



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	Title & Name of the Author (s)	Page No.
1.	PRODUCTIVITY AND THE EFFECT OF TAXATION ON ECONOMIC GROWTH IN NIGERIA GODWIN CHIGOZIE OKPARA	6
2.	APPRAISAL OF ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES IN NORTH EAST INDIA WITH PARTICULAR REFERENCE TO TRIPURA DR. SUBRATA DEBNATH	16
3.	ATTITUDINAL AND BIOGRAPHICAL FACTORS RESPONSIBLE FOR LAPSES OCCURING IN THE LIFE INSURANCE SECTOR: A CASE STUDY OF NORTH WEST HARYANA DR. VIKAS DARYAL, MRS. GARIMA GUPTA & MS. PRABHJOT KAUR LAMBA	22
4.	ROLE OF SELF HELP GROUPS (SHPS) IN WOMEN EMPOWERMENT - AN EMPIRICAL STUDY DR. G. SUDARSANA REDDY	29
5.	STOCK RETURNS AND MARKET EFFICIENCY: AN EMPIRICAL STUDY ON INDIAN STOCK MARKET KOUSTUBH KANTI RAY	35
6.	A COMPARATIVE STUDY OF ORGANIZATIONAL CHANGE METHODOLOGIES AND APPROACHES DR. SUNIL KUMAR	42
7.	RELATIONSHIP BETWEEN STOCK PRICE AND EXCHANGE RATE IN INDIA S. SYED AHAMED, DR. K. CHANDRASEKHARA RAO & DR. MALABIKA DEO	51
8.	PORTFOLIO OPTIMIZATION USING DATA ENVELOPMENT ANALYSIS & SHARPE'S METHOD HARENDRA SINGH	56
9.	ENVIRONMENT MANAGEMENT SYSTEM IN INDIAN FOOD PACKAGING INDUSTRY: VARIABLE IDENTIFICATION AND SELECTION ARCHANA SHEKHAWAT & PROF. (DR.) N.V.MURALIDHAR RAO	64
10.	BSE AND SECTORAL INDICES: A COMPARITIVE STUDY M.MADHAVI & RADHIKA.RAAVI	71
11.	ERM: A KEY TO THE SUCCESS OF CRM DR JAKKA SURESH REDDY & C. S. JAYANTHI PRASAD	76
12.	POST - PRODUCTIVITY PERFORMANCE OF INDIAN ESOP PHARMACEUTICAL CORPORATE SECTOR DR. RAMESH KUMAR DHIMAN, DR. SURENDER KUMAR GUPTA & DR. SURIENDER KUMAR NAGIA	80
13.	FINANCIAL INCLUSION: OLD WINE IN NEW BOTTLE DR. GAURAV AGGARWAL, PROF. SUDHIR SAKSENA & MS. SATINDER KAUR	87
14.	WORKING CAPITAL MANAGEMENT AND PROFITABILITY – CASE OF INDIAN PETROCHEMICALS COMPANY- RIL, HPCL, GAIL PRAKASH CHAWLA, SANDHYA HARKAWAT & ILAS KHAIRNAR	90
15.	RELATIONSHIP BETWEEN FII & SENSEX (JANUARY 2007-DECEMBER 2009) DR. JIMMY KAPADIA, MS. POOJA PATEL & MR. BHAVIK PANCHOLI	96
16.	A STUDY OF FINANCIAL PERFORMANCE OF SELECT INDIAN SCHEDULED COMMERCIAL BANKS USING CAMELS METHODOLOGY FOR 2006-2010 PROF. SVETLANA TATUSKAR	105
17.	PASSENGER'S ATTITUDE & SATISFACTION IN RAILWAYS (SPECIAL REFERENCE TO COIMBATORE REGION) DR. N. BHARATHI	121
18.	MEASURING QUALITY OF WORK LIFE: AN INTEGRATION OF CONCEPTUAL RELATIONSHIP WITH PRODUCTIVITY P. MOHANRAJ & R. RAMESH	128
19.	E-BANKING MANAGEMENT: IMPACT, RISKS, SECURITY MRS. BHAVNA BAJPAI	132
20.	THE INDIAN RURAL MARKET – AN UNTAMED TIGER PROF. ARPIT R. LOYA	137
	REQUEST FOR FEEDBACK	141

CHIEF PATRON**PROF. K. K. AGGARWAL**

Founder Vice-Chancellor, G. G. S. Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar (Hr.)

