

**QUALITY OF WORK LIFE OF SALES EXECUTIVES:
A STUDY WITH SPECIAL REFERENCE TO
ELECTRONICS AND CONSUMER
APPLIANCES SECTOR IN KERALA**

*Thesis
Submitted to the University of Calicut
for the award of the degree of*

Doctor of Philosophy in Commerce

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Under the Supervision of

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December 2022**

Declaration

I hereby declare that the thesis entitled **QUALITY OF WORK LIFE OF SALES EXECUTIVES: A STUDY WITH SPECIAL REFERENCE TO ELECTRONICS AND CONSUMER APPLIANCES SECTOR IN KERALA** done under the guidance and supervision of Dr. Rajeev Thomas, Associate Professor and Principal, is a record of bonafide research work done by me and that no part of the thesis has been presented for the award of any degree, diploma, fellowship, or other similar title or recognition before.

Chungathara
5th December 2022.

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Certificate

This is to certify that the thesis entitled **QUALITY OF WORK LIFE OF SALES EXECUTIVES: A STUDY WITH SPECIAL REFERENCE TO ELECTRONICS AND CONSUMER APPLIANCES SECTOR IN KERALA** prepared by Baijumon P for the award of the Degree of Doctor of Philosophy in Commerce of the University of Calicut is a record of bonafide research work carried out under my supervision and guidance. No part of the thesis has been submitted for any degree, diploma, fellowship or other similar title or recognition before. He is permitted to submit the thesis.

Chungathra
5th December 2022

Dr. Rajeev Thomas
Research Guide

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Contents

Title	Page No.
CHAPTER 1	1-26
INTRODUCTION	
1.1 Preamble	1
1.2 Significance of the Study	3
1.3 The Research Problem	4
1.4 The Research Questions	5
1.5 Scope of the Study	6
1.6 Objectives of the Study	6
1.7 Hypotheses	7
1.8 Operational Definition of the Terms and Concepts	8
1.9 Methodology and Database	11
1.9.1 Method of Research	11
1.9.2 Source of Secondary Data	11
1.9.3 Source of Primary Data	11
1.9.4 Sample Design	12
(a) Population	12
(b) Sampling Frame	12
(c) Sampling Technique followed	12
(d) Selection of Sample Size	12
1.9.5 Pilot Study and Pre-Test	13
1.9.6 Reliability Test	13
1.9.7 Validity	14
1.9.8 Tools for the Analysis of Data	15
(a) Normality Test	15
(b) Randomness Test	15
(c) Tools used	16
1.10 Conceptual Model	16
1.11 Tools/ Instruments for Data Collection	17

(a) Demographic Variables	18
(b) Quality of Work Life dimensions	18
(c) Occupational Stress	20
(d) Outcomes of Quality of Work Life	22
1.12 Limitations of the Study	24
1.13 Chapter Scheme of the Report.	25
CHAPTER 2	27-74
REVIEW OF LITERATURE	
2.1 Introduction	27
2.2 Quality of work life studies outside India (International Level)	28
2.3 Quality of work life studies inside India (National Level)	47
2.4 Quality of work life studies in Kerala (State Level)	59
2.5 Identification of Research Gap	62
CHAPTER 3	75-110
QUALITY OF WORK LIFE AND SALES FORCE MANAGEMENT- A THEORETICAL FRAMEWORK	
3.1 Theoretical Backdrops of Quality of Work Life	75
3.1.2 Quality of Work Life Dimensions	84
3.1.3 Objectives of Quality of Work Life	88
3.2 Sales Force Management	89
3.2.1 Importance of Sales Force Management in Appliances and Consumer Electronics Industries	90
3.2.2 Measures Taken by The Organization to Create a Competitive Edge Among Sales Executives	94
3.2.3 Role of Sales Managers	96
3.2.4 Sales Executive Vs. Marketing Executive	97
3.3 Importance of Quality of Work Life in Sales Force Management	99
3.4 Occupational Stress among Sales Executives	102
3.4.1 Major Stressors in the Field of Consumer and Electronic Appliances	106
3.4.2 Cordial Atmosphere Devoid of Stress	109

CHAPTER 4	111-186
QUALITY OF WORK LIFE OF SALES EXECUTIVES: AN ANALYSIS	
4.1 Methodology adopted	111
4.2 Demographic Profile and Structural Equation Modeling which shows the influence of QWL on Outcomes of QWL	113
4.2.1 Profile of the Sample Respondents	113
4.2.2 Structural Equation Modelling- Influence of Quality of Work life on Outcomes of Quality of work life among sales executives in Appliances and Consumer Electronics.	114
4.3 Quality of Work Life Dimensions of Sales Executives according to Job Category	122
4.4 Outcomes of Quality of work life	127
4.4.1 Test of Homogeneity of variances	129
4.5 Dimensions of Quality of Work Life	130
4.5.1 ANOVA test to indicate the Model fit of QWL Dimensions	130
4.5.2 ANOVA test to indicate the relationship between Age and Job Category of Sales Executives	131
4.5.3 ANOVA test to indicate the relationship between Work Experience and Job Category of Sales Executives	132
4.5.4 ANOVA test to indicate the relationship between Annual Income and Job Category of Sales Executives	132
4.5.5 Comparison between Job category and gender of sales executives	133
4.5.6 Comparison of Gender with Adequate and Fair compensation	134
4.5.7 Comparison of Gender with Safe and Healthy Working Conditions	135
4.5.8 Comparison of Gender with Opportunities for Developing Human Capacity	136
4.5.9 Comparison of Gender with Opportunities for Growth and Security	137
4.5.10 Comparison of Gender with Social Integration in the Work	139
4.5.11 Comparison of Gender with Constitutionalism	140
4.5.12 Comparison of Gender with Work and Total Life Space	141
4.5.13 Comparison of Gender with Social Relevance of Work Life	142

4.6 Determination of the influence of Quality of Work-life dimensions on Sales executives working in different categories	144
4.6.1 Adequate and Fair compensation	144
4.6.2 Safe and Healthy working conditions	148
4.6.3 Opportunities for Developing Human Capacity	153
4.6.4 Opportunities for Growth and Security	157
4.6.5 Social Integration in the work	161
4.6.6 Constitutionalism	164
4.6.7 Work and total life space	168
4.8.8 The Social Relevance of work life	171
4.7 Descriptive Statistics Showing Relationship of Quality of Work Life with Independent Variables	175
4.7.1 Interaction effect of Job category with education	179
4.7.2 Interaction effect of Job category with Gender	179
4.7.3 Interaction effect of Education with gender	180
4.7.4 Interaction effect of Education, Gender and Job category	181
4.7.5 Quality of Work Life of the Sales Executives	183
4.8 Conclusion	186
CHAPTER 5	187-223
FACTORS AFFECTING QUALITY OF WORK LIFE	
5.1 Variables used for the analysis	187
5.2 Results of Analysis and Discussion	189
5.2.1 Adequate and Fair Compensation	189
5.2.2 Safe and Healthy working conditions	191
5.2.3 Opportunities for Developing Human Capacity	193
5.2.4 Opportunities for Growth and Security	196
5.2.5 Social Integration in the work	198
5.2.6 Constitutionalism	201
5.2.7 Work and total life space	203
5.2.8 The Social Relevance of work life	205
5.2.9 Descriptive Statistics concerning quality of work life dimensions with regard to the educational qualification of the sales executives	207
5.2.9.1 Adequate and Fair Compensation	207

5.2.9.2 Safe and healthy working conditions	209
5.2.9.3 Opportunities for developing human capacity	211
5.2.9.4 Opportunities for Growth and Security	213
5.2.9.5 Social Integration in the Work	215
5.2.9.6 Constitutionalism	217
5.2.9.7 The social relevance of work life	219
5.2.9.8 Work and Total Life Space	221
5.3 Conclusion	223
CHAPTER 6	225-234
JOB STRESS AMONG SALES EXECUTIVES	
6.1 Analysis of different factors affecting job stress among sales executives in top, middle and front-line level	225
6.2 Discriminant function analysis of job stress factors among sales executives	228
6.3 Occupational Stress and Quality of Work Life Dimensions of sales Executives	232
6.4 Concluding Remarks	234
CHAPTER 7	235-255
FINDINGS AND CONCLUSIONS	
7.1 The Research Problem in Brief	235
7.2 Methodological Design	237
7.3. Summary of Chapters	238
7.4. Findings at a glance	239
7.4.1 Demographic Profile of Sales Executives	239
7.4.2 Demographical factors and quality of work life of Sales Executives	240
7.4.3 Richard Walton's Quality of Work Life Dimensions and Quality of Work Life	247
7.4.4 Quality of Work Life and Outcomes of Quality of Work Life	249
7.4.5 Job Stress and Quality of Work Life	251
7.5 Conclusion	253
CHAPTER 8	257-264
RECOMMENDATIONS AND SCOPE FOR FUTURE RESEARCH	

8.1 Recommendations	257
8.2 Scope for further research	262
8.3 Implications of The Study	263
8.4 Conclusion	264
BIBLIOGRAPHY	265-279
APPENDICES	281-289

List of Tables

<i>Table No.</i>	<i>Title</i>	<i>Page No.</i>
1.1	Reliability Statistics	14
1.2	Test of Normality	15
1.3	Variables – Quality of work life Dimensions	19
1.4	Dimensions of Occupational Stress	22
1.5	Outcomes of Quality of Work Life	24
3.1	Drastic decrease in the number of strikes and lockouts	83
4.1	Demographic Profile of Respondents	113
4.2	Number of variables in the Structural Equation Model	116
4.3	Variables in the Structural Equation Model Analysis	117
4.4	Model Fit summary of Structural Equation Model	121
4.5	ANOVA- Job category, Adequate and Fair Compensation	122
4.6	ANOVA- Job category, Safe and Healthy working conditions	122
4.7	ANOVA- Job category, Opportunities for developing human capacity	123
4.8	ANOVA- Job category and Opportunities for growth and security	123
4.9	ANOVA- Job category and Social integration in the work	123
4.10	ANOVA- Job category and Constitutionalism	124
4.11	ANOVA- Job Category and Work and Total Life Space	124
4.12	ANOVA- Job category and the social relevance of work life	124
4.13	Standard Regression Weights of the Quality of Work Life Model	125
4.14	Chi Square Minimum (CMIN) of the goodness of relation between Quality of work life and the outcomes of Quality of work life	126

4.15	Outcomes of Quality of work life	127
4.16	RMSEA of the Quality of Work Life model	128
4.17	Baseline Comparison	128
4.18	Parsimony-Adjusted Measures	128
4.19	HOELTR	129
4.20	Result of test of Homogeneity of variances	129
4.21	ANOVA with Tukey's Test for Non additivity	130
4.22	ANOVA test to indicate the relationship between Age and Job Category of Sales Executives	131
4.23	ANOVA test to indicate the relationship between Work Experience and Job Category of Sales Executives	132
4.24	ANOVA test to indicate the relationship between Annual Income and Job Category of Sales Executives	133
4.25	Job category of sales executives in accordance with gender	133
4.26	Gender Wise Analysis on Adequate and Fair Compensation	134
4.27	Result of t test on response to “Adequate and fair Compensation”	134
4.28	Gender wise analysis on Safe and Healthy working conditions	135
4.29	Result of t test on response to “Safe and Healthy working conditions”	135
4.30	Gender wise analysis on Opportunities for Developing Human Capacity	136
4.31	Result of t test on response to “Opportunities for Developing Human Capacity”	136
4.32	Gender wise analysis on Opportunities for Growth and Security	137
4.33	Result of t test on response to “Opportunities for Growth and security”	138
4.34	Gender wise analysis on social integration in the work	139
4.35	Result of t test on response to “social integration in the work”	139
4.36	Gender wise analysis on constitutionalism	140
4.37	Result of t test on response to “constitutionalism”	140

4.38	Gender wise analysis on work and total life space	141
4.39	Result of t test on response to “work and total life space”	141
4.40	Gender wise analysis on social relevance of work life	142
4.41	Result of t test on response to “social relevance of work life”	142
4.42	Comparison between age, work experience, and annual income of sales executives	143
4.43	Calculation of quartile values to determine the level of influence of QWL Dimensions	144
4.44	Descriptive statistics concerning Adequate and Fair Compensation	145
4.45	Robust Tests of Equality of Means-Adequate and Fair Compensation	148
4.46	Descriptive Statistics concerning safe and healthy working conditions	149
4.47	Robust test of Equality of Means-Safe and Healthy Working Conditions	152
4.48	Descriptive statistics concerning Opportunities for Developing Human capacity	153
4.49	Robust test of Equality of Means- Opportunities for Developing Human capacity	156
4.50	Descriptive statistics concerning opportunities for growth and security	157
4.51	Robust test of equality of means- opportunities for growth and security	160
4.52	Descriptive statistics concerning social integration in the work	161
4.53	Robust test of equality of means- social integration in the work	164
4.54	Descriptive Statistics concerning constitutionalism	165
4.55	Robust test of equality of means- constitutionalism	167
4.56	Descriptive statistics concerning work and total life space.	168
4.57	Robust test of equality of means- Work and total life space	171
4.58	Descriptive statistics concerning social relevance of work life.	172
4.59	Robust test of equality of means- Social relevance of work life	175

4.60	Dependent Variable: Quality of Work Life	176
4.61	Comparison between Quality of Work Life and Educational Qualification of Male Employees	181
4.62	Comparison between Quality of Work Life and Educational Qualification of Female Employees	182
4.63	Skewness and Kurtosis	183
4.64	Normality Test	183
5.1	Variables Quality of work life Dimensions	187
5.2	Descriptive Statistics -Adequate and fair compensation	189
5.3	Descriptive Statistics -Safe and healthy working conditions	192
5.4	Descriptive Statistics - Opportunities for Developing Human capacity	194
5.5	Descriptive statistics - Opportunities for growth and security	196
5.6	Descriptive statistics – Social integration in the work	199
5.7	Descriptive Statistics – Constitutionalism	201
5.8	Descriptive statistics - Work and total life space.	203
5.9	Descriptive statistics – The Social relevance of work life	205
5.10	Adequate and Fair Compensation and Educational Status	208
5.11	Safe and healthy working conditions	209
5.12	Opportunities for developing human capacity	211
5.13	Opportunities for growth and security	213
5.14	Social Integration in the Work	215
5.15	Constitutionalism	217
5.16	The social relevance of work life	219
5.17	Work and Total Life Space	221
6.1	Factors affecting Job Stress of Sales Executives	226
6.2	Eigen Value – Factors affecting job stress	228
6.3	Wilks Lambda Test- Factors affecting Job Stress	228
6.4	Function at Group Centroids	229

6.5	Standardized Canonical Discriminant Function Coefficients	229
6.6	Occupational Stressors of Sales Executives	231
6.7	Correlation between Quality of Work Life dimensions and Stress of Sales Executives	233

List of Figures

<i>Figure No.</i>	<i>Title</i>	<i>Page No.</i>
1.1	Conceptual Model	16
3.1	Causes Of Industrial Strikes From 2005 Onwards	82
3.2	Objectives of Quality of Work Life	89
3.3	Multiple Role of Sales Executive	96
4.1	Structural Equation Model (SEM) based on Standardised Co-efficient on Quality of work life.	116

List of Abbreviations

ACE	Appliances and Consumer Electronics
AEBM	Advances in Economics and Business Management
AGFI	Adjusted Goodness of Fit
AIOE	All India Organisation of Employers
AI	Artificial Intelligence
AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
ASTD	American Society of Training and Development
BPO	Business Process Outsourcing
CCM	Constant Comparison Method
CEAMA	Consumer Appliances And Manufacturers Association
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
CMIN	Chi square Minimum
CSR	Corporate Social Responsibility
DCM	Demand Control Model
DFA	Discriminant Function Analysis
DF	Degree of Freedom
DV	Dependent Variable
EAP	Employee Assistance Programs
ERI	Effort Reward Imbalance model
FMCG	Fast Moving Consumer Goods
FDI	Foreign Direct Investment
GFI	Goodness-of-Fit Index
GEC	Global Economic Development
GVT	Global Virtual Teams
HQWL	Higher Order Quality of Work Life
HR	Human Resource
HRM	Human Resource Management
HSD	Honestly Significant Difference
IAMAI	Internet and Mobile Association of India
IoT	Internet of Things

IFI	Indicators of Financial Integration
IV	Independent Variable
LQWL	Lower Order Quality of Work Life
MANOVA	Multivariate Analysis of Variance
NFI	Normed Fit Index
NCR	National Capital Region
OB	Organisational Behaviour
OCB	Organisational Citizenship Behaviour
OECD	Organisation for Economic Co-operation and Development
PNFI	Parsimony Normed Fit Index
QWL	Quality of Work Life
QWLSI	Quality of Work Life Systemic Inventory
RFI	Relative Fit Index
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SFM	Sales Force Management
SPSS	Statistical Package for Social Sciences
SRCO	Socially Responsible Consumption Orientation
SE	Standard Error
SEM	Structural Equation Modelling
SME	Small to Medium sized Enterprises
TUMS	Tamilnadu University of Medical Sciences
TLI	Tucker Lewis Index
WHO	World Health Organisation
WHOQWL	World Health Organisation Quality of Work Life

Chapter 1

Introduction

1.1 Preamble

The most vital resource of any organisation in the present century is Human Resource. It is this resource which determines the prosperity as well as poverty of an organisation. If and only when human resources are committed and motivated and willing to work hard, organisation can compete with the other competitors and can survive by building a strong customer base. Over the years, since Industrial Revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. A strong work culture helps to foster better growth for an organisation and encourages employees to perform the best of their ability and potential. Almost all developed countries emphasise the importance of human resources for the achievement of efficiency in organisation.

