



DETERMINANTS OF QUALITY OF WORK LIFE OF EMPLOYEES AT MADHARAM DOLOMITE MINE: A STUDY

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ABSTRACT

Employee stability is a big issue that has risen to the forefront of businesses' minds as they try to deal with the various human resource problems they are experiencing in the modern day. The Quality of Work Life is one of the many factors that contribute to employee loyalty. Several factors have an impact on the QoL in the workplace. This study aimed to investigate the elements that have an impact on the happiness of Madharam Dolomite's staff. Researchers utilised a standardised questionnaire to obtain primary data from 174 workers who were selected at random via a stratified random sampling strategy. To arrive at the final findings and conclusions, the researchers used ANOVAs in SPSS version 23.0 to analyse the study data. The study's results suggest that factors related to workers' quality of life at Madharam Dolomite—including their work environment, organization culture and climate, relation and cooperation, training and development, compensation and rewards on the employee's quality of work life.

KEYWORDS: *work environment, organization culture and climate, relation and cooperation, training and development, Quality of work life*

1. INTRODUCTION

The term "quality of work life" (QWL) refers to the degree to which an employee's personal and professional requirements are met as a result of their involvement in their place of employment while also contributing to the accomplishment of the organization's objectives. According to study conducted by Louis and Smith (1990), the relevance of QWL in lowering employee turnover and improving employee well-being as it relates to the quality of services provided was determined. Initially, the QWL idea was solely used to the process of job redesigning by taking into account a social-technical system approach; however, over time, this concept has progressively been expanded to take into account massive interventions.

Concentrating on enhancing QWL in order to boost the contentment and happiness of workers may result in a variety of benefits, some of which accrue to workers while others accrue to the company. It is feasible to increase the status of QWL in workers by effectively implementing interventions of QWL such as flexible work hours, job enrichment and enlargement, and autonomous work group culture. These interventions guarantee that a worker's full potential is used by ensuring more engagement on the part of the worker, which in turn makes the job more effective and efficient by improving its quality. In addition to this, QWL offers chances for workers to actively participate in the decision-making process.

An organization's human resources are one of its most valuable assets; conversely, disgruntled workers are among its most dangerous adversaries. In today's highly competitive market, it is essential for businesses to keep their personnel educated and trained.

It is essential that employees be seen as an asset rather than a liability, and the only way to achieve this goal is via the implementation of a humanised job design process known as quality of work life.

2. REVIEW OF LITERATURE

The concept of work-life balance is complex and includes many different factors. It's getting increasing attention since plenty of people have looked at how various factors affect things like work happiness, employment security, salary, and more. While aspects of a person's physical health, emotional well-being, and social connections are all important, QWL is influenced by a wide range of other elements as well. Consequently an effort has been made to combine the aforesaid component and design a credible scale to quantify QWL.



The primary purpose of the literature review is to explain the thought process that went into deciding which factors were most important. According to Feldman (1993), Quality Work Life refers to the degree to which workers are satisfied with their interactions within the workplace as a whole. As defined by Lau et al. (2001), a QWL is an office setting that encourages and facilitates happiness on the part of its workers by means of monetary compensation, employment stability, and advancement prospects.

QWL, or the quality of work system, is one of the most intriguing means of building motivation and is a way to have job enrichment, according to research by Mehdi Hosseini et al. (2010). Other important factors include career success, job satisfaction, and work-life balance. Fair wages, chances for advancement, and regular promotions have all been shown to boost employee performance, which in turn enhances their quality of work life (QWL).

Fair pay and autonomy, job security, health and safety standards at work, reward systems, recognition of efforts, training and career advancement opportunities, participation in decision making, interesting and satisfying work, trust in senior management, work-life balance, stress at work, amount of work to be done, and occupational health and safety standards were identified as QWL variables by Nasl Saraji and Dargahi (2006).

Among Malaysian businesses, Normala and Daud (2010) studied the connection between QWL and employee dedication.

Seven QWL characteristics were discovered, which include physical environment, growth and development, participation, supervision, social relevance, remuneration and perks.

Behnam Talebi et al., (2012) looked at the connection between QWL and productivity in service industries like banking. Seven QWL characteristics are taken into account in the research to assess the current state of workers' QWL. They include a safe and supportive workplace, competitive pay and benefits, long-term employment, the opportunity to make decisions at work, a solid foundation for professional growth, and a voice in shaping the future of one's chosen profession.

According to studies by Anwar et al.,(2013), the most common QWL drivers are financial incentives like pay raises and bonuses, followed by opportunities for professional growth, open lines of communication, and a feeling of safety and security. Top-down support, a balance between work and personal life, contentment in one's employment, and a desire to succeed on the job are four more crucial QWL factors that are seldom examined.

In 2013, Nitesh Sharma and Devendra Singh Verma looked at the presence of QWL in Indore's small-scale manufacturing sector. To quantify an employee's well-being on the job, researchers settled on a set of seven indicators: a pleasant workplace, opportunities for advancement, competitive pay and benefits, high morale among staff members, easy access to information and open lines of communication, and a schedule that allows for some degree of customization. According to the results of the study, the credibility of QWL amongst workers is low.

The quality of work life (QWL) in Andhra Pradesh's manufacturing companies was investigated by Godina Krishna Mohan and Kota Neela Mani Kanta (2013). Working conditions, interpersonal relations, trust among employees, autonomy and freedom, participation in decision making, career advancement, training, superior support, safety conditions, top management support, conflict management, amenities, performance linked pay system, communication, implementation of organisational policies, participative management, transparency system, nature of job, rewards and recognition, valuing, and valuing were all chosen as variables for the study. According to the study's results, the workplace setting, the dynamics of teams, opportunities for professional development and promotion, intrinsic motivation, and the overall culture of a company are the most important elements impacting quality of work life.

Working circumstances, the chance to develop human skills, and career progression opportunities are all factors that contribute to a positive Quality of Work Life for Indian industrial employees, as noted by Sangeeta Jain (2004).

In 2002, researchers Ellis and Pompli examined Canberra nurses' QWL. The study found that the primary obstacles to enhancing employees' QWL are unfavourable working conditions, resident aggression, excessive workload, inability to provide preferred care, work-life imbalance, shift work, lack of involvement in decision making, professional isolation, lack of recognition, poor relationships with supervisors and peers, role conflict, and a lack of opportunities to learn new skills.

In their 2010 research, Ebrahim Kheradmand et al. of the Dadevarz Jooya Company in Iran investigate how workers' quality of work life affects their level of job satisfaction. In this study, we use Walton's theoretical framework to assess how employees feel about their quality of work life by asking questions about factors like how satisfied they are with their pay and benefits, how clean their workplace is, how much room for advancement they are given, how well-balanced their workload is, how socially cohesive their workplace is, how much emphasis is placed on following the rules, and how much emphasis is placed on fostering employees' own abilities.



QWL was measured using career satisfaction, career accomplishment, and career balance as exogenous variables by Alireza Bolhari et al. (2011) and Rose et al. (2006), who studied managers at MNCs and SMEs in Malaysia's free trade zones. Relationship with coworkers, opinion about workload, health and safety measures, satisfaction with feedback given, opinion about working hours, training programmes provided by the organisation, opinion about respect at workplace, grievance handling procedure, and other factors were used by Subhashini and Ramani Gopal (2013) to evaluate the status of QWL of women employees in selected garment factories in the Coimbatore district of Tamil Nadu.

In order to assess faculty members' perceptions of their work-life balance at the University of Tehran and the Sharif University of Technology, Mirkamali and Thani (2011) employed an adapted version of Walton's factors questionnaire. Included in this survey are questions about respondents' access to: sufficient and equitable remuneration; workplace safety and health; career advancement and advancement opportunities; job security; constitutionalist practises in the workplace; the social significance of work; personal freedom and autonomy; and social cohesion and integration in the workplace.

Emoluments, safe and healthy working conditions, social integration, social relevance of work, constitutionalism, opportunities to develop human capabilities, career planning, growth and development, work with job enrichment, and organisational structure are some of the nine dimensions used by Reddy and Reddy (2014) to measure QWL in public and private banks. Seven factors were used by Nitesh Sharma et al. (2013) to assess the quality of work life in small businesses: a pleasant workplace, opportunities for advancement, competitive pay, a sense of purpose in one's work, a supportive management team, an open door policy, an effective means of communication, and a schedule that allows for personal and professional needs to be met.

3. SCOPE OF THE STUDY

Regardless of the organisation for which they work, every employee should be treated fairly and with respect. The degree to which a person is treated ethically is mirrored, at least in part, in the quality of their work life. It has the potential to persuade employees to take actions that may negatively impact the firm's performance. In recent years, the quality of the work has become an increasingly crucial aspect in determining a company's degree of success. Not only have academics raised their eyebrows, but so have officials in government bodies. This project was created with all of these issues in mind, so that some valuable research may be conducted in this area. This is an important piece of work that will focus on the elements that employees may use to enhance the quality of their employment, resulting in increased efficiency and productivity.

4. OBJECTIVE OF THE STUDY

The primary goal of the research is to investigate the quality of work life in the Madharam Dolomite Mine, with a particular emphasis on a captive mine of the RINN/Vishakhapatnam steel factory as the location of the investigation. The following are some of the other goals of this study:

1. To understand the socioeconomic class of Madharam Dolomite Mine workers.
2. To determine the elements that influences the quality of life at Madharam Dolomite Mine.

5. HYPOTHESES OF THE STUDY

Hypotheses are recognized as an essential tool in research analysis; it influences the significance of new judgments and expectations. Hypotheses are formed into every research report based on underlying beliefs or assumptions. Following a comprehensive review of the relevant literature, an attempt was made to construct a conditional assumption to investigate its logical implications. For the analysis, the following hypotheses have been generated.

- **H01:** There is no significant impact of work environment on the employee's quality of work life
- **H02:** There is no significant impact of organization culture and climate on the employee's quality of work life.
- **H03:** There is no significant impact of relation and cooperation on the employee's quality of work life.
- **H04:** There is no significant impact of training and development on the employee's quality of work life.
- **H05:** There is no significant impact of compensation and rewards on the employee's quality of work life.

6. METHODOLOGY

- **Research Design:** Descriptive research
- **Sources of data:** For this study, the 174 workers who are employed in the Madharam Dolomite Mine will provide the primary data. The information will be gathered via the use of standardised questionnaires and interviews with personnel of the dolomite mine who hold a variety of positions.

Secondary data is gathered from a variety of journals and periodicals, such as magazines and business newspapers, as well as from subject-specific books and websites, among other sources.

- **Data collections methods:** The information was gathered via the use of a structured questionnaire, a survey approach, and a personal interview with customers.
- **Sampling area and size:** The sample unit for the research was drawn from the Madharam dolomite mine, and it consisted of two distinct groups: executive and non-executive workers. For this study, the 174 employees (executive and non-executive workers) who are employed in the Madharam Dolomite Mine will provide the primary data.
- **Sampling Method:** The sampling design is based on stratified random sampling approach was used for this particular research endeavour.

Stratified random sampling refers to a sampling technique in which a population is divided into discrete units (executive and non-executive workers) called strata based on similar attributes. The selection is done in a manner that represents the whole population. The sampling technique is preferred in heterogeneous populations because it minimizes selection bias and ensures that the entire population group is represented.

- **Statistical tools used:** ANOVAs, as well as multiple regression, were performed using SPSS 23.0 version for data analysis

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.814	.797	26

According to Table 1, the questionnaire was assessed for reliability and the findings are shown below. The constructed questionnaire has been pretested and validated via face validity by being provided to a carefully chosen group of experts, and it also has a sufficiently high reliability score. The outcome was a value of 0.814 for the. It shows that the data has a high level of dependability and validity.

6.1 Demographic Variables: The frequency distribution of demographic variables is presented in the following table.

Table 2 Demographic Analysis

Particulars	Classification	No of Responses	Percentage
Age	Below 25 Years	20	11.5
	26 years to 35 year	78	44.8
	36 years to 45 years	43	24.7
	46 years to 55 years	26	14.9
	56 years and above	7	4.0
Gender	Male	174	100.0
	Female	00	00
Education	ITI	34	19.5
	SSC	53	30.5
	Intermediate	41	23.6
	Graduation	32	18.4
Monthly income (in rupees)	Below Rs.50,000	13	7.5
	Rs.50,001 to Rs.60,000	28	16.1
	Rs.60,001 to Rs.70,000	41	23.6
	Rs.70,001 to Rs.80,000	51	29.3
	Rs.80,001 and above	41	23.6
Experience level	5 years below	4	2.3
	6 year to 10 years	13	7.5
	11 years to 15 years	6	3.4
	16 years to 20 years	73	42.0
	21 year and above	78	44.8
Total		N= 174	100.0

ANOVAS

6.2 ANOVA was conducted to determine the significant effect of work environment on the employee's quality of work life: An ANOVA is used to determine whether or not work environment has a substantial impact on the employee's quality of work life.

- *H01: There is no significant impact of work environment on the employee's quality of work life*

Table 2 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	10.973	12	.914	1.988	.028
Within Groups	74.061	161	.460		
Total	85.034	173			

It is observed that from the above table, the sum of the squares of the significant difference between means of the difference in the work environment and employee's quality of work life, and the between-groups variation 10.973 is due to interaction in samples between groups. If sample means are close to each other. The Within variation 74.061 is due to differences within individual samples. The table also lists the F statistic 1.988. The significance level of 0.028 is less than 0.05, indicating that the null the hypothesis was rejected and the alternative hypothesis accepted; thus, there is a significant impact of work environment on the employee's quality of work life.

6.3 ANOVA was conducted to determine the significant effect of organization culture and climate on the employee's quality of work life: An ANOVA is used to determine whether or not organization culture and climate has a substantial impact on the employee's quality of work life.

- *H02: There is no significant impact of organization culture and climate on the employee's quality of work life.*

Table 3 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4.428	12	.369	.409	.009
Within Groups	145.299	161	.902		
Total	149.727	173			

It is observed that from the above table, the sum of the squares of the significant difference between means of the difference in the organization culture and climate and employee's quality of work life, and the between-groups variation 4.428 is due to interaction in samples between groups. If sample means are close to each other. The Within variation 145.299 is due to differences within individual samples. The table also lists the F statistic .409. The significance level of 0.009 is less than 0.05, indicating that the null the hypothesis was rejected and the alternative hypothesis accepted; thus, there is a significant impact of organization culture and climate on the employee's quality of work life.

6.4 ANOVA was conducted to determine the significant effect of relation and cooperation on the employee's quality of work life: An ANOVA is used to determine whether or not relation and cooperation has a substantial impact on the employee's quality of work life.

- *H03: There is no significant impact of relation and cooperation on the employee's quality of work life.*

Table 4 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	16.802	12	1.400	1.696	.022
Within Groups	132.925	161	.826		
Total	149.727	173			

It is observed that from the above table, the sum of the squares of the significant difference between means of the difference in the relation and cooperation and employee's quality of work life, and the between-groups variation 16.802 is due to interaction in samples between groups. If sample means are close to each other. The Within variation 132.925 is due to differences within individual samples. The table also lists the F statistic 1.696. The significance level of 0.022 is less than 0.05, indicating that the null the hypothesis was rejected and the alternative hypothesis accepted; thus, there is a significant impact of relation and cooperation on the employee's quality of work life.



6.5 ANOVA was conducted to determine the significant effect of training and development on the employee's quality of work life: An ANOVA is used to determine whether or not training and development has a substantial impact on the employee's quality of work life.

- **H04:** *There is no significant impact of training and development on the employee's quality of work life.*

Table 5 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	23.264	9	2.585	3.352	.001
Within Groups	126.463	164	.771		
Total	149.727	173			

It is observed that from the above table, the sum of the squares of the significant difference between means of the difference in the training and development and employee's quality of work life, and the between-groups variation 23.264 is due to interaction in samples between groups. If sample means are close to each other. The Within variation 126.463 is due to differences within individual samples. The table also lists the F statistic 3.352. The significance level of 0.001 is less than 0.05, indicating that the null the hypothesis was rejected and the alternative hypothesis accepted; thus, there is a significant impact of training and development on the employee's quality of work life.

6.6 ANOVA was conducted to determine the significant effect of compensation and rewards on the employee's quality of work life: An ANOVA is used to determine whether or not compensation and rewards has a substantial impact on the employee's quality of work life.

- **H05:** *There is no significant impact of compensation and rewards on the employee's quality of work life*

Table 6 ANOVA Results

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.318	9	.258	.369	.014
Within Groups	114.604	164	.699		
Total	116.922	173			

It is observed that from the above table, the sum of the squares of the significant difference between means of the difference in the compensation and rewards and employee's quality of work life, and the between-groups variation 2.318 is due to interaction in samples between groups. If sample means are close to each other. The Within variation 114.604 is due to differences within individual samples. The table also lists the F statistic .369. The significance level of 0.014 is less than 0.05, indicating that the null the hypothesis was rejected and the alternative hypothesis accepted; thus, there is a significant impact of compensation and rewards on the employee's quality of work life.

7. LIMITATIONS OF THE STUDY

- It is possible that the sample in Madharam Dolomite Mine, Telanagna is not representative of the whole population since it is selected from a cross-section of mine, not the entire population. The statement's generality would also be restricted due to these considerations.
- To account for potential limitations such as universe-related, respondent bias, a lack of published / unpublished stress literature and coping mechanisms, and time constraints, 174 respondents were selected from Madharam Dolomite Mine, Telanagna state.
- As a final step, an evaluation of the quality of work life at Madharam Dolomite Mine in khammam, Telangana, was conducted as a part of the investigation.
- Although respondents' perceptions may vary between sectors, they are generally positive in the private and public sectors due to variables such as differences in age and gender and differences in education, attitude, income, career, and experience.
- Respondents' personal biases likely impacted the findings somehow, even though many quantitative and qualitative methodologies were used to verify the results.

8. RESULTS

This research gave an in-depth look at the quality of life in the Madharam Dolomite Mine in Telanagna. This study indicated that the quality of work life should not simply be investigated in terms of activities aiming to enhance employee work life. Rather, there are a variety of elements that might have a negative impact on employees' quality of life at work, including the circumstances in which they work and the challenging, stressful



settings in which they labour. Quality of work life initiatives, on the other hand, may give certain pleasant experiences for employees, particularly when they encourage the ability to interact and create relationships with coworkers and assist to meet employee demands for work life balance. As a result, such projects should be undertaken at regular intervals. Positive impacts of quality of work life, which may be offered via quality of work life initiatives, can generate increased self-confidence among employees and encourage them about the service they provide to commuters. The assumption that professionalism gives to the workers themselves is relevant to the relationship between quality of work life and quality of service. Professionalism can overcome the negative pressures that affect both work life and service quality.

The way Madharam Dolomite Mine personnel live at home and at work is intrinsically tied to their physical and psychological wellbeing. Growing dangers to well-being, such as increased road traffic and more tight operating schedules due to commercial pressure, will undoubtedly contribute to the hardship felt by workers. Such observations may contribute to the notion that poor employee well-being is a necessary part of the job in Madharam Dolomite Mine, but this viewpoint is neither helpful nor ethically appropriate because the majority of employees are satisfied with the working conditions and work-life balance in Madharam Dolomite Mine. Organizations must collaborate with academics, trade unions, policymakers, and workers to develop programmes that protect people from job stress and enhance the quality of their work life.

While this research explored the many elements of quality of work life among Madharam Dolomite Mine workers from the participants' perspectives, it solely concentrated on the personal aspects. Nonetheless, it is hoped that the current results will not only provide valuable insights and draw management's attention to the deteriorating condition of the Madharam Dolomite Mine employees and highlight their quality of work life, but will also provide a tentative starting point towards a greater understanding of the current scenario that the employees are facing in order to bring about an improvement.

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