PATRON**SH. RAM BHAJAN AGGARWAL**

Ex. State Minister for Home & Tourism, Government of Haryana
 President, Governing Body, Vaish College, Bhiwani
 Vice-President, Dadri Education Society, Charkhi Dadri
 President, Chinar Syntex Ltd., Bhiwani (Textile Mills)

CO-ORDINATOR**DR. SAMBHAV GARG**

Faculty, M. M. Institute of Management
 Maharishi Markandeshwar University, Mullana, Ambala, Haryana

ADVISORS

- **PROF. M. S. SENAM RAJU**

Director A. C. D., S.O.M.S., I.G.N.O.U., New Delhi

- **PROF. M. N. SHARMA**

Chairman, M.B.A., Hr. College of Tech. & Mgt., Kaithal

- **PROF. PARVEEN KUMAR**

Director, M.C.A., Meerut Inst. of Eng. & Tech., Meerut, U. P.

- **PROF. H. R. SHARMA**

Director, Chhatrapati Shivaji Institute of Technology, Durg, (C.G.)

- **PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

- **PROF. MANOHAR LAL**

Director & Chairman, S.O.C.I.S., I.G.N.O.U., New Delhi

EDITOR

- **PROF. R. K. SHARMA**

Tecnia Inst. of Advanced Studies, Delhi

CO-EDITOR

- **DR. ASHOK KHURANA**

Associate Professor, G. N. Khalsa College, Yamunanagar

EDITORIAL ADVISORY BOARD

- **DR. AMBIKA ZUTSHI**

Faculty, School of Management & Marketing, Deakin University, Australia

- **DR. VIVEK NATRAJAN**

Faculty, Lomar University, U.S.A.

- **PROF. SANJIV MITTAL**

U.S.M.S., Guru Gobind Singh I. P. University, Delhi

- **PROF. KRISHAN CHAND MITTAL**

S.O.M.S., Punjabi University, Patiala, Punjab

- **PROF. SATISH KUMAR**

Dean (Management), Galaxy Global Group of Institutions, Dinarpur, Ambala

- **PROF. ROSHAN LAL**

M. M. I.M., M. M. University, Mullana

- **PROF. ANIL K. SAINI**

Chairperson (CRC), Guru Gobind Singh I. P. University, Delhi

- **DR. TEJINDER SHARMA**

Reader, Kurukshetra University, Kurukshetra

- **DR. KULBHUSHAN CHANDEL**

Reader, Himachal Pradesh University, Shimla, Himachal Pradesh

- **DR. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

- **DR. SAMBHAVNA**

Faculty, I.I.T.M., Delhi

- **DR. MOHINDER CHAND**

Associate Professor, Kurukshetra University, Kurukshetra

• **DR. MOHENDER KUMAR GUPTA**

Associate Professor, P.J.L.N. Govt. College, Faridabad

• **DR. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

• **DR. VIKAS CHOUDHARY**

Asst. Professor, N.I.T. (University), Kurukshetra

• **DR. SHIVAKUMAR DEENE**

Asst. Professor, Govt. F. G. College Chitguppa, Bidar, Karnataka

ASSOCIATE EDITORS

• **PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh

• **PROF. ABHAY BANSAL**

Head, Department of I.T., Amity School of Eng. & Tech., Amity University, Noida

• **DR. PARDEEP AHLAWAT**

Reader, I.M.S.A.R., Maharshi Dayanand University, Rohtak

• **SURUCHI KALRA CHOUDHARY**

Head, Dept. of Eng., Hindu Girls College, Jagadhri

• **PARVEEN KHURANA**

Associate Professor, M. L. N. College, Yamuna Nagar

• **SHASHI KHURANA**

Associate Professor, S.M.S.K.L.G. College, Barara, Ambala

• **SUNIL KUMAR KARWASRA**

Vice-Principal, Defence College of Education, Tohana, Fatehabad

• **BHAVET**

Lecturer, M. M. Institute of Management, Maharishi Markandeshwar University, Mullana

TECHNICAL ADVISORS

• **DR. ASHWANI KUSH**

Head, Computer Science, University College, Kurukshetra University, Kurukshetra

• **DR. BHARAT BHUSHAN**

Head, Department of Computer Science & Applications, G. N. Khalsa College, Yamunanagar

• **DR. VIJAYPAL SINGH DHAKA**

Head, Department of Computer Applications, Institute of Management Studies, Noida

• **DR. ASHOK KUMAR**

Head, Department of Electronics, D. A. V. College (Lahore), Ambala City

• **DR. ASHISH JOLLY**

Head, Computer Department, S. A. Jain Institute of Management & Technology, Ambala City

• **MOHITA**

Lecturer, Yamuna Inst. of Eng. & Tech., Village Gadholi, P. O. Gadholi, Yamunanagar, Haryana

• **AMITA**

Lecturer, E.C.C., Safidon, Jind

• **MONIKA KHURANA**

Associate Professor, Hindu Girls College, Jagadhri

• **ASHISH CHOPRA**

Sr. Lecturer, Doon Valley Institute of Engineering & Technology, Karnal

• **SAKET BHARDWAJ**

Lecturer, Haryana Engineering College, Jagadhri

• **NARENDRA SINGH KAMRA**

Faculty, J.N.V., Pabra, Hisar

• **DICKIN GOYAL**

Advocate & Tax Adviser, # 874, Sec. - 8, Panchkula

• **NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

• **JITENDER S. CHAHAL**

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

• **CHANDER BHUSHAN SHARMA**

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

CALL FOR ARTICLES/RESEARCH PAPERS

We invite original research papers in the area of finance, marketing, HRM, Banking, Insurance, and other allied subjects. The above mentioned tracks are only indicative, and not exhaustive. The journal expects unpublished and original quality research articles/papers only.

You may submit your articles/papers at the email addresses, info@ijrcm.org.in or infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF ARTICLE/PAPER

1. COVERING LETTER FOR SUBMISSION:

The Editor
IJRCM

Subject: Submission of Manuscript.

Dear Sir/Madam,

Find my submission of research paper/article for possible publications in your e-journal.

I hereby affirm that the content of this manuscript are original. Furthermore it has been neither published elsewhere fully or partially or any language nor submitted for publication (fully or partially) elsewhere simultaneously.

I affirm that the all author (s) have seen and agreed to the submitted version of the paper and their inclusion of name(s) as co-author(s).

Also, if our research paper/article accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your two journals i.e. International Journal of Research in Commerce & Management or International Journal of Research in Computer Application & Management..

Name of Corresponding Author (s)

Affiliation:

Mailing address:

Mobile Number (s):

Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in English prepared on a standard A4 size paper setting. It must be prepared on a double space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point-Times New Roman Font with page numbers at the bottom and centre of the every page.

3. **MANUSCRIPT TITLE:** The title of the paper should be in a 14 point Times New Roman Font. It should be bold typed, centered and fully capitalised.

4. **AUTHOR NAME(S) & AFFILIATIONS:** The author(s) full name, affiliation(s), mobile/landline numbers, and email/alternate email address should be in 10-point Times New Roman. It must be centered underneath the title.

5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 300 words. The abstract must be informative and explain background, aims, methods, results and conclusion.

6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stop at the end.

7. **HEADINGS:** All the headings and sub-headings should be in a 12 point-Times New Roman Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.

8. **MAIN TEXT:** The main text should be in a 12 point-Times New Roman Font, single spaced, fully justified.

9. **FIGURES & TABLES:** These must be simple, centered & numbered, and table titles must be above the tables. Sources of data should be mentioned below the table.

10. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to Harvard Style of Referencing. The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow the references as per following:

- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (ed.) for one editor, and (ed.s) for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order...
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- Note that italics are used only for titles of books and names of journals. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parentheses.
- Use endnotes rather than footnotes.
- The location of endnotes within the text should be indicated by superscript numbers.
- For sources which have insufficient details to be included in the Reference, use endnotes (such as interviews, some media sources, some Internet sources).

See the following for style and punctuation in References:

Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio," Ohio State University.

Contributions to books

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.
- Kiran Ravi, Kaur Manpreet (2008), Global Competitiveness and Total Factor Productivity in Indian Manufacturing, International Journal of Indian Culture and Business Management, Vol. 1, No.4 pp. 434-449.

Conference papers

- Chandel K.S. (2009): "Ethics in Commerce Education." Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

Unpublished dissertations and theses

- Kumar S. (2006): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University.

Online resources

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

Website

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on 11 September 2009 <http://epw.in/epw/user/viewabstract.jsp>

MEASURING QUALITY OF WORK LIFE: AN INTEGRATION OF CONCEPTUAL RELATIONSHIP WITH PRODUCTIVITY

P. MOHANRAJ

ASST. PROFESSOR

CHETTINAD COLLEGE OF ENGINEERING & TECHNOLOGY
KARUR, TAMILNADU

R. RAMESH

ASST. PROFESSOR

CHETTINAD COLLEGE OF ENGINEERING & TECHNOLOGY
KARUR, TAMILNADU

ABSTRACT

This empirical study was done for Measuring Quality of Work life (QWL) in textile industry and examines the conceptual relationship with productivity. This study adopts the four dimensions, namely Welfare measures, Inter-personal relations, Work life balance and Growth & Security. The sample consists of employees specifically workers from the weaving mills. Several studies commonly correlates with job satisfaction but no study on QWL has associated with its productivity. The study is based on data obtained from primary sources. A well structured questionnaire was developed and personally administered to the respondents. Descriptive analysis was used to discuss a profile of the respondents. Factor analysis was used to reduce insignificant variables. An independent sample t-test and one way ANOVA were then conducted to compare the perception means groups with different demographic characteristics. This study identifies the determinant factors of QWL and its impact on productivity. The result indicates that among the above four dimensions of QWL, Welfare measures are the most influencing factor for higher productivity and organisational achievements.

KEY WORDS

Quality of Work life, Productivity, Welfare measures and Work life Balance.

INTRODUCTION

Economic downturn has hit industries, companies and functions within organisations. The most hit of all the functions appears to be human resource management, Employer hiring has been halted, budget on training and development has been halted, budget on training and development has been hacked, employee have been hacked, employees have been laid off, salaries have been slashed. All these happenings are visible, talked of, and have hit headlines in newspapers and TV channels. Indian organisations have increased sizably in the last few years, However, the success rate is very low because of the mismatch and failure to manage the human resource properly. After the liberalization, Privatization and Globalization (LPG) process in the early 1995, the organizations have come to understand the fact that the people are the centre of the whole system. For creating a performing organization and to sustain the performance, HR orientation needs to be top-down and should also involve the line managers to ensure sustainable peak performance. It is evident that most of the problems in an organization are human related, as human beings are dynamic and complex. Hence, to manage the human resource in any sector is a challenging job. Moreover, unless organizations learn to tune human resources, success will be elusive.

QUALITY OF WORK LIFE

"Quality of work life refers to programmes designed to create a workplace that enhances employee well-being" (Thomas S. Bateman and Scott A. Snell: 2003). Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement. Lawler (1982) defines, QWL in terms of job characteristics and work conditions, highlights that the core dimension of the entire QWL in the organization is to improve employees well being and productivity.

Organisations, in past, gave mere importance on advanced technology for higher productivity surpassing the need and mental state of its employees. This created a negative impact on the working environment among the employees. Thus it was realised that societal support goes hand in hand with technical innovations. This innovation can only be made through quality of work life programmes. Quality of work life denotes all the organisational inputs which aim at the employee's satisfaction and enhancing organisational effectiveness. QWL is the degree of excellence brought about work and working conditions which contribute to the overall satisfaction and performance, primarily at the individual level but finally at the organisational level. Quality of working life has assumed increasing interest and importance in both industrialised as well as developing countries of the world. In India, its scope seems to be more broader than many labour legislation enacted to protect the workers. It more than a sheer work organisation movement which focuses on job security and economic growth to the employees.

LITERATURE REVIEW

Procedural justice concerns the fairness of the ways used to determine the distribution of resources among employees (Greenberg, 1990). Shore and Shore (1995) suggested that repeated instances of fairness in decisions concerning resource distribution should have a strong cumulative effect on POS by indicating a concern for employees' welfare. It is suggested that human resources practices showing recognition of

employee contributions should be positively related to POS. A variety of rewards and job conditions have been studied in relation to POS—for example, recognition, pay, promotions, job security, autonomy, role stressors, and training.

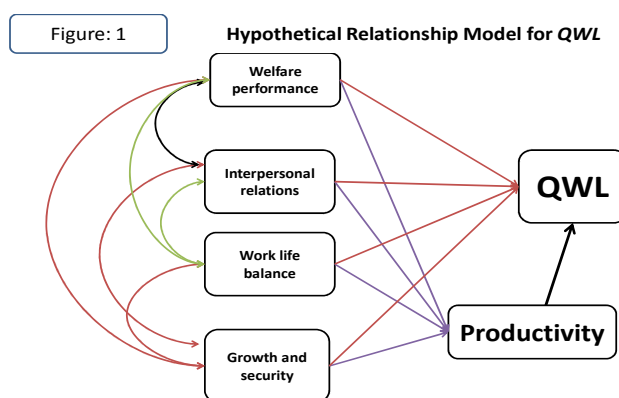
By autonomy, we mean employees' perceived control over how they carry out their job, including scheduling, work procedures, and task variety. Autonomy has traditionally been highly valued in Western culture (Geller, 1982; Hogan, 1975). Just as employees form global perceptions concerning their valuation by the organization, they develop general views concerning the degree to which supervisors value their contributions and care about their well-being (i.e., perceived supervisor support; Kottke & Sharafinski, 1988). Because supervisors act as agents of the organization, having responsibility for directing and evaluating subordinates' performance, employees view their supervisor's favorable or unfavorable orientation toward them as indicative of the organization's support (Eisenberger et al., 1986; Levinson, 1965).

In some studies, employees were asked to evaluate the fairness of their outcomes relative to a reference group (i.e., distributive justice; Greenberg, 1990). In other studies, in which employees were asked simply to evaluate the favorableness of outcomes without a specified reference group, they presumably made such comparisons implicitly.

METHODOLOGY

A number of attempts have been made to identify various dimensions of this concept. Keeping in view, this study was carried out in the Textile sector, more specifically in weaving mills in Tamilnadu. The target group were directly engaged with the weaving process of warping, sizing, drawing, looming and inspection activities.

The study is based on data obtained from primary sources. A well structured questionnaire was developed and personally administered to the respondents. The questionnaire consists of 25 Likert's 7 point scale items. Nearly half of the items are phrased positively and half negatively. A positively worded statement is one for which a very satisfied participant would select "strongly Agree", A negatively worded statement is one for which a very satisfied participant would check "strongly disagree", Stamps (1997). The present study examines the determinants of QWL in textile mills and Study the relationship between determinants of QWL and organisational productivity.



ANALYSIS AND DISCUSSIONS

Descriptive analysis was used to discuss a profile of the respondents. Factor analysis was used to reduce insignificant variables. An independent sample t-test and one way ANOVA were then conducted to compare the perception means groups with different demographic characteristics. More than half of the respondents were male. All respondents were under 55 years of age and the majority of them were in the age group of 18-25 years. The education level of the majority of the respondents was above schooling.

Table: 1 Respondents' profile

Factor	Items	Basis	Frequency	Percentage
D1	Gender	Male	104	53.30
		Female	091	46.70
D2	Age group	18 -25 years	57	29.20
		26 -35 years	97	49.70
		36 -35 years	36	18.50
		46 -55 years	05	02.60
D3	Educational level	Schooling	104	53.33
		Diploma/ ITI	043	22.05
		UG Graduates	025	12.83
		PG Graduates	023	11.79
D4	Marital status	Single	113	57.90
		Married	082	42.10

Source: Primary Data

Independent t-test and one way ANOVA were used to test the differences between groups in terms of D1,D2,D3, D4 and demographic characteristics of the sample . The findings showed that there was no significant difference in terms of gender, marital status, age group and income level. The test (Bonferroni) showed that the Diploma and ITI (Technical) group had a significantly higher factor score on welfare measure than the other group. Principal component factor analysis with Varimax rotation was used on the 25 items that assessed determinants of QWL and its relationship on productivity,

Table : 2 Factor Mean score

Dimensions	Loading	Mean	Mean Average
Welfare Measures			
Fair & Equitable Compensation	0.821	5.58	5.473
Safety and Healthy work place	0.826	5.63	
Extramural amenities	0.746	5.28	
Wage Balance/ Favourable job conditions	0.763	5.60	
Social insurance	0.622	5.30	
Recreation facilities	0.561	5.45	
Interpersonal relations & Participation			
Freedom and Autonomy	0.568	5.42	5.256
Inter departmental co-operation	0.650	5.20	
Supportive work culture	0.638	5.43	
Good relationship with superior	0.790	5.01	
Proper communication system	0.621	5.22	
Work life balance			
Influence on family routine	0.714	4.68	4.935
Leisure possibilities	0.701	5.19	
Time of work & Rest	0.726	5.05	
Solitude	0.848	4.82	
Growth & Security			
Professional growth	0.862	4.03	4.515
Constitutionalism	0.528	5.23	
Security of employment	0.640	3.87	
Promotional prospects	0.638	4.93	

Source: Primary data

The Bartlett test of sphericity was significant (Bartlett's test of sphericity = 2148.562, significance = .000) and the Kaiser-Meyer – Olkin measure of sampling adequacy was larger than 0.6 (KMO = 0.887). This showed that the use of factor analysis was appropriate. Nineteen of the 25 items in the questionnaire were reduced to four factors with factor loadings greater than 1.0. These factors were used in the subsequent independent sample t-test, one way ANOVA and Multiple regression analysis. The resultant factor structure explained 63.36% of the variance. The four factor mean scores and the loadings of each item are listed in Table No.2. The overall reliability of the scale was satisfactory, since the Cronbach's alpha co-efficient was equal to 0.8126. In addition, all dimensions rendered standard co-efficient larger than 0.7 and the reliability co-efficient of each factor ranged from 0.724 to 0.882. Welfare measures, which was composed of six items (alpha = 0.876) accounted for 42.246% of the variance and it had the highest mean score (5.47) among the four dimensions. Interpersonal relations, which was composed of five items (alpha = .8815), accounted for 9.555% of the variance and held the second highest mean score (5.256) among the four dimensions. Work life Balance, which was include four items (alpha = .8011) and accounted for 6.862% of the variance and it had the Third position among the four dimension, (Mean score = 4.8935). Growth and Security, which was the fourth factor with four items (alpha = .7221) explaining 5.821% of the variance and having the lowest mean score (4.515).

Table No. 3

Relationship between four Dimensions and Quality of work life

Relationship between four Dimensions and Quality of work life			
Dimensions	β	Beta	Sig. T
Welfare measures	0.423	0.412	0.001
Interpersonal relations	6.547E-02	0.083	0.283
Work life Balance	0.176	0.181	0.008
Growth and Security	0.214	0.199	0.004

Source: Primary data

As per the results of Multiple regression model shown in the Table No:3, the relationship between four dimension and quality of work life are inter-related, the Welfare measures, Work life balance and Growth and Security were statistically significant (Sig. T < 0.05). In addition, Welfare measures had a greatest influence towards Quality of Work life.

Table No. 4

Relationship between four Dimensions and Productivity

Relationship between four Dimensions and Productivity			
Dimensions	β	Beta	Sig. T

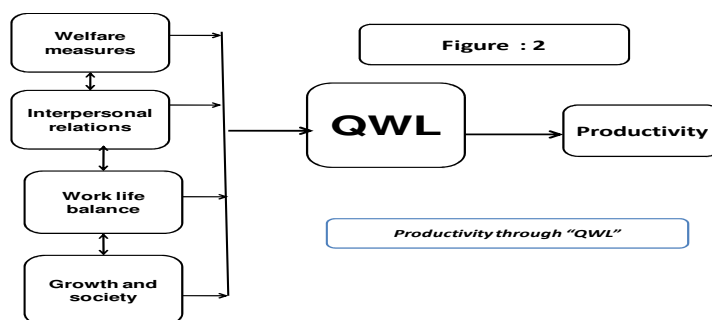
Welfare measures	0.231	0.252	0.000
Interpersonal relations	0.292	0.298	0.001
Work life Balance	0.310	0.301	0.001
Growth and Security	-1.413E-02	-0.016	0.837

Source: Primary data

More over from the four dimensions, all dimensions except Growth and Security, showed statistically significance, (Sig. T < 0.05) (Table No.4). In addition, the strongest correlation was found with Welfare measures in this relationship analysis.

CONCLUSION

After analysing the relationship among QWL indicators, the following conclusions can be made. There is a positive correlation between QWL and some factors, such as Welfare Measures, Interpersonal relations & Participation, Work life balance and Growth & Security. The QWL indicators are potentially influence both QWL and productivity. This QWL and productivity relationship is diagrammatically presented in Figure:2.



The interdependence between QWL and other common factors are not disturbed even when social cultural background is taken in to consideration. To conclude, QWL is viewed as a wide ranging concept which includes adequate welfare facilities, inter personal relationship, workers participation and social integration in the work organisation that enables an individual to develop and use all his capabilities towards knowledge based workforce. In an increasing competitive environment, it is difficult to separate Home and Work life. Employees today are more likely to express a strong desire to have a harmonious balance among carrier, family life and leisure activities. So that it is necessary for organisations to help employees to balance their work and non work demands (Lewis, 1977). To create a proper quality of work life, there has to be balance between organisation leadership, organisation structure and individual employee (Thomas S. Bateman and Scott . A..Snell, 2003). Quality of work life efforts assume that employees will add to an organisations success if they feel that their contributions are meaningful and important, (Wheelen and Hunger: 2000). Rather than using specific short term programmes, effective organisations secure employee involvement through adequate fair compensation, Safety and Healthy environment, Professional growth, Social integration, Solitude, Interpersonal relations and participation, Team building, suggestion systems and quality circles. Therefore organisations are required to adopt a strategy to improve the employees' quality of work life to satisfy both the organisational objective and employee needs in order to improve the productivity. Learning opportunities and skill discretion have also proven to have a positive effect on job satisfaction and reduced job stress that will lead to better QWL. An organisation need to promote and maintains a favourable work environment that results, excellence in Freedom and Autonomy, Solitude, Balancing of work and family life, Good relationship with superiors and Supportive work culture.

REFERENCES

- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support, *Journal of Applied Psychology*, 71, pp.500–507.
- Eliso and Ellen (2001), "An examination of work and personal life conflict, organizational support and employee health among International Expatriates", *International Journal of Inter cultural relations*, 25. pp.261- 278.
- Geller, L. (1982). The failure of self-actualization therapy: A critique of Carl Rogers and Abraham Maslow. *Journal of Humanistic Psychology*, 22, 56–73.
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. *Journal of Management*, 16, 399–432.
- Hogan, R. (1975). Theoretical egocentrism and the problem of compliance. *American Psychologist*, 30, 533–540.
- Kandala, Srinivas R., Strategic Human Resource Development, Prentice Hall of India Pvt. Ltd, New Delhi 2001.
- Kottke, J. L., & Sharafinski, C. E. (1988). Measuring perceived supervisory and organizational support. *Educational and Psychological Measurement*, 48, 1075–1079.
- Lawer.E.E. LLL, 1982, "Strategies for improving the quality of work life", *American psychologist*, 37, pp.486 -693.
- Levinson, H. (1965). Reciprocation: The relationship between man and organization. *Administrative Science Quarterly*, 9, 370–390.
- Lewis.S. (1977), "An International perspective on work family issues", In:S.Parasuraman and J.H.Greenhaus eds *Integrating work and family, Challenges and choices for a Changing world*, West prot, C.N.Quorun Books.
- Lynaham , Susan.A, Chermackes, Thoma. S.J.,and Noggle, Melsia A., "Selecting organization Development Theory from a HRD perspectives" *Human Resource Development Review*, Vol.3,No.2, June 2004.
- Mirvis, P.H. and Lawler, E.E. (1984) Accounting for the Quality of Work Life. *Journal of Occupational Behaviour*. (5. 197-212.)
- Shore, L. M., & Shore, T. H. (1995). Perceived organizational support and organizational justice. In R. S. Cropanzano & K. M. Kacmar (Eds.), *Organizational politics, justice, and support: Managing the social climate of the workplace* (pp. 149–164). Westport, CT: Quorum.

REQUEST FOR FEEDBACK

Esteemed & Most Respected Reader,

At the very outset, International Journal of Research in Commerce and Management (IJRCM) appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to take this opportunity to request to your good self to supply your critical comments & suggestions about the material published in this issue as well as on the journal as a whole, on our E-mails i.e. **info@ijrcm.org.in** or **infoijrcm@gmail.com** for further improvements in the interest of research.

If your good-self have any queries please feel free to contact us on our E-mail **enquiryijrcm@gmail.com**.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator