

Organizational Excellence and Quality of Work Life Mapping In SSI Units

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Abstract

The improvement of quality at the work place is a concept that has captured the imagination of managers and workers alike. Improvement in QWL is considered necessary not only because it constitutes organizational efficiency but also prevent the negative employees' behaviour. The present study has made an attempt to examine the cause the effect relationship between QWL and organizational excellence in small units (SSI). The results reveals that the significantly and positively influencing QWL factors on organizational excellence in SSI units are job content, wages and salary, inter – personal relationship, and fringe benefits. The improvement discriminant QWL factors among the better and poor performed SSI units are inter – personal relationship and; wages and salary which are higher in better performed SSI units than the poor performed units.

Key words: QWL factors, Fringe benefits, SSI Units.

Introduction

The improvement of quality at the work place is a concept that has captured the imagination of managers and workers alike. During the last decade, many research studies in Human Resource Management and its consequences are related with the product Quality, assurance, Quality control circles, Quality of work life, Total Quality control and Total Quality Management (Baba, and Kammal, 1991 Cherns, 1982; Shani and Pasmore, 1983; Shani et al., 1982; Lau 2000). The effects of many human resource development factors on business performance have been widely reported in business research literature (Lau, 2000; Roy, 2006, Rao and Alfred, 2003 and Ashokkumar et al., 2003).

Beginning in the seventies and during the next two decades a constellation of principles and methods had evolved into a movement called Quality of work life (QWL). Improvement in QWL is considered necessary not only because it contributes to organizational efficiency and but also prevent the negative employee behaviour (Saklani, 2204). Moreover, the discharge of this social responsibility by organizations is not merely a means to some end but is an end in itself (Mullins, 1996). Improvement in QWL has many desirable effects on both the employees and organizations (Bohl et al., 1996; Hallowell 1996; Cohen et al., 1997; Jones and Saiser, 1995; Heshet el al., 1997). In this juncture, it is essential to estimate the QWL in SSI units and its organizational excellence. Hence the present study focuses on these two aspects.

Conceptual Frame Work

Walton (1975) proposed eight major conceptual categories relating to QWL. Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs (Shamir and Saloman, 1985; Loscocco and Roschelle, 1991; Feuer, 1989). The criteria included to measures the quality of work life are pay and benefits: opportunities: job security, pride in work and company, openness and fairness: and camaraderie and friendliness (Levering and Moskowitz, 1999). There are two authoritative research perspectives to measure the QWL. At first the conception of the quality of work life is derived from a priori models of work and human behaviour (Morvies 1980). Second perspective on the need for alternative research designs in QWL studies is offered by seashore (1975). In this view, the quality of working life construct is better considered in relation to effectiveness in work notes. The list of QWL constructs developed by Hong Kong sample and American sample are 127 and 84 respectively (Shani et al., 1992). In the present study, the QWL have been measured with the help of the variables drawn from Sengupta, (1985); Wilcok and Wright, (1995). These are presented in Table 1.1 the employees are asked to rate these variables in QWL at five point scale.

TABLE 1.1: Variables in the QWL and Organizational Excellence

Sl.No	Variables	Sl.No	Variables
I.	Job Content		
1.	Job freedom	III.	Work Load :
2.	Interesting Job	1.	No requirement to stay at work place beyond office hours
3.	Challenges in job	2.	Work schedule is similar to government organization.
4.	Pole clarity in the job	3.	Flexible work schedule
5.	Recognition of work	4.	Starting time, lunch time and leaving time as per variance
6.	Whole task	5.	Apt workload as per the agreement
7.	Feed back	6.	No continuous work without any break.
II.	Wages and Salary :		
1.	Wages and salary lead to a reasonable standard of living		
2.	Wages and salary based on responsibilities and duties		
3.	Wages and salary based on experience		
4.	Wages and based on education		
5.	Wages and salary based on training		
6.	Wages and salary are equal to or better than in other industry		
	Variables		
IV.	Interpersonal Relationship	3.	Autonomy
1.	Work group relations	4.	Training and Development
2.	Absence or prejudices based on religion & Caste.	VII.	Fringe Benefits
3.	Absence of status symbols.	1.	Wide range Fringe benefits
4.	Inter personal – openness	2.	Take care of the interest of employees
5.	Relation with boss	3.	Better benefits compared to other organization.
6.	Sense of belongingness	VIII.	Organizational Excellence (Dependent Variable)
7.	Top management relations	1.	Clear – Cur criterion of performance
V.	Job security	2.	Return on investment
1.	Employees are not terminated on flimsy ground	3.	Consistent achievement over a long period of time.
2.	No worry about termination	4.	Little pressure by way of competition
3.	Technology Charges never lead to unemployment	5.	Commitment to pioneering
4.	Lot of formalities to terminate a worker	6.	Dedication to social mission
VI.	Promotion and growth	7.	Outstanding progress.
1.	Career planning and Development		
2.	Inside promotional chances		

Organizational Excellence

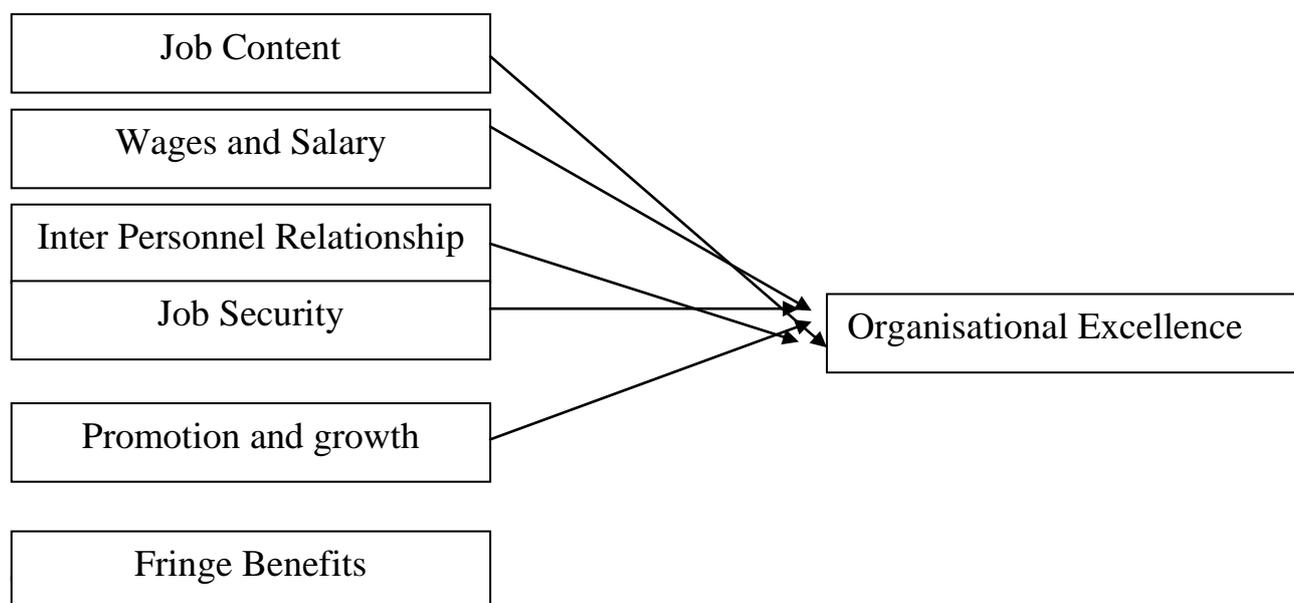
The basic objectives of an effective QWL program are providing improved working conditions (Mainly from an employee’s perspective). Positive results of QWL have been supported by a number of previous studies (Cohen et al., 1997; King and Ehrhard 1997). QWL will positively nurture a more flexible, loyal, and motivated workforce, which is essential in determining the company’s

competitiveness (Allan and Loseby, 1993; Bassi and Van buren, 1997). Swanson (1998) reviewed and updated recent financial analysis research on human resource development, which generally supports a positive relationship between human resources practices and business performance. Schurman (1998) mentioned that the employee satisfaction is always an important management goal in job design and human resource policies. Excellence means surpassing or outstanding achievement. The organizational excellence was measured by Slatter (1984) and Rao and Neelima (2003). The variables related to the organizational excellence are given in table 1.1. The employees are asked to rate the variables in organizational excellence at five point scale.

Related Reviews

Carayon et al., (2001) identified the indicators of QWL as job satisfaction, organizational commitment and perceived stress. Royelea et al., (2007) have compared the meaning of QWL at institution and academic point of view. China in terms of how their work settings have important influence on the employees' work attitude. Elisa vata (2006) found the correlation between quality of work life and satisfaction towards job contents and work environment. Dolan et al., (2008) found on examining the effect of supervisor support intrinsic and extrinsic job demands as well as motivation on overall quality of working life. (Vanmathy and Mehta 2008). Joshi (2007) examined the quality of work life of women workers and the role of trade union. Hossain and Islam (1999) evaluated the relationship between QWL factors leading to QWL and consequences of QWL in the hotel industry. Even though there are so many studies related to QWL, on organizational excellence in small scale industries. Hence the present study has made an attempt to fill up the research gap with proposed research model as shown in Figure 1.

Figure: Proposed Research Model



The Specific objectives of the study are as follows:

1. To investigate the important QWL factors in the small scale units (SSI)
2. To examine the impact of QWL on the organizational excellence in the units; and
3. To identify the important discriminant QWL factors among the highly and poorly performed SSI units.

In the view of the above objectives the following hypothesis was formulated.

Hy: There is a significant impact of QWL factors on the organizational excellence in the SSI units.

Methodology

As previously noted, the present study investigated the effect of QWL on organizational excellence. The included independent variables are job security, promotion and growth and fringe benefits. The above said factors were measured at likert five point scale among the employee in the SSI units. The included dependent variable in the present study is organizational excellence which was measured with the help of relevant variables. The employers were asked to rate these variables at five point scale. In order to select the employees and employers of SSI units, the present study applied purposive sampling. The Madurai district, Tamilnadu had been selected for the study. In total, there are 1212 registered SSI units in Madurai district (Madurai, 2004). Out of 1212 units, only 639 units are functioning at the time of interview. all the 639 units have been included for the present stud. The interview schedule has been used to collect the data from the units. From each unit, one employee and one employer had been purposively selected on order to match the employee perception on QWL and employers' perception on organizational excellence. The response rate was only 50.70 per cent (324 units). Out of the 324 units, the fully responded units (both employer and employee) were only 264. These 264 units had been included as the sample of the present study.

The collected data were processed with the help of statistical tools like Confirmatory Factor Analysis (CFA), Multiple Regression analysis and two group discriminant analysis.

Results

Initially, the score of the variables included in seven QWL and the organizational excellence in the SSI units have been included for CFA to test the validity and reliability of the variables in each construct (factor) It is tested with the help of its 't' statistics, composite reliability, Average Variance Extracted and the cronbach alpha. The results are given in Table 1.2

The't' statistics of the standardized factor loading of all variables in each QWL factor and the organizational excellence are significant at five per cent which reveals the convergent validity of the variables in each construct (Glob, 2003). The composite reliability and the Average Variance Extracted by each construct is greater than the standard minimum threshold of 0.5 and 50.00 per cent (Anderson and Ger being, 1988).

The Cronbach alpha of all constructs are greater that 0.7 (Nunnally, 1987) which satisfy the reliability of the variables in each construct. Hence the included variables in each construct have been taken into account for further analysis.

QWL and organizational excellence in SSI units:

The score on seven QWL factor in each SSI unit have been derived by the mean score of the variables included in each QWL factor.

TABLE 1.2: Reliability and Validity of Variables in each construct of QWL and Organizational Excellence

Sl. No	Constructs	Number of Variables in	Range of standardized factor loading	Range of 't' statistics	Composite reliability	Average Variance extracted in per cent	Cronbach alpha
1.	Job content	7	0.8969-0.6026	5.1478*-3.0696*	0.8142	55.69	0.8249
2.	Wages and Salary	6	0.9141-0.5331	5.8024*-2.2767*	0.7334	52.61	0.7501
3.	Work Load	6	1.9029-0.5806	5.2446*-2.5103*	0.7669	53.32	0.7793
4.	Inter – personal Relationship	7	0.8446-0.6011	4.3868*-3.0114*	0.7017	51.17	0.7269
5.	Job security	4	0.9227-0.6568	5.9961*-3.4142*	0.8334	56.68	0.8406
6.	Promotion and growth	4	0.8901-0.6402	5.0464*-3.3326*	0.7969	54.06	0.8017
7.	Fringe benefits	3	0.8144-0.6117	3.9617*-3.1443*	0.7229	52.08	0.7409
8.	Organizational Excellence	7	0.9291-0.6408	6.0962*-3.4144*	0.8449	57.08	0.8668

* Significant at five per cent level.

Sl. No	QWL Factors / Organizational Excellence	Mean	Standard deviation	Co – efficient of Variation (in %)	Maximum	Minimum
1.	Job Content	3.1819	0.8684	27.29	3.9896	2.0457
2.	Wages and salary	3.3084	0.5017	15.16	3.7033	2.5618
3.	Work load	3.0665	0.4565	14.89	3.3917	2.1786
4.	Inter – personal Relationship	3.2916	0.7396	22.47	3.8869	2.1018
5.	Job security	3.0117	0.4082	13.55	2.7082	1.8969
6.	Promotion and growth	3.1106	0.5884	18.92	2.9944	2.4081
7.	Fringe benefits	3.4502	0.7089	20.55	3.7669	2.6445
8.	Organizational Excellence	3.1144	0.8245	26.47	3.8017	1.5642

The overall mean score on each QWL factor, its standard deviation, maximum and minimum score have been computed to exhibit the level of QWL in SSI units. The score on Organizational

excellence have been computer by the mean score of the variables included in it. The score on QWL factors and organizational excellence in SSI units is presented in Table 1.3

The higher mean score is identified in the QWL factor namely fringe benefits, it is followed by wages and salary since their respective mean scores are 3.4502 and 3.3084. It shows that the employees are moderately viewed on the QWL factors in SSI units. The highest maximum score is noticed in their case of job content whereas the lowest score is identified in job security since their respective scores are 3.9896 and 1.8969. The higher variations in the perception on QWL factor have been noticed in job content inter – personal

Relationship, since their respective co – efficient of variations is 27.29 and 22.47 per cent respectively. Regarding the employees’ perception on organizational excellence, the mean score is only 3.114 with the co – efficient of variation of 26.47 per cent.

Discriminant Validity of QWL Factors

In order to analyse the discriminant validity of the seven QWL factors, the inner – correlation between the seven QWL factors have been computer. It is compared with the Average Variance Extracted (AVE) by each factor. If the AVE of a factor is greater than the sum of square of correlation between that factor and other factor, the discriminant validity of that factor is confirmed (Joreskog and Sorbom, 1996). The inter – correlation between the QWL factors is illustrated in Table 1.4

TABLE 1.4: Inter Correlation between QWL Factors

Sl. No	QWL factors	Job content	Wages and salary	Work load	Inter-personal Relationship	Job security	Promotion and growth	Fringe Benefits
1.	Job content		0.2489*	0.2607*	0.3144*	0.1869*	0.2406*	0.2717*
2.	Wages and salary			0.1044	0.2902	0.1149*	0.2817*	0.2825*
3.	Work load				0.3143	0.2769*	0.1246*	0.1997*
4.	Inter – personal Relationship					0.2533*	0.2039*	0.2144*
5.	Job security							
6.	Promotional and Growth						0.1732*	0.2091*
7.	Fringe benefits							0.2818*

* Significant at five per cent level

Almost in many cases, the correlations between the QWL factors are Significant at five per cent level. The job content is having discriminant validity since its AVE (55.69) is greater than the sum of square of correlation co –efficient between the factor and other factors (39.54%) Similarly, the AVE of wages and salary (52.61%) is greater than the sum of square of co –efficient between the wages and salary and other QWL factors (39.24%). The same trend is identified in all seven QWL factors. Hence the discriminant validity among the QWL factors has been confirmed.

Impact of Quality Work Life on Organization Excellence

The quality of work life among the employees may have its own impact on the organizational excellence. In order to measure the impact of QWL, the included independent variables are QWL factors whereas the included dependent variable is organizational excellence. The multiple regression analysis has been executed multiple regression analyse has been executed to analyse the impact. The fitted regression

Model is:

$$Y = a + b_1$$

$$x + b_2x^2 + b_4x^4 + b_5x^5 + b_6x^6 + b_7x^7 + e \text{ whereas}$$

Y- Score on organizational excellence among the employer.

X1 – Score on job content among the employees

x1- Score on wages and salary among the employees

x2- Score on wages and salary among the employees.

x3 - Score on work load among the employees

x4 - Score on Inter –personal relationship among the employees

x5 – Score on job security among the employees.

sl.no	QWL factors	Regression co-efficient	Standard error	t-statistics	p-value
1.	Job content	0.2457	0.0689	3.5661	0.0245
2.	Wages and salary	0.2961	0.04420	6.6991	0.0001
3.	Work load	0.1083	0.0869	1.2163	0.2344
4.	Inter –personal Relationship	0.3869	0.0244	15.8566	0.0000
		0.0861	0.1345	0.0641	0.6533
5.	Job Security	0.1024	0.0896	1.1429	0.2508
6.	Promotional growth	0.1445	0.0467	3.0942	0.0149
7.	Fringe benefits	0.8569			
	Constant	0.7321			
	R2	0.7321			
	F-statistics	8.9169*			

*significant at five per cent level.

x6 – Score on promotion and growth among the employees.

x7 – Score on fringe benefits among the employees.

b1, b2,.....b7 – regression co-efficient of independent variables.

a –intercept and

e –error them

The results of multiple regression analysis is shown in table. 1.5

The significantly influencing QWL factors on the organizational excellence in SSI units are job content, wages and salary, inter –personal relationship and fringe benefits since their regression co-efficient are significant at five percent level. A unit increase in the perception on above said QWF factors among the employees result in an increase in the employees result in an increase in the organizational excellence by, 0.2457, 0.2961, 0.3869 and 0.1445 units respectively. The changes in the perception on QWL factors explain the changes in organizational excellence to the extent of 7.21 per cent since its R2 is 0.7321. The analysis reveals that the QWL factors namely job content, wages and salary, inter –personal relationship and fringe benefits have a significant impact on organizational excellence. Out of the four QWL factors, the most important one is inter –personal relationship. Hence, the employers have to develop better inter –personal relationship in order to achieve better organizational excellence.

TABLE 1.6: Mean difference and discriminant Power of QWL Factors among the Better and Poor Units

DISCRIMINANT QWL AMONG THE BETTER AND POORLY PERFORMED UNITS

On the basis of the score on organizational excellence, the SSI units are classified into better and poor performed units. The score on organizational performance is confined to less than 2, 2 to 3 and above 3.

s.no	QWL factors	Mean score among the units		Mean Difference	t-statistics	wilk's Lambda
		Better	Poor			
1.	Job content	3.4669	2.8517	0.8852	3.1179*	0.2465
2.	Wages and salary	3.5992	2.62.3	0.9759	3.9038*	0.1409
3.	Work load	3.2057	2.8244	0.3813	1.3244	0.4431
4.	Inter –personal relationship	3.7309	2.3841	1.3468	4.1708*	0.1241
5.	Job security	2.4563	2.1403	0.3160	1.0869*	0.1241
6.	Promotional growth	2.8144	2.6392	0.1752	0.9694	0.6869
7.	Fringe benefits	3.6296	2.7311	0.8985	3.2446*	0.1863

The units under the above said three levels of organizational excellence are 88, 102 and 74 units respectively.

The SSI units with the score of less than 2 are treated as poorly performed units whereas the units with the score of above 3 are treated as better performed units. It is imperative to identify the important discriminant QWL among the better and poorly performed units for some policy implications. The two group discriminant analysis has been administered to estimate the function. The scores of seven QWL factors in two groups of units have been included for the two group of units regarding the QWL factors, its 't' statistics and discriminant power have been estimated to identify the significant discriminant QWL factors. The results are given in table 1.6

The significant mean difference among the two group of units has been noticed in the case of job content, wages and salary, inter –personal relationship and fringe benefits since their respective 't' statistics are significant at five percent level. The higher mean difference is identified in the case of inter-personal relationship and; wages and salary since their respective mean differences are 1.3468 and 0.9789. The higher discriminants of QWL factors are noticed in the case of inter-personal relationship and; wages and salary since its Wilk's Lambda co –efficient are 0.1241 and 0.1409 respectively.

The significant QWL factors have been included for the establishment of two –group discriminant function. The unstandardized procedure has been followed to estimate the discriminant function. The relative contribution of QWL factors in total discriminant score is computed of the product of discriminant co –efficient of QWL factors and its respective mean difference. The results are given in Table. 1.7

Table 1.7 Relative contribution of discriminant QWL factors in Total Discriminant score

S.no	QWL factors	Discriminant co –efficient	Mean Difference	Product	Relative contribution in TDS
1.	Job content	0.1346	0.8852	0.1191	11.46
2.	Wages and salary	0.2862	0.9789	0.2802	26.96
3.	Inter –personal relationship	0.3145	1.3468	0.4263	40.75
4.	Fringe benefits	0.2411	0.8985	0.2166	20.83
5.	Total			1.0395	100.00
Per cent of cases correctly classified : 71.89					

* Significant at five per cent level

The higher discriminant co –efficient are identified in the case of inter –personal relationship and wages and salary since its co –efficient are 0.3145 and 0.1862 respectively.

It reveals that the above said two QWL factors have more influence in the discriminant function. The higher relative contributions of QWL factor in Total Discriminant score have been identified in the case of inter –personal relationship and wages and salary since its relative contribution are 40.75 and 26.96 per cent respectively. The per cent of cases correctly classified by the discriminant function is to the extent of 71.89 per cent. The analysis infers that the important QWL factors which discriminate the better and poorly performed SSI units are inter –personal relationship and; wages and salary.

Research Implications

The QWL factors identified by the present study the finding of Lay and May, (1998); Havlovic, (1991); straw and Heckscher (1984); and Hain and Einstein (1990). The positive impact of QWL on the organizational excellence among the SSI unit is supported by the previous findings of Elisaceta, (2006); Raduan et al., (2006); Anderson and Sullivan (1993); Lau (2000) and Igarria et al., (1994). The important discriminant QWL factor among the better and poor performed SSI units are the inter personal relationship even at SSI units and also fair wages and salary to the employees which replicated the findings of Hosque (1992); Hossain and Taniqul (1999); Joshi (2007), and Nirmala and Manju (2008)

Managerial Implications

The findings of the study have implications for the managers and owners of SSI units. Since the Quality of work life among the employees have has a significant positive impact on organizational excellence, the managers of the units should consider the QWL as serious predictor of the performance of their units. They should adopt appropriate QWL programs at their unit level. They are advised to follow the organizational model developed by lawler (1986) which consists of management style, job designation, organization structure, team spirit, reward systems, personnel policies, career systems training orientation and problem solving groups. The management of SSI units should develop the QWL mapping with reference to their organizational excellence (Rao and Nellima 2003,) which is given in figure2.

Figure 2; QWL Mapping

Moderately desirable IV	Highly desirable I
Moderately III	Highly II

They should identify their position in the QWL mapping. If they are not I Domain, they have to think appropriate measures to overcome the problems. Out of the II, III, and IV Domains, the most undesirable Domain is II. If the units are in that domain, they should think how to enrich the organizational excellence with well established QWL programmes especially better salary to their employees. In the case of IV domain, even though the organizational excellence, it is not good for the long term vision of these units. The management measures to enrich the QWL of employees in order to retain the organizational excellence. The III Domain is also an undesirable one. The management should consider the ways and means to enrich both QWL of employees and the organizational excellence of their units.

Since the inter-personal relationship is an important discriminant QWL factor among the better and poorly performed units, the management should think the ways and means to enrich the inter – personal relationship in their units. It can be done with the help of appointing trained supervisors, frequent counselling with the employees, giving more importance on human values and providing adequate incentives and rewards to the employees.

Scope for Future Research

The present study suffers from the limitations of smaller sample size and the limited scope of the study and increase the sample size in order to establish generalization of its findings. A comparative study on QWL in small, medium and large scale units may be focused in future. The factors influencing the establishments on the QWL programmes may be examined through structural Equation Model by treating the job satisfaction as mediator variable in future. The Linkage between the QWL and service quality of the service industries may be examined in future.

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