



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	CUSTOMER SATISFACTION AND SUSTAINABLE FIRM PERFORMANCE: THE ROLE OF UNCERTAINTY <i>DR. SANAL K. MAZVANCHERYL</i>	1
2.	MOVEMENT FROM EEE SYSTEM TO EET SYSTEM <i>DR. SAMBHAV GARG</i>	7
3.	THE IMPACT OF CAPITAL STRUCTURE-CHOICE ON FIRM PERFORMANCE: EMPIRICAL INVESTIGATION OF LISTED COMPANIES IN COLOMBO STOCK EXCHANGE, SRILANKA <i>B. PRAHALATHAN & DR. (MRS.) R.P.C.RANJANI</i>	12
4.	AN ANALYSIS OF ORGANISATIONAL CULTURE IN THE COMPANIES <i>DR. ARAVIND. S., DR. FISSEHA GIRMA TESSEMA & DR. HAILAY GEBRETINSAE</i>	17
5.	RESOLVING EXPECTATIONS GAPS IN FINANCIAL REPORTING: ISSUES FOR INTERNATIONAL FINANCIAL REPORTING STANDARDS <i>DR. JOHN A. ENAHORO</i>	25
6.	E-BANKING SCENARIO AND ITS IMPACT ON CUSTOMERS' SATISFACTION IN INDIA <i>PROF. (DR.) SULTAN SINGH & SAHILA CHAUDHRY</i>	29
7.	A COMPREHENSIVE FINANCIAL ANALYSIS OF AQUA CULTURE FEED INDUSTRIES IN SOUTH INDIA <i>ASLAM CHINARONG, PROF. (DR.) K. MARAN & DR B. YAMUNA KRISHNA</i>	35
8.	A STUDY ON COUSTOMER SATISFACTION TOWARDS RELIANCE TELICOM IN TAMILNADU WITH SPECIAL REFERENCE TO SALEM CITY <i>MR. B. ADHINARAYANAN & DR. K. BALANAGA GURUNATHAN</i>	39
9.	VALUE FOR THE MONEY - SUCCESS MANTRA FOR MARKETERS IN RURAL MARKET <i>DR. N. RAJASEKAR & R.PRIYA</i>	44
10.	INDIGENOUS BRANDING – INDIA'S FUTURE BRAND STRATEGY (AN EMPIRICAL STUDY OF THREE DECADES OF BRAND WARFARE IN INDIA) <i>DR. S. P. RATH, PROF. BISWAJIT DAS & PROF. CHEF GERARD D' SOUZA</i>	49
11.	STOCK PRICE REACTION OF THE MERGED BANKS – AN EVENT STUDY APPROACH <i>DR. P. NATARAJAN & K. KALAICHELVAN</i>	54
12.	A STUDY ON ABSENTEEISM OF EMPLOYEES IN RETAILING INDUSTRY <i>DR. N. SANTHI, MRS. D. MARIA ANGELIN JAYANTHI & MS. HEMALATHA</i>	61
13.	MEASURING OF QUALITY OF WORK LIFE IN TEXTILE INDUSTRIES - AN INTEGRATION OF CONCEPTUAL RELATIONSHIP WITH PRODUCTIVITY <i>N. MOHAN & DR. J. ASHOK</i>	67
14.	RISK MANAGEMENT STRATEGIES AND PRACTICES IN THE BANKING SECTOR: CHALLENGES ARISING FROM GLOBAL RECESSION – KEY TO SURVIVAL & GROWTH <i>K. BHAVANA RAJ & DR. SINDHU</i>	71
15.	PREVENTIVE MEDICINE TO COMBAT OCCUPATIONAL STRESS OF EMPLOYEES IN BPO ORGANISATIONS – INDIA'S NEED OF THE HOUR <i>DR. R. SRINIVASAN & MRS. A. BHARATHY</i>	74
16.	AYURVEDIC WELLNESS TOURISM IN KERALA: A GATE WAY FOR ENTREPRENEURS TO EMERGE SUCCESSFUL <i>RAMESH U & KURIAN JOSEPH</i>	80
17.	THE BANNED SURROGATE MARKETING AS BRAND - NEW BRAND EXTENSION ADVERTISING <i>V V DEVI PRASAD KOTNI</i>	85
18.	COMPARATIVE STUDY ON RETAIL SHRINKAGE OF INDIA, ASIA-PACIFIC AND GLOBAL COUNTRIES <i>SANDEEP RAJENDRA SAHU</i>	90
19.	QUALITY OF WORK LIFE (QWL) FOR FINANCE PROFESSIONALS IN DUBAI <i>DR. SANGEETHA VINOD, FAYAZ AHAMED M.A. & N. MOHAMED RAFIQ</i>	96
20.	ART OF DELIGATION- A POWERFUL TOOL FOR LIBRARIAN <i>NARENDER KUMAR, ASHISH SIWACH & MRS. SUNITA BHARATWAL</i>	102
21.	A STUDY ON BENEFITS AND RISK ANALYSIS OF FUTURES AND OPTIONS IN MADURAI <i>MS. K. HEMA MALINI & ER. R. DEEPA</i>	105
22.	GREEN AND SUSTAINABLE MANAGEMENT – A DECIDING FACTOR FOR TOMORROW'S BUSINESS <i>HARDEEP SINGH & BIKRAM PAL SINGH</i>	110
23.	CHANGING CONDITIONS OF WORKERS AND PROCESSES OF WORK IN ADVERTISING AGENCIES IN INDIA <i>DR. YASHMIN SOFAT</i>	115
24.	INDIAN FINANCIAL SECTOR REFORM (1991-2001): MISSING A MANDATORY SOCIAL CONSENSUS <i>SANJAY BHATTACHARYA</i>	123
25.	A STUDY ON CONSUMER BEHAVIOUR IN SELECTING CREDIT CARDS <i>DR. A. VALARMATHI & MRS. PRIYA KALYANASUNDARAM</i>	127
	REQUEST FOR FEEDBACK	133

