

Employee Expectation and its Impact on Quality of Work Life of Employees in Indian Crackers Industry

Chandrasekar Thangavelu, Jawahar Rani Kanagasabapathi

Abstract: *Job or work life act as a most prominent role for every individual in the world irrespective of caste, creed and gender. Every individual working in industries have different work nature and work atmosphere. The expectation of every employee is more or less common in all aspects. In the present study, the researchers have inspected the relationship between the employee needs and expectation and quality of work life. Further, the impacts on quality of work life toward employees have been analyzed in detail. The research has been conducted on 225 employees working in fireworks factory in Sivakasi. The Descriptive statistics, factor analysis and correlation were used to analyze the data. The research concludes that there was significant growth in the relationship between employee needs and the expectation of the quality of work life and also aim to create an optimistic impact over the employees working at fireworks factory in Sivakasi.*

Keywords: *Employee needs and expectation, Quality of work life, Job satisfaction, high Productivity, Low turnover, Fireworks Factory*

I. INTRODUCTION

For the last two decades, each industry understood the importance of retaining the employee in their organization. As the rapid change of technological advancement, all the industry compete with each other on new innovation or invention in the industry. In order to make new innovation or invention in their business development, they retain the employee skills and their contribution. Employees are key factor for an every business growth and survival in the world class competition. Quality of work life is the tool to retain the employee in the industry. Here the researcher has taken fireworks industry for their analysis. Fireworks industry is a hazardous industry because of raw materials and production methods. Various chemicals like Sulfur dioxide, Cadmium, Lead, Magnesium fuels and igniters were used for the production. The accidents are frequently happening in the industry because of heat, methods, chemicals and workers. Each and every employee must be aware about the chemical sensitiveness and proper

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handling procedures of those chemicals. The manufacturer must create the awareness and give proper training to the employee to reduce the accidents. The idea of Mr. A Shanmuga Nadar and Mr. Iya Nadar from the colour matches of the fireworks factory was started in the early 20th century. After relaxation of licensing in the explosive product rules the organized firework factory was started by the year of 1940. Later in the year of 1942 Kaliswari Fireworks and Standard Fireworks was started to meet the market demand and develop their business throughout the India. In the beginning of 21st century 450 factories were developed in Sivakasi alone. In India, 90% of fireworks are produced by Sivakasi. The total Rs 800-900 crore worth business being happening every year and it is raised 10% per annum. More than 40,000 direct employees and 1lakh indirect employees working around the 450 fireworks industry. In order to meet the market demands all the manufacturers concentrating the employee's expectation and their need. Due the risk of fireworks factory the management perspective towards employee changed. Nowadays Employees needs and expectations continuously been increased. The needs and expectations of employees are Training and awareness, Wage, Health and safety, work place atmosphere and Compensation and benefits. The main objective of this paper is to find the relationship between the employee's needs and expectations and quality of work life.

II. THEORETICAL STRUCTURE

A. Quality of Work life:

The term quality of work life is fulfill the employees needs and expectations with help of physical and wellbeing (Hackman and Oldhams, 1980). The "Quality of work life" was associated with satisfaction from fair wages, Healthy working condition, and opportunity for career growth in the organization (Mirvis and Lawler ,1984).Lawler (1982) consider, "Quality of work life" as organizational issue, interaction and positive relationship between physical and mental well being of employee will enhance the productivity. Therefore the quality of work life ensuring job functions fulfill their personal needs and expectations. Carrell & Heavrin, 2009, strongly believes, that the "quality of work life" is intended to enhance employee satisfaction with their work atmosphere beside with their productivity. Walton, R.E., 1975 expressed the components like 1.adequate and fair compensation, 2. Safe and healthy working conditions, 3. Opportunity for continued growth and security,4. Career growth, 5. Social integration,



6. Constitutionalism 7. Work and total life space, 8. Social relevance of work life will be the important for a quality of work life.

B. Employee Needs and expectations:

One of the critical factors of each and every industry is to retain the employee in the organization. According to Abraham Maslow, the prime need of each and every individual was developed in terms of emotional intelligence. They are physiological, Safety, Social, Esteem and self-actualization needs. From the consideration of Ayinla (2006), the employee and employer relationship will enhance the organization productivity. From the perspective of Kim 2002, job satisfaction is associated with high productivity, individual growth, low turnover, less absenteeism. When the expectation is not fulfilled this leads the job dissatisfaction (Taris et al. 2004, 2006). The most common expectation of every employee is Job security, Training, Compensation and benefits, health and safety measures said by Momud (2010).

C. Job Awareness and Training:

The job awareness and training stands as an essential factor to increase the productivity and minimize the cost of production. The growth of organization always depends upon the cost of quality. In order to produce the zero defects or to reduce the unnecessary losses the organizations train the employee as autonomous work group. The training is not only enhancing the growth of organization which will motivate the employee towards lower turnover, lower absenteeism and job satisfaction. According to the Anonymous (1998), Job will enrich the employee and make them understood the importance of job in the world. The job awareness and training will enhance the individual development and efficiency (Svenja, 2007). In view of Chen et al., 2004 the training improves the skill and core competencies and will reduce the dissatisfaction level in the job.

D. Health and Safety measures:

In spite of enormous changes in the occupational health and safety rules, every organization has to step forward to avoid and also prevent the injuries and accidents that happen in the work environment. Due the workplace accidents and the consequences of improper safety measures which leads to the economic losses, labor turnover, absenteeism, early retirement and all the factors drastically affect the organization reputation and brand value (B. Fernandez-Muniz et al, 2009). Nowadays all the industry address the issues of occupational health and safety to the employee. Even though some disasters such as Chernobyl in Ukraine, Bhopal in India and Piper Alpha in UK due to the technical and human factors. The health and safety policy are crucial factor in reducing the accidents and injuries. Best practice of Health and Safety Management in the work place should promote the productivity and job satisfaction.

E. Work place atmosphere:

Another important factor for QWL is work atmosphere. Every employee got self motivation in the work place itself. The organization should create the pleasant and adoptable work atmosphere to develop the employee skills and

competencies. The management must understand the level of people working and their expectation in the workplace. The relationship between the superior and subordinates is crucial in the work environment. The Lau et al (2001) suggested that the constructive work atmosphere enhance the performance of employee as well as job satisfaction. The Quality of work life demands the healthier and participative work atmosphere which will satisfy the employee personal needs and expectations (Shahbazi et al., 2011)

F. Adequate Wages and Compensation

Adequate and fair compensation is the motivational factor for every individual. In a family both husband and wife are working for the economical development of the house,. the amount of wages will increase the satisfaction of employee and performance. From the view of Umar (2012) the performance of every employee depends upon the wages and salary they received. The negative motivation, Job dissatisfaction, can be avoided through proper fixation of wages and salary. Huang et al., 2007 believes, the individual career of employee is developed through sufficient wages and benefits. Many researchers suggest that fair wages, salary, incentives, rewards and benefits will line up the employee towards organizational growth and development.

G. Labor Turnover

The improper working condition, unfair wages and compensation and other improper facilities leads the labor turnover. In order to manage the labor turnover, the organization vigorously takes many innovative methods and policies. Quality and reputation of the company always depends upon employee and employer relationship. The organization growth should be improved through fair and structured polices, rules and regulation adopted in the organization. Reichheld(1996) strongly believes that the organization growth disturbed when Skilled employee leave from the organization.

H. Job Satisfaction

The job satisfaction always depend upon the following factors like, satisfying the needs and expectation, Fair wages, Good working condition, Employee and employer relationship, Safety and healthy working atmosphere (Jeyarathnam and Malarvizhi. 2011). Shiney Chib, 2012 suggested that the extended facilities provided by on organization will lead to job satisfaction. The salary, Work environment, career growth and job security will have the impact of quality of work life and job satisfaction ,Ganapathi (2016). According to the investigation done by Venkatesh and Arun kumar (2016), Adequate Compensation, Job satisfaction and Quality of work life have the strong positive relationship.

I. High Productivity

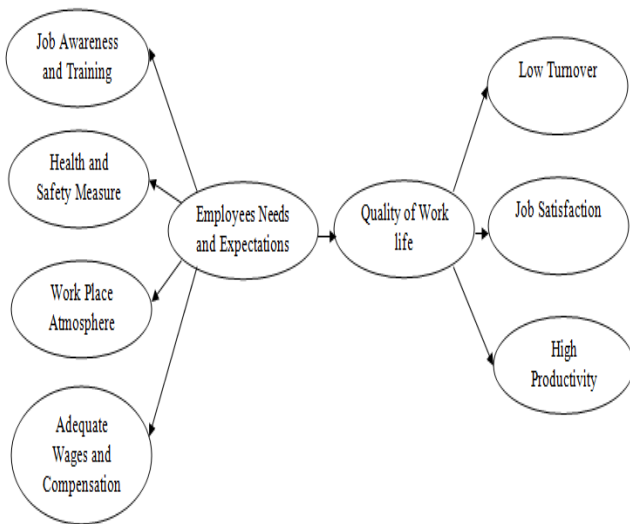
The quality of work life has major impact over the productivity of employee and organization. The performance of employee derived from the enhanced quality of work life, When employee needs and expectation are fulfilled, the quality of work life will be achieved. This leads the higher productivity, Low turnover and

job satisfaction. The efficiency of the organization enhanced through good work atmosphere and meeting the needs and expectation of an employee. Gordon, Judith R. (1987) says that the quality of work life has optimistic impact on the productivity of organization.

III. CONCEPTUAL MODEL

According to Walton model and the reviews collected from the various researches, the conceptual model was developed. Here the Employee needs and expectation and its impact of quality of work life of employee working at fireworks factory were analyzed. From the model, the researcher analyzed how the employee needs and expectation like (1) Job awareness and training, (2) Health and safety measure, (3) work place atmosphere and (4) adequate wages and compensation has the positive impact over the quality of work life towards the employee performance like (1) low turnover (2) Job satisfaction and (3) High productivity .

Conceptual Model:



IV. RESEARCH METHODOLOGY

The study has been done to analyze the employee expectation and its impact of quality of work life of employee at crackers industry in sivakasi. The employees working in the various crackers companies were been the prominent part for the research at sivakasi. From the population 225 employees need selected as a sample by using convenience sampling method. Descriptive research is used for this study.

V. DATA ANALYSIS AND INTERPRETATION:

A. Demographic Analysis

Through the structured questionnaire the research is made and the various demographic variables were analyzed. The table 1 shows the demographic profile of the study.

Table 1: Analysis of Demographic Profile

B. Descriptive statistics

The table 2 shows the descriptive statistics of the research. The Job awareness and training, Health and safety measure, work place atmosphere and adequate wages and compensation are the factors of employee needs and

Demographic Variables	Frequency	Percentage	
Gender	Male	104	46.2
	Female	121	53.8
Age	18-25	47	20.9
	25-35	71	31.6
	35-45	75	33.3
	>45	32	14.2
Wages	1000-2500	20	8.9
	2500-5000	97	43.1
	5000-7500	82	36.4
	>7500	26	11.6
Experience	0-3 Year	48	21.3
	3-6 Year	79	35.1
	6-10 Year	59	26.2
	>10 Year	39	17.3
Marital Status	Married	121	53.8
	Unmarried	104	46.2

expectations. The term low turnover, Job satisfaction and High productivity are the impact of quality of work life in the organization. From the table 2, based on the mean value the ranking towards employees Needs and expectation are Workplace Atmosphere (22.21) , Job Awareness and Training (21.81), Adequate Wages and Compensation (21.55), and Health and Safety Measures (21.55). Similarly the impact of quality of work life as follows High Productivity (21.95), Job Satisfaction (21.33) and Low Turnover (21.25).

Employees Needs and Expectation	Minimum	Maximum	Mean	Std. Deviation
Job Awareness and Training	18	25	21.81	2.950
Health and Safety Measures	19	25	21.55	2.189
Workplace Atmosphere	18	25	22.21	2.764
Adequate Wages and Compensation	19	25	21.55	2.189
Impact of Quality of Work Life	Minimum	Maximum	Mean	Std. Deviation
Low Turnover	18	25	21.25	3.068
Job Satisfaction	18	25	21.33	2.075
High Productivity	18	25	21.95	3.049

Table 2: Mean and Standard Deviation of Employee needs and Expectation and its Impact of Quality of work life

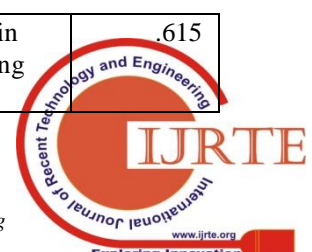
C. Factor Analysis

C.a. Factor Analysis for Employees needs and Expectations

The factors considered for the employee needs and expectation will be analyzed by factor analysis. The factors of employee need and expectation has 4 factors which will be analyzed through 5 items, in total 20 items has been considered for the analysis.

Table 3 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.615
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Bartlett's Test of Sphericity	
Approx. Chi-Square	3822.827
Df	190
Sig.	.000

From the table 3, the result was fair because of the KMO value is greater than 0.5 and significance is 0.000 which shows that the identified variables are satisfactory.

Communalities			
Factors of Employees Needs and Expectation	Items	Initial	Extraction
Job Awareness and Training	JA1	1.000	.616
	JA2	1.000	.538
	JA3	1.000	.696
	JA4	1.000	.496
	JA5	1.000	.540
Health and Safety Measures	HS1	1.000	.743
	HS2	1.000	.869
	HS3	1.000	.675
	HS4	1.000	.740
	HS5	1.000	.799
Workplace Atmosphere	WA1	1.000	.737
	WA2	1.000	.613
	WA3	1.000	.714
	WA4	1.000	.861
	WA5	1.000	.723
Adequate Wages and Compensation	AW1	1.000	.640
	AW2	1.000	.715
	AW3	1.000	.703
	AW4	1.000	.773
	AW5	1.000	.233

Extraction Method: PCA.

PCA: Principal Component Analysis

Table 4: Communalities for Employees needs and Expectations

The communalities indicate the variance of each identified items in the research.

Component	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.818	39.092	39.092	7.818	39.092	39.092	5.108	25.538	25.538
2	2.576	12.878	51.970	2.576	12.878	51.970	4.382	21.910	47.448
3	1.741	8.705	60.675	1.741	8.705	60.675	2.494	12.471	59.919
4	1.287	6.433	67.107	1.287	6.433	67.107	1.438	7.189	67.107
5	1.075	5.375	72.483						
6	1.032	5.162	77.644						
7	.836	4.179	81.823						
8	.687	3.434	85.257						
9	.555	2.773	88.031						
10	.550	2.750	90.781						
11	.404	2.019	92.799						
12	.313	1.566	94.365						
13	.255	1.274	95.638						
14	.226	1.129	96.767						
15	.201	1.004	97.771						

16	.150	.751	98.522						
17	.118	.590	99.112						
18	.093	.466	99.578						
19	.070	.349	99.927						
20	.015	.073	100.000						

Extraction Method: PCA.

Table 5. Total Variance Explained for Employees needs and Expectations

The table 5 gives the insights about the Eigen values of each factor, Rotation Sums of Squared Loadings. The first factor consists of 25.538 % of the variance. Based on the items considered, the every employee expects the job awareness and training at the work place. In order avoid the accidents and other work related issues the organization must provide the training to the employees. Based on the terms discussed, the first factor of the Employees needs and Expectations is **“Job Awareness and Training”**.

The second factor has 21.910 % of the variance. Today’s business scenario the employee is most valuable asset. Each employee separately concentrated and so we have to give more attention to retain employee in the work place. The reason for the accidents at the work place will be monitored very carefully and the organization has to implement the proper preventive action plan. Henceforth the researcher defines the factor **“Health and Safety Measures”**.

The third factor has 12.471 % of the variance. Effectiveness and efficiency of the employee derived from the place at which the employee working. So the third factor named as **“Work Atmosphere”**

The last factor has the variance of 7.189 %. In order to develop the economic status and life style of the individual who are working in the various industry day and night. The last factor named as **“Adequate Wages and Compensation”**

C.b. Factor Analysis for Quality of Work life
The factors show the result of the Quality of Work life and their willingness analyzed by factor analysis. The factors of Quality of Work life scrutinized by means of 3 factors. Each factor has 5 items, in total 15 items were considered for the analysis.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.797
Bartlett's Test of Sphericity	
Approx. Chi-Square	3133.087
Df	105
Sig.	.000

Table 6: KMO and Bartlett's Test

From the table 6, the result was fair because of the KMO value is greater than 0.5 and significance is 0.000 which shows that identified variables are satisfactory.

Communalities			
Factors of Quality of Work life	Items	Initial	Extraction
Low Turnover	LT1	1.000	.863
	LT2	1.000	.879
	LT3	1.000	.891

	LT4	1.000	.921
	LT5	1.000	.811
Job Satisfaction	JS1	1.000	.401
	JS2	1.000	.758
	JS3	1.000	.565
	JS4	1.000	.635
	JS5	1.000	.578
High Productivity	HP1	1.000	.787
	HP2	1.000	.507
	HP3	1.000	.750
	HP4	1.000	.785
	HP5	1.000	.643
Extraction Method: PCA.			

Table 7: Communalities for Quality of Work life

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.572	43.810	43.810	6.572	43.810	43.810	4.941	32.939	32.939
2	2.647	17.646	61.456	2.647	17.646	61.456	4.254	28.362	61.301
3	1.554	10.360	71.815	1.554	10.360	71.815	1.577	10.515	71.815
4	.987	6.577	78.393						
5	.729	4.860	83.253						
6	.589	3.923	87.176						
7	.454	3.030	90.206						
8	.409	2.724	92.930						
9	.310	2.068	94.998						
10	.247	1.647	96.645						
11	.175	1.169	97.814						
12	.121	.810	98.624						
13	.099	.657	99.281						
14	.089	.591	99.873						
15	.019	.127	100.000						
Extraction Method: PCA.									

Table 8: Total Variance Explained Communalities for Quality of Work life

From the Table 8, the first outcome factor has the variance of 32.939 %. The quality of product, brand name and reputation always depends upon the quality of employee. In recent years, the industries are struggling to retain the employee in their organization. In order to reduce the labor turnover, every employer started analyzing the various strategies and policies. Therefore the researcher has taken the first outcome factor as “labor turnover”.

The second factor has the variance of 28.362%. The Jeyarathnam and Malarvizhi (2011) strongly believe the satisfying needs and expectation, Fair wages, Good working

condition, Employee and employer relationship, Safety and healthy working atmosphere are the factors of job satisfaction. Many researchers analyzed the factors of job satisfaction. Based on the above terms the second outcome factors of Quality of Work life is “Job Satisfaction”.

The final outcome factor has the variance of 10.515 %. From the above two outcomes, the factor have the positive impact over the performance of the employee. When an employee get satisfied with the job, then his/her performance enhanced drastically. Henceforth the final outcome factor of Quality of Work life is “High Productivity”.

D Correlation Analysis

D.a. Correlation analysis between factors of Employees Needs and Expectation

Correlations Analysis					
		Job Awareness and Training	Health and Safety Measures	Workplace Atmosphere	Adequate Wages and Compensation
Job Awareness and Training	Pearson Correlation	1	.758**	.709**	.758**
	Sig. (2-tailed)		.000	.000	.000
	N	225	225	225	225
Health and Safety Measures	Pearson Correlation	.758**	1	.580**	1.000**
	Sig. (2-tailed)	.000		.000	.000
	N	225	225	225	225
Workplace Atmosphere	Pearson Correlation	.709**	.580**	1	.580**
	Sig. (2-tailed)	.000	.000		.000
	N	225	225	225	225
Adequate Wages and Compensation	Pearson Correlation	.758**	1.000**	.580**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	225	225	225	225

** Correlation is significant at the 0.01 level (2-tailed).

Table 9: Correlation analysis between factors of Employees Needs and Expectation

From Table 9 shows the relation between the factors of Employees Needs and Expectation. The first factor “Job Awareness and Training” is having the positive relationship with other factors of employee’s needs and expectation. From the observation the first factor having the least relationship with Workplace Atmosphere (0.709) and highest relationship with other two factor equally “Health and Safety Measures” and “Adequate Wages and Compensation” (0.758).

The second factor “Health and Safety Measures” is having the lowest contribution towards “Workplace Atmosphere” (0.580) and highest positive contribution with “Adequate Wages and Compensation” (1).

The third factor “Workplace Atmosphere” having higher value with “Job Awareness and Training” (0.709) and lower value with other two factors equally “Health and Safety Measures” and “Adequate



Wages and Compensation” (0.580). The last factor “**Adequate Wages and Compensation**” is having robust and good relationship with “Health and Safety Measures” (1) and least relationship with “Workplace Atmosphere”(0.580).

D.b. Correlation analysis between factors of Quality of work life.

Correlations Analysis				
		Low Turnover	Job Satisfaction	High Productivity
Low Turnover	Pearson Correlation	1	.140*	.540**
	Sig. (2-tailed)		.036	.000
	N	225	225	225
Job Satisfaction	Pearson Correlation	.140*	1	.558**
	Sig. (2-tailed)	.036		.000
	N	225	225	225
High Productivity	Pearson Correlation	.540**	.558**	1
	Sig. (2-tailed)	.000	.000	
	N	225	225	225
*. Correlation is significant at the 0.05 level (2-tailed).				
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 10: Correlation analysis between factors of Quality of Work Life

From Table 10, it’s observed that the relation between the factors of quality of Work Life having positive correlations between the other factors. The outcome factor “**Low Turnover**” is having the highest positive relationship with “High Productivity” (0.589) and least relationship with “Job Satisfaction” (0.140).

The other factor “**High Productivity**” is having strong relationship with “Job Satisfaction” (0.558) and weak relationship with “Low Turnover” (0.540). The satisfaction level of employees will enhance the high productivity.

V.RESULT AND DISCUSSION

It clearly states that the “**Job Awareness and Training**”, “**Health and Safety Measures**” were the most influential factor in employees expectation in fireworks industry. These two factors highly influence the quality of work life in an organization. These factors lead the “**Low Turnover**” and “**High Productivity**” in the organization. Almost the prime vision of every business people is “**High Productivity**” and it fulfills the employee expectation reasonably for the growth of an organization. The factors may be common or portrait for other similar types of industry.

VII. CONCLUSION

Today’ business scenario the expectation of employees been rapidly increased with the market demand. The management has undergone a lot of experience, in satisfying the demand of both external and internal customer in the business. In order to fulfill the demand of the market and

competitive rivalry, every management has to take a very crucial role in fulfilling the expectation of employees in the organization. By satisfying and fulfilling the expectation of employees in the organization, regardless lead to the innovation and sustainable competitive advantages in the world class business. The basic expectation of every employee is Job awareness and training, Health and safety measure, work place atmosphere and adequate wages and compensation. Once the basic expectation gets fulfilled in the organization, it will automatically lead to the enormous changes in the quality of work life such as low turnover, Job satisfaction and High productivity.

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