Human Resources are the most important asset of any organisation and the success of any organisation depends on how it attracts recruits, motivates and maintains human resources. All other capital resources of an organisation will be a sheer waste without well maintained Human Resources. Nowadays organisations are spending huge money as well as effort for the proper management of Human resources and they realised that only Human resources will provide them success in the long run. The desire for fulfilment of the social, economic and psychological needs is possible through the attainment of Quality of work life.

The concept of Quality of Work life originated in the United States of America in the 1960s. (Davis, 1977). The conceptualisation of Quality of Work life is different and it vary across contexts and individuals. Quality of work life is an essential criterion for a favourable work environment in any organisation. It refers to the relationship between a worker and work environment. Quality of Work Life approach takes into consideration the social, psychological and economic needs of workers.

The American Society of Training and Development establish a task force in 1979. This task force defined Quality of work life as “a process of work organisation which enables its members at all levels to actively participate in shaping organisation environments, methods and outcomes”.

Quality of work life is a construct that deals with the well being and prosperity of employees. It is the total of the positive experiences that an individual gets in various phases of his life. In an organisation only the personnel will have perception about the organisational environment and there is nothing to do with this as far as machine and money are considered.

One of the main concerns for improving quality of work life in an organisation is Global economic development, which results in forming newer aspirations to the workers and more concern for their quality of work life. Global economic development and its repercussions have made a big impact on Quality of Work Life. Only when a concern favours the Quality of Work Life and take steps to ensure Quality of work life in an organisation, it will flourish. Global economic development has made tremendous changes in every sector of the organisation, be it on the human resources, production, procurement and everything is influenced by the Global economic development. Sophisticated technology, large scale production, changing social, political and economic environment, shift from manual to mechanical labour all makes changes in manpower and its policies.

Sales constitute the major revenue generating activities of a business and sales executives are the back bone behind the increased sales of any organisation. Sales executives are called by different names like sales head, area sales executive, territory head etc. They are responsible for planning, implementing, managing and overseeing a company’s overall sales strategy. It is clear that modern marketing begins and ends with the customer. Customer is the central focus which keeps the business moving and in order to gain customer business people have to evolve a suitable sales strategy. In this connection Sales Executives have to conduct Market Research in order to identify selling opportunities and evaluate the needs of the customer. Sales Executives employ cold calling, networking and social media in order to reach towards the

prospective customers. The foremost thing to remember is that Modern Sales Executives are not selling the products, but end solutions and must bear in mind that all the persons whom they meet are not their ideal customer.

Appliance and consumer electronics (ACE) market in India reached Rs 76,400 crore (US\$ 10.93 billion) in 2019 and is expected to double to Rs 1.48 lakh crore (US\$ 21.18 billion) by 2025. This opens a wide market for the Appliance and Consumer Market and Sales Executives are the instrument through which they can attain this target. Moreover, consumer durables loan increased by 70% and there is vast untapped market in the rural area further adds the importance of sales executives for consumer and electronic appliances. The market for white goods in India is highly concentrated as 75% of the market of washing machines and refrigerators are occupied by top 5 leading players in the market. Relaxation in the Policies of Government of India and relaxation of license rules and approval of 51 per cent foreign direct investment (FDI) in multi-brand and 100 per cent in single-brand retail are some of the major growth drivers for the consumer market. The changing lifestyles of the customers coupled with increased access and awareness also contributed to the growth of consumer and electronic appliances in Kerala.

1.2 Significance of the Study

India, one of the fastest growing economies and it accounts for the 17% of the world population and 3% of the world consumption. It has the highest growth among the top 10 countries as per OECD (2021) report. One of the significant features of Indian population is that the affluent class belongs not only to the urban areas, but also in the rural areas. The increased number of young urban nuclear families, growing aspirations of the people, the rising digital penetration in India all accounts for the greater affordability for consumer durables and electronic products. Among the Indian states Kerala has the highest internet access as well as penetration rate. Kerala's Internet penetration rate is the second highest in the country (54%), with Delhi NCR topping the list with 69% penetration as per IAMAI (2019) report.

Kerala, also known as “God’s own country” gave a great impetus to the festival seasons and the inclination of the population towards the festivals and the related

purchases attaches a great importance to electronics and consumer appliances. The quality of work life of sales executives determines their positive behaviour in an organisation will alone generates leads for the organisation. Quality of Work Life helps to improve the efficiency of Sales Executives and provides motivation for their improved performance. Quality of Work life is a pre-requisite for the organisation to improve their productivity. It helps to create a positive employee attitude towards their work and the organisation and thereby increase productivity and enhanced organisational effectiveness coupled with competitive advantage.

The sales executive is expected to interact with the clients and offer the products that satisfy the need of the final customer. He is expected to study the market and know the pulse of the market in order to ensure a proactive behaviour on the part of organisation, and make a deep study about the client requirement and fulfil all those roles to satisfy the needs of the customer. In short, a sales executive has to fulfil their role in sales force management as well as other marketing activities. Sales Executives manage the four P's of marketing, namely Product, Promotion, Pricing and Distribution. Sales executive's job is highly stressful, affects the quality of their work, have to travel a lot to fulfil their responsibilities and the nature of job lacks security and have chances for losing their job at any time. Hence, it is highly significant to conduct an in-depth study about the Quality of Work life of sales executives in consumer and electronics appliances sector. It is expected that the study will be helpful to the organisations to design an organisational climate for the executives as well as the policy makers to take necessary steps to develop a legal framework providing better working conditions and remuneration package for the sales executives.

1.3 The Research Problem

The technological advancements to create connected devices and the concept of smart homes along with rising income level of rural people has given a boost to the consumer and electronic appliances industry. Companies are focusing on increasing the delivery mechanism to the end users and only satisfied sales executives can perform this job with its true spirit. The quality of delivery mechanism alone can create a competitive advantage for the business organisations in the era of cut throat

competition. The regulatory provisions concerning the life of sales executives is quite inadequate and sales executives are supposed to work in an environment which is highly susceptible to loss of job and suffers a high quantity of job stress. The work of sales executives is highly disturbed due to growing competition in the industry, large number of unemployed youth and the multiple culture patterns exists in various industries. Quality of work life of sales executives need to be addressed to create a satisfied work force that can fulfil the needs of both the employer as well as employee.

1.4 The Research Questions

In this complex scenario, an attempt has been made on the quality of work life of sales executives working in the consumer and electronic appliances in Kerala to investigate into the following major questions: -

1. What is the relationship between various work-related factors and quality of work life of sales executives?
2. What is the influence of various dimensions of quality of work life in determining the quality of work life of sales executives?
3. How the quality of work life of sales executives influences the outcomes namely productivity, job satisfaction and organisational goal attainment?
4. What are the various stressors of the sales executives working in consumer and electronic appliances in Kerala and how they influence sales executives at various levels?
5. What are the various measures taken by the organisation to improve the quality of work life of sales executives in an organisation?
6. What are the influences of various work-related outcomes to Quality of Work Life?
7. What is the relationship between personal factors and Quality of work life?

From the available literature, it is found that there is no comprehensive and scientific study relating to this area and hence this study is diverted to this direction.

1.5 Scope of the Study

The scope of the study is limited to Quality of Work life of Sales executives in Consumer and Electronic Appliances in Kerala. The sales executives include the Top Level, Middle Level and the Front-line Executives in Kerala. The study is confined to sales executives of those Consumer and Electronics Appliances sector, commonly known as Appliances and Consumer Electronics (ACE) of those organisations registered in Consumer Electronics and Appliances Manufacturers Association (CEAMA).

Only the Sales Executives or Business Executives working in the Consumer and Electronics appliances sector are taken for the purpose of the study. The study excludes the QWL of Managers, Technical staff and other employees working in the organisation.

This study also identifies the stressors affecting the sales executives in consumer and electronic appliances and assesses the level of occupational stress faced by them.

1.6 Objectives of the Study

The main objective of this research work is to conduct a study about the quality of work life of sales executives in the consumer and electronic appliances in Kerala. In order to achieve this, the following specific objectives have been set forth.

1. To study the relationship between demographic factors and quality of work life of sales executives
2. To evaluate the influence of dimensions of quality of work life on quality of work life of sales executives.
3. To study the influence of quality of work life on various outcomes among sales executives.

4. To identify the influence of job stress on sales executives at various levels.
5. To suggest measures taken by the organisation to improve the quality of work life of sales executives.

1.7 Hypotheses

In tune with the above objectives, the following hypotheses were framed and tested with the help of statistical tools.

Based on Objective 1

H01. There is no significant difference between age of sales executives and quality of work life of sales executives.

H02. There is no significant difference between work experience of sales executives and quality of work life of sales executives.

H03. There is no significant difference between gender of sales executives and quality of work life of sales executives.

H04. There is no significant difference between annual income of sales executives and quality of work life of sales executives.

H05. There is no significant difference between job category of sales executives and quality of work life of sales executives.

H06. There is no significant difference between Education of sales executives and quality of work life of sales executives.

Based on Objective 2

H07. There is no significant difference between Adequate and fair compensation of sales executives and quality of work life of sales executives

H08. There is no significant difference between safe and healthy working conditions of sales executives and quality of work life of sales executives.

H09. There is no significant difference between opportunities for developing human capacity and quality of work life of sales executives.

H10. There is no significant difference between opportunities for growth and safety and quality of work life of sales executives.

H11. There is no significant difference between constitutionalism and quality of work life of sales executives.

H12. There is no significant difference between Work and total life space and quality of work life of sales executives

H13. There is no significant difference between the social relevance of work life and quality of work life of sales executives

Based on Objective 3

H14. There is no significant relationship between employee productivity and quality of work life of sales executives

H15. There is no significant relationship between Job satisfaction and quality of work life of sales executives.

H16. There is no significant relationship between Organisation target/ Goal attainment and quality of work life of sales executives.

Based on Objective 4

H17. There is no significant relationship between Job Stress of sales executives and Job category of sales executives

1.8 Operational Definition of the Terms and Concepts

The key terms and concepts used in the study are briefly explained as follows:-

➤ Appliances and Consumer Electronics Industry

A wide-ranging field of sophisticated electronics that include Televisions, Refrigerators, home appliances, stereo, home theatre, smart phones, tablets, internet

connected appliances purchased by customers mostly for casual use and entertainment.

➤ **Future of Appliances and Consumer Electronics (ACE) Industry**

The intention of consumers to stay connected and use most sophisticated electronic equipment's to keep standard of living gave a boost to Appliances and Consumer electronics market and is expected to double in the coming years.

➤ **Organisational Behaviour**

Organisational behaviour is concerned with the behaviour of people that comprises the organisation. A better understanding of the people in the organisation alone helps to control the human behaviour in organisations.

➤ **Electronics Sector**

Electronics sector is that sector which concentrates on production of electronic equipment and consumer electronics and it includes sectors like telecommunications, networking, electronic components, industrial electronics and consumer electronics.

➤ **Sales force Management**

Recruitment, Selection, Orientation, Training, Supervision, Motivation, Compensation and Evaluation of the Sales Personnel of a company is termed as Sales force Management. It is the subsystem of Marketing Management which comprises of connecting the customers to the organisation. The Marketing plan is transformed into marketing action through Sales force Management.

➤ **Role of Sales Executives**

Sales executives are the key point of contact between an organisation and its customers. They introduce new products, clarifies the queries of customers, offering advices to them, act as a link between customer and organisation, convert a prospective query into sales and perform end number of functions in an organisation.

They are knitted to an organisation in such a way that clients often consider sales executive and organisation as one and the same.

➤ **Types of Sales Executives**

On the basis of the services offered by sales executives like maintaining client relationships, outside sales service, supporting sales representatives, ensuring strong business relationship with customers, generating leads sales executives are of different types. On the basis of the hierarchy of sales executives, sales executives are classified into Top Level, Middle Level and Front-Line executives.

➤ **Expectations of Sales Executives**

Sales executives are expected to enhance the success and competitive strength of the organisation and must be productive. They have to maintain cordial relationship with the client as well as the organisation and must act as a connecting link between them. The sales goals of an organisation are achieved through the sincere and productive efforts of the sales executives.

➤ **Quality of Work Life**

Quality of work life signifies the employees' job-related wellbeing and the degree to which his interactions in the organisations satisfies his needs and wants and makes his experiences in the organisations rewarding and free from occupational stress. It is the only element that brings satisfaction to the employee on one side and productivity to the employer on the other side.

➤ **Influence of Quality of Work Life on Performance**

High quality of work life positively influences job satisfaction and ensure proper work life balance. Providing improved quality of work life will improve job satisfaction and result in a win-win situation where the employee contributes his best to the organisation and improves the productivity and performance of the organisation.

➤ **Factors influencing Quality of Work Life**

There are number of factors which influence Quality of work life in an organisation. Among these six factors like Career growth and development, Pay and Benefits, Work

Life Balance, Social Integration, Nature of Job and Working conditions have a significant influence on Quality of Work life of employees. (Bashir, 2018)

1.9 Methodology and Database

1.9.1 Method of Research

The method of study is descriptive and analytical in nature. It is based on both Secondary and Primary data.

1.9.2 Source of Secondary Data

The secondary data needed for the study has been gathered from the following sources.

- Advances in Economics and Business Management (AEBM)
- International Journal for Quality Research
- Indian Journal of Applied Research
- Consumer Electronics and Appliances Manufacturers Association (CEAMA)
- All India Organisation of Employers (AIOE)
- Past purchase records of organisations
- Website of various electronics manufacturers
- Customer relationship management websites
- Other websites
- Books, Periodicals, Study Reports, Paper Presentations, Research Dissertations and Theses

1.9.3 Source of Primary Data

The present research is mainly based on primary data. The Primary Data were collected through questionnaire and interview schedule from the Sales executives of Electronics and Consumer Appliances in Kerala State, which consists of Executives, including Top Level Executives, Middle Level Executives and Front-Line Executives.

Data were also collected through direct personal interviews with well experienced sales executives in this field.

1.9.4 Sample Design

The sampling design adopted for the study is briefly explained below.

(a) Population

The population of the study consists of Sales Executives of Consumer and Electronic Appliances working in the state of Kerala. There are no authentic reports about the exact number of Sales Executives in this field. In order to tackle this problem a Noida based Non-Profit Organisation namely Consumer Electronics and Appliances Manufacturers Association (CEAMA), established in the year 1978 was taken for the purpose of study. This is an all India body representing Consumer Electronics, Home Appliances and Mobile Industry. This apex body aims to enhance the development of Consumer Electronics & Appliances Industry and its components to maintain fair competition and healthy practices among manufacturers, dealers and other stakeholders. All the members of CEAMA operates their business in Kerala.

(b) Sampling Frame

A total of 150 members were registered in CEAMA (Consumer Electronics and Appliances Manufacturers Association) and almost all members have their stake in Kerala. An average of 20 Sales Executives are working in each organisation in Kerala. Total population consists of 3000 Sales executives in Kerala.

(c) Sampling Technique followed

A Simple Random Sampling Technique was adopted for the selection of sample as the complete list of manufacturers in Appliances and Consumer Electronics sector registered in CEAMA are available. The details of sample collected are given below:-

(d) Selection of Sample Size

Since this is a finite population and the population size is exactly known sample required was calculated using Taro Yamane 1976 formula

$$\text{Where } n = \frac{N}{1 + N (e)^2}$$

Where n = required sample size

N= Population size

e= Margin of Error (0.05)

n = 352.94 rounded to 353

The sample of respondents selected for the study was rounded to 353. Based on the data obtained from CEAMA Top Level, Middle Level and Front line executives are roughly estimated in the ratio of 1:3:6

1.9.5 Pilot Study and Pre-Test

A pilot study is the small-scale implementation of a larger study or a part of the larger study. In order to conduct pilot study a model questionnaire including all the eight dimensions of quality of work life and occupational stress was prepared and administered to 50 (Fifty) sales executives functioning in the field of consumer and electronics appliances on a random basis. The collected data along with the questionnaire was submitted before the experts in the field of Marketing and sales and their expert opinions are incorporated in the questionnaire. The unwanted items in the questionnaire were removed and suitable modifications were done.

After pilot study and keeping in view of the findings and observations derived from the pilot study suitable modifications were incorporated in to the questionnaire and thereafter it was finalised. There after work of primary data from sample respondents was done.

1.9.6 Reliability Test

In order to evaluate the quality of the research and to check whether the method, technique or test measures what it is intended, Reliability and Validity tests were done. Reliability test was conducted to check the internal consistency of the scaled statements based on the variable decided in the study on the basis of pilot study.

Cronbach's alpha for these scaled statements of Quality of Work Life Scale, Occupational Stress Scale and Organisational Target Attainment scale is 0.988 which is higher than the standard Cronbach's alpha of 0.70. Since the Cronbach's alpha for all the variables in the questionnaire are more than 0.70, the internal consistency of the scale is high and the questionnaire can be considered as highly reliable.