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Listed at: Ulrich's Periodicals Directory ©, ProQuest, U.S.A.

Circulated all over the world & Google has verified that scholars of more than fifty-six countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamuna Nagar, Haryana, INDIA

www.ijrcm.org.in

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

Chancellor, Lingaya's University, Delhi
 Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
 Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON**SH. RAM BHAJAN AGGARWAL**

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

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., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., Haryana College of Technology & Management, Kaithal

PROF. PARVEEN KUMAR

Director, M.C.A., Meerut Institute of Engineering & Technology, 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, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

EDITOR**PROF. R. K. SHARMA**

Dean (Academics), Tecnia Institute of Advanced Studies, Delhi

CO-EDITOR**DR. SAMBHAV GARG**

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

EDITORIAL ADVISORY BOARD**DR. AMBIKA ZUTSHI**

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

DR. VIVEK NATRAJAN

Faculty, Lomar University, U.S.A.

PROF. SIKANDER KUMAR

Chairman, Department of Economics, Himachal Pradesh University, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

University School of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. SATISH KUMAR

Director, Vidya School of Business, Meerut, U.P.

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. ROSHAN LAL

Head & Convener Ph. D. Programme, M. M. Institute of Management, M. M. University, Mullana

PROF. ANIL K. SAINI

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

PROF. S. P. TIWARI

Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ASHOK KHURANA

Associate Professor, G. N. Khalsa College, Yamunanagar

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. Government 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, Government F. G. College Chitgappa, Bidar, Karnataka

ASSOCIATE EDITORS**PROF. NAWAB ALI KHAN**

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

DR. PARDEEP AHLAWAT

Reader, Institute of Management Studies & Research, Maharshi Dayanand University, Rohtak

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

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

DR. 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, Guru Nanak Khalsa College, Yamunanagar

DR. VIJAYPAL SINGH DHAKA

Head, Department of Computer Applications, Institute of Management Studies, Noida, U.P.

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 Institute of Engineering & Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

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

FINANCIAL ADVISORS**DICKIN GOYAL**

Advocate & Tax Adviser, 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 MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email addresses, **info@ijrcm.org.in** or **infoijrcm@gmail.com**.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

Dated: _____

The Editor

IJRCM

Subject: **Submission of Manuscript in the Area of (Computer/Finance/Marketing/HRM/General Management/other, please specify).**

Dear Sir/Madam,

Please find my submission of manuscript titled ' _____ ' for possible publication in your journal.

I hereby affirm that the contents of this manuscript are original. Furthermore It has neither been published elsewhere in any language fully or partly, nor is it under review for publication anywhere.

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

Also, if our/my manuscript is 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 journals.

Name of Corresponding Author:

Designation:

Affiliation:

Mailing address:

Mobile & 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 single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri 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 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 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 stops at the end.

7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should be in a 8 point Calibri Font, single spaced and justified.
10. **FIGURES & TABLES:** These should be simple, centered, separately numbered & self explained, and titles must be above the tables/figures. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. It must be single spaced, and at the end of the manuscript. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) 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.
 - The title of books and journals should be in italics. 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.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

Books

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- 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.

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, Kurukshetra.

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 February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>

MEASURING OF QUALITY OF WORK LIFE IN TEXTILE INDUSTRIES - AN INTEGRATION OF CONCEPTUAL RELATIONSHIP WITH PRODUCTIVITY

N. MOHAN

MEMBER, MADRAS MANAGEMENT ASSOCIATION

ASST. PROFESSOR

DEPARTMENT OF MANAGEMENT STUDIES

PAAVAI ENGINEERING COLLEGE

NAMAKKAL, TAMIL NADU

DR. J. ASHOK

ASSOCIATE PROFESSOR

DEPT. OF MANAGEMENT STUDIES

BANNARI AMMAN INSTITUTE OF TECHNOLOGY

SATHYAMANGALAM – 638 401

ABSTRACT

This article reviews the meaning of Quality of work life (QWL), analyses the drastic role of QWL on employee's work performance with reference to textile mills, especially the employees of weaving mills. Many advantages derived from Quality of work life (QWL), one of which is employee's work performance. The work performance of a group of workforces is greatly affected by QWL as a result of dynamic changes in work environment and conditions. QWL includes Adequate & Fair pay, Health and well-being, Job security, Job satisfaction, Growth opportunities, Interpersonal relations and Work and non-work life balance. In this study, three major factors of Quality of work life, such as Welfare facilities, Growth opportunities and Interpersonal relationship had been used to assess the most appropriate one helps for extracting best performance of the workers. The article concludes that QWL to textile employees is challenging both to the individuals and organizations. A high QWL is radical (essential) to organization to get things done from the employees as expected. Our findings suggest that welfare measures have important implications for their performance. Interpersonal relations and Growth opportunities may be 'a help' to employee's work performance.

KEYWORDS

Quality of work life, Work performance and Welfare measures.

INTRODUCTION

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). It is a multidimensional concept implying a concern for the members of an organization. Quality of Working Life (QWL) is a measure of how good your work is for you. Quality of Working Life is more than just job satisfaction or work happiness, but the widest context in which an employee would evaluate their job. J. Richard and J. Loy define QWL as "the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization". Baba and Jamal (1991) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life. The basic underlying QWL is the humanization of work which means developing a work environment that ensure dignity to the employee, stimulates his creative abilities and facilitates self-growth.

EMPLOYEE PERFORMANCE

The latest mantra being followed by organizations across the world being – "get paid according to what you contribute" – the focus of the organizations is turning to performance management and specifically to individual performance. Organizations are run and steered by people. It is through people that goals are set and objectives realized. The performance of an organization is thus dependent upon the sum total of the performance of its members. According to Peter Drucker, 'an organization is like a tune; it is not constituted by individual sounds but by their syntheses. The success of an organization will therefore depend on its ability to measure accurately the performance of its members and use it objectively to optimize them as a vital resource. The Employees today are different. As soon as they feel dissatisfied with the current employer or the job, it affects their work performance.

