing work, individualizing the organization and changing the structural and managerial system. It seeks to create culture of work commitment in the organization which will ensure higher productivity for the company and greater job satisfaction for the employees, it is as important to acknowledge that there are certain concerns that all people have in common, at least to some degree. Quality of Work Life policies are increasingly becoming part of the business strategies and focus is on the potential of these policies to influence employee's quality of working life and more importantly to help them maintain work-life balance with equal attention on performance and commitment at work. One of the most important determinants of Quality of Work Life (QWL) is the career growth opportunities as supported by various researches done in past.

Keywords: Career growth, Job satisfaction, Performance, Quality of Work Life, Safety and Security.

Introduction:

The term QWL gained importance in the late 1960s as a way of concerns about effects of job/work on health and general well-being and ways to positively influence the quality of a person's work experience. Up until the mid 1970s, employers concern was on work design and working conditions improvement. However, in the next decade of 1980s, the concept of QWL included other aspects that affect employees' job satisfaction and productivity and these aspects are, reward systems, physical work environment, employee involvement, rights and esteem needs (Cummings and Worley, 2005).

However the radical changes in the world of business, like factors such as globalization, information technology, world business competitiveness, and scarcity of natural resources have changed employee's outlook of how a good company is defined. The trend in past was to include, financial figures in defining "a good company". Latest trends like, ethics, quality of work life (QWL) and job satisfaction are now considered important predictors of sustainability and viability of business organizations.

According to the American Society of Training and Development, “QWL Is a process of work organization which enables its members at all levels to participate actively and effectively in shaping the organization’s environment, methods and outcome”. Richard E Walton, states a much broader concept of QWL proposing eight conceptual categories viz. adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work place, social relevance of work, balanced role of work in the total life space and Constitutionalism in the Work Organization etc. it is rare to find work-life situations that satisfy all eight criteria.

Quality of Work Life denotes all the organizational inputs which aim at employee satisfaction and enhancing organizational effectiveness. Quality of Work Life is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. The term refers to the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in which organizations recognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization. The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasize development of employee skills, the reduction of occupational stress and the development of more co-operative labor-management relations.

(1). QWL is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees had better manage change and transition

(2). Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels, including their own. This is a complex problem, however, because it is difficult to isolate and identify all of attributes, which affect the quality of work life

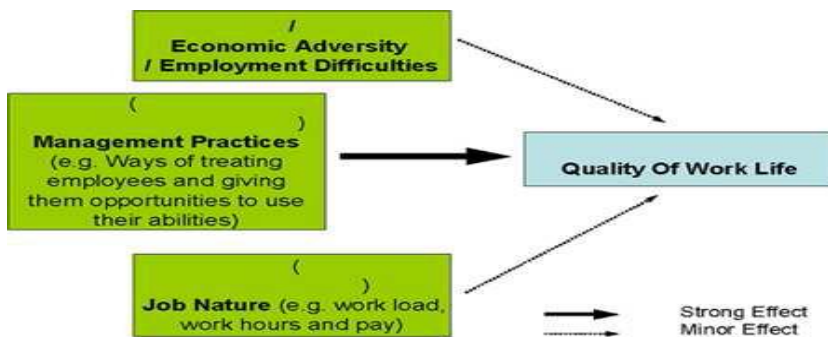
(3). Sometimes abbreviated QWL, quality of work life is quick phrase that encompasses a lot, because it refers to the thing an employer does that adds to the lives of employees. Those “things” are some combination of benefits explicit and implied tangible and intangible that make somewhere a good place to work. Implied in the area of QWL is the notion that to be a good employer, a business or institution must recognize that employees have lives before and after work (and, for that matter, during work as well). That recognition, in turn, creates trust and loyalty among employees, everybody benefits, and the world is a better place

(4). QWL has also been viewed in a variety of ways including (a) as a movement; (b) as a set of organizational interventions, and (c) a type of work life by employees

(5).QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements opportunities, and participation in decision making.

(6). As such quality of work life has been defined as the workplace strategies, operations and environment that promote and maintain employee satisfaction with an aim to improving working conditions for employees and organizational effectiveness for employers. The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. It seeks to employ the higher skills of workers and to provide an environment that encourages improving their skills
Essential things to improve the work life of employees in the organization

- Q** - **Quest of excellence**
- U** - **Understanding**
- A** - **Action**
- L** - **Leadership**
- I** - **Involvement of the people**
- T** - **Team Sprit**
- Y** - **Yardstick to measure progress**



Job Satisfaction:

Job satisfaction is the favorableness or unfavourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements – such as autonomy, variety, task, identity, task significance and feedback contribute to employee’s satisfaction. Likewise, orientation is important because the employee’s acceptance by the work group contributes to satisfaction. In sort, each element of the environmental system, can add to, or detract from, job satisfaction. Offering compensation and rewards significantly lower compared to the competitors for the same type of work can trigger employees’ dissatisfaction that will create intention among them to leave the organization. Therefore, it is important to know whether the employees are satisfied. It is also widely expressed that job satisfaction appears to stem from the interaction between the employee, the job itself and the organizational context within which the job is carried out. In

summary, the scope of job satisfaction varies with the industries however; general concepts such as physical conditions that allow the utilization of the ability of employees, proud of working in an organization and a sense of belonging that leads to job satisfaction are among the items adopted in any study on Quality of Work Life.

Review of Literature:

Heskett, Sasser and Schlesinger (1997) define QWL as the feelings that employees have towards their jobs, colleagues and organizations that ignite a chain leading to the organizations' growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

Lau, Wong, Chan and Law (2001) operationalized QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward may be satisfied with the job security and to some extent would enjoy the career opportunity provided by the organization for their personal as well as professional growth.

Karrir and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz., Public, Private and Cooperative, with some of the background variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement.

Singh (1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management. **Bhatia and Valecha (1981)** studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life.

Trist (1981) suggested that there should be optimum level of autonomy according to requirements of technology system.

Allenspach's (1975) report on flexible working hours based on experiments in Switzerland, discussed its advantages and disadvantages, including its effects on job satisfaction and employee and management attitude.

Important of the Study:

The purpose of this study was to explore the experiences of employees with respect to the quality of their work life. Specifically, this study addressed the following research questions:

1) How do employees experience their work environment in terms of Stress, Job Satisfaction, Safety and Security, Work load, Time Pressure, and work-life

balance?

2) What is the experience of employees relating to Quality of work life initiatives?

Statements of the Problems:

For the present study, the term Quality of Work Life refers to values and attitudes contained in working life of any employee. The “working life concept” consists of many factors such as, Pay, Promotion, Opportunity for Continued Growth and Security, Benefits, Contingent Rewards, Safe and Healthy Working Conditions, Operating Procedures, Coworkers and Supervision, Nature of Work, Social Integration in the Work Organization, Constitutionalism in Work Organization, Work and Total Life Space, and Social Relevance of Working Life; each of which plays its role in evaluating working life. Maintaining organizational health as well as the employee’s satisfaction on a regular basis is one of key factor for achieving organizational success and also for the organizational sustainability. If quality of life at work could be improved, it would benefit and reward the individual employee and the organization, its employees and society as a whole. As employers try to address employee turnover and job satisfaction issues, they must first determine what the issues are. As more companies start to realize that a happy employee is a productive employee, they have started to look for ways to improve the work environment. Many have implemented various work-life programs to help employees, including alternate work arrangements. It cannot be defined or connoted in a few terms or sentences as it is the convergence of various factors like nature of the job, nature of the individual employee and employer, work environment, social condition, job facilities, objectives and goals of the organization, qualification, experience and visions of the human elements involved etc

Objectives:

1. To find out how quality of work life leads to high satisfaction and performance of employees.
2. To identify the major factors that influences the Quality of Work Life of employees.
3. To determine the preponderant variables in quality of work life.
4. To determine the preponderant variables in quality of work life.

Research Methodology:

Research is an intensive study in a particular field to achieve at a better conclusion of a problem. Research Methodology is a systematic way of solving the problem. The methodologies followed for this study are as follows.

Research Design:

The research design is the basic framework or a plan for a study that guides the collection of data and analysis of data. Employees satisfaction

and opinion about this study is used Descriptive Research Design in nature. The main purpose of descriptive research is description of state of affairs, as it exists at present. The information are collected from the employees in Salem Steel Plant and analyzed with the help of different statistical tools, for describing the relationship between various variables, pertaining the job satisfaction and quality of work life. Moreover cross table analysis has been done for processing the data and information is derived to attain the objectives of the study.

Method of Data Collection:

Among the various methods, which can be used to collect the primary data, the researcher has adopted two methods which are Personal Interview method and Structural Questionnaire method. The researcher has prepared structured questionnaires, which contained predominantly multiple choice questions. The respondent's opinions are gathered with regard to the problem with the help of the questionnaires.

Sampling Design:

A sample is a smaller representation of a larger whole. When some of the elements are selected with the intention of finding out something about the population from which they are taken, that group of elements is referred as a sample, and the process of selection is called Sampling.

Sampling Unit:

The respondents of the study are part of population of employees of Salem Steel Plant, Salem. Each employee is considered to be the sampling unit.

Sample Size:

Salem Steel Plant employee's strength is identified the entire universe; meanwhile the sampling size is confined only for 150 employees for among various cater of position in their jobs. Convenient sampling is adopted to get insight about the study.

Statistical Tools:

The collected data is consolidated, tabulated and analyzed by using statistical tools like descriptive statistics and Chi- Square Test.

Period of the Study:

The study was conducted for a period of 3 months from March to June 2013. The respondents were contacted and interviewed in the factory premises during their off duty hours.

Research Design:

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Statistical Tools:

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Table 1: Employees’ satisfaction with current Job

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	10	7
Agree	140	93
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Inference: Above table reveals that 7% of respondents are highly satisfied, 93% of respondents are satisfied, No employees remaining are neutral, dissatisfied and highly dissatisfied.

Table 2: Employees’ satisfaction with Salary package

Opinion	No. of Respondents	Percentage (%)
Highly Satisfied	0	0
Satisfied	29	20
Neutral	100	66
Dissatisfied	21	14
Highly Dissatisfied	0	0
Total	150	100

Inference: From the above table we can say that 20% of respondents are satisfied with the current salary package, 66% of respondents are neutral, and the rest 14% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

Table 3: Employee’s opinion regarding the Quality of Work Life

Opinion	No. of Respondent	Percentage (%)
Very Good	0	0
Good	71	44
Neutral	79	56
Bad	0	0
Very Bad	0	0
Total	150	100

Inference: It is inferred 44% of respondent had good opinion about the quality of work life in the organization. 56% of respondents are ok about the quality of work life in Salem Steel Plant and no respondents say that quality of work life is very good, bad and very bad.

Table 4: Employees’ opinion regarding the Cordial Relationship between the employees and superiors

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	12	8
Agree	99	66
Moderate	33	22
Disagree	6	4
Highly Disagree	0	0
Total	150	100

Inference: Above table shows that 8% of respondents strongly agree, 66% of respondents are agree, 22% of respondents are moderate, 4% are dissatisfied and 0% of respondents are highly disagree.

Table 5: Employees’ opinion regarding the safety and healthy Working conditions

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	15	10
Agree	96	64
Moderate	36	24
Disagree	3	2
Highly Disagree	0	0
Total	150	100

Inference: The table is showing that 10% of respondents are highly satisfied, 64% of respondents are satisfied, 24% of respondents are neutral 2% of respondents are dissatisfied and 0% of respondents are highly dissatisfied

Table 6: Employees’ opinion regarding the job security in the organization

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	9	6
Agree	93	62

Moderate	42	28
Disagree	16	11
Highly Disagree	0	0
Total	150	100

Inference: The chart shows that 6% of respondents are highly satisfied, 62% of respondents are satisfied, 28% of respondents are neutral, 11% of respondents are dissatisfied and 0% of respondent are highly dissatisfied.

Table 7: Employees’ opinion regarding the casual leave

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	102	68
Agree	48	32
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Inference: Above table shows that 68% of respondent strongly agree about the casual, 32% of respondents are agree and 0% of respondents are moderate, disagree and highly disagree.

Table 8: Employees’ satisfaction with the ESI, PF & Bonus

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	35	25
Agree	100	65
Moderate	15	10
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Inference: The table is shows that 25% of respondents are highly satisfied, 65% of respondents are satisfied, 10% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied.

Table 9: Employees’ satisfaction with the grievance redresses

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	54	36
Agree	68	42
Moderate	28	22
Disagree	0	0
Highly Disagree	0	0
Total	150	100

Inference: The chart shows that that there are 36% of respondents are highly satisfied, 42% of respondents are satisfied, 22% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied.

Table 10: Employees’ opinion regarding the Performance Appraisal methods

Opinion	No. of Respondent	Percentage (%)
Strongly Agree	0	0
Agree	57	38
Moderate	74	46
Disagree	19	16
Highly Disagree	0	0
Total	150	100

Inference: The table shows that 38% of respondents are satisfied, 56% of respondents are neutral, 6% of respondents are dissatisfied and 0% of respondents are highly satisfied and highly dissatisfied.

Analysis of Association between jobs related variables and Quality of Work Life

Hypothesis

Ho: There is no significant difference between jobs related variables and QWL.

H1: There is significant difference between jobs related variables and QWL

Table 11: Chi-Square Test for Job related Variables.

SL.NO	Variables	Chi-Square Value	Table Value	Significant \ Non Significant
1	Salary and Bonus	14.21	12.8	Significant
2	Job Securities	47.12	10.5	Significant
3	Employee Benefits	28.29	12.8	Significant
4	Health and Safety	19.36	10.5	Significant
5	Cordial Relationships	16.27	12.8	Significant
6	Grievance Redresses	7.68	10.5	Non significant
7	Performance Appraisal System	0.245	12.8	Non Significant

In the above table all the variables were found to be significant ($p < .05$), except Grievance redressed and performance appraisal hereby interpreting that these variables have significant association with quality of work life, concluding that these variables put major impact and give high contribution in raising quality of work life.

Findings of the Study:

The study conducted at Salem Steel Plant, Salem is undertaken with a view to assess the level of satisfaction of workers and to understand the various factors influencing quality of work life of the employees. The study is based on primary data collected through questionnaires. 150 employees were selected to analyze certain variables relating to Quality of Work Life. The collected data were analyzed with the help of percentage analysis

From this study it is found that most of the employees agreed that they are satisfied with their overall Quality of Working Life, which is very close to the average for the steel sector. Majority of the employees report slightly lower levels of satisfaction with Home-Work Interface compared to the benchmark data. This area may warrant further consideration and respondents reported greater satisfaction with Working Conditions in comparison to the benchmark data. It is observed that majority of the respondents accepted that the better working condition will help for work performance and reduce exhaustion. 45% of the respondents accept that welfare measures motivate them towards better performance, 26% accept it is by Inter personal relations, 19% said that they perform well due to growth opportunities and rest of them are due to some other reasons. It is found that supervisor's support, working condition are the most essential factor for employee performance. The major reasons for low performance is that 24% of respondent said due to power shutdown and lack of training and 08% said due to inadequate welfare measures, 13% of the respondents are saying that due to personal reasons and remaining people have some other reasons for their low performance. In general QWL factors are the most influencing factors for employees work performance. The company have been adapt various program for the betterment of Quality of Work Life like, for adequate and fair compensation, the company provides bonus, PF etc, the safe and healthy working condition of the employees is ensured by providing dust proof facility, light ventilation, drinking water, canteen facility etc, for the proper balance between work and personal life, the company provides work shift facility.

Suggestions:

The research has suggested that the company may adopt an enlightened policy of frequent training and the promotion of welfare facilities will contribute to make the labor force to perform well. And it is suggested that there must be a proper understanding between supervisors, because the workers are expecting more understandable and care taking supervisors. It is found that the workers performing well even in poor working conditions. Our findings suggest that

welfare measures have important implications for their performance. Inter personal relations and Growth opportunities may be 'a help' to employee's work performance; workers who work for joy or pleasure appear to perform better than those who do not. Finally it is suggested that, the company may adopt a regular system to assess the grievances and problems of the employees

1. Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels.
2. More recreational facilities and welfare measures should be provided by the company to reduce work stress and to enhance the satisfaction of their working environment.
3. Superior officers and the managers should try to create friendly relations with their subordinates so as to motivate the performance of the employees and workmen.
4. The safety measures in the company should be improved in continues way and should be improving the functioning of the quality circle.
5. The Performance Appraisal was to be conduct frequently and analyze the employee's recital which should lead to satisfy their monetary and non monetary terms.
6. The company must need to adopt the regular system to asses the graveness and problem of the employees

The strategies for improvement in QWL include self managed work teams, job redesign and enrichment, effective leadership and supervisory behavior, career development alternative work schedules, job security, administrative or organizational justice and participating management.1.

Self –managed work teams:

These are also called autonomous work groups or integrated work teams. These work teams are formed with 10 to 20 employees who plan, co-ordinate and control the activities of the team, with the help of a team leader, who is one among team.

Each team performs all activities including selecting their people. Each team perform all activities including selecting their people. Each team has authority to make decisions and regulate team performs all activities including selecting their people.

Each team has authority to make decisions and regulate the activities. Groupas a whole,is accountable for the success or failure. Salaries and fixed both on the basis of individual and group achievement.

Job redesign and enrichment:

Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher other human needs

Effective leadership and supervisory behavior:

For effective leadership and supervisory behavior style of managerial gird is suitable.

Career development:

Provision for career planning, communicating &counseling the employees about the career opportunities career path, education and development and for second careers should be made.

Alternative work schedules:

Provision for flexible working hours, parttime Employment's, job sharing and reduced workweek should be made.

Job security:

This is the employee's list of the priority. It should be adequately taken care off.

Conclusion:

The study found that there is a high level of satisfaction among the employees regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the organization were "Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the work force, Constitutionalism in work organization, Eminence of Work Life and Social relevance of work, Cordial relationship with employees and superiors, and remedy for the grievance and performance appraisal. All these factors are positively correlated with the quality of work life in STEEL AUTHORITY OF INDIA, SALEM. Adequate training and development programs should be provided to the employees for an effective increase in the performance and attitude levels

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