Table 1.1
Reliability Statistics

Heads	Dimensions	Cronbach's Alpha	No. of Items	SL.No. in the Questionnaire
Quality of Work Life	Adequate and Fair Compensation	0.988	8	9.1 to 9.8
	Safe and Healthy Working Conditions	0.988	8	10.1 to 10.8
	Opportunities for Developing Human Capacities	0.988	7	11.1 to 11.7
	Opportunities for Growth and Security	0.988	8	12.1 to 12.8
	Social Integration in the work	0.988	6	13.1 to 13.6
	Constitutionalism	0.988	7	14.1 to 14.7
	Work and Total Life space	0.988	5	15.1 to 15.5
	Social Relevance of work Life	0.988	7	16.1 to 16.7
	Occupational Stress	Factors affecting Job stress	0.988	22
Outcomes of QWL	Outcomes of QWL-Job Satisfaction	0.988	5	18.1 to 18.5
	Outcomes of QWL-Employee Productivity	0.988	5	19.1 to 19.5
	Outcomes of QWL-Organisational Target/Goal attainment	0.988	5	20.1 to 20.5

1.9.7 Validity

Validity means the appropriateness, correctness, meaningfulness and usefulness of the specific inferences researchers make based on the data they collect. Validation is the process of collecting and analysing evidence to support such evidences. (Jack R

Fraenkel, 2012). Experts in Marketing and Sales sector dealing with consumer and electronic appliances sector were consulted to critique and refine the instrument. A panel of experts has reviewed the Questionnaire for the proposed study and suitable modifications and suggestions were incorporated accordingly. (Content Validity). They also measure whether the instrument appears to measure what it is intended to measure. (Face Validity)

1.9.8 Tools for the Analysis of Data

(a) Normality Test

Table 1.2

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Quartile	.040	353	.200*	.996	353	.513
*. This is a lower bound of the true significance.						
a. Lilliefors Significance Correction						

The Kolmogorov Smirnov test and the Shapiro Wilk tests are used to test the Normality of the population. If the Significant value of Kolmogorov Smirnov and Shapiro Wilk test is more than 0.05, the data is normal. Here the value is 0.200 and 0.513 which is very higher than 0.05 and the data is assumed as normal. Since the Normality is very apt, Parametric tests can be applied for the data.

(b) Randomness test.

Runs test is a statistical procedure to determine whether a sequence of data within a given distribution have been derived with a random process or not. It is observed that the 'p' value is greater than 0.05. and hence Randomness of the data can be assured.

(c) Tools used

The analysis of Quantitative data has been done with the help of SPSS. Structural Equation Modelling was done with the help of AMOS software. The mathematical and statistical tools like Percentages, Mean, Standard Deviation, Chi-square test, t-test, F-test, Discriminant Function Analysis, Correlation Analysis, Tukey's HSD test for Multiple Comparison, Cluster Analysis, Constant Comparison Method and Structural Equation Modelling were employed for the analysis of data.

1.10 Conceptual Model

Following working model is used for the purpose of this study depicted in Figure 1.1

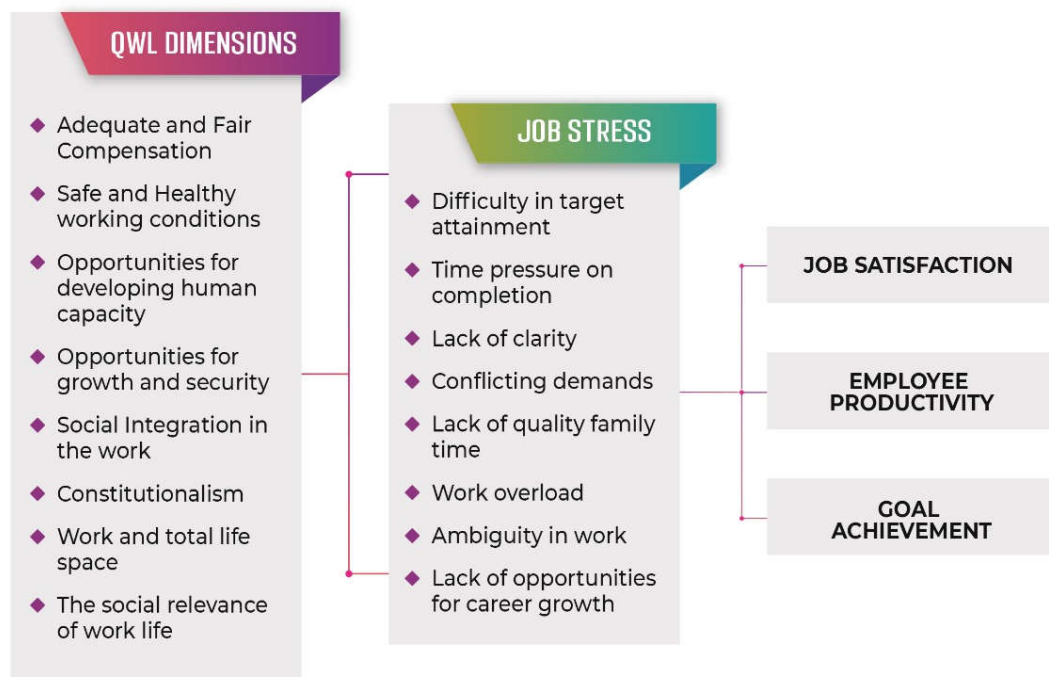


Fig.1.1 Conceptual Model

Richard Walton has put forward Eight Dimensions of Quality of Work Life namely, Adequate and Fair compensation, Safe and Healthy working conditions, Opportunities for developing human capacity, Opportunity for growth and security, Social integration in the work, Constitutionalism, Work and Total life space and the social relevance of work life. When all these dimensions are present in the work life of an employee and he is satisfied that he can taken decisions concerning his work life in the organisations Quality of Work life is present. It will leads to the attainment of

three objectives namely, Job satisfaction, Employee productivity and Goal achievement which are beneficial to both the employer as well as the employee. The attainment of these accomplishments is restricted by the presence of Occupational Stressors consisting of difficulty in target attainment, time pressure on completion, lack of clarity, conflicting demands, lack of quality family time, work overload, ambiguity in work and lack of opportunities for career growth. Along with the dimensions of Quality of work life, if an employee is able to overcome the stressors which adversely affect him in the attainment of goal, he can attain the outcomes of Quality of work life. Every organisation must strive to reduce the job stress and provide an environment which fosters the growth of employee and promote organisation goal attainment.

1.11 Tools/ Instruments for Data Collection

Primary data was collected using a structured questionnaire designed exclusively for this purpose. Initially a pilot study has been conducted using a draft of the questionnaire covering all the objectives of the study and suggestions from the experts in the field of study were incorporated in the questionnaire. For all the questions concerning Quality of work Life, Occupational Stress and Outcomes of Quality of Work Life a five dimensional scaling technique has been followed ranging from ‘Strongly Agree’ to ‘Strongly Disagree’ with Neutral in the middle. Interview schedule having open ended questions has been prepared to collect qualitative data required for the study. The specimens of the Interview Schedule and Questionnaire are given in the appendix.

The Questionnaire designed for the study has four parts.

- (a) deals with Demographic information
- (b) concerned with Quality of Work Life
- (c) covers Occupational Stress and
- (d) covers the Outcomes of Quality of Work Life.

(a) Demographic Variables

The demographic variables like age, gender, marital status, income, experience etc. influence the quality of work life of an employee and promote better organisational behaviour. The Quality of work life of sales executives in consumer and electronics industry attaches a vital importance to demographic variables which are listed as follows:-

Variable No.	Variable
V1	Gender
V2	Age
V3	Education
V4	Marital Status
V5	Place of Living
V6	Job Category
V7	Work Experience
V8	Annual Income

(b) Quality of work Life

Quality of work life of sales executives of consumer and electronic appliances are framed based on the eight dimensions of Quality of Work Life put forward by Harvard Professor Richard E Walton (1975). Each dimension of Quality of work life has been further subdivided into several statements in order to elicit the true quality of work life experienced by the sales executives in this field. The eight dimensions of QWL variables are:-

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Opportunities for developing human capacity
4. Opportunities for growth and security
5. Social integration in the work

6. Constitutionalism
7. Work and total life space
8. The social relevance of work life

The Quality of Work life dimension scale includes 55 statements relating to the 8 dimensions of Quality of work life. All the statements were positively worded and respondents were asked to record their opinion on a five-point scale ranging from Strongly Agree to Strongly Disagree. (5 = Strongly Agree, 4 = Agree, 3 = Neutral ,2 = Disagree, 1 = Strongly Disagree)

Table 1.3 represents the Dependent Variable (DVs) and independent Variables (IVs) based on Richard Walton's Eight-point criteria.

Table 1.3
Variables Quality of work life Dimensions

No.	Dependent Variable (DV)	Independent Variable (IV)
DV1	Adequate and Fair Compensation	IV1. Proportionate with needs
		IV2. Proportionate with similar organisation
		IV3. Prompt Revision
		IV4. Sufficient incentives
		IV5. Par with Qualification
		IV6. Welfare Schemes
		IV7. Regularity in Pay
		IV8. Good judgement by others
DV2	Safe and Healthy working conditions	IV9. Neatness
		IV10. Less Fatigue
		IV11. Sufficient Rest
		IV12. Safety and Protection
		IV13. Sufficient Health care
		IV14. Sufficient Accommodation
		IV15. Sufficient Transportation
		IV16. Subsidised Food
DV3	Opportunities for Developing Human Capacity	IV17. Freedom for Planning
		IV18. Superior Pressure
		IV19. Career and Growth
		IV20. Autonomy
		IV21. Appreciation
		IV22. Feedback

		IV23.Further Learning
DV4	Opportunities for Growth and Security	IV24.Fair Promotion Policy
		IV25.Secured Job
		IV26.Training
		IV27.Adequate Data
		IV28.Motivation
		IV29.Feedback for corrective action
		IV30.Retention
		IV31.Promotion
DV5	Social Integration in the work	IV32.Discussion with superiors
		IV33.Identification in work
		IV34.Upward mobility
		IV35.Team work
		IV36.Equal Rights
		IV37.Communication
DV6	Constitutionalism	IV38.Rule of Law
		IV39.Equal treatment
		IV40.Equitable treatment
		IV41.Employer-Employee Relation
		IV42.Value maintenance
		IV43.Unity is Strength
DV7	Work and Total Life Space	IV44.Grievance handling
		IV45.Flexible work schedule
		IV46.Work Life Balance
		IV47.Recreational Activities
		IV48.Rest and Relaxation
DV8	Social Relevance of work life	IV49.Sports Related
		IV50.Social Prestige
		IV51.Concern for society
		IV52.Self esteem
		IV53.Communicates change
		IV54.Social contacts
		IV55.Free from dissatisfaction
IV56.No violation of ethics		

(c) Occupational Stress

Sales Executives in the field of consumer and electronic appliances face a high degree of occupational stress due to the particular nature of the job. As more and more number of sales executives with required qualifications are available in this field, where there are only a few number of companies available, occupational stress faced by the sales executives need to be addressed. In this juncture a suitable model for

assessing occupational stress among sales executives through Demand Control Model which pays attention to the Human factor in the work environment was considered. This model conceptualises the work environment as purely one of human construction capable of change to an optimal active learning environment. (Karasek, 1998)

Demand Control Model

The Job-Demand-Control-Support model is a well-known theory that explains how job characteristics influence employees' psychological well-being as explained by Karasek (1990) The model operates with three main dimensions: job demands, job decision latitude and job social support. According to the model, workers with jobs characterized by high demands, low decision latitude and low social support have a higher risk of poor psychological well-being and cardiovascular diseases Kristensen (2004)

Sales Executives encounter different types of working conditions which makes their work stressful. These negative working conditions or stressors adversely affect their physical or emotional well being. The stressors associated with sales executives are of Job Control Stressors and Job Demand Stressors. Job Control Stressors signifies one's ability to make decisions about how work is done and the ability to use a range of skills on the job. **Job demand** determines how much or how little production or productivity pressures there are on the worker and the quality of the physical work environment.

The Occupational Stress contains 22 statements relating to the two dimensions namely Job Demand Stressors and Job Control Stressors. All the statements are negatively worded and respondents were asked to record their opinion on a five point scale ranging from Strongly Agree to Strongly Disagree. (5 = Strongly Agree, 4 = Agree, 3 = Neutral ,2 = Disagree, 1 = Strongly Disagree).

Variables used for the analysis

Table 1.4 represents the Dependent Variable (DVs) and independent Variables (IVs) based on Demand Control Model of Occupational Stress.

Table 1.4
Dimensions of Occupational Stress

No.	Dependent Variable	Independent Variable
DV1	Job Demand Stressors	IV1.Lack of Leisure Hours
		IV2.Difficulty in Meeting Target
		IV3.Stressful Time Schedule
		IV4.Fluctuating and Unpredictable task
		IV5.Lacking Job clarity
		IV6.Time as Mental Tension
		IV7.Conflicting work Demands
		IV8.Heavy Work Load
		IV9.Quality-Quantity Conflict
		IV10.Vague Job aspects
		IV11.Unclear work
		IV12.Lack of Priorities
DV2	Job Control Stressors	IV13.Overburdened Job
		IV14.Unclear Scope and Responsibilities
		IV15.Family issues creating stress
		IV16.Stress in taking actions
		IV17.lack of superior support for personal problems
		IV18.Lack of opportunities for career growth and development
		IV19.No time for social gathering
		IV20.No quality family time
		IV21.Over responsibility in work
		IV22.Need to reduce some part of work

(d) Outcomes of Quality of Work Life

Quality of Work life creates a positive attitude among the employer as well as the employee and it will enhance the productivity of the organisation in the long run. When the productivity of the organisation improves along with enriching the

employees , the organisation will attain a competitive edge over the others. The Quality of work life of sales executives in the field of consumer and electronics appliances industry is evaluated in terms of the specific outcomes it bring forth .It includes the following

(a) Job satisfaction

Job satisfaction of an employee refers to the general attitude of an employee towards his job which may be the result of challenging job, increased pay and emoluments and a cordial work climate prevailed in the organisation. Such a positive emotional state of the employee results in a increased loyalty and satisfaction of the employee and also enhance productivity of the organisation. Job satisfaction will reduces employee turnout and makes the employee loyal and punctual.

(b) Employee Productivity

When Quality of work life increases employee will be more productive, loyal and committed to the organisation. Motivation as well as the ability of the employee in his work will increase. Employee productivity is the result of sincere positive attitude of an employee towards the organisation which makes him an unavoidable part of the organisation. It is an emotional bond of attachment of an employee with the organisation.

(c) Organisational Target/ Goal Attainment

The effectiveness of an organisation can be measured in terms of the attaining the organisational goals. It is the result of synergy affected through the combined efforts of all employees working in different sections of the organisation. Attainment of organisational goals is effective only when it is backed with the satisfaction of employees of the organisation. Quality of work life in essence helps to satisfy the employee and employer in this regard.

Variables used for the analysis

Table 1.5 represents the Dependent Variable (DVs) and independent Variables (IVs) used to measure the outcomes of quality of work life.

Table 1.5
Outcomes of Quality of Work Life

No.	Dependent Variable	Independent Variable
DV1	Job Satisfaction	IV1.Low Absenteeism
		IV2.No desire to move to another job
		IV3.Recommend to others
		IV4.Comfort with job
		IV5.Punctual in Job
DV2	Employee Productivity	IV6.Morale
		IV7.Loyal
		IV8.Committed
		IV9.Loyal to company
		IV10.No Employee Burnout
DV3	Organisational Target/ Goal attainment	IV11.Suitable Rewards
		IV12.Rewards best in the Industry
		IV13.Clear Goals
		IV14.Proper Training
		IV15.Rewards matches Performance

1.12 Limitations of the Study

The present study faces the following limitations

- ✓ The present study covers the sales executives in the field of consumer and electronics appliances and excludes the sales executives working in allied sectors like Pharmaceuticals, Banking, FMCG etc.
- ✓ Most of the sales executives are reluctant to answer their questionnaire due to the inherent nature of the job and the busy schedules of the sales executives
- ✓ Most of the sales executives show bias towards their organisation and fear about the loss of job once they reveal the confidential data

- ✓ The sales executives are not keen and punctual in revealing their data and hence the chance of biased errors may occur
- ✓ The sales executives are in a hurry to meet their target and often neglected their relations with outsiders who are in no way helping them to meet their target.

1.13 Chapter Scheme of the Report

Chapter 1. Introduction

This chapter deals with the introduction, research problem, Scope, Significance of the study, objectives and hypotheses, operational definition of concepts, research methodology, limitations of the study and chapter scheme of the report.

Chapter 2. Review of Literature

This chapter deals with Literature in the field of quality of work life properly earmarked with the Quality of work life in International, National and State Level and also about the studies relating to Sales Force Management

Chapter 3. Quality of Work life and sales force management- A Theoretical Framework

This chapter gives a clear conceptual idea about Quality of work life, Sales Force management, Importance of Quality of Work Life in Sales force Management and Occupational Stress among Sales executives.

Chapter 4: Quality of Work Life of Sales Executives: An Analysis

This Chapter is intended to discuss the results of analysis of Quality of Work life of Sales Executives in Consumer and Electronic Appliances sector both in total and variable wise.

Chapter 5: Occupational Stress of Sales Executives

This Chapter discusses about the Occupational Stress of Sales executives as well as its impact on their professional and personal life

Chapter 6: Outcomes of Quality of work life

This Chapter discusses about the outcomes of Quality of work life of sales executives in consumer and electronics appliances

Chapter 7: Findings, Conclusions and recommendations

This Chapter contains the summary of findings, conclusions and recommendations and suggests a few topics for further research.