The performance of an employee is his resultant behaviour on task which can be observed and evaluated. It refers to the contribution made by an individual in the accomplishment of organizational objectives. Performance can be possible by satisfying the employee's needs, which can be fulfilled by implementing Quality of work life activities. 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. Quality of work life activities helps the employees to acquire and/or develop technical, managerial and behavioural knowledge, skills and abilities and moulds the values, beliefs and attitudes necessary to perform present and future rules.

LITERATURE REVIEW

There are rising literature that tries to seek the association between quality of work life and work performance. Among the main focus included in this literature is the remuneration aspect. Remuneration aspects such as salary, salary increment, bonuses, allowances, pension and medical benefits are among the best examples that can motivate employee to give their best for their employer. A research entitled "Quality Of Work Life: Implications Of Career Dimensions" (2006) by Raduan Che Rose, LooSee Beh, Jegak Uli and Khairuddin Idris, supports the proposition that the degree of satisfaction in QWL is related to the degree to which the individual believes his or her success criteria have been met. The studies by Okpara (2004); Oshagbemi (2000) and Sloane and Williams (1996) who highlighted differences in remuneration aspects received by the employee will suddenly affect their work satisfaction and work performance. Besides the remuneration aspect, it can be noted in the literature, interpersonal communication aspects frequently are raised as one of the main factors contributing to work performance. Porter and Lawler (1968) identified three types of performance. First is concerning to productivity. Second, concerning ratings of individuals by someone other than the person whose performance is being considered. Self-appraisal and self-ratings become the third type of performance. Thus, job performance measures the level of achievement of business and social objectives and responsibilities from the perspective of the judging party (Hersey and Blanchard, 1993).

Studies done by Wan (2007); Martzler and Renzl (2007) and Davies *et al.* (2001) concluded that remuneration is an important aspect if an organization wants to see their "engine" performing their best. The interpersonal communication aspect such as respecting others, working together, believing others and information sharing if emphasized by the organization, will bring benefit to both sides, the employees and the employer. Candace *et al.* (2008); Daley (2003) and Madlock

(2008) in their researches have concluded that interpersonal communication does have an impact on employees' work performance. Conversely, Litterst and Eyo (1982) have other view where they accentuate on interpersonal communication as a positive element that should be cultivated among the employees in order to reduce any problem that can be caused by miscommunication. Referring to Mastura *et al.* (2006), work satisfaction and work performance depend on hygiene and motivation factors. The important hygiene aspects are organization performance and interpersonal communication while the important motivation aspects are responsibility and job promotion. Work environment also has been identified as one of the important determinants for work performance. Working environment such as ergonomics, recent ICTs availability, harmony environment and safety working environment will bring comfort to employees thus providing them a better environment to perform their best. Hardin (1960) in his study had noted that work environment has an impact on work performance while Darlene and Borman (1989) proved that working environment such as physical environment, office colleague, job satisfaction and management supervision can construct work performance. A study accomplished by Luchak and Gellatly (2002) has noted that systematic and established pension scheme can enhance employees' work performance. Kim *et al.* (1999) has produced interesting outcomes to be shared where they concluded that aspect such as free accident work place is indeed an important key to intensify employees work performance. Another study by Vloisky and Aguilar (2009) emphasized that stable and secured job have significant and positive relationship with employee work performance. Based on the previous studies, organization policy and management style found to have influence on work performance. It is noted organization support is also an important tool to strengthen employee work performance. Employer should be reminded that if their "main engine" is left working alone without any support or supervision, their performance will be less thus affects the quality of their productivity. Another study done by James W. Westerman and Bret L. Simmons (2007) indicates that the relationship between personality, work environment, and employee outcomes is interrelated and in need of further examination. The significance of employee goal-orientation preferences in fully mediating the relationship between personality and workplace outcomes provides further evidence to support the contention that the relationship between personality and performance may not be bivariate, and that intervening variables play a substantial role. According to Loscocco and Roschelle (1991), the most common assessment of QWL is the individual attitudes. This is because individual work attitudes are important indicators of QWL. The ways that people respond to their jobs have consequences for their personal happiness, the effectiveness of their work organizations and even the stability of society. Individuals selectively perceive and make attributions about their jobs in accordance with the expectations they bring to the workplace. Studies which use widely differing samples find consistent results: older employees are more satisfied, more job-involved and more committed to their work.

ABOUT THE INDUSTRY AND RATIONALE OF THE STUDY

The Indian textile industry contributes about 14 per cent to industrial production, 4 per cent to the country's gross domestic product (GDP) and 17 per cent to the country's export earnings, according to the Annual Report 2009-10 of the Ministry of Textiles. It provides direct employment to over 35 million people and is the second largest provider of employment after agriculture. The power loom sector occupies a pivotal position in the Indian textile industry. Though current growth of this sector has been restricted by technological obsolescence, fragmented structure, low productivity and low-end quality products, in future Technology would play a lead role in this sector and will improve quality and productivity levels. The power loom sector produces more than 60% of cloth in India and textile ministry's estimation says that more than 60% of the country's cloth exports originated from that sector. With its employment of 4.86mn workers, the power looms sector comprised approximately 60% of total textile industry employment. So, a specific study is essential to identify the need and prevailing conditions in this sector. This study is designed to explore the issue of representation of legitimate interests of workers in its entirety and make suggestion to help the policy makers to improve the quality of work life of workers of textile industry. No specific study has been so far made to identify the necessities of providing better QWL to the textile workers and their job performance. It is in this context a detailed investigation in the form of a systematic scientific study is required. In view of such concerns it is considered worthwhile to conduct the present study.

OBJECTIVES OF THE STUDY

The major objectives of this study is identify that the quality of work life is radical to employee's work performance and to find out most appropriate factor of QWL on employee's performance.

RESEARCH METHODOLOGY

This study was confined to the permanent workers of textile sector, especially the workers of weaving mills in Tamilnadu. Workers from three sections namely Warping, Sizing and Looming were interviewed. The methodology involved collecting primary data and secondary data and analyzing the same by using percentage analysis, chi-square and Factor analysis and other tools for interpretation. A questionnaire is prepared for the purpose of collecting primary data. The questionnaire was of multiple choice types and Likert scale was used as the rating scale in the questions and survey conducted among the workers from three sections namely Warping, Sizing and Looming. The secondary data have been collected from reference books, leaflets and brochures related to this industry. The researcher used Non- probability sampling method and Convenience sampling technique has been used.

ANALYSIS AND DISCUSSIONS

The data analysis is carried out to extract meaningful information from the collected data. It could be done after the data has been collected. The collected data are first edited, coded and tabulated for the purpose of analyzing them. It is found that employees at the grass-root level experience a sense of frustration because of unfavorable terms, treatment by their superiors, lack of freedom etc.

TABLE: 1 RESPONDENTS' PROFILE

Items	Basis	Frequency	Percentage
Gender	Male	128	64%
	Female	72	36%
Age group	18 -25 years	96	48%
	26 -35 years	48	24%
	36 -35 years	32	16%
	46 -55 years	24	12%
Educational level	Schooling	106	53
	Diploma/ ITI	046	23
	UG Graduates	028	14
	PG Graduates	020	10
Marital status	Single	138	69
	Married	062	31

The findings showed that there was no significant difference in terms of gender, marital status and age group. The test (Bonferroni) showed that the Schooling group had a significantly higher factor score on welfare measure than the other group. Majority of the respondents are male (64%) and most of the respondents (48%) are in the age group of 18 -25 years.

The relationship between satisfaction on welfare measures and employee’s performance was measured, in which an alternate hypothesis (H1) states that there is a significant relationship between satisfaction on welfare measures and Work performance. Here, the null hypothesis is rejected and alternate hypothesis was accepted.

TABLE: 2 RELATION BETWEEN WELFARE MEASURES AND EMPLOYEE’S PERFORMANCE (WITH THE HELP OF CHI- SQUARE DISTRIBUTION)

O	E	O-E	(O-E)²	(O-E)²/E
109	86.4	22.59	510	5.90
60	54	6	36	0.66
11	39.6	-28.59	817.38	20.64
5	8.16	-3.15	9.92	1.21
10	5.1	4.9	24.01	4.70
2	3.74	-1.74	3.02	0.80
2	7.2	-5.2	27.03	3.75
2	4.5	-2.5	6.25	1.38
11	3.3	7.7	59.28	17.96
2	9.6	-7.60	57.76	6.01
2	6	-4	16	2.66
16	4.4	11.6	134.56	30.58
2	8.64	-6.64	44.08	5.10
1	5.4	-4.4	19.36	3.58
15	3.96	11.04	121.88	30.77
				135.70

H0= There is no significant relation between welfare measures and employee’s performance.

H1= there is significant relation between welfare measures and employee’s performance.

Degree of freedom = (r-1) (c-1)

$$= (3-1) (5-1) = 2*4 = 8$$

Tabulated value at 8 degree of freedom and 5% of significance is =9.488 and the calculated value (Chi-square) 135.70. Hence, the null hypothesis is rejected at 5% level of significant. It is interpreted that the Chi-square value is greater than table value, so there is a significant relationship between level of satisfaction on welfare measures and work performance.

TABLE NO.3: EMPLOYEE’S PERFORMANCE

Opinion	No. of respondent	Percentage
Highly	94	47%
Neutral	62	31%
Not at all	44	22%
Total	200	100%

Source: Primary data

The above table No. 3 interpreted that 47% of the respondents are strongly agreed that if they are given good QWL facility, they can improve their performance, 31% of the respondents have the opinion neutral and 22% of the respondents stand with the view ‘not at all’.

From this study it is found that most of the employees agreed that they are satisfied with their overall Quality of Working Life, which is very close to the average for the textile sector. Majority of the employees report slightly lower levels of satisfaction with Home-Work Interface compared to the benchmark data. This area may warrant further consideration and respondents reported greater satisfaction with Working Conditions in comparison to the benchmark data. It is observed that majority of the respondents accepted that the better working condition will helps for work performance and reduce fatigue. 45% of the respondents accept that welfare measures motivate them towards better performance, 26% accept it is by Inter personal relations, 19% said that they perform well due to growth opportunities and rest of them are due to some other reasons. It is found that supervisor’s support, working condition are the most essential factor for employee performance. The major reasons for low performance is that 24% of respondent said due to power shutdown and lack of training and 08% said due to in adequate welfare measures, 13% of the respondents are saying that due to personal reasons and remaining people have some other reasons for their low performance. In general QWL factors are the most influencing factors for employees work performance.

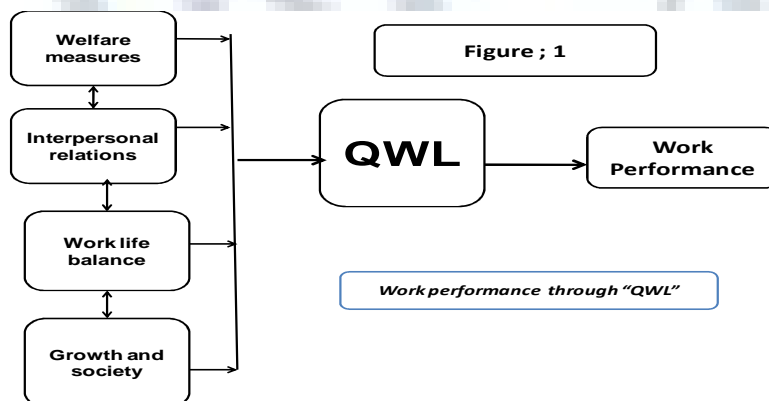


Figure: 1 clarifies that there is an inter dependency between three factors and which are the QWL indicators and has the significance on employees' work performance of the employees.

TABLE: 4 RELATIONSHIP BETWEEN FOUR DIMENSIONS AND OVERALL WORK PERFORMANCE

Relationship between four Dimensions and Overall Work performance			
Dimensions	β	Beta	Sig. T
Welfare measures	0.423	0.412	0.001
Interpersonal relations	0.170	0.177	0.004
Growth and Security	0.210	0.195	0.003

Table: 3, explain the relationship between three dimensions and its influence on work performance. As per the results of Multiple regression model shown in the Table No:3, the relationship between three dimensions and quality of work life are inter-related, the Welfare measures was statistically significant (Sig. T < 0.05). In addition, Welfare measures had a greatest influence towards Quality of Work life.

SUGGESTIONS

The research has suggested that the company may adopt an enlightened policy of frequent training and the promotion of welfare facilities will contribute to make the labour force to perform well. And it is suggested that there must be a proper understanding between supervisors, because the workers are expecting more understandable and care taking supervisors. It is found that the workers performing well even in poor working conditions. Our findings suggest that welfare measures have important implications for their performance. Inter personal relations and Growth opportunities may be 'a help' to employee's work performance; workers who work for joy or pleasure appear to perform better than those who do not. Finally it is suggested that, the company may adopt a regular system to assess the grievances and problems of the employees.

CONCLUSION

This study aimed to find out the importance of quality of work life on employees work performance, especially the employees of weaving mills in Tamilnadu. For that, textile mills workers are surveyed with a questionnaire. The different factors and causes that affect the employee's performance were found. From the results of these factors obtained from respondents of are analyzed and interpreted. It is hoped that, the QWL plays a radical role on employee work performance. The textile mills expected to introduce more innovative systems and frequent training to bring out the better performance. It can be concluded that the mills must concentrate more on welfare facilities and grievances handling. Importance must be given more on welfare facilities. If so, the employee work performance will be satisfactory.

REFERENCE

- Baba, VV and Jamal, M (1991) Reutilization of job context and job content as related to employees quality of working life: a study of psychiatric nurses. Journal of organizational behaviour. 12. 379-386.
- Biswajeet Pattanayak, Human Resource Management, Printice Hall of India, New Delhi, India/2008, Pages: 274-283.
- Greenberg, J. (1990). Organizational justice: Yesterday, today and tomorrow. Journal of Management, 16, 399-432.
- Hersey, P. and K.H. Blanchard, 1993. Leadership style: Attitudes and Behaviors, Prentice Hall, Englewood Cliffs, New Jersey. Hersey-and- Blanchard-Leadership-Style-Attitudes-and-Behaviour.
- James W. Westerman Associate Professor of Management Appalachian State University Bret L. Simmons Assistant Professor of Management University of Nevada, Reno, The Effects of Work Environment on the Personality- Performance Relationship: An Exploratory Study. Journal of Managerial Issues, Vol. XIX, Number 2, Summer 2007: 288-305.
- Loscocco, K.A. and A.R. Roschelle, 1991. Influences on the quality of work and non-work life: two decades in review. J. Vocational Behavior, 39: 182-225.
- Porter, L.W. and E.E. Lawler, 1968. Managerial Attitudes and Performance. Irwin-Dorsey, Homewood, Illinois, pp: 209.
- Rajib Lochan Dhar, International Journal of Indian Culture and Business Management, Issue: Volume 2, Number 6 / 2009, Pages: 638 – 653, Quality of work life: a study of Municipal corporation bus drivers.
- Rao. K.V.S.Rajeswara & Bakkappa.B., Modelling Approach to the Analysis of the Influence of Human Resource Practices on Quality of Work Life in Call Centre Industries using Optimization techniques, JK Journal of Management & Technology, Year : 2009, Volume : 1, Issue : 1.
- Richard Winter (September 2001.), Healthcare, Quarterly, March 2005, "Improving work life quality –A diagnostic approach model", QWL is essential to organization to continue to attract and retain employees.
- Subba rao. P, Personnel and Human Resource Management Text and Cases, Himalaya Publishing House, Mumbai, India/2009, Pages:131- 151.
- "Improving quality of working life" - University of Essex, UK, Quality of Working Life survey (June to July, 2007).
- textilecommittee.nic.in
- ibef.org

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 **infoijrcm@gmail.com**.

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator