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Job Satisfaction and Quality of Work Life of Employees in Tirupur Textile Industries – A Pivotal Focus

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ABSTRACT

Quality of Work Life mechanism paves the way for providing the feasible working environment as well as improves the profitability of any industries. It focuses its attention on making the collaboration and building mutual respect between management and its employees. QWL programs usually focuses on development of employee skills, improvement of performance, removal of accidents, reduction of occupational stress and the development of more co-operative labor-management relations. This paper analyze on measuring the quality of work life of the employees of Tirupur Textile Industries. Convenient Sampling method is adopted to get the responses from the sample size of 100 employees from among the various position in their job Statistical tools like Descriptive Statistics and Chi – Square Test and Rank Correlation are used for the purpose of getting the feasible better results.

Keywords: Job Satisfaction, Employees, Textile Industries, Quality of Work life (QWL).

1. INTRODUCTION

Quality of Work Life (QWL) tries to change the entire organizational climate by introducing the cordial work environment, individualizing the organization and changing the structural and managerial system of an organization. It facilitates to create culture of work environment in the organization which directly associated with higher productivity for the company and create job satisfaction for the employees. The term Quality of Work Life has different perceptual meanings for different people.

Quality of work life provides the bird's view on favorableness or unfavorable of a job environment for people it generally associated with the quality of relationship between the employees and their total working environment. It focuses its attention on making the collaboration and building mutual respect between management and its employees.

Richard E Walton (1974), 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. In general availability of this factor in work life situation is highly rare in any kind or type of organization. But, it paves the way for all the organization to focus their attention on all may achieve the feasible quality of work life is possible.

In specific Quality Work Life is a process by which an organization responds to employees needs for developing mechanisms to allow them to share their knowledge for making decisions and that suitable to design their lives at work also. Quality of Work Life also focuses on better working conditions to their employees and better economic health of the organization

QWL programs usually focuses on development of employee skills, improvement of performance, removal of accidents, reduction of occupational stress and the development of more co-operative labor-management relations.

2. JOB SATISFACTION AND QUALITY OF WORK LIFE

Job satisfaction is associated feeling of a person on performing a particular task. Person's job will closely associated with the target assigned by the company and achievements made by him for the same. None of the other factors playing an important role of his satisfaction except his personal opinion. Once upon a time the offering compensation and rewards play a significant role but today's situation is changed. Hence, it is important to know whether the employees are satisfied with compensation and working environment. In general, it can be identified by the organization through non formal discussion with its employees at the real working environment.

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, need recognition, positive motivation, assigning responsibility, 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.

3. REVIEW OF LITERATURE

David Lewis, Kevin Brazil. Paul Krueger, Lynne Lohfeld, Erin Tjam, (2001), has observed that factor-analyzed into intrinsic and extrinsic variables, and regressed against a satisfaction scale, with socio-demographic variables included. Based on the results, the following conclusions can be drawn: objectively identifiable traits of an organization – pay, benefits and supervisor style – play the major role in determining QWL satisfaction.

Wall, Cordery and Clegg, (2002) career development opportunity will pave the essential training that will help the individual employees to acquire with the new skills to lead in their career. Employee support system will also facilitate them to encourage workplace learning.

Fountoulakis and Kaprins (2003) that higher demand in job leads to higher strain work environment. Hence, it affect the health of an employees. Feasible work environment ensures good health and psychological conditions which enable the employees to perform job and non-work related functions without inhibitions. Thus, it leads to an un-stressful work environment providing comfortable work life.

Jeffery H.Greenhaus, Karen M.Collins, Jason D.Shaw (2003) opined that three components of work-family balance were assessed. Time balance (equal time devoted to work and family), involvement balance (equal involvement in work and family), and satisfaction balance (equal satisfaction with work and family) for individuals who invested substantial time in their combined work and family roles. Those who spent more time with their family perform well in work situation and produce high quality.

Bagtasos, Maynard Rival (2011) states that determining QWL always involves the interplay between and among the worker, job content, and job context. Furthermore, the determination of the extent of QWL in an organization is a perceptual undertaking. As such, QWL is generally influenced by the personal characteristics of those who determine it. Measuring the extent by which QWL in an organization is usually done through the level of satisfaction employees experience using a given set of variables that are appropriate and useful in their situation.

Fujigaki, Y., T., Asakura, and T., Haratani, (1994) aims to investigate the task-specific work stressors of IS (Information Systems) managers and to analyze the effect of these work stressors on depressive symptoms among these managers. The Factor analysis suggested that these 33 items were categorized into 8 factors; job-overload, project-management, mental-rewards, job-latitude, communication with users, career development, technical difficulty, and work-environment. It is indicated for the first time that software project management affects depressive symptoms in systems managers.

Fujigaki, Y., T., Asakura, and T., Haratani, (1994) aims to find out the level of quality of work life of the paper & pulp mill employees and the relationship between the Job factors and QWL, job satisfaction of paper &pulp mill employees in Dindigul District. Primary data were used in this research, were collected from 298 paper & pulp mill employees from Dindigul District. The analytical procedures of Factor analysis, chi square and simple percentage analysis were utilized to find the impact of job related factors with the perception of QWL and job satisfaction. The maximum paper & pulp mill employees were generally satisfied with their jobs. The job factors were related to level of perception of QWL and overall job satisfaction. The factors “work environment”, “Security and Opportunities.”, “Caring & Recognition” explained the variability among the Dindigul paper & pulp mill employees’ level of perception of QWL and overall job satisfaction.

Heskett, J.L., Sasser, W.E., Jr and L.A., Schlesinger, (1997) have pointed out the employee loyalty, satisfaction and productivity and the authors discovered are those relationships between (1) Profit and customer Loyalty; (2) Employee loyalty and Customer Loyalty; and (3) Employee satisfaction and customer satisfaction. Moreover, these relationships are mutually reinforcing; that is satisfied customers contribute to employee satisfaction and vice versa.

Karrir, N. and Khurana, A (1996) have stated that the Quality of Work Life among employees is important as it entails strong participation in many of the programs organized by firms. Moreover, having quality work life will lead to better well being of the workers and society. This study was conducted at one of the largest factories in northern part of Malaysia. With a respond rate of 70%, Pearson correlation

indicates that job satisfaction, job involvement and job security have significant relationship with quality of work life. The study contributes to the mainstream knowledge of the work life study as it delineates the situation from the perspectives of locals working in multinational firm.

Kavoussi, N., (1978) has said that the comparison of unauthorised absenteeism rates was made between two large textile factories in Isfahan, Iran. The working conditions in the study factory were rather unsatisfactory, unlike the control factory. Comparison showed significantly higher rates for the study factory: the average annual duration per person was 7 days in the study factory versus 2.5 days in the control factory, and lost time percentage was 2.4% in the former versus 0.84% in the control. It was suggested that worker dissatisfaction toward unsatisfactory working conditions may be expressed in terms of unauthorised absenteeism. In view of the widespread consequences of such absenteeism, it is recommended that closer attention be paid to improve the quality of working life.

Lau, T., Y.H., Wong, K.F., Chan, and M., Law (2001) have highlighted the importance of Information Technology (IT) is increasing. More and more companies are investing in developing IT. Through a survey with the owners/managers of small and medium firms in Hong Kong, it is found that the number of SMEs using IT is increasing in the attempt to gain a more competitive position in the fast-changing business environment. This research focuses on the impact of IT on organizational structure and culture. The variables to be investigated in the areas of organizational structure are complexity, formalization, decentralization, span of control, outsourcing (specialization) and lateral communication. Team working and learning are examined as organization culture. The results prove that IT has significant impacts on formalization, specialization, lateral communication, team working and learning. Also, it is clear that IT can bring numerous improvements to organizations. Daily operations become more productive and manual work is minimized.

4. STATEMENT OF THE PROBLEM

In general, Quality of Work Life defined as quality of individual relationship between his working environment and his nature of work. It is a process by which an organization facilitates to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their live at work. Job productivity is closely associated with the environment in which they are working than the knowledge level of an employee. Positive working environment provides better performance than the knowledge base of an employee. . In the search for improved productivity, manager and executives alike are discovering the important contribution of QWL. The term Quality of Work Life is one of the most discussed terms in Human Resource Management and is getting its space in the HR discussions.

Key factor for achieving the organization success is mostly depends on employee's satisfaction and the environmental in which they work. If quality of life at work improved, may directly benefit the society as a whole. In general, happy employee is a productive employee, and dissatisfied employee specified as non productive employee. Productive employee provided with exercise facilities, relaxed dress codes and more. Open discussion, positive communication, mentoring program, positive counseling, psychological counseling, positive motivating mechanism and creating more amicable relationships among the workers are the feasible ways of employers on improving the quality of work life.

5. PURPOSE OF THE STUDY

This study initiated to explore the experiences of employees with respect to their quality of work life. In specific, this study focused on the following research questions:

1. To identify the employees experience on their working environment in terms of stress, work load, time pressure and work life balance.
2. To know the experience of employees relating to Quality of Work Life Initiatives.

6. OBJECTIVES OF THE STUDY

The study was undertaken with the following objectives:

1. To know the existing quality of work life of employees in Textiles industries in Tirupur.
2. To study the quality of work life leads to high satisfaction and performance of employees.
3. To find out the major factors that influences the Quality of Work Life textiles industries employees.
4. To list out the ascendant variables in quality of work life.
5. To discover the measures to improve the Quality of Work Life in the textile industries.

7. RESEARCH METHODOLOGY

Research is an art of exploring and identifying the better solution for a given problem. Research Methodology is mode of identifying the feasible steps for solving the problem. The methodologies followed for this study are as follows.

Research Design: The research design is the basic strategy or a plan for a study that guides the collection of data and analysis of data. In this, employees' satisfaction and opinion about this study is used.

Descriptive research design is used to collect the information from the employees in Textile Industries in Tirupur and examined with the help of distinct statistical tools for identifying the relationships between various tables, relating to the job satisfaction and quality of work life. For better solution, 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: Personal Interview Method and Structured Questionnaire methods are used for getting the primary data from the respondents. The researcher has prepared structured questionnaire, which contains multiple choice questions,

Sample Size: Convenient Sampling method is adopted to get the responses from the sample size of 100 employees from among the various positions in their jobs.

Statistical Tools: Statistical tools like Descriptive Statistics and Chi – Square Test and Rank Correlation are used for the purpose of getting the feasible better results.

Data Analysis and Interpretation: Analysis is an art of classifying the available data and preparing table for applying the statistical tools to know the relationship that exist among the data groups. In this research researcher used five point scales for getting the perfect response from the respondents. A perfect questionnaire is used for collecting the information from the respondents. The Collected data was tabulated accordingly. It was analyzed using statistical tool-percentage analysis.

Table 1
Demographic Factors wise Classification of employees

<i>S.No</i>	<i>Factor</i>	<i>Category</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
1	Age	20 – 30	10	10
		31 – 40	50	50
		41 – 50	30	30
		51 – 60	10	10
2	Gender	Male	80	80
		Female	20	20
3	Department	UG	60	60
		PG	30	30
		Technical	10	10
4	Work Experience	1 – 5 years	10	10
		5 – 10	40	40
		10 – 15	30	30
		15 – 20	10	10
		Above 20	10	10
5	Monthly income	Below 10000	30	30
		10001 – 20000	60	60
		Above 20000	10	10
6	Marital Status	Married	90	90
		Unmarried	10	10

Source: Primary data.

In Table 1 reveals the demographic variables studied shows that, majority of respondents (50%) belongs to the age group of 31 – 40 years and mostly male employees. 60% employees belongs to undergraduates, 30% along completed their post graduation and the remaining belong to technical. 40% of the respondents are having the work experience of 5 – 10 years and 30% are having above 10 – 15 years. The 60% respondents are receives monthly income of ₹10,001 to 20,000. 90% of the respondents are married.

Table 2
Employees' satisfaction with current Job and Salary package

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	12	6
Satisfied	88	94
Neutral	0	0
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	100	100

Source: Primary Data.

Table 2 states that, 94% of respondents are satisfied with their current job and salary package; 6% of respondents highly satisfied with their current job and salary.

Table 3
Employees' satisfaction with Canteen facility and Medical Facilities

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	20	20
Satisfied	65	65
Neutral	15	15
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	100	100

Source: Primary Data.

Regarding the satisfaction level on canteen facility and medical facility; 20% of respondents are highly satisfied, 65% are satisfied with this, 15% of respondents are neither satisfied nor dissatisfied about the canteen facility and medical facility.

Table 4
Employees' satisfaction with Promotion Policies

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	0	0
Satisfied	10	10
Neutral	70	70
Dissatisfied	10	10
Highly Dissatisfied	10	10
Total	100	100

Source: Primary Data.

From the above table 10% of respondents alone satisfied with the promotion policy, 70% of respondents are neither satisfied nor dissatisfied about the promotional policy, 10% of respondents are dissatisfied and 10% highly dissatisfied regarding Employees' satisfaction with Promotion Policies.

Table 5
Employees' Opinion regarding the Quality of work life

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Very Good	0	0
Good	80	80
Ok	20	20
Bad	0	0
Very Bad	0	0
Total	100	100

Source: Primary Data.

80% of respondent had good opinion about the quality of work life in their respective organization. 20% of respondents are OK about the quality of work life.

Table 6
Employees' opinion regarding the Cordial Relationship between the employees and Superiors

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Strongly Agree	10	10
Agree	70	70
Moderate	5	5
Disagree	15	15
Highly Disagree	0	0
Total	100	100

Source: Primary Data.

10% of respondents strongly agree on cordial relationship between employees and superiors. 70% of respondents are agree with that, 5% of respondents are moderate, 15% are dissatisfied and none of the respondents are highly disagree Employees' opinion regarding the Cardinal Relationship between the employees and Superiors.

Table 7
Employees' opinion regarding the Performance Appraisal Methods

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	0	0
Satisfied	30	30
Neutral	60	60
Dissatisfied	10	10
Highly Dissatisfied	0	0
Total	100	100

Source: Primary Data.

Regarding the opinion on performance appraisal methods, 30% of respondents are satisfied on the methods 60% are neutral on their view regarding the performance appraisal, 10% of respondents are dissatisfied with methods of performance appraisal.

Table 8
Employees' satisfaction with the ESI, PF & Bonus

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	10	10
Satisfied	90	90
Neutral	0	0
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	100	100

Source: Primary Data.

90% of respondents are satisfied with the ESI, PF and Bonus; 10% of respondents are highly satisfied; none of them neutral dissatisfied and highly dissatisfied with the ESI, PF and Bonus.

Table 9
Employees’ satisfaction with the grievance redresses

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Highly Satisfied	30	30
Satisfied	60	60
Neutral	10	10
Dissatisfied	0	0
Highly Dissatisfied	0	0
Total	100	100

Source: Primary Data.

Regarding the grievance redresses 30% of respondents are highly satisfied, 60% of respondents are satisfied, 10% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied Employees’ satisfaction with the grievance redresses.

Table 10
Employees’ opinion regarding the Casual Leave

<i>Particulars (Opinion)</i>	<i>No. of Respondents</i>	<i>Percentage (%)</i>
Strongly Agree	30	30
Agree	70	70
Moderate	0	0
Disagree	0	0
Highly Disagree	0	0
Total	100	100

Source: Primary Data.

70% of respondents strongly agree with the casual leave provision, 30% of respondents are agreed and none of the respondents are moderate, disagree and highly disagree Employees’ opinion regarding the Casual Leave.

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

<i>S.No.</i>	<i>Variable Proposition</i>	<i>Calculated Value</i>	<i>Table Value</i>	<i>Significant/ Non Significant</i>
1	Casual Leave and Quality Work life in Textile Industries.	22.17	10.5	Significant
2	Grievance redresses and Quality Work life in Textile Industries.	7.68	10.5	Non Significant
3	Performance Appraisal Methods and Quality Work life in Textile Industries.	0.245	12.8	Non Significant
4	Cordial Relationship between the employees and Superiors and Quality Work life in Textile Industries.	16.27	12.08	Significant
5	Salary package and Bonus and Quality Work life in Textile Industries.	14.21	12.8	Significant

Source: Primary Data

The above table states that, Cordial Relationship, Casual Leave, Salary package and Bonus were found to be significant ($p < .05$), except Grievance redresses, 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.

Table 12
Simple Ranking Method

<i>Main Factors Affecting in Garments industry</i>	<i>Total Score</i>	<i>Rank</i>
Ineffective management	842	8
Lack of orders from buyers	588	6
Labor shortage	350	3
Yarn price hike	188	2
Electricity problem	494	4
Dyeing problem	160	1
Pollution problem	530	5
Financial problem	808	7

Source: Primary Data

The above table has lime lighted that the factor named Dyeing problem is ranked one by the respondents with total score of 160. And two was given to factor Yarn price hike with the score of 188 and rank three was given to factor Labor shortage with the score of 350 and the rank four was given to factor Electricity problem with the score of 494 and the factors of Pollution problem, Lack of orders from buyers, Financial problem and Ineffective management Scored rank of 5,6,7,8 respectively with the score of 494,350,188,160.

8. RESULTS AND DISCUSSION

This study was conducted at Textile Industries, Tirupur to assess the level of satisfaction of workers and try to know the various factors influencing the quality of work life of the employees. 100 employees were selected and the information collected through the questionnaire to assess the role of variables relating to Quality of Work Life. The Collected data were tabulated and being analyzed with percentage analysis.

- Demographic variables studied shows that, majority of respondents(50%) belongs to the age group of 31 – 40 years and mostly male employees. 60% employees belongs to undergraduates, 30% alone completed their post graduation and the remaining belongs to technical. 40% of the respondents are having the work experience of 5 – 10 years and 30% are having above 10 – 15 years. The 60% respondents are receives monthly income of ₹10,001 to 20,000. 90% of the respondents are married.
- 94% of respondents are satisfied with their current job and salary package; 6% of respondents highly satisfied with their current job and salary.
- Regarding the satisfaction level on canteen facility and medical facility; 20% of respondents are highly satisfied, 65% are satisfied with this, 15% of respondents are neither satisfied nor dissatisfied about the canteen facility and medical facility.

- 10% of respondents alone satisfied with the promotion policy, 70% of respondents are neither satisfied nor dissatisfied about the promotional policy, 10% of respondents are dissatisfied and 10% highly dissatisfied regarding Employees' satisfaction with Promotion Policies.
- 80% of respondent had good opinion about the quality of work life in their respective organization. 20% of respondents are OK about the quality of work life.
- 10% of respondents strongly agree on cordial relationship between employees and superiors. 70% of respondents are agree with that, 5% of respondents are moderate, 15% are dissatisfied and none of the respondents are highly disagree Employees' opinion regarding the Cardinal Relationship between the employees and Superiors.
- Regarding the opinion on performance appraisal methods, 30% of respondents are satisfied on the methods 60% are neutral on their view regarding the performance appraisal, 10% of respondents are dissatisfied with methods of performance appraisal.
- 90% of respondents are satisfied with the ESI, PF and Bonus; 10% of respondents are highly satisfied; none of them neutral dissatisfied and highly dissatisfied with the ESI, PF and Bonus.
- Regarding the grievance redresses 30% of respondents are highly satisfied, 60% of respondents are satisfied, 10% of respondents are neutral and 0% of respondents are dissatisfied and highly dissatisfied Employees' satisfaction with the grievance redresses.
- 70% of respondent strongly agree with the casual leave provision, 30% of respondents are agree and none of the respondents are moderate, disagree and highly disagree Employees' opinion regarding the Casual Leave.
- Cordial Relationship, Casual Leave, Salary package and Bonus were found to be significant ($p < .05$), except Grievance redresses, 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.
- Dyeing problem is ranked one by the respondents with total score of 160. And two was given to factor Yarn price hike with the score of 188 and rank three was given to factor Labor shortage with the score of 350 and the rank four was given to factor Electricity problem with the score of 494 and the factors of Pollution problem, Lack of orders from buyers, Financial problem and Ineffective management Scored rank of 5,6,7,8 respectively with the score of 494,350,188,160.
- Significant association between QWL and job related variables. Hence an appropriate attention may be pad for improving the productivity.
- Extra work load leads to loss of interest in job as well as it will directly affect the progress of the textile organization.
- Cordial relation between the superior and workers may always paves a way for better productivity and also reduces the labour turnover.
- Training coupled with psychology may improve the work performance.
- Retaining of an employee is an important task of every organization. Otherwise it may affect the good will of the industry.

- Welfare measures and recreational facilities need to be provided for reducing the work stress and enhance the satisfaction level of the working environment.
- Work safety measures in the company need to be improved.

9. CONCLUSION

Quality of Work life positively improves the performance level of an employee. The study conducted among the employees at Tirupur textiles industries in Tirupur on the topic “A Study on Quality of Work Life and Job Satisfaction of Employees in Tirupur textiles industries in Tirupur” can be stated as a complete look into the way the company can improve their measures towards enriching the employees to derive better performance and productivity and bring more blossom to their quality of work life, it leads to directly enhance the profitability of the company. Hence, an adequate effort must be made by the company to check the employee’s Quality of Work Life is in high spirits. In general quality of work life of an employee directly associated with their progressive performance of the company. Textile companies must come out with the policies and strategies to improve the quality of work life of the employee which directly associated with growth of the industry also.

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