Chapter 2

Review of Literature

2.1 Introduction

The present study aims to study Quality of work life of sales executives in consumer and electronics appliances in the state of Kerala. The work intends to examine the various dimensions of Quality of Work Life on the basis of various demographic profiles. The study also attempts to identify various occupational stressors that adversely affect the work performance of sales executives. The investigation further analyses the various outcomes of Quality of Work Life in an organisation. This study intends to develop a consciousness about Quality of work life and its contribution to organisation performance in an International, National and State level. Each and every organisation are desirous to introduce modifications in quality of work life programmes since it is highly helpful in the attainment of organisational goal.

The core concept of quality of work life has been viewed by different corporates in different dimensions and also the important given to each of these dimension of QWL also varied. It is highly desirable to understand the implication of different dimensions of quality of work life in the studies conducted by the researchers in this field. In order to impart these aforesaid core concepts and to identify the Research gap and to ease the discussion the relevant studies are classified under three parts.

- A. Quality of work life studies outside India (International Level)
- B. Quality of work life studies inside India (National Level)
- C. Quality of work life studies in Kerala (State Level)

A brief review of the literature coming under the above heads is presented in the chronological order in the following pages.

2.2 Quality of work life studies outside India (International Level)

According to Nadler (1980)¹, the goal of Labour and Management can be met through the problem solving process. Provision of adequate information and matter of trust is the key criteria for the success of labour management projects. A successful Project will make improvements in the Quality of Work life, organisational effectiveness and in turn the global success of the firm. There exists high correlation between clarity of goals and project success.

According to Fuller (1980)², the most important content of Quality of Work Life is Union participation. Quality of work life programs increases employee morale and productivity. Changing values of workers and poor productivity of our nation are the two critical factors which will have a significant effect on the future of the Quality of Work Life Projects. Strong commitment of the top level of management is needed to ensure QWL in organisations.

Crump (1980)³, developed a study from the difficulties faced by the researcher in carrying out research on occupational stress using pre-designed health and behavioural questionnaires. The Repertory Grid technique of identifying stressors helps to overcome the disadvantages of many recent investigations in the stress field and make the questionnaire more objective, sophisticated and client oriented.

Wurf (1982)⁴ identified that Labour Unions are aware about the scope of improving Quality of Work Life. Joint Labour Management efforts to improve Quality of Work Life can only be beneficial if these programs take into consideration the importance of Collective bargaining Process. Every Quality of Work Life program must provide workers enough freedom to raise their concerns, make proposals and deal with the employers with a measure of equality.

Sinha (1982)⁵ conducted a study on the relationship between quality of work life and quality of life. Quality of Working Life is measured on the basis of variables such as Job satisfaction, control and influence and interpersonal relations. The interaction among these variables decide the job involvement and job satisfaction and ultimately Quality of Work Life. Quality of Work Life is the major determinant of Quality of

Life. There is a positive correlation between Quality of Work Life and Quality of Life dimensions. The basic factor which determines Quality of Work Life is Job satisfaction.

According to Lawler (1984)⁶, most of the employees are satisfied with their work life conditions. Their satisfaction with respect to fringe benefits and overall working conditions increases over years. Quality of work life leads to quality of life and workers who have high quality of work life also express high quality of life also. There is a felt need of preparing QWL reports and audit of those activities performed by the employees regarding QWL.

De (1984)⁷ identified that Quality of Life is a very basic and specific feature of Quality of Work life. Value system in an organisation has much to provide a better quality of work life. Quality has to touch all walks of life. In an organisation, organisational form, hierarchy and staffing pattern, work group size, internal network and communication, concern for quality, concern for people, external network, ideals and values all foster quality of work life and in turn quality of life.

According to Kornbluh (1984)⁸, Workers participation in decisions affecting Quality of Work Life is an important part of Labour Management agenda. It is a new challenge to Unions in organised industries and a greater challenge at unorganised workplaces. Quality of Work life and Quality circle schemes help the management to deal with the problems of workers absenteeism, drug abuse, low morale and worker dissatisfaction. It also helps to increase productivity through enhanced job satisfaction.

According to Salomon (1985)⁹, Social relations at the workplace are the major sources of job satisfaction and job satisfaction is one of the chief determinants of Quality of Work Life. Work at home results in reduced social relations and is likely to affect Quality of Work Life. While shifting work to home, employees' social needs remain unsatisfied and as long as they desire such socialisation their Quality of Work life is adversely affected. Regarding the job stress, Role conflict is expected to decrease as a result of work at home, but Role ambiguity is expected to rise. Work at home may sometimes affect the balance between demands of the work role and the demands of

the family role. If such imbalances occur between these two roles, Quality of work life will be adversely affected.

Igbaria (1994)¹⁰ identified the role of work experiences in determining quality of work life of employees. Current work experiences as well as future work experiences are a chief determinant of quality of work life in organisations. Job involvement is a key factor influencing quality of work life. It is clear that employees are more attracted towards intrinsic job rewards than the extrinsic job rewards like salary and perks. Employees working in the bottom level will only be attracted towards extrinsic job rewards.

A study on Business Process Re-engineering was conducted by Hatch (2002)¹¹. Business Process Re-engineering causes some changes in the nature of work and its execution. Challenge and empowerment have more importance than control and supervision. When an empowered manpower exists in an organisation as a result of Business Process Re-engineering Quality of Work Life will improve. It helps in the attainment of organisational goal.

Dupuis (2006)¹² differentiates between job satisfaction and quality of work life. Job satisfaction is not synonymous to Quality of work life and it must include measures of stress and tension likely to be present in the work place. Any measure of QWL must distinguish the individual differences likely to be take place among the employees. Employer, employee and community are the three aspects that determines the effectiveness at work place and the crux of QWL. Integration of Organisational, individual and social aspects put forward a strong bond between Quality of Life and Quality of Work Life. Quality of Work life Systemic Inventory [QWLSI] is a measurement scale for measuring QWL which consist of a Visual Analogue Scale-type dial. One side of the circle represents the ideal situation; the other side represents the worst possible situation. Participants use arrows to indicate the location of the current status and of a status they would consider satisfactory, relative to a predetermined ideal. Next, in the box to the right of the figure, participants indicate the extent to which conditions are improving or deteriorating, and at what rate.

Saraji (2006)¹³ conducted a study about the quality of work life of nurses. Employers must recognise the fact that employees have life before and after work. Employees of small hospitals enjoy more Quality of work life than employees of large hospitals. Pay and autonomy are the two important components of the QWL of Nurses. Nurses face significant stress in their professional life and working as a team is the only factor that gives them some sort of satisfaction. TUMS employees enjoy a low QWL as they do not enjoy high income as well as interesting and satisfying work.

An exploratory study by Schmelz (2008)¹⁴ highlights the characteristics of effective sales manager from the view point of sales executives. Broad knowledge base coupled with skills relating to communication, listening, and human relations makes good sales manager. Effective Sales executives can be generated only through the sincere efforts of the sales manager. Effective Sales Manager training programs, adaptability to the management style, rendering effective feedback will generate effective sales executives.

Vicente Royuela (2008)¹⁵ identifies the dimensions of quality of work life. The European commission put forward ten dimensions of Quality of Work Life which includes Intrinsic job quality, skills life long learning and career development, Gender equality, Health and safety at work, Flexibility and Security, Inclusion and access for the labour market, Work Organisation and work life balance, social dialogues and worker involvement, diversity and non discrimination and overall work performance. The academic position can enrich the knowledge environment of the policy makers which help them to take better decisions.

Sen(2008)¹⁶ analyses the relationship between job stress and job satisfaction among teachers and managers. Teachers experience low job satisfaction and job stress and significant relationship between job satisfaction and job stress among teachers whereas managers do not experience such a phenomenon. More over effective teachers face more job stress which leads to more dissatisfaction in their job.

O'Reilly (2011)¹⁷ stresses the importance of quality of work life. Quality of work life affects the health and well being of the employees and measures the degree to which they are satisfied with their jobs. Quality of work life can be used as a means of

recruiting and retaining staff in areas where there are acute labour shortages and it is helpful to attract skill full migrant workers to the jobs.

In a study conducted by Victoria (2012)¹⁸ revealed that the aim of quality of work life culture is to create a fear free organization in which employee involvement is pursued vigorously. Hence, it is necessary that the company will undertake periodic reviews of the provisions of QWL in the work environment to ensure that those areas which need to be intensified leading to the existence of a totally motivated and committed workforce can be sustained. It is essential that every company can ensure the existence of a highly motivated and efficient workforce thereby creating a more humane work environment in the firm.

Eight major conceptual categories ranging from adequate and fair compensation for work, safe and healthy working conditions, immediate opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in the work organisation, constitutionalism in the work organisation, work and the total life space, the social relevance of the work life provides a framework for analysing the quality of work life according to Walton (1986). Redesigning of work to suit the individual preferences is essential to cope up with the expectations of employees during all times.

Hassan (2012)¹⁹ conducted a study on the importance of Psychological climate in an organisation. Psychological climate is the way in which members of an organisation interprets and perceive the organisational environment. Employees who have better Organisation Fit as well as Job Fit will have lesser intentions to leave the organisation. The results suggest that psychological climate fully mediates the relationship between P-J fit and turnover and partially mediates the relationship between P-O fit and turnover.

Lanctot (2012)²⁰ studied the determinants of quality of work life. Intra personal and inter personal aspects and Structural and Physical aspects are the two themes used for this phenomenological study. The interaction of an individual with his workplace and the work place itself determines the quality of work life of people with severe mental disorders and working in social enterprises. Working in an environment where

personal growth is enhanced and where there is a balance between work and family life, Quality of Life will be improved. Feeling of being a good worker is the unique feature which helps to increase Quality of work life and improves the self-esteem of workers.

In a study on occupational stress and productivity Bolhari (2012)²¹ realises that occupational stress adversely affects the productivity of employees of an organisation. It has a negative effect on Quality of work life. Role ambiguity, work overload, work pace, work repetitiveness and tension have a negative effect on Quality of work life. This study helps to propose potential management strategies for an organisation.

In a study on Human Resource Management and its outcomes, Gonul (2013)²², revealed that the high level of external social capital with low level of internal social capital will promote nepotism in the organisation and have positive as well as negative aspects. Employers can very well know about their employees and decreases employment costs and ensures trustworthy employees for the organisation. At the same time a large chunk of employees who are not selected through kinship and citizenry will feel disgruntled and lack enthusiasm in their performance. There exists a positive relationship between Human Resource Management practices and important Organisation outcomes such as productivity, employee commitment and performance.

The relationship between productivity and quality of work life was identified by Vicente Royuela (2013)²³. Higher salary will not always result in job satisfaction and it may be sometimes the result of a worse job position. Quality of work and productivity relation states that good quality of work will lead to higher work satisfaction and in turn will lead to higher productivity. Higher productivity will lead to high payment to workers.

A study was conducted by Singhapakdi (2013)²⁴ to determine gender disparity in the job satisfaction among Asian and Western managers. The study identified that as regards higher order quality of work life, gender disparity has no role and as regards lower order quality of work life there is significant gender disparities in Asian countries. The LQWL (Lower order QWL) consists of employees' satisfaction with

regard to health/safety needs and economic/family needs and the HQWL(Higher order QWL) consists of social,esteem , self actualisation , knowledge and aesthetic needs.Both LQWL and HQWL contributes to job satisfaction and organisations must ensure both in their organisations

In his study Kara (2013)²⁵ analyses the influence of transactional leadership and transformational leadership on quality of work life. This study was conducted among the hotel employees in Turkey and the study clarifies that transactional leadership has a negative influence on quality of work life of employees and transformational leadership has a significant positive influence on the quality of work life of employees and inturn quality of work life has a negative influence on burnout of employees and positive influence on the commitment of employees.

According to Fradelos (2014)²⁶, there is an association between burnout, quality of life and social support, gender, age, educational level, years of works etc. These factors contribute to the burnout of the individuals in an organisation. A network of supportive relationship contributes to the psychological wellbeing of an Individual.

According to Ashwini (2014)²⁷,Employees consider training as a mean to achieve their personal goals.It contributes positively to the affective environment and helps in career development of employees.Employees always look forward to utilise their skills and if ignored it will dissatisfy them.Personal relationship in the organisation contributes to the quality of work life of employees.

In his study on banking sector Hangarki(2014)²⁸ realised a felt need to improve quality of work life of employees in banking sector as they are the real assets of the organisation. There is a need to appoint an expert committee for the shaping and developing of quality of work life , especially for women employees and new mothers. Interpersonal relationship among the employees should be improved and social get together functions should be organised for the same.

In his study Rizwan (2014)²⁹ realised that Job stress was a major hurdle which affects the productivity of workers and it has a negative effect on job satisfaction.Job autonomy in the organisation is a significant contributor of employee

satisfaction. Next to job autonomy working conditions contribute to employee satisfaction. Organisations should provide all conditions to improve job satisfaction as job satisfaction directly influence the productivity of the organisation.

Rizwan (2014)³⁰ identified that Person –organisation fit and Job stress influences the intention of person to leave from the organisation. When the level of commitment of an employee to an organisation is high, then the turnover intention of the employee is low. Job satisfaction has not much influence on this concept.

According to Iqbal (2014)³¹, Employee turnover intentions has a significant relationship with organisational commitment, job satisfaction, job stress and leadership support. Working conditions, compensation and leadership in a organisation should be designed in such a manner as to increase the satisfaction and commitment of the employees which in turn will increase their organisational commitment and reduce their turnover intentions .

The study conducted by Yaghi (2014)³² intends to examine the Quality of work life among the Emirati employees in the private and public sector in UAE. The workers intention to quit their jobs is mostly related to lack of organisational commitment. Though compensation is a factor which attracts the employees to the public sector, it has nothing to be done with Quality of work life. Salary and benefits ,prestige, developmental opportunities and managerial approach are the four factors that determine quality of work life among such employees.

In an endeavour to analyse working conditions of employees Blackford (2015)³³ realised that Employee's non-financial reward and benefits are tokens of recognition rather than intrinsically motivating in them. Adverse working conditions of the employees stimulate job dissatisfaction. Clarity and visibility of opportunity to employees is of prime importance. It also highlights the importance of training and development in enhancing Quality of Work Life.

A study conducted by Bophela (2015)³⁴ aims to study the effect of Employee Assistance Programs (EAPs) on the QWL among employees of Public sector in South Africa. In order to have committed employees, progressive employees attach more

importance in providing a healthy work environment to their employees. All types of Employee assistance programmes take care of the employees requirements and hence improve the quality of work life of an organisation.

According to Arndt (2015)³⁵ consumer values like Socially Responsible Consumption Orientation and Corporate Social Responsibility(CSR) influences Quality of work life among Australian Engineers. Socially Responsible Consumption Orientation (SRCO) involves consumption behaviour which avoids the negative impacts on the environment and it influences the work related perceptions of employees. CSR is a strategy for retaining employees.

A study by Mogaddam (2015)³⁶ reveals that job characteristics, working conditions, organisational characteristics and human relations influence the quality of work life conditions. Improvement in Quality of work life conditions benefits the employer as well as employee and those organisations which considers human resource as the most important asset of the organisations alone will survive in the long run.

A study by Yusoff (2015)³⁷ revealed that adequate and fair compensation, opportunity for continued growth, security, social relevance of work life, social integration and work and total life space in the work organization are negatively related to turnover intention. Safe and healthy working conditions, immediate opportunity use to and develop human capacity and constitutionalism in the work organization were found not supportive to influence turnover intention. Organisational commitment helps to prevent turnover intention of employees in organisations.

A study by Timossi (2015)³⁸ used WHOQOL-100 and Walton model (1975) for the evaluation of Quality of Work life. The study revealed that variables in Quality of Life and Quality of Work Life shows significant correlation and it makes a concrete basis for the managers to take decisions rather based on intuition.

A study conducted by Vasconcelos(2015)³⁹ stresses the need for improvement in the working conditions and work life balance of mature workers in organisation. Every organisation has to design their job in such a way as to render development

opportunities to their older work force and takes into account their career opportunities, expectations and desires, productivity, adaptability, learning capacity etc. In an attempt to attain a competitive edge over the other, organisations have to continuously engage into marketing policies and practices for improving the relationship with the mature workers.

In his study Dorasamy (2015)⁴⁰ aims to determine the job and career satisfaction and its effect on Quality of Work Life among employees of Higher Education Institutions in South Africa. Quality of Work life has a great impact on employees career success and job satisfaction and job satisfaction in turn decide their retention in the organisation. This study utilised the 23 item Work Related Quality of Work Life scale developed by Van Laar, Edwards and Easton (2007) to measure six factors of QWL: job and career satisfaction; general wellbeing; stress at work; control at work; working conditions and work-home interface in order to analyze them and to seek measures to control them.

A study conducted by Lingard (2015)⁴¹ among the workers engaging in construction industry in Small to Medium sized enterprises (SMEs) in Australian construction Industry and it revealed the Quality of work life experiences of employees. The study revealed that workers in small organisations are managed by managers on “as need” basis and reflected more quality of work life as well as reduced work pressure than the workers in big organisations. Size of the organisation is an important factor in determining QWL as well as work life balance and the results of a small-scale organisation cannot be compared with that of a big size organisation.

A study conducted by Centinkanat (2016)⁴² show that teachers displayed negative perceptions in the salary and additional benefits and involvement and responsibility at work sub dimensions of the Quality of Work Life scale, while they had positive perceptions in the other sub dimensions. Teachers’ highest Quality of Work Life perception was found to be related to relationships with work colleagues, followed by communication, decision making and job security, support from manager/supervisor, job satisfaction, challenge, use of skills, freedom from work related stress, involvement and responsibility at work and salary and additional benefits.

The study conducted by Acheampong (2016)⁴³ revealed a significant positive relationship between university staff perceived Quality of work life and work performance. Those employees who positively perceived QWL shows higher and better performance than those employees who negatively perceived QWL. Moreover, organisational commitments act as a mediator for employees with good perception on Quality of Work life to perform better in organisations. Only committed workers will show high level of performance.

Rao (2016)⁴⁴ realised that more hours of work on job effect on Work life Balance of both male and female workers. Employees are expecting to implement some more additional facilities like Compassionate Leave for Caring Responsibilities, Paternity / Maternity Support Leave, Sickness, leave, flexibility in timings, and cooperation from management. It mutually benefits the individual, business and society and improves the Work Life Balance of Individual.

A correlational research study by Etebarian (2016)⁴⁵ analyses the relationship between institutionalisation of ethics and understanding the quality of work life with job satisfaction in governmental organisations of Yazd city in Iran. Institutionalisation of ethical values in daily decision making and work practices. The study showed a positive relationship between institutionalisation of ethics and quality of work life with managers job satisfaction and helps to reduce occupational stress of managers.

A study conducted by Boonyakiat (2016)⁴⁶ aims to investigate the effect of Good Governance Satisfaction, Quality of Work Life and Employee Morale on Employee engagement in Public listed companies in Thailand. Employee Engagement is influenced by Good Governance Satisfaction, Quality of Work Life and Employee Morale and Organisations need to allocate their valuable resources as well as effort for the betterment of these variables.

This study conducted by Mohammadi (2016)⁴⁷ intends to test the Quality of Working Life and Productivity of employees of Bahameis Health Network and the study proves that Quality of Working life affects the productivity of employees. The needs of each person in the organisation have to met individually and focus should be given to Quality of Work life in the organisations.

A study conducted by Silveira (2016)⁴⁸ aims to determine whether there was any relationship between Quality of work life and exposure to Environmental risks among employees of the drying section of mates company in Yerba. The study revealed that whatever hardships and difficulties an employee faces at the work place will be neutralised by the behavioural elements as well as the satisfaction derived from the organisation.

Entezam (2016)⁴⁹ aims to investigate the effect of QWL in the Improvement of Productivity among the employees of cooperatives. The study proved that all the elements of QWL has a direct role in improving the productivity of the organisation. Scientific design of work, fair salary, democratic decision making, work environment, training programs etc. helps to improve the productivity of an organisation.

Celma(2016)⁵⁰ conducted a study among Spanish employees revealed that Corporate Social Responsibility practices among Human Resource Management Practices has a significant effect on Job satisfaction of employees. Higher wages will increase the job satisfaction ,but in one dimension whereas Job security as an Human Resource Management practice will help to increase the overall job satisfaction. Better internal information and team work, health and safety at work, equal opportunities and adequate balance of work and personal life are some of the other factors that contribute to overall job satisfaction to workers.

This descriptive study conducted by Alqarni (2016)⁵¹ aims to describe the status of Quality of Work Life among the faculties of King Abdulaziz University and their perception regarding Work engagement. Average level of Quality of work life and an above average level of work engagement was found among the faculties and there exists a positive relationship between Quality of Work life and Work engagement. The faculties are not satisfied with the working hours, work loads, working conditions and the physical environment. Development of Human capabilities and social relevance are the significant predictors of work engagement among faculties.

The study by Reid (2017)⁵² revealed that the number of sales people or sales force size is the most appropriate measure for company size when examining sales

management practices. The extensive use of established training program is a widely used method for sales management practice. Companies having large customer bases use geographical organisation of sales force. Organisation as well as sales managers should carefully plan areas like planning, organisation, selection, training, compensation, supervision, technology and control of performance as norms for effective sales management.

Omar (2017)⁵³ realised in his study that people use Social Networking site as a medium for releasing their stress and enhancing their happiness. Entertainment has a large influence on personal health and well being and ultimately in quality of work life. Information seeking has a major influence in the interpersonal relationship. The openness and transparency among the users help them to access information within a short span of time. This information seeking has an important role in the interpersonal relationship.

The study conducted by Rahman (2017)⁵⁴ revealed that Quality of Work Life dimensions determine an employees intention to stay in an organisation. Among the various dimensions, security and compensation dimension are the strong predictor for an employees intention to stay in an organisation and contributes to internal life enjoyment.

The study conducted by Shan (2017)⁵⁵ among construction craft workers in USA revealed the latent factors of quality of work life. Fair reward system has the greatest correlation to construction workers job satisfaction which will also help to create commitment among the employees and improved workforce loyalty. Quality of work life factors statistically correlated to workers job satisfaction. Fair reward system, safety priority and organisational effectiveness, physical and mental health, resource adequacy and job tenure are the five latent factors of QWL.

The study conducted by Ruaveivaius (2017)⁵⁶ among employees working in private and public sectors in Lithuania. The most important factors of quality of life for private sector workers are absence of stress, follow mode, changes, use ecological products and in public sector satisfaction of communication and healthy food are the factors affecting QWL. Nature of work, work environment, work load and the relationship

with management and colleagues has an higher impact on QWL. The concept Quality of work life directly influences Quality of Life.

Lubis (2017)⁵⁷ conducted a study among inter city bus drivers of East Java province and the study revealed that competency, work discipline, team work and organisational support affect quality of work life, job satisfaction and job performance. But job satisfaction has no considerable effect on drivers job performance.

The study by Ling (2017)⁵⁸ revealed that Quality of Work Life positively influences the career success among academicians. Academicians should possess positive and proactive behaviour in order to achieve career success. When quality of work life is better, it will inculcate proactive behaviour and this will ultimately lead to career success.

The study by Usman (2017)⁵⁹ revealed that job characteristics has an high influence on the quality of work life and which in turn determines the turnover intention of employees in the Banking sector. The job characteristics can be improved with the support of top management in order to enhance quality of work life and reduce the turn over intention of employees.

A study by Chinomona (2017)⁶⁰ recognises the influence, importance and influence of QWL for employers as well as employees. The influence of QWL significantly influences the commitment to long term career of the employees. Only when the expectations of an employee at the workplace are met the long term commitment as well as QWL of an employee will increase.

A comparative study among the employees of two service companies in Jakarta was conducted by Rostiana (2017)⁶¹. The result showed that Quality of Work Life influences turnover intention indirectly. Person organisation fit and organisational commitment helps to tackle this situation and creates a positive organisational behaviour that reduces turnover intention.

A study conducted by Fernandes (2017)⁶² among administrative employees, technicians and teachers of a higher education institution from Minas Gerais, a state

in south eastern Brazil. The study indicated positive relation between QWL and four dimensions put forward by Richard Walton which includes adequate and fair compensations, working conditions, constitutionalism at work place and occupied space of work in life. Among the four dimensions, “Working Conditions” has a higher relation to QWL and steps should be taken by organisation to improve working conditions in an organisation.

The study conducted by Kim (2017)⁶³ among front line hotel employees of five-star hotels in Busan, Korea. Psychological capital enhances Quality of work life and Service recovery performance. It also reduces employee’s intention to leave the organisation and improves the employee morale and productivity. More over Psychological capital helps to predict which employees will succeed in challenging situations.

The study by Boekhorst (2017)⁶⁴ revealed that psychological detachment diminishes the negative influence of emotional exhaustion on life satisfaction. Psychological detachment refers to an individuals’s experience of being mentally away from work, to make a pause in thinking about work related issues and concentrate on family or personal related matters and take a break from work. Psychological detachment helps to increase job satisfaction and it proves that employees who psychologically detach from work are more satisfied in thier jobs than those employees who are not psychologically detached from their work. At the same a very high psychological detachment have no significant impact on emotional exhaustion on life satisfaction.

Hermawati (2017)⁶⁵ measured the effect of transglobal leadership on quality of work life. This study stresses the need for attention in intervening variables such as Quality of work life, Job involvement and Organisational citizenship behaviour in the relationship between transglobal leadership and employee performance. This study was conducted among employees of most outstanding cooperatives in East Java Province and the study proved that Transglobal leadership directly affects Quality of Work Life, Job involvement and Organisational Citizenship beahviour. Higher the Transglobal leadership, higher will be effect on QWL, Job involvement and OCB. Though transglobal leadership has no influence on employee

performance, QWL, Job involvement and OCB act as mediating variables for the effect of transglobal leadership on employee performance.

A study by Allam (2017)⁶⁶ reveals that psychological empowerment is required to change the mindsets and mental resources of the employees to utilise their full potentials. Psychological empowerment is the intrinsic task motivation reflecting a sense of self control in relation to ones work and active involvement with ones's work role. It has a positive relationship with organisational commitment, involvement, satisfaction and performance, quality of work life and potentials of the employees.

A study by Bumhira (2017)⁶⁷ analyses the relationship between work life balance and job satisfaction. This study was conducted among the teachers in Zimbabwe to analyse the employee wellness, work life balance and job satisfaction among them. Teachers with high work life balance and employee wellness have high job satisfaction than those with low work life balance and employee wellness. The research was very helpful for the organisations to design work life balance and employee wellness programs in their organisations in order to enhance job satisfaction.

A study was conducted by Alzoraiki (2017)⁶⁸ which proves that transformational leadership focusses more on the staff relationship as well as the relationship of staff with the employer. Transformational leadership affects Quality of work life and transformational leadership affects the work performance as well as job satisfaction of employees. Transformational leadership as well as quality of work life helps to build a team of committed work force for the betterment of the organisation.

The study conducted by Guruge (2017)⁶⁹ aims to find out how academic job satisfaction and dissatisfaction affect the Organisational Citizenship Behaviour of employees in academic sector. The study finds a positive correlation between Organisational Citizenship behaviour and the various dimensions of Job satisfaction. The motivational factors as well as hygiene factors have a strong correlation with organisational citizenship behaviour. Besides these, the pay structure, quality of life, work life balance, job characteristics and personal behaviour all considerably influence organisational citizenship behaviour.

A study was conducted by Dechawatanapaisal (2017)⁷⁰ to determine how quality of work life influences organisational embeddness. Organisational embeddness is the totality of forces that keep an employee in an organisation. It affects the employees intention to leave the organisation. Career opportunities, work life balance and job characteristics, the components of Quality of Work Life influence organisational embeddness and mediates the turnover intention of employees in addition to links, fits and sacrifices of employees.

In a study conducted by Fontinha (2018)⁷¹ revealed that temporary workers have higher level of stress than permanent workers because of the additional effort they have to take in order to attain a permanent job. Temporary workers expectations and perceived obligations are very narrow and for these reasons, they have favourable perceptions regarding work related variables, attitudes and even general well being at work. For both these groups, control over decision making in no way affect the Stress at work and this variable is not at all relevant for academics and researchers. Job and career conditions do not affect the stress level of these employees. Absence of Stress at work contributes to the general well being of both permanent and temporary workers. In low ranked Universities employees have low pressure due to the fact that such Universities will exert little pressure in case of need for academic activities and publications.

According to Jordan (2018)⁷², Employees generally expect a mutually beneficial relationship with their organisation. Quality of work life programs are very beneficial in preparing workers to manage various type of stress. Employees generally have a responsibility to react positively to a favourable treatment and react negatively to an unfavourable treatment.

Adamovic (2018)⁷³ conducted a study among Global Virtual Teams in Modern organisations. Global Virtual teams in modern corporate world suffers from organisational problems like stress, interpersonal problems and misunderstandings due to cultural differences. Quality of work life is an employee focussed HRM perspective for the management of GVTs. Flexible work practices, international training and development opportunities, and fair pay and procedures are likely to help GVT

members to cope with job demands and to improve their wellbeing. It also helps them as a solution to their interpersonal problems, stressful environment, and cultural differences and improves their work atmosphere and productivity.

In a study conducted by Celma (2018)⁷⁴, an attempt is made to study the relationship between employees well being at work on the basis of three dimensions viz., Job stress, job satisfaction and trust in management. Job security and good environmental working conditions improve the employees well being at work and it is a part of corporate social responsibility on the part of the organisation to provide the same.

The study conducted by Lee (2018)⁷⁵ revealed that the work life experiences of an employee like job satisfaction, quality of work life, esprit de corps and organisational commitment has a positive effect on overall life satisfaction and happiness of an employee. It also reduces work – family life conflict and improves the life condition of a worker.

The study conducted by Allameh (2018)⁷⁶ stated that Psychological capital has a positive effect on Quality of Life, Social capital and Quality. Social capital also positively influence employees Quality of work life and Quality of Life. Social capital and Quality of work Life has a significant relationship.

In a study conducted by Kwahar (2018)⁷⁷ identified that five factors significantly influence the QWL in Nigerian Hotel Industry. They are remuneration and benefits, job security and career satisfaction, training and opportunities for personal autonomy, home-work balance and safe and healthy environment.

In a study conducted by Jabeen (2018)⁷⁸ revealed that QWL and Job satisfaction has a positive impact on reducing turnover intentions of Emirati women. Opportunities in the work, challenging work and development of human capacities are the major influencers in QWL. Women belonging to younger age have more QWL than women belonging to older age. QWL helps to increase job satisfaction and job satisfaction in turn reduces employees turnover intentions.

A comparative study between transactional leadership and transformational leadership conducted by Kara (2018)⁷⁹ revealed that gender has a moderating effect

between transformational leadership and QWL but not between transactional leadership and QWL. Income has a significant moderating effect between both transactional and transformational leadership and QWL. Leadership styles considerably influences the Quality of Work Life in an organisation and strategy makers must take into consideration gender and income level while designing the type of leadership for the organisation which will ultimately improve Quality of Work life in an organisation.

Pio (2018)⁸⁰ studied about Nurses working in three major Hospitals in Indonesia and the study revealed that spiritual leadership has a direct significant relationship on Quality of work life and job satisfaction. Spiritual leadership is concerned with intrinsically motivating and inspiring employees through hope or faith in a vision of service to stakeholders.

A study was conducted by Celik (2018)⁸¹ among the employees in the tourism sector of Turkey. Among the Intellectual, Emotional, Psychological and social capital which comprises of Human capital, Psychological capital has more importance and higher the level of Psychological capital lower will be the job stress and lower will be their intention to quit the organisation. It also boost the employees positive attitude towards the organisation.

A study conducted by Pedroso (2019)⁸² aims to construct and validate an instrument that evaluates QWL on the basis of WHOQOL instruments. This tool is termed as TQWL-42 which consist of 47 questions and Five questions are mainly intended to knowledge of the sample and the rest 42 are divided equally in to five categories namely, Physiological, psychological, sociological, economic and organisational. Pearson Product Moment Correlation between the total score of TQWL-42 and the overall score of Waltons QWL indicates a good correlation between both instruments.

A study conducted by Tho (2019)⁸³ among employees of various firms in Vietnam and it revolved around three variables, namely corporate social responsibility, organisational trust and quality of work life. The study realised that corporate social responsibility directly and indirectly enhance quality of work life among

employees. Trust in the organisation has a positive impact on quality of work life and corporate social responsibility also has a positive impact on trust in the organisation.

The study conducted by Osibanjo (2019)⁸⁴ aims to investigate the effect of quality of work life on organisational commitment among the academics in the private mission University in Nigeria. The participation of an employee in an organisation significantly affects job satisfaction and organisational commitment. Like employee participation, job security, career advancement and pay benefit also contribute to organisational commitment.

A study conducted by Osibanjo (2019)⁸⁵ among the employees of start ups in Nigeria and the study stresses on the fact that Quality of work life and commitment are the essential ingredients for the attainment of the goal of an organisation. The study proves that Quality of work life positively impacts the employee commitment. Whenever the organisation increases organisational support for their employees, it will help to enhance overall commitment level.

The study conducted by Sari (2019)⁸⁶ among the employees of the star hotels in the Ubud Tourism area of Bali and the study aims to determine the influence of quality of work life on job satisfaction and work motivation and the study proves that both these variables act as a moderating variable and strengthen the Quality of work life. The performance of employee in an organisation depends on job satisfaction and work motivation and these two variables directly influence the performance of an employee.

2.3 Quality of Work life studies inside india(National Level)

A study conducted by Rajeshwari (1992)⁸⁷ identified the major stressors faced by bank employees which include structural rigidity, poor physical working conditions and extra organisational factors. Moreover, the stress level of employees negatively influence the well being of the employees. Increased level of income of employees reduces the stress levels of employees. The level of stress faced by the employees has no relation to the position served by him.

A study conducted by Ahmad(1995)⁸⁸ reveals that quality of Work Life in HMT can be better predicted by taking in to account the four factors, namely, working environment factors, relational factors, job factors and financial factors. Workers consider financial returns as the most important consideration of job unlike management people. The perception of Management and workers with regard to working environment is entirely different. Only when the compensation is matched with the rising inflation and the Union management relationship is cordial, it will positively correlate to better Quality of Work Life in the organisation.

A study conducted by Joshi (2007)⁸⁹ reveals that quality of work life in an organisation is influenced by organisation driven factors as well as individual driven factors. When compared to other sectors, Quality of Work life in Public sector undertakings are more than that of other sectors. Trade Unions had very little role in promoting Quality of Work Life conditions. Level of satisfaction of women employees in respective organisations was quite high irrespective of the overall work life conditions provided by the organisations. Women occupy a meagre role in Trade Unions and if ever they occupy token positions in Trade Unions, it is only because of their relatives working in such organisations.

A study conducted by Nikhil(2010)⁹⁰ analyses the quality of work life of Female representatives in Kerala. There are significant differences in the perceived quality of working life among the sales representatives of Banking, Insurance, Pharmaceuticals and Finance sectors. Insurance sales executives have better perceptions on their quality of working life when compared to the sales persons of pharmaceutical sector. It is also noted that the perceived quality of working life of the Finance sales representatives is the least, when compared to other two sectors, pertaining to the negative mean differences obtained with the sectors of Insurance and Pharmaceuticals. Banking sector has no significant difference with any of the sectors considered for the study.

Arulmary (2012)⁹¹ analyses the importance of Stress Management programmes in improving productivity. Stress Management Programmes may be effective in improving the quality of work life of workers and their initiative and psychological

health. Stress is the major cause of employee turnover, interpersonal conflicts, under utilisation of job abilities, feeling of insecurity about job etc. Controlling and reducing tensions that occurring stressfull situations helps to improve the productivity of workers.

A study conducted by Kaur (2012)⁹² identifies employees perception about various quality of work life issues like job characteristics, welfare facilities, personal growth, social relevance of work etc shows significant differences in Indian Food Companies and Multi National Companies. Multi National Companies out perform the Indian Food Companies. When organisations provide more reward and recognitions, growth and development opportunities and authority to make decisions, employees will be more satisfied.

A study conducted by Jayakumar (2012)⁹³ identifies the importance of quality of work life in an organisation. QWL views people as assets contributing skills, knowledge, experience and commitment rather than 'cost', which is merely extension of the production process. QWL, helps to enhance productivity and makes better use of Human resources in an organisation. An assured QWL will helps to make improved performance. It will help to attract young talents into the organisation and at the same time helps to retain existing talents in the organisation. Countries like Sweden, Denmark, Holland, Switzerland, India, Australia and USA are practising QWL and Companies like General Motors, Ford Motors, BHEL and TISCO are applied this in their organisation to reap maximum benefits.

In a study conducted by Upadhyay (2012)⁹⁴ among the employees of a Joint venture firm and this study identified a relationship between employee morale and welfare measures with job satisfaction. There is no role for work experience in employee satisfaction and on employee morale. Communication in an organisation has an important role in satisfaction of an employee.

A study conducted by Nanjundeswaraswamy(2013)⁹⁵ among private technical institution employees revealed that male employees are more satisfied in their job than female employees. Adequacy of resources are more correlated with Quality of work life than Training and Development. When an organisation undertakes improvement

in the dimensions of quality of work life, it will help to improve the quality of work life of employees.

This research work by Bahl(2013)⁹⁶ reveals that job security is the prime concern of all employees regardless of age and gender. Job security, Fringe benefits and welfare measures, Adequate and fair compensation, opportunity for continued growth, reward and penalty system are the top five factors that influence and motivate employees. Better quality of work life will instill trust and confidence among the employees.

This study was conducted by Vetrmani(2014)⁹⁷ among the employees of Dalmia Cements, Tamilnadu. Proactiveness, learning organisation, human relations and work life balance are the dimensions of Quality of Life. At the same time variables like monthly income, experience, designation and tenure of employment has no considerable influence on Quality of Work Life of employees. In every organisation, cordial relations should be maintained with the employees in order to increase productivity.

A study conducted by Ganesh(2014)⁹⁸ aims to know the effect of gender, masculinity-femininity, and social support of supervisor, co-worker and family on the Quality of work life of bank employees working in private and public sector. The relation between supervisor, co-worker and family as well as gender has a significant effect on quality of work life whereas masculinity-femininity has no significant role in determining quality of work life of employees.

A study conducted by Lavanya(2014)⁹⁹ among the employees of India Infoline Ltd Chennai to determine the impact of formal rules and regulations on the attitude of employees. The study proves that corporate culture has an important role on the quality of work life enjoyed by the employees and an effective training programme is essential for highlighting the importance of code of conduct in an organisation.

The study conducted by Imran(2014)¹⁰⁰ reveals that the employees' perception regarding work load, working conditions, inter personal relationship, job rotation and training by international organisations are same in both private and public sector enterprises. Regarding skill variety, opportunities for advancement and task identity,

private enterprises perform more better than the public enterprises. As regards job satisfaction, continuity of employment and work life balance public enterprises out perform the private enterprises.

This research work conducted by Tamilselvi(2014)¹⁰¹ highlights the Quality of work life of Private teachers under various dimensions. Organisational as well as personal growth is facilitated through Quality of work life. The study identified a positive relation between salary and job satisfaction and also between working condition and job satisfaction. The study also identified the presence of stress among the employees.

A study conducted by Deepak(2014)¹⁰² among veterinary doctors reveals that Quality of work life depends mainly on workplace factors and excessive demands on this domain will result in work place conflict. Satisfaction from one domain tends to spill over to the other domain of life. The spill over between work and personal life has serious implications on Quality of Work Life. The level of satisfaction of Veterinary doctors affects other life domain and ultimately Quality of work life.

In a study conducted by Shankar(2014)¹⁰³ reveals that quality of work Life helps an organisation to attract and retain skilled and talented employees. QWL depends upon the satisfaction, motivation, involvement and commitment individuals experience with respect to their lives at work. When QWL is better, it will help to increase employee morale and thereby minimise attrition and absenteeism. Work environment, job analysis, satisfaction and Motivation has a prime importance among employees for extracting their best performance. Job redesign, career development, flexible work schedules and providing job security helps to improve QWL in organisations.

Harish(2014)¹⁰⁴ identifies the relationship between quality of work life and productivity. Increase in Quality of Work Life results in increase in productivity but continuous increase in Quality of Work Life eventually leads to reduction in Productivity due to increase in cost of capital. Quality of Work Life can be improved through self managed teams, job redesign and enrichment, administrative and organisational justice and participative management. Congenial worker supervisor relations is essential for maintaining QWL.

The study conducted by Mani(2014)¹⁰⁵ reveals that occupational stress of station master has a sufficient impact on QWL. Employees Role Overload stress, Role conflict stress, Strenuous working condition stress and Responsibility stress has a direct relation to QWL. Organisations must strive to maintain high level of QWL in order to attract and retain employees and must bear in mind that better physical facilities or increased economic benefits will not provide sufficient motivation for increased productivity and QWL.

A study conducted by Shaju(2015)¹⁰⁶ reveals that Work-Life Balance strategies will play a vital role in the productivity, employee self-esteem, employee engagement, job satisfaction etc. But much more priority should be given in the research activities done on the process to identify the right strategy and implementation of those strategies at the right time. Developing and maintaining a culture that helps the employees to have a right balance in Personal and Professional Life is important. The organization which provides sound strategies for Work-Life Balance will win the employees which result in high productivity and profitability for the organization.

In this study by Devappa(2015)¹⁰⁷ they developed a valid and reliable scale for measuring significant dimensions of Quality of Work Life of employees in Mechanical Manufacturing Small and Medium sized Enterprises (SMEs) in Karnataka. Nine significant dimensions were identified based on factor analysis such as Work environment, Organization culture and climate, Relation and co-operation, Training and development, Compensation and Rewards, Facilities, Job satisfaction and Job security, Autonomy of work and Adequacy of resources. These nine dimensions together explained 82.24% of the variance.

An empirical study conducted by Nanjundeswaraswamy (2015)¹⁰⁸ in Small and Medium scale enterprises revealed that Leadership styles and Quality of work life are very important for the survival of SMEs. Work environment, relation and cooperation, autonomy of work are the quality of work life dimensions that significantly influences leadership style. Job satisfaction and job security considerably influences both transformational and transactional leadership styles whereas training and

development has less impact on QWL under transactional leadership style. QWL of a firm is independent of the demographic characteristics of the firm.

A study conducted by Swathi(2015)¹⁰⁹ reveals that stress and quality of work life has a direct relation in any organisation and there is a significant relationship between stress and quality of work life based on experience. Female workers are suffering from more stress than that of male workers. When compared to teachers in government and private institutions, teachers in private institutions are facing more stress than that of teachers in government institutions.

A study conducted by Devi (2016)¹¹⁰ reveals that Stress affect the mental health and physical health of individuals and in turn affect their performance in the organisation. The factors of Role stress like Role ambiguity, Role conflict and Role overload are examined. When the stress crosses the tolerable limit, it will leads to burnout and therefore management should take all steps to minimise stress in the organisation.

A study by Mangalam(2016)¹¹¹ stresses the need for proper communication in an organisation. Proper communication is essential for the improvement of Quality of Work life in an organisation. Age and marital status of employees has nothing to do with their Quality of work life and work life balance. Employees will feel devoted to the organisation when their work provides opportunities for individual development and widens the scope of work. Quality of work life is the most fundamental of any organisation as it helps to fulfill the well being of the individual as well as the organisation.

A study conducted by Nithyakala(2016)¹¹² reveals that a high quality of work life results in job satisfaction and productivity. The job satisfaction of female employees is high as compared to male employees. There exists significant relationship between training and development and adequate and fair compensation on job satisfaction of the employees of BPO sector.

A study conducted by Saha(2016)¹¹³ aims to identify the dimensions of quality of work life from an Indian perspective. The study suggested a three dimensional

conceptualisation of Quality of work life as Quality of work life with Health and Safety, family and pay and Knowledge. This study is highly beneficial to Operational Level Managers to focus on every minute aspect of their employees work and concentrate on every aspect of work life.

A study conducted by Kanwal(2016)¹¹⁴ reveals that the work force in textile industry is satisfied with salary, opportunities for growth, work life balance and social significance of work life. In terms of QWL, they are only moderately satisfied. The workers at the lower level are the most dissatisfied group among all the groups.

This study by Sunmista (2016)¹¹⁵ reveals that unlike the public sector bank employees the conditions of private sector bank employees are quite different. The Quality of work life of bank employees of eight private sector banks in Sivakasi are taken and are found to enjoy better quality of work life and have a positive attitude towards their work. This study is helpful for Reserve Bank of India to frame policies for human resource development.

This study was conducted by Phuyal(2016)¹¹⁶ among textile workers and revealed that young work force in the lower category are unhappy with the work environment. The perception of an employee about the work environment is influenced by Income, age and experience of an employee. Workers are also unsatisfied with work environment, growth opportunities, training and development and autonomy at work.

A comparative study of private as well public sector employees and male and female employees was conducted by Magesh(2017)¹¹⁷. Male Employees have a better work life balance than the Female employees as female employees have to perform more house hold activities than male employees. More over Public sector employees have a better work life balance than Private sector employees. Flexibility in work helps to improve work life balance of employees.

A study by Kumar(2017)¹¹⁸ identifies the importance of Work Life Balance on quality of Work life of employees. Work Life balance helps to improve the quality of work life of employees. Married women teachers have to spend more time with their family and therefore marital status of employees considerably affect their work life

balance. The most important prerequisite for attaining work life balance is effective priority setting and managing a to do list everyday so that none of the activities remained undermined.

A study conducted by Palaniammal (2017)¹¹⁹ identifies the relationship between training and development on quality of work life. Majority of members are of the opinion that training and development helps to improve quality of work life of the organisation. Job security and job satisfaction of the employees are closely related. Quality of work life induces the employees to shape their working environment in such a way as to enhance their QWL and makes them more effective.

A descriptive study was conducted by Sharma (2017)¹²⁰ to assess the quality of work life among the employees in Indian Industries both in manufacturing sector and service sector. The study proposes that different factors are necessary to achieve the balance in Quality of work life among manufacturing and service sectors. Organisational Development efforts are intended to increase the Quality of Work life among employees from the employees as well as the organisational and social point of view.

A study conducted by Mily (2017)¹²¹ aims to identify the significance of work environment towards the performance of individual and also the significance of quality of work life in an organisation. The study points out that age, experience and training programmes has a direct influence in deciding the quality of work life as well as performance of employees in an organisation.

Raman (2017)¹²² conducted a study among the employees of Tamilnadu State Transport corporation and the study revealed that improvement in productivity and overall quality of working life is not influenced by the years of experience of an employee. The relationship among the employees is the important factor and it is a source for learning development and opportunity in the organisation.

The study conducted by Bora (2017)¹²³ expresses a conceptual idea regarding quality of work life in academic sector. Quality of work life has positive implications at the work place. Organisational commitment, reduced absenteeism and stress levels ,

employee well being, improvement in job are some of the positive implications of quality of work life. It helps to build a mutually beneficial relationship between the employer and employee.

In a study conducted by Afroz (2017)¹²⁴, he identifies the factors which influence the quality of life of an employee. In order to propose the vital factors of Quality of Work Life, the researcher used a quality tool namely Pareto Analysis for the construction of the conceptual model. This analysis identifies 13 major factors of Quality of Work Life out of a 27 factors explored through the literature which includes Adequate and Fair compensation, Opportunity for growth, Safe and Healthy working conditions, Social Integration and cohesiveness, Work and Total Life space, Supervisor, Human Progress capabilities, Constitutionalism, justice and Equity, Reward and Recognition, Job security, Autonomy and control, Participation in Decision making and Communication.

This study was conducted by Murugan (2017)¹²⁵ among the employees in Thirupur Cotton Mills and the study revealed that cordial relationship, salary and bonus are the factors which primarily influences QWL. When good Quality of Work Life is ensured in an organisation, it will help to enrich the employees, who will in turn offer better performance and productivity for the organisation. It will automatically boost the profitability of the organisation. QWL thus associated with progressive performance of the organisation.

A study conducted by Yadav (2017)¹²⁶ revealed that Absence of work related stress, salary relationship with fellow employees, job security and job satisfaction positively influences Quality of Work Life of employees in Indian Power sector. Involvement in job as well as supervisor support have no such influence on QWL. A knowledge about factors that influence QWL will help HR managers in creating an environment conducive with QWL.

This study by Shameem (2017)¹²⁷ reveals that Quality of Work Life helps to improve the quality of the product, development of effective work habits, improves job performance, reduces accidents and wastes and prepare employees for modified and challenging jobs. When the QWL programme is ineffective, it will adversely affect

both the employer as well as employee. QWL improves work performance and work is the only factor which contribute to the adjustment of an employee and contributes to his behaviour in an organisation.

A study conducted by Rathi(2017)¹²⁸ revealed that success from supervisor is an importance criteria of determining Quality of Work Life in an organisation and this QWL inturn leads to organisational commitment and life satisfaction. QWL mediated the association of supervisor support with organisational commitment, turnover intentions and life satisfaction. The emotional attachment as well as morale of an employee will be enhanced under a supportive supervisor.

This study was conducted by Satpathy(2017)¹²⁹ among the full time employees in the Indian corporate sector and the study revealed that the most important factor influencing employee retention is employee perquisites and the least important factor is Market competitive salary. Poor image of the company among the public is a demotivating factor for the employees, which will demoralise and demotivate them and subsequently will increase the attrition rate of employees. When the employees quit, it will further worsen the condition and the image of the company among the public diminishes.

A study by Rao(2018)¹³⁰ identifies that the driving forces of revenues of an organisation as well as the ambassadors to the market are the sales force. It is very difficult to assess the Quality of work life of sales professionals due to their uncertain job profile. As compared to Insurance sector work stress and stress related health problem is more for executives in Automobile sector. Work Life balance policies need to be implemented in Automobile Industry like flexible work hours, flexible leaves, job-sharing, part-time work, work from home etc.

Rastogi (2018)¹³¹ conducted a study on work place flexibility and claimed that workplace flexibility is beneficial for employees as well as employers. From a study conducted among 380 middle level employees from service and manufacturing sector in India, it was found that work place flexibility in time, place and operations has a significant impact on the QWL of middle level employees. It is a strong predictor for enhanced QWL for married female employees than their male counterparts. In order

to frame policies regarding employee motivational and well being aspects the relation of work place flexibility in enhancing QWL plays a crucial role.

A study conducted by Badawy(2018)¹³² identified that a significant relationship exists between Psychological Empowerment and Organisational Commitment in Egypt when compared to India. A strong significant relationship exist among Psychological Empowerment and QWL in case of both Indian and Egyptian samples. As regards India and Egypt Employees exhibit different levels of empowerment, perceived QWL and commitment.

The study conducted by Nayak(2018)¹³³ revealed that high degree of Quality of work life among employees of Health care sector increases their confidence and affirmative attitude and increases their commitment to the organisation. The Health care employees shows a moderate level of work place empowerment , QWL and commitment. The management must employ the workers in challenging jobs, which will helps to develop their skills, knowledge and abilities required for the job. Quality of work life is an important HR strategy and organisations must enforce clear guidelines and policies for enforcing the same.

This study conducted by Nayak(2018)¹³⁴ intends to examine the predictors of QWL by focussing on the human resource interventions in the health care units. Among the variables which are significant for determining Quality of Work life, work life balance, communication, team work and empowerment are considered as the significant predictors. The Managers, Administrators and practitioners in this industry have to concentrate on these three variables in order to ensure QWL in such organisations.

This study conducted by Singh(2019)¹³⁵ reveals that an organisation in which quality of work life exists helps an organisation to improve job satisfaction and job commitment. It also helps to develop a positive attitude towards the job, which will helps to improve organisational efficiency. It also helps to improve the growth of employees . The overall job satisfaction of an employee contributes to the life satisfaction and thereby helps to meet the important objective of life.

This study was conducted by Gupta(2019)¹³⁶ among the employees of textile industry and intends to find out the effect of perceived quality of work life among blue collar and pink collar jobs among the female and male employees. Female employees and blue collar employees have more proactivity, work life balance and human relations than their male and pink collar counterparts. Blue collar employees concentrate on technical and manual jobs whereas pink collar employees concentrate on the service sector.

2.4 Quality of Work life studies in Kerala(State Level)

In a descriptive cum analytical study by Rajesh (2013)¹³⁷ identifies the consequences of Industrial disputes on the Industrial relations in Kerala State. The disputes caused due to economic as well as non economic causes is really a challenge to the Industrial relations and results in poor industrial climate relations and poor performance of industry in Kerala State. Wages and salaries accounts for the main reason for the industrial dispute and non compliance of legal provisions is a challenge to cordial industrial relations in the state.

A study conducted by Nair (2013)¹³⁸ among the college teachers of Thrissur district analyses and explore the effect of QWL on Organisational Citizenship Behaviour. The study found that QWL among teachers vary on the basis of gender and women are reported to have more QWL than men. The study also found a significant relationship between the QWL and Organisational Citizenship behaviour based on Altruism and conscientiousness.

A comparative study of quality of work life of non managerial employees of public and private sector manufacturing enterprises in Kerala was conducted by Ambily (2016)¹³⁹ which revealed that non managerial employees of private sector manufacturing industries demand better quality of work life as compared to public sector manufacturing enterprises.

A study conducted by Remya (2016)¹⁴⁰ revealed that only moderate level of Quality of work life is enjoyed by employees working in banking sector. Employees working in public sector banks enjoyed better QWL than their counterparts working in the

private sector. Employees are not provided any opportunities for enhancing their individual capacities in their career and the tight work load of the employees diminishes their QWL. More over unmarried employees has better QWL than their married counterparts.

This study conducted by Hanif (2017)¹⁴¹ reveals that though nurse's job is overburdened with responsibilities, they are paid very low and their job has no adequate reputation given by their employers. A healthy interaction in their family and cordial relationship with the colleagues adds to the quality of work life of the Nurses. Organisations should design strategies that will increase the quality of life of the employees.

A study conducted by Fasla (2017)¹⁴² revealed the quality of work life of Private Hospital Nurses. The study found that quality of work life of nurses is influenced by gender and marital status. Quality of work life of nurses has nothing to do with the stress level of nurses. Moderate quality of work life exists among nurses.

In a study conducted by Netto (2018)¹⁴³ revealed that women make remarkable contributions to the economy. There is a significant positive relationship between each of the dimensions of Quality of Work life put forward by Richard Dalton and overall quality of work life. The researcher observed a significant relationship between Quality of work life dimensions and Marital status of women employees.

The study conducted by Rebaccal (2018)¹⁴⁴ reveals that QWL is essential for people in an organisation to perform better since effective QWL helps them to manage work and take independent decisions. Organisations require high QWL to attract and retain employees. Organisations which have high QWL considers their employees as asset rather than cost.

In a study conducted by Koshy (2020)¹⁴⁵ identifies that QWL policies in an organisation has the power to influence employees performance and commitment in an organisation. QWL helps the employees to attain proper work life balance. All the dimensions of quality of work life put forward by Walton has a perfect correlation

with job satisfaction which signifies a positive correlation between QWL and Job satisfaction.

In a study conducted by Alex(2020)¹⁴⁶ among the rural labour market of Kerala with respect to the role of Ecotourism on Quality of work life, revealed that Ecotourism helps to improve quality of work life of casually employed. Among the factors contributing towards quality of work life, Fair and adequate wage at Ecotourism destinations is found to be the most influential factor contributing to quality of work life. It also helps to improve the labour productivity in these destinations.

In a study conducted among the school teachers of Palakkad District by Balusamy(2020)¹⁴⁷ revealed that only average quality of work life was enjoyed by the teachers and there is significant difference in quality of work life among locality, educational background and type of school. The quality of work life and work culture helps in the efficient functioning of educational institutes.

An investigative study on the quality of work life of 266 Library and Information science professionals in the University Libraries of Kerala was conducted by Naseer (2020)¹⁴⁸. This study used the QWL scale constructed on Walton's QWL dimensions and identified that LIS Professionals have different dimensions of QWL and that differs from Library to Library. The study also identified that QWL helps to enhance professional and personal life of employees as well as their efficiency.

A study among women employees in Kerala Textile sector was conducted by George(2021)¹⁴⁹ reveals that quality of work life in an organisation is influenced by ethical and moral values prevalent in an organisation. Work restructure efforts like Quality circles, suggestion schemes, employee participation enlargement, automatic work teams all helps to increase quality of work life in an organisation.

In a study conducted by Sebastian (2021)¹⁵⁰ among the employees of New Generation Banks in Kerala, the study revealed that the pressure of the New Generation Banks to sustain in the highly competitive market significantly influenced their employees. Majority of employees have moderate and high level of quality of work life. Number

of earning members in the family and experience of employees significantly influences the quality of work life of employees.

In an investigative study conducted by Somasundaram (2022)¹⁵¹, reveals that workplace harassment issues prevailing in the hospital among nursing staffs has a relationship with other variables of quality of work life. Harassment in work is seen more in Private hospitals than that of Government hospitals. In order to reduce work place harassment openness in enforcing regulations, delegation of decision making authority, Providing adequate Training and counselling as well as establishment of Employee Grievance redressal system can be implemented in Institutions.

2.5 Identification of Research Gap

Several studies relating to Quality of work life in the International, National and State Level identified several programmes intended for the benefit of employees which helps to increase their morale and productivity. From the studies it was found that there is no comprehensive work on Quality of work life of sales executives in the field of consumer and electronic appliances. No attempts have been made to identify the quality of work life dimensions as well as outcomes of QWL among the Sales executives. There had been no studies to analyze the stress faced by sales executives based on Job category. An attempt is made here to identify the occupational stressors affecting the life of sales executives. The present study is intended to fulfill these shortcomings.

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Chapter 3

Quality of Work life and Sales Force Management- A Theoretical Framework

This research work aims to investigate the Quality of work life among sales executives in consumer and electronic appliances in Kerala. A strong theoretical framework regarding quality of work life and sales force management as well as the role of quality of work life in sales force management is highly worthier in this aspect. This chapter is divided in to four sections.

Section I- Quality of Work Life

Section II-Sales Force Management

Section III-Importance of Quality of Work Life in Sales Force Management

Section IV- Occupational Stress among Sales Executives

Section I

3.1 Theoretical Backdrops of Quality of Work Life

Managing Human resources is considered as the most important and difficult aspect of managing in all organizations. Unless this resource is not effectively managed all the efforts taken by the organization will turn out to be futile. Human resource Management aims to utilize the Human resources in order to fulfill organizational goals. In order to keep away the negative vibes, employees need to be motivated so as to improve their morale and productivity. The unethical treatment of human resources as slaves and serfs changed with the advent of industrialization. Even during the periods of slavery and serfdom some categories of workers enjoyed certain amount of freedom in the relationship with their employers and that includes skilled craftsmen, artisans and experienced apprentices.

Organisations are shaped by certain norms, policies, values and expectations which influence the motivation and commitment of workers and influence their work performance. It creates a climate that boosts the morale of the employees. A positive work climate boost the performance of employees and a negative climate deteriorates the performance of employees. The success or failure of an organisation is determined by the quality of work performed by the employees in an organisation. Employees perform quality work only when they are provided with a favourable organisational climate. A good organisational climate provides job satisfaction, good quality of work life, affective commitment, confidence in management and promotes desirable behaviours among the members of an organisation. Modern organisations realise that productive and motivated workforce is the backbone for attaining sustainable competitive advantage for every business.

Over the years, it has been proved that only Industrialisation helps to fulfil the economic growth of a nation and it aims to derive long lasting benefits for the economy. Industrialisation affects all sectors of economy and particularly the working classes. The working classes who previously depend only on agriculture sector where their incomes are mostly seasonal got a good opportunity in Industrial sector. It helps to increase the standard of living of people.

Industrialisation increases the importance and scope of skilled as well as unskilled labour and labour becomes the criteria for determining the future of many organisations. Organisation which attaches more importance to labour and who considers labour as the most important asset will only succeed in the long run. Employees are more preferred to simple industrial work than the difficult agricultural work. Job simplification and Job specialisation as a result of industrialization helps in the movement of labour from traditional agricultural sector to modern Industrial sector. The Scientific management thoughts which gave importance to specialisation and efficiency have undergone a drastic change.

Dignity of labour was given only least importance during these times and as a result job becomes more monotonous and mechanical and workers begin to lose their enthusiasm and they become socially segregated from their co- workers. Workers

realised that they were being exploited by the industrialists. The sub human treatment of labour make the employees protest for higher wages, lowering working hours and betterment of working conditions. This in turn causes labour turnover, absenteeism and low productivity.

Organisational climate can be enriched only when employees are allowed to express their opinions without any fear in appropriate places at appropriate times. They are concerned not only with their salary or financial aspects but the other aspects like working conditions, career growth, challenging work, work pressure, work autonomy etc.

Labour unrest and agitations become the order of the day and a mass demand came from the workers for the improvement of their working conditions. The Labour starts agitations when the organisation fails to represent their needs. Workers were frustrated when their work itself was unsatisfactory. In 1930, the Workers Illumination experiment conducted by George Elton Mayo has identified that total work situation, psychological and social factors alone cannot motivate employees.

The Scientific Management Principles put forward by F.W. Taylor also neglected human element in production. The Unionisation movement in 1930 followed by Job satisfaction research in 1935 gave emphasis to job and financial security of the workers. The theories developed by various psychologists including Abraham Maslow during this period have proved that there is positive relationship between morale and productivity of labour.

Over the years from the difficulties and suppression faced by human beings the concept of Quality of Life emerged and human beings recognised them self as a bio-psycho-social being. This concept flourished in almost all environments and in the business environment also. World Health Organisation was committed to develop an instrument for measuring Quality of Life termed as WHOQOL.

The labour movements and legislations which take place in the twentieth century inspired the researchers to develop a model for QOL in business environment termed as Quality of Work Life. Moreover QWL pictures an ethical work environment and it

is the secret behind a truly successful company. In a truly ethical company, the compensation of a worker cannot be determined arbitrarily, instead a thorough job evaluation and analysis of external equity must be considered. Ethical behaviour of a leader influences the climate in which employees make decisions. Folger (2010). When employees take decisions and are given responsibility for their varied tasks, their job may be termed as empowered job. This will enhance their commitment to the organisation and enhance the productivity of the organisation.

The term 'Quality of work life' was coined by Louis Davis. It is defined as the degree of satisfying important personal needs of the members of an organisation through organisational experiences. Job satisfaction is used in conjunction to the term quality of work life, but quality of work life is a particular form of job satisfaction and more wider in scope and involves a person's feeling about all aspects of his job. Job as well as life satisfaction are crucial and organisation always strive to maintain competitiveness and paid attention to employees performance and the performance of employee is positively related to quality of work life. Almost all Quality of work life studies reflected that employees are the most important resource of an organisation. Among the countries blessed with enough natural resources, technology, international support and wealth, their development always depend upon how they manage the human resources and how much commitment they show towards the welfare of human resources. Environment, particularly work environment play a significant role in the organisational well-being of an employee and therefore work environment should be conducive to the overall development of an employee.

Jobs should be redesigned as per the desire of the employee and a comprehensive redesign should be undertaken in an organisation to make it more conducive to the employee. A work environment which is more humanised and catering the higher needs of an employee will bring amazing results.

Human capital consists of four types of capital. They are intellectual, emotional, psychological and social. Organisations who realise the human capital as Intellectual capital invest a considerable amount in developing skill set among their employees and those who attach more importance to emotional capital will cultivate healthy

relationships in the organisation. Psychological capital is a sub dimension that handles human affairs in an organisation. Human resources are also regarded as psychological capital of an organisation and great care should be exercised to retain this resource. Psychological capital consists of Self efficacy, Optimism, Hope and Resilience. **Self-efficacy** is having **self-confidence** to overcome challenges. Optimism is having a positive attitude. Hope signifies the perseverance towards success. Resilience denotes the ability to deal with problems and keep moving forward.(Enz, 2010)

Quality of Work life helps to bring an employee friendly environment and helps to extract maximum efficiency and effectiveness from an employee. It is a programme designed for improving employee's satisfaction. Abraham Maslow has rightly stated that the fulfillment of lower level needs will only arise the higher level needs of a person. Only when the work environment caters their lower level needs, the higher order needs will generate within a person.

Health, safety and economic need constitutes the lower level needs and social, **self-actualisation** and knowledge constitutes the higher level needs. The work environment should be designed in such a way that it should encourage the untapped potential of an employee to apply his skills and efficiency to the maximum. Human resources should not be put to use in an organisation like other physical resources. It should be developed and for this development, proper environment has a great role. The work environment should not give undue stress to an employee and must be devoid from all negative experiences.

Quality of work life dimension assists management to confirm their responsibilities to the employees by enriching jobs and creating favourable working conditions in a way to satisfy organisational members and organisational economic wealth. Rabb (2015). Workers are more likely to be productive and willing to stay for a long period in their job , if job gives them satisfaction.(Bedeian et al.1992) .

The improved job satisfaction among employees can only be achieved through Quality of Work Life. Quality of work life helps to maintain healthy employee relations in an organisation which serves as a predetermined factor for organisation's success. An employee seeks two types of Quality of Work Life factors in their work

environment. They are extrinsic factors and intrinsic factors. Compensation, job benefits, job security, safety and health are the extrinsic factors and job variety and challenge, opportunity to learn, autonomy, recognition, support, meaningful social contributions, workplace conditions that enable the development of greater skills and enhanced responsibilities constitutes the intrinsic factors. (Trist, 1986)

Quality of work life promotes the personal growth of employees as well as economic growth of the country. A country where satisfied employees are working in the organisations will definitely contribute to the Gross Development Product and in turn the economic growth of a nation. More over such programs are intended to boost the skills of the employees and helps to reduce stress of the employees and helps to create a favourable organisational climate. Human beings always strive to satisfy their needs in an organisation. The need for employees at different stages is different. An employee who joins the organisation wants to acquaint with the tasks, environment and fellow employees working in that organisation requires QWL for creating an environment most favourable to him. At the same time an existing employee requires more comfortable work environment devoid of stress and a conducive environment for his personal as well as organisational growth. An employee at the later stages of his organisational life often becomes the member of Unions and they need to create a cordial relationship with the management as well as fellow employees. All categories of employees can through the Quality of work life were able to create an environment favourable in all aspects.

Quality of work life helps to cultivate feelings of security, equity, pride, internal democracy, ownership, autonomy, responsibility and flexibility among their employees so that employees are empowered to carry out their assignments and have got an opportunity to participate in the decisions affecting their lives. Employees in the modern organisations are not satisfied by the salary or remuneration package alone. Compensation is only one of the basic elements required for a decent living. They attach more importance to challenging roles and more opportunities for utilising their ideas or that which satisfies both the basic needs as well as the higher order needs of the employees. The environment of an organisation should be designed in such way

as to foster a climate which boost their skills as well as maintaining a healthy relationship among all.

Quality of work life helps to improve the economic health of an organisation as well as the psychological health of the employees in an organisation. Quality of work life helps to generate psychologically and physically healthier employees with positive feelings and thus adds value to the Human resources. The individual as well as the organisation are equally benefitted from the proper utilisation of human resources in an organisation.

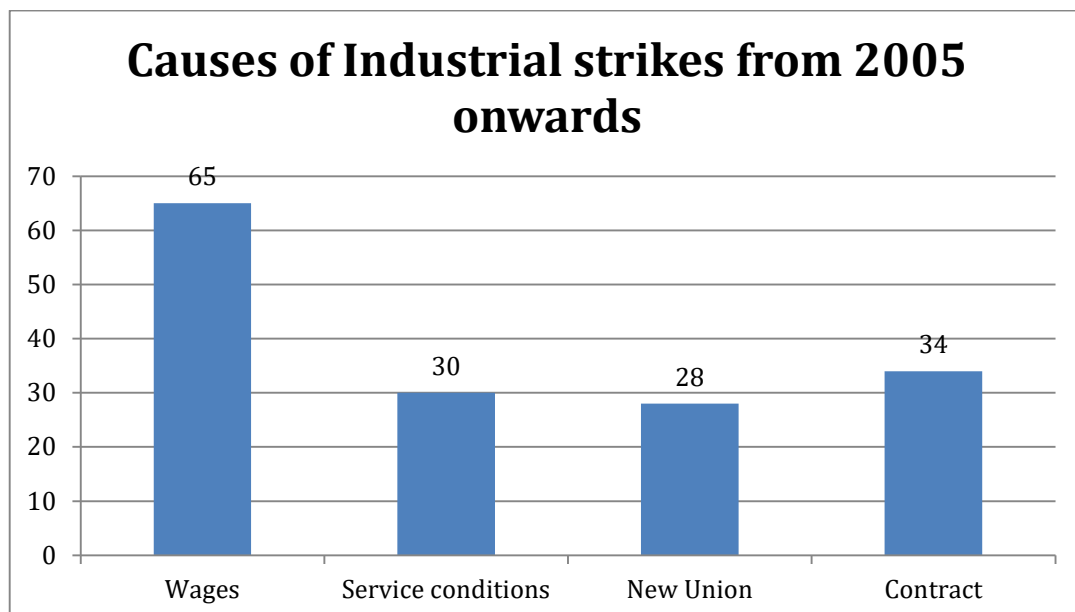
All employees should be properly rewarded for the work done by them. Proper rewarding includes appreciation, pat on the back and something more like the reward points and the facility to redeem this rewards points at any time in multiple range of products. HR Managers are now pursuing intensive research in designing reward systems favourable to employers as well as employees. A culture of appreciation, happiness and motivation should be build around the company for promoting better QWL. Genuine concerns of the employees should be addressed by the authorities concerned to promote better Quality of work Life.

Social scientists including Abraham Maslow, McClelland, Chris Argyris and Elton Mayo have advocated their valuable theories during the beginning of 20th century. Among these theories the most important theory that helps to inculcate a social culture and corporate houses focusing on employee development was Elton Mayo's Human relationship approach. Through these theories managers realised that instead of concentrating on the materialistic part, more importance should be attached to human welfare, improving their relationship and to achieve a higher standard of workmanship. Quality of work life of the employees can be developed by providing job satisfaction, assigning meaningful tasks, providing opportunities for growth, job security , adequate pay and compensation benefits and providing safe and healthy working conditions in the organisation. It is imperative to maintain quality of work life of employees since there is a positive relationship between quality of work life and performance of employees in an organisation. Besides developing quality of work

life in organisations the task of organisation extends to developing quality of life among the local public through variety of projects.

The concept of Quality of work Life has a special significance in a country like India. The policy changes and the beginning of Liberalisation, Privatisation and Globalisation resulted in preserving a positive industrial relations climate in India. The Industrial disputes when compared to 1980 and 2010 shows a drastic decrease to the tune of 88%.The Multi National Committees decided to manage labour relations through work committees. These committees include representatives from all departments of the company and it ultimately lead to the reduction of Trade Union Activism. Organisations have realised the importance of Human resources in the organisation and treat the Human resources in the most apt manner.

It is imperative that high Quality of work life is essential for organisations to achieve high performance and growth in profitability. But high performance and growth in profitability is possible in a situation where there exists a positive industrial climate devoid of industrial disputes. In this juncture, it is worthwhile to examine the causes of industrial strikes



Source: AIOE/Industrial Unrest/Past Trend and Lessons for Future

Figure 3.1 : Causes Of Industrial Strikes From 2005 Onwards

About 65 per cent of the reasons for strike were wages and contract conditions contribute to 34 per cent and service conditions to 30 per cent and the least significance is attributed to New Union and relative factors.

Whatever may be the causes of strikes, it will adversely affect the company's production as well as state revenues. Many state governments have declared that strike is illegal and raised this matter before the Court. With the emergence of Liberalisation, Privatisation and Globalisation as well as the effective measures taken by the organisation to promulgate good organisational climate like quality of work life measures, it is evident that the rate of strikes and lockouts shows a decreasing trend. The trade union activism was eventually reduced and their role was occupied by work committees in many of the Multi-National Corporations. The free market policies of the early nineties bring a drastic change in Industrial relations scenario. The Industrial disputes show a drastic decline from 3049 in 1979 to 370 in 2011 and further to 109 in 2016.

Table 3.1

Drastic decrease in the number of strikes and lockouts

Year	Strikes	Lockouts	Total
2012	133	185	318
2013	103	155	258
2014	119	168	287
2015	106	22	128
2016	93	16	109

Source: Labour Bureau, SBI Research 2019

This drastic decrease in the number of Industrial strikes stresses the importance the modern organisations attach to Human resources in an organisation. Organisations have to exert more importance to Personnel working in the organisation and must take every step to reduce turnover of employees. Turnover of any kind will adversely affect the performance and growth of the organisation. Modern organisations are attaching more importance to Quality of Work life and its various dimensions.

3.1.2 Quality of Work Life Dimensions

The dimensions of Quality of Work life was directly connected with the happiness and welfare of the employees and since 1970 onwards extensive research was conducted in the area of QWL which proves that since employees are the base of the organisation, QWL helps to strengthen this base of the organisation and hence an indispensable part of an organisation. The first researcher who put forward the strong eight dimensions of Quality of Work Life was Richard Walton in the year 1973. These eight dimensions include (1) Adequate and fair compensation (2) safe and healthy environment (3) development of human capacities (4) growth and security (5) social integration in work environment (6) constitutionalism (7) the total life space and (8) Social relevance. Only satisfied and motivated employees will bring prosperity to the organisation and as such Quality of work life can ensure a well motivated work force.

(1) Adequate and Fair Compensation

This is concerned with the payment and related aspects and it is the means for sustaining an employee or to earn for his livelihood. A good compensation system should be capable of meeting the needs of the employee and at the same time in par with the industry concerned. It must also consider the sharing of profits, supply and demand of particular skills and competencies etc. Fairness in wages can be determined through job evaluation methods such as job ranking, job classification and factor comparison. (Premkumar, 2015). Timossi *et al.* (2009), on the other hand, made a last change in the terms used, replacing fair compensation for wages, salary equilibrium for comparing the salaries of their colleagues, profit sharing for rewards, extra benefits for food, transportation, medical, dentist *etc.*

(2) Safe and Healthy Environment

The conditions for work should be safe and with regard to physical conditions as well as working hours. The physical conditions of work should be such that it reduces accidents and should be devoid of all types of health problems. The conditions which adversely affect the workers environment should be avoided. In India, Factories Act

1948 ensures adequate provision of health, safety and working conditions and welfare of the employees.

(3) Development of Human Capacities

As a result of industrialisation, mechanisation was a common phenomenon in organisations, particularly when organisations resort to mass production. Mechanisation makes employees job more monotonous and lifeless which fails to provide any improvement in their capacities. They simply react to the commands of the machine without any change in their capabilities. This situation necessitates the improvement in the capabilities of the employees for enhancing the productivity of the organisation. Only if sufficient autonomy and control is exercised and provides an environment for their overall development, the human capacities can be developed.

(4) Growth and Security

Besides the development of human capacities, every employee has a desire to grow as well as the security of their job. A prospective employee's desire is to achieve the zenith of the job progression and if the organisation provides an environment for the attaining this, their Quality of Work life will definitely progress. They should be provided ample opportunities to develop new skills and qualities as far as possible and opportunities to apply their skill in the changing environment which will definitely add to their personal growth and security. Organisations have to assess the job positions which are able to fulfill the needs of employees currently working in an organisation.

(5) Social Integration In Work Environment

An employee will be satisfied in his job, only if the organisation respects his identity and provide an atmosphere for the development of his inner self. Equal opportunities for all the employees irrespective of caste, creed and sex, an open policy for promotion, transfer and pay, community feeling in the job, all creates and develop the social integration in the work environment. Authorities concerned should ensure an unbiased treatment towards all employees in an organisation and organisation should be managed by the rules and policies rather than the fancy and illusions of the

employer. Social integration in the workplace is defined here as "the participation of a worker in the operation of the work culture at both the environment's required level and the worker's desired level." (Shafer, 1988)

(6) Constitutionalism

Every organisation aims to achieve a competitive advantage over the other organisation and this can be attained only if there is an interrelation between employers and employees, colleagues and bosses at work. An organisation should be guided by certain rules and laws or more clearly, there should be a rule of law in an organisation as per its constitution where all the activities of members concerned would be bound by it. An organisation should function as a system and it must ensure that no more arbitrary powers will be vested in any person in an organisation. Quality of work life is not significantly good as the constitutionalism is weak in any organisation. (Khan, 2016)

(7) The Total Life Space

Quite often the nature of work demands an employee to work late hours, frequent travelling or frequent transfers; all requires an imbalance in the family life of an employee. If the work provides an adequate degree of flexibility with regard to his personal as well as professional life, Quality of Work life will be automatically enhanced. The social costs associated with the imbalances in the work have to be neutralised. There is significant relationship between job satisfaction and the total life satisfaction and organisation must ensure job satisfaction in order to retain efficient employees in an organisation.

(8) Social Relevance

The consumer life roles of an employee can influence their work related perceptions, especially quality of work life.(Arndt, 2015)The employees of an organisation which does not care for fulfilling the social responsibility obligations cannot expect a better Quality of work life. Corporate social responsibility is an important strategy for retaining employees. Bad employment practices, tax evasion, environment pollution,

low quality products all adversely affect QWL. Companies are concentrating on diversified ways for fulfilling their social responsibility to various stake holders.

Quality of work life cannot be measured by taking these dimensions individually instead it is a product of all the dimensions that affect an employee in his interaction with the environment of the organisation. The dimensions of Quality of Work life intends to attract most potential employees for the organisations and at the same time retain the existing talents in the organisation.

European Commission that defines Quality of work Life Surinach(2008) suggests the following dimensions of Quality of Work Life

1. Intrinsic Job quality
2. Skills, lifelong learning and career development
3. Gender equality
4. Health and safety at work
5. Flexibility and Security
6. Inclusion and access to the labour market
7. Work Organisation and Work Life Balance
8. Social Dialogue And Worker Involvement
9. Diversity And Non Discrimination
10. Overall Work Performance

Quality of work life is the most important factor that affects the job satisfaction, commitment productivity and engagement of the employees in an organisation. It decides an employee's intention to leave or to continue in an organisation. Employees with lower engagement are more likely to leave their job than those who are highly engaged. Organisational climate is one of the most important factors that influence

the quality of work life. In the absence of proper communication channels and good information, role ambiguity and confusion may remain in an organisation.

Good working environment act as a catalyst for job satisfaction and QWL among employees. Strong work culture and good human resource climate will boost the performance of workers in the long run. A strong work culture exists where employees are given sufficient opportunities to raise their concerns and voice, make proposals and chance to receive clear instructions for the superiors. Organisations inclined towards QWL, treat their workers as a social capital and try to maintain a set of cooperative relationships between employees and facilitate collective action. A higher level of social capital provides greater level of satisfaction as well as Quality of work life in an organisation. Modern employees are inclined more to their work as work is recognised as the chief determinant of individual growth, freedom, self respect as well as standard of living.

One of the important factors that affect the Quality of work life is stress. Occupational stress has a negative impact on Quality of work life. Role ambiguity, work load, works pace, work repetitiveness, tension, inadequate pay , inequality of work, too much work, shortage of adequate staff, lack of recognition and promotion, lack of job security, lack of management support, time pressure etc. are some of the factors creates occupational stress and it adversely affects quality of work life. Stress has an inverse relationship with job commitment and job satisfaction.

3.1.3 Objectives of Quality of Work Life

Only a positive work environment contributes to the productivity of employees. Quality of work life programmes helps to increase productivity of employees and offer a suitable work environment for the development of their innate skills and abilities. It provides them job satisfaction. Learning continuously help to sharpen their skills and quality of work life helps to create a learning environment in the organisation. Management in modern organisations are undergoing a transition in the present era and Quality of work life helps the employees to adapt themselves to the changing policies and style of management. A QWL program touches every aspect of the employee right from the recruitment to planning retirement. It adds some contribution

to the recruitment, retention, general motivation and creates a better task force for the organisation.

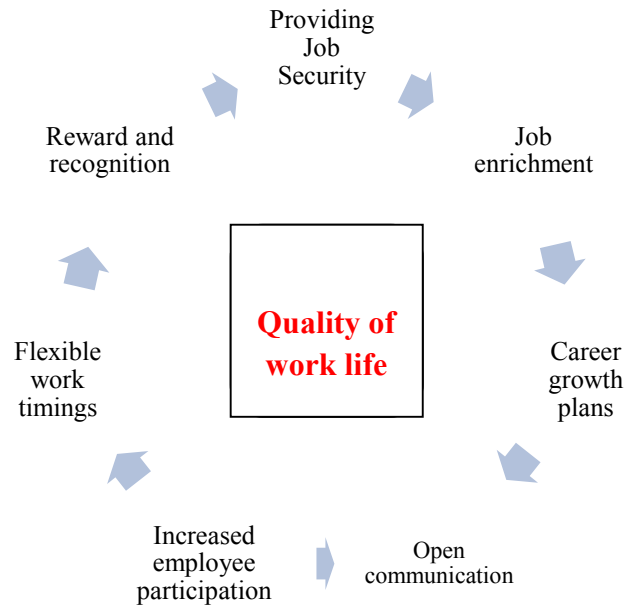


Figure 3.2 Objectives of Quality of Work Life

Section II

3.2 Sales Force Management

The modern era witnessed the existence of a digital era with depersonalised selling and newer and newer marketing techniques and in such a situation also the sales executive retains autonomy. When business strategies fail to attach prime importance to sales executives, it may result in reduced job satisfaction as well as high turnover intentions among sales executives. The Quality of work life of sales executives was a very dynamic and less addressed topic.

Sales constitute the important revenue for any business undertaking. Sales force management differs from other field of management in many aspects. Changes in the product, market, orientation of consumer, legal and policy matters all have a profound

impact of Sales force management. Modern organisations consider Human resources as the professional capital which keeps the business going. These organisations invest their considerable wealth in training, formulating and execution of strategies and in team building. Modern sales executives are capable of enforcing a professional approach in their job, be it in quality of selling, ability to use control procedures intended to attain the organisations objectives, analyse the technical problems faced by the organisations or giving right recommendations for the efficient operations of the business. The tight competition prevailed in this area compelled the organisations to adopt major reforms in this area.

3.2.1 Importance of Sales Force Management in Appliances and Consumer Electronics Industries

These industries are concentrating more on training, formulating strategies and team building since they realise that sales teams are the secret behind their success. Sales team must concentrate on their job in order to render satisfaction to their customers. A good sales force alone can provide better experiences to their customers and it can be possible only with the help of efficient sales force management. Sales force has to update themselves with the new trends of the market and has to apply these trends in their markets so as to provide an excellent customer experience. They are also expected to formulate sales strategies for continuing sales growth, expansion of market reach and improving customer relations. Organisations must design a sales strategy compatible to their area of business and must realise that a single strategy which is applicable for a particular line of business may not be suitable for all kinds of businesses.

As part of sales force management, sales executives are expected to create probable customers and other relevant aspects like their personal details, purchasing behaviours and preferences etc. They have to take necessary steps to convert the leads into a successful sale. Organisations have to forecast future sales of the organisation from the past sales record and have to plan productivity, distribution and marketing budget on this basis. Sales executives have to ensure that the order management system of the organisation is full-fledged so as to ensure minimal delay in the delivering of the

product to the ultimate customer. The ultimate aim of sales force management is to train the sales executives so as to execute the sales and marketing plans successfully. Sales force Management is intended to bridge the gap between the company and the customers. The ultimate aim of Sales Force Management is to create a long lasting satisfaction in the minds of the customers.

The advancement in the field of computing technology and the penetration of smart phone applications among the local people has made a group of interconnected people create some drastic changes in the field of sales force management. Electronics industry witnesses the growth of sales force management through the Sales force Automation Applications. It allows the companies to automate the process of invoice generation, lead tracking, managing orders and track teams on a real time basis by the use of Mobile Applications. This Mobile Platform allows the sales executives to work from any part of the world. Such an application is inevitable for this industry as it consists of a wide range of diversified players including suppliers, manufacturers, electricians, engineers, equipment manufacturers and trade unions. This necessitates the need for an intelligent application capable of managing in a centralised, sophisticated and more responsible manner. Companies are using this application to attain a competitive edge in a highly competitive market of Appliances and Consumer industry.

In order to attain a competitive edge in the era of cut throat competition organisations devote a considerable portion of their time on close monitoring of the distribution, pricing and promotion strategy of the product and at the same time the performance of the competitive products as well as their promotion strategy. It is the need of the hour to empower the sales force with a customer sales force automation solution that offers an intuitive user experience. Sales force automation an application equip the sales force to plan their visit, improve the productivity of the visit and assists them in designing a perfect store for sales optimisation. Modern Sales force automation application have the facility for Field force tracking, Attendance Management, Order booking and Management, Payment collection, Competition tracking, Audit and survey, reporting etc.

Modern sales organisations realise the importance of creating a social profile of their customers and take every steps to know the customers in detail. Moreover they are using the social media platforms to get in touch with their customers and to know about the needs and wants of their customers. The search engine optimisation technique often helps the business houses to realise the desires of customers well in advance and to design the product as well as deliver the product in a manner that suits their needs. The modern organisations are concentrating on creating, delivering and communicating value to the customers instead of a mere product and they seeks to identify, satisfy and retain their customers.

In addition to selling the goods of the organisation at a profit, a creative and visionary sales man is expected to penetrate his territory, perform planned and skilful operations and uphold the image of the company. Consumers are basically reluctant in the purchase of commodities and there comes the role of sales executives to induce their client to purchase the goods. Sales executives are responsible for increasing the brand awareness and push sales at the same time increases the trust of the customers. They help to retain current customers as well as enhance the customer base of the organisation.

Present day job of the sales executive is very challenging. A new terminology has developed in the field of sales executives known as Mind Body Attitude (MBA). It is the attitude that determines the sales attitude of a person and only a well disciplined person can contribute substantially to the sales of an enterprise. They have recognised that they are the major link in the marketing strategy of a company. Complexity of products in the market, cutting edge competition and increasing unemployment all increases the potential for the sales executives. A competent sales executive is considered as the real asset of the company as he is able to transform a potential customer in to an actual customer. He can win the market and take away the business from our competitor to our portfolio. It is very difficult for the business houses to found competent sales executives and recruit them for the prospects of the company. It require huge expenditure and now intelligent business houses resort to train and

retain their sales executives and make them part of their business by providing enough facilities to them.

In order to attain this, Organisations are concentrating on Quality of Work Life initiatