

## QUALITY OF WORK LIFE – A STUDY

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**Abstract:** The main objective or the purpose of this research is to investigate and identify the significance of work environment towards the performance and also to study the effectiveness of the QWL in the organization.**Methods/Analysis:**In order to meet the stated objectives a structured questionnaire was framed and data was collected using convenience sampling from 123 employees of the steel manufacturing organization in Chennai, and to study the significant association chi-square was used by the researcher.**Findings:**QWL of the employees of this steel company can be improved by conducting some more training classes for the employees who are falling in the category of more than 3 to 4 years of experience and >4 years of experience which would boost their self confidence and help them attain their level of satisfaction. Similarly the organization can give some more security to the employees falling in the category of 41 and above so that they feel quite secure in the hand of organization and they can give their paramount performance.**Novelty /Improvement:**This empirical article on **Quality of Work life – A Study’s** structured questionnaire can be applied as an Employee opinion Survey taken in once in 6 months on knowing the quality of work life. By doing this survey organizations can get to know the quality of work life of the employees and take necessary steps to improve the QWL among all the Employees. It also helps the employers to know that their employees who are working in their organization are happily working leading to good QWL which will boost up their performance to come happily daily to their work place.**Key Words:** Human behavior, Quality of work Life, Employee performance



## 1. INTRODUCTION

Human behaviour is the concern for all. Parents are really worried about the behaviour of their children, teachers complain about the lack of interest in the students, and the employers are vinegary about the lack of devoir from their employees. The enigma remains still moot why people behave as they do. When the reputed firm's highly paid employees go on strike in some other form of clash the typical reaction of the organization is at chagrin. The assumption is that when an employee is well remunerated for his time and labour he is suppose to be stimulated to carryout responsibilities entrusted to him or her and he should be happy with his job but the traditional methods of motivating the employees have become ineffective. Technological developments can be taken as a key factor, even though advanced technology is increasing the efficiency but it has impact on work-place environment. The new form of work organization must stand for an optimal balance between technical demands of job and social needs of the people performing it. This mounting interest in the new form has been accompanied by the detonation of the term QWL.QWL will have direct and not direct association with the economic and social welfare of large portion of population which lies beyond the domain of Industry. Quality of work life is significant to all the organizational inputs which leads to employees' satisfaction and influence organizational effectiveness<sup>1</sup>. The importance of quality of work life is to extend jobs and working conditions that are outstanding for employees as well as economic strength of the organization. It refers to the level of motivation, satisfaction, commitment, involvement of an employees and appraising for the bestperformance of the employees as per Organizational objectives an individual experience with respect to their work. Improved QWL naturally helps to improve the employee's and world also improves the performance of the Industry or enterprises<sup>2</sup>.

India must go beyond China in steel production these are the words of Prime Minister Narendra Modi he related steel production to India's defence alertness and said that India cannot afford to lag behind China in this field. Modi made a strong point for his "**Make in India**" initiative. When I talk of 'Make in India', I am not ready to lag behind anyone." This could be achieved by improving the Quality of work life of an organisation which will help the employees to work efficiently for the upliftment of themselves as well as the organisation and the upliftment of the nation as a whole. India is likely to stand as the world's second biggest producer of crude steel in the next 10 years, from third position to moving up, as its capacity is estimated to increase to about 300 MT by 2025 – 2% of Indias GDP will be contributed by India's Steel sector and employees over 6,00,000 people and if these people are retained in their job it would definitely lead organizations into miles and bounds and this could be achieved by good QWL in the

organisation. Though QWL originated nearly thirty years ago 'the researchers' interest in this field is still noticeable<sup>13,14</sup>. Usually, management encouraged employees to separate between work and family<sup>15</sup>. This situation tells that work and individual life functions independently. Thus there is no conflict (Titmuss 1968). Modern social and demographics changes view that individual will function very effectively only when the personal life and working life are balanced. This footing gives rise to the study on QWL. (Sarina Muhamad Noor & Mohamad Adli Abdullah, 2012) The Quality of Work Life (QWL) has made up increasing interest and importance in all the countries of the World. It is very important in the background of commitment to work, motivation and job performance. It also is a means to facilitate the glee of human needs and goal achievement. Work life of course means everything including their environment both internal and external either in office, factory or field-working. What is expected from a worker? What are the conditions of the work place? What is the compensation in the form of wages that the worker gets? What are the incentives offered to him? How about his satisfaction with the work environment and the compensation? These are the questions are to be tackled by the Researchers in their study in quality of work life. Quality of work Life is completely referred to as recovering the the human factor and working life. It mostly refers to friendly or unfriendly of a job environment for the people involved in it. Quality of Work Life generally try to insist employees the feelings of security, equity, pride, autonomy ,ownership ,democracy, responsibility and flexibility. Today's educated workforce expects more than just pay from their work. Dynamic work environment always demands equal importance to both human need and technology, where the individual perspective play a very important role in democratization of work relations and humanization of work atmosphere. The holistic approach can contribute to high employee perception of QWL in an organization (Anbarasan and Mehta, 2009)<sup>11,12</sup>.

## **2. Theoretical Foundation**

Employees' performance is behaviour; the theoretical substructure of this research can best be elucidated using employee behaviour theories found in the field of organizational behaviour. Organizational behaviour addresses employee's behaviour at the individual, group, and organizational levels as totally different one. Employee behaviour is influenced by factors such as leadership ,motivation, job satisfaction, attitudes, , personality, stress and group dynamics (Luthans, 2005). Though, this study makes use of some of these factors including job satisfaction, personality factors, competence etc as the prime variables. The study was

backed by expectancy theory, the Big Five personality theory, job characteristic model, and the different models of employee competence. One of the organizational behaviour theories which accounts for performance is that of the expectancy theory. In addition, there are a number of studies over the past several years that have demonstrated that among many theories expectancy theory has basically been useful for the prediction of job performance (Galbraith and Cummings, 1967). QWL includes adequate and fair compensation, work conditions, opportunity for development and growth, involvement and recognition, workload, job security, social integration, work life balance. This was established by Kurt Lewin's Field theory of employee's behaviour which shows the relationship between performance and QWL. According to this theory, individual behaviour is influenced by how one perceives and reacts to the surroundings provided by the organization in their study by (Kohler & Mathieu, 1993). In this research, the quality of work life environment that is what it means. The theory goes on to state that the association between performance and effort is mediated by individual abilities and features (which include personality and competence) and role perception. Such personality characteristics includes control. Lawler (1982) in his studies postulates, the more a person is oriented toward internal control, the additional to that he will feel that his performance will lead to required outcomes and vice versa. Competencies are also important for performance; thus, it refers to the ability to display a particular performance-relevant behaviour which is portrayed by accurate understanding of what the job requirements are (Lawler and Porter, 1968).

Bagtasos in his study said that the development of QWL can be etched way back to the earlier management. Frederick Taylor and Elton Mayo in their theories suggested that human is important in determining firms' performance. While both have different ways of looking at human aspects, with Taylor being more quantitative, while Mayo focused more on human as well as environment, their ideas on appreciating human as a person is valid. The current development on QWL is further enhanced by the Maslows need hierarchy theory and, Herzberg's Two factor theory, McClelland three needs theory and Alderfer's) and spill over effect (Sirgy Efraty, Siegel & Lee, 2001). These theories says that the basic needs of individual facade from time to time and there are some spill over effect to their personal life and family. The evolution of QWL began in late 1960s on emphasizing the human dimensions of work that was focused on the quality of the association between the worker and their environment. Quality of work life is an idea of behavioural scientist, and the term was first made known by Davis at the Forty-Third American Assembly on the changing World of work at Columbia university's Arden House. The select participants assembled there concluded in their final remarks that "improving the place, nature of work ,the organisation, lead to better work performance and a better quality of life in the society<sup>3,4,5</sup> .

**Cohen and Rosenthal (1980)** in their study in QWL had an intentionally designed effort to bring out increased labour management, and jointly solve the problem of improving organizational performance and employee's satisfaction by the co-operation. **Greenhaus & Beutell (1985)** in their study in detail studied about the work-life conflict which arised from the incompatible emotional and behavioural demands of work and non-work roles, such that contribution in one role is made more hard by participation in the other. This conflict can result in greater stress at home or at work, poorer health, higher turnover and absenteeism, reduced job satisfaction. **Hochschild (1989), Kelley and Voydanoff (1985), Hochschild (1989)Thompson & Walker (1989)** in their study exposed that working women face well-documented conflicts due to their continuing role as primary caretakers for their homes, children, or elderly parents and also it is women's greater responsibility to take care of children and other family members and they experience more obstacles than men resulting to common household problems. **Greenhaus and Beutell (1985)** and Greenhauset al. (1989) has examined the conflict of between family and work, **Goodstein (1994)** and **Ingram and Simons (1995)** in their article did a study which said that an institutional perspective on organizations responses to work-family related issues. In addition, **Campbell, Campbell and Kennard (1994)** also have studied the effects of family restraint on the work commitment and job performance of women. **Hyman and Summers (2004)** in their study have classified seven major problems which are linked with current issues related to work-life balance these are deviation of adoption across different organisation as well as sectors, lack of making of policies at organizational level, restricted employee's power over the opening and functioning of policies , policies are primarily to meet business needs rather than those of employees. **Chan and Einstein (1990)** in their study explored that QWL reflects as a concern for people's experience at work, their relationship with other people, their work settings and their effectiveness on the job. **Higgins and Duxbury (1992)** did articulate in their study that work conflict is a greater source of work-family conflict whereas personal or family lives, interfere with work are linked for fewer hours but work that interferes with life matters as revealed by the researcher **Reynolds (2005)**. **Clark and Kirchmeyer, (2000)** Their study said that there is a negative effect of work imbalance on quality of life and established that the damaging effect is due to critical levels of work-to family conflict & stress. If there is a balance of engagement in work & family roles which is expected to be associated with that of the individual well-being because such balance offcourse reduces work-family conflicts. **David Lewis et al (2001)** did a indepth study on the extrinsic and intrinsic attributes of quality of work life. The objective of the research was to test even if extrinsic or intrinsic or previous traits test predict satisfaction with QWL in health care. The findings shows that, supervisor style, commitment and discretion, all play a role in determining QWL. Female employees were less satisfied with these traits than

male. **Linda K. Johnsrud (2006)** did her research on Quality of faculty work life in the University of Hawaii to describe the changes in QWL from 1998 to now. The objective of the study was to find out the current level of satisfaction on QWL. Variables were used in Relations with the community service, faculty relation, salary department chair, campus service and demographic factors were used in this study, and the result showed that salary was one of the main variable for satisfaction of the employees from year 1998 to 2006. Faculty relations and community services was the most positive elements in that University for work life and other finding was campuses' faculty were generally more satisfied than other employees of that university. **J. Gnanayudam & Ajantha Dharmasiri (2008)** in their article concentrated on the Influence of quality of work life on organizational commitment by doing an investigation on unsatisfactory level of commitment among workers in medium and large organizations in the clothing industry in Sri Lanka. The result showed that QWL has a positively significant relation with the commitment variable and moderator effect of HRDC variable. **W.N. thalang et al. (2010)** studied on quality of work life indicators as a csr of electrical and electronics private Organizations in Thailand. Objective of the research was find out the quality of Work Life Indicators as a Corporate Social Responsibility The result showed that QWL gives indication of a effective CSR, developing a good Quality of Work Life (QWL) is crucial. **Ayesha T. (2012)** has evaluated the quality of work life of the faculty members of private universities in Bangladesh with the objective was to investigate into the factors affecting the overall perception of QWL. It is found that high satisfaction is found among the female with regards to QWL when compared to male. Teaching experience of teachers with less than one year experience is more positive in their thought about their QWL and its related dimensions compared to experienced teacher. Anand Pawar (2013) has done a totally different study on QWL and job satisfaction of employees in VTPS and found out that the level of satisfaction among the employees with regard to various job related aspects, also study was done in depth to measure the QWL and job satisfaction of employees, which included major factors in their study and they included the following variable too they are (i) wages and salaries; (ii) rewards system (iii) a safe and healthy environment; (iv) working conditions; (v) interpersonal relations and (vi) superiors are considerate and helpful as their variables of their study. The result showed that there is dissatisfaction in the interpersonal relations between the cadre-wise QWL and no proper grievance handling procedure were adopted among the employees which affect the job satisfaction<sup>6,7,8</sup>. **S. Khodadadi et al (2014)** in their article investigated the QWL dimensions effect on the employees' job satisfaction. The results of the study showed that the salary and benefits' and its policies have a significantly positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

Quality of work life is crucial for organizations to persistently attract and retain employees which was found by (Akder 2006) in their study and also it has become significant in the last two decagon due to the increasing demands of today's business environment and family structure. Lau (2000) defined QWL as the favourable conditions and environments of a workplace that support and sustain employees' satisfaction by providing them with job security and reward. QWL encompasses various facets such as working conditions, working time, mode of wages payment, health hazards, and management behaviour throughout the process of responding to the needs of the employees Therefore, QWL involves some financial and non-financial benefits, as well as management behaviour towards workers.

Islam and Siengthai (2009) did an indept study on some of the key elements of QWL like employee involvement ,job security, better reward system, employee benefits, and organizational performance. QWL can also be defined as a feeling that employees have in approach towards their jobs, colleagues, and the organization (Heskett et al., 1994). Thus, if employees have good opinion towards their jobs, peers, and the organization, it signifies that they are happy doing their work; and consequently, the QWL is good. Lawler (1982) Quality of work life is defined by as one of the most important attribute of the employee perceptions for their physical and mental happiness at work and these perceptions could be for or against. Thus, it compass working conditions, working time, mode of wages payment, and health related issues. Therefore, quality of work life integrates both financial and non-financial benefits and management behaviour towards workers<sup>17,18,19,20</sup>.

Quality of work life gives heed to various qualities of work life factors as proposed by Walton (1975), Mishra (1996), and Ellis and Pompli (2002) in their study. In Walton's (1975) article he discussed that there are eight major conceptual categories that sling to QWL, namely: adequate and fair compensation; safe and healthy working conditions; immediate opportunity to establish human capacities; opportunity for continued growth and security; social integration in the work place, work and total life space, and social relevance of work life. (M. Swapna & S. Gomathi, 2013) proposed nearly six variables measuring Quality of Work Life which included job related factors and also employees growth related factors like career development and training & development. Thus the variables used to measure QWL in this study are: 1. job satisfaction 2. Working condition 3. Well-being 4. Home work interface / Work life balance 5. Career anticipation and compensation 6. Training and Development. The researcher has used all these variables while framing the questionnaire for collecting the data<sup>16</sup>. There were 21 questions of close ended and

multiple choice questions asked in the questionnaire on these variables. Convenience sampling was adopted for the current study<sup>9,10</sup>.

### 3. Research Methodology

The main objective of this study is to investigate and identify the significance of work environment towards the performance and also to study the effectiveness of the QWL in the organization. In order to meet the stated objectives a structured questionnaire was framed and data was collected using convenience sampling from 123 employees of the steel manufacturing organization in Chennai, and to study the significant association chi-square was used by the researcher.

### 4. ANALYSIS AND FINDINGS

- **Null Hypothesis (Ho):** There is no association between Age and Satisfaction level of health and safety.
- **Alternate Hypothesis (H1):** There is association between Age and Satisfaction level of health and safety.

**Table No: 1 Showing the Chi- Square test for Association between Age and satisfaction on health and safety conditions (No. of respondents and the row percentages)**

Age	Satisfaction level of health and safety conditions					Total	Chi- square Value	P- value
	Highly Satisfied	Satisfied	Neutral	Dissatisfie d	Highly Dissatisfie d			
< 20	14(35%)	5(12.5%)	6( 15%)	7(17.5%)	8(20% )	40		
21-30	7(23.3%)	10(33.3)	8(26.6	3(10% )	2( 6.6%)	30		

		%)	%)					
31-40	19(44.18%)	13(30.2%)	4(9.3%)	5(11.6%)	2(4.6%)	43	20.470 <sup>a</sup>	.000*
41-50	3(37.5%)	2(25%)	1(12.5%)	2(25%)	0(0%)	8		
> 50	1(50%)	0(0%)	0(0%)	1(50%)	0(0%)	2		
Total	44	30	19	18	12	123		

- **Source: Primary data Note:\*** - Indicates Significant at 5% level.

### **Table :1 Figure:1**

The Table:1 analyses the relationship between Age and satisfaction of the employees on health and safety measures of the organisation. It is inferred that out of 123 respondents the respondents falling under the age group of < 20 and 21 – 30 and 31-40 are highly satisfied with 35%,33.3%,and 44.18% on the health and safety conditions of the organisation when compared to employees falling in the category of 41-50 and >50. The chi square value is 20.470. The calculated P value is less than 0.05. Hence the null hypothesis is rejected at significant level of 5%, and we accept the alternative hypothesis and it says there is association between age and satisfaction of employees on health and safety measures in the organisation, it is also clear that people who are falling in the category of less than 40 years of age are either satisfied or highly satisfied with the health and safety conditions of the company than the employees falling under the category of 41 and above. Hence from the table it is inferred that there is association between Age and satisfaction of health and safety conditions in the organisation.

- **Null Hypothesis (Ho):** There is no association between Training programme and No. of years of experience.
- **Alternate Hypothesis (H1):** There is no association between Training programme and No. of years of experience.

**Table No: 2 Showing the Chi- Square test for Association between Training Programme and No of years of experience . (No. of respondents and the row percentages)**

	Training programme		Chi-square	P-

No. of years of experience						Total	Value	value
	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied			
< 1yr	4(26.6%)	2(13.3)	8(53.3%)	1(6.6%)	0(0%)	15	40.886 <sup>a</sup>	.000*
1-2 yrs	23(41%)	1(1.7%)	13(23.2%)	17(30.3%)	2(3.5%)	56		
2-3 yrs	2(8.3%)	4(16.6%)	14(58.3%)	3(12.5%)	1(4.1%)	24		
3 -4 yrs	6(33.3%)	4(22.2%)	3(23%)	3(16.6%)	2(11.1%)	18		
>4 yrs	4(40%)	4(40%)	0(0%)	2(20%)	0(0%)	10		
Total	39	15	38	26	5	123		

Source: Primary data Note:\* - Indicates Significant at 5% level

The Table: 2 analyses the relationship between years of experience and satisfaction of training programmes. It is inferred that out of 123 respondents 41% of the respondents with less than 2 years of experience feel that they are highly satisfied with training programmes conducted by organisation whereas 58.3% of the respondents falling in the category of 2-3 years experience feels that the training programme conducted in their organisation is neutral and 11.1% of the respondents falling in the category of 3-4 years feels that they are not satisfied with the training programmes conducted in their organisation. The chi square value is 40.886. The calculated P value is less than 0.05. Hence the null hypothesis is rejected at significant level of 5%, and we accept the alternative hypothesis and it says there is association between years of experience and satisfaction of training programmes conducted in the organisation. Hence from the table it is inferred that years of experience and satisfaction of training programmes has significant association on the performance of the employees.

## 5. Suggestion& Conclusion

In the past certain values were attributed with work. Work was considered as worship and people had sincerity and commitment to work. But now a day's employee will not believe in such values of work. He works for his salary, he works if the conditions of work are helpful and affable and terms of employment are favourable to him. As such, the work norms have been changing from time to time. Employees at the grass root level experience a sense of frustration because of low level of wages, poor working conditions, not favourable terms of employment, inhuman treatment by their superiors and the like whereas managerial workforce feel frustrated because of unfriendliness over their conditions of employment, role conflicts, interpersonal conflicts, lack of freedom in work, absence of challenging work, job pressures etc.

**Hickman** Life presented six strategies in this context for improving quality of work life.

They are:

- Development of Careers and career paths
- Work design
- Organization Reward System
- Design and Maintenance of Group and inter group relationship
- Managerial Practice and
- Internal and external strategies for change

Improved performance leads to improved quality of work life. Moreover, result revealed that quality of work life toward workers development like training of the employees , worker's union, participation in decision making variables, management should come forward to meet worker's demand that they have positive impact on firm performance. The over all, performance of an organisation depends completely on the performance of its people, in spite of of the organisation's size, purpose or other characteristics.

Based on the discussion of the literature review, prior studies have established the relationship between QWL and performance. Quality of work life programs should be linked with such affective outcomes such as increased job satisfaction, improved employee performance to the extent that they develop employee participation, and involvement and responsibility. Studies have also shown that there is a association between personality and job satisfaction and that there are many different personality factors which is correlated with job satisfaction. Again, broad research has proven that job contentment does not occur in aloofness, as it is dependent on organizational variables such as structure, size, pay, working conditions, and leadership, which create the organizational climate in the study of (Schneider & Snyder, 1975; Kerego & Mthupha, 1997; Boeyens, 1985). The Quality of Work Life mean to develop enhance and utilize human resource effectively, to improve Quality of products, productivity , services and reduce cost of production

per unit of output and to satisfy self esteem of the workers psychological needs, their participation, and recognition in job, etc.,

QWL of the employees of this steel company can be improved by conducting some more training classes for the employees who are falling in the category of more than 3 to 4 years of experience and >4 years of experience which would boost their self confidence and help them attain their level of satisfaction. Similarly the organization can give some more security to the employees falling in the category of 41 and above so that they feel quite secure in the hand of organization and they can give their paramount performance. We must understand that half of our daily life is spent at work places and work life has become an integral part of our total life. Making work place happier has to be not only mandatory part of HR role but it is to be carried out by the HR functionaries with the same passion, spirit, enthusiasm, commitment and energy so management should make sure that all the employees working in their organization are happily working leading to good QWL which will boost up their performance to come happily daily to their work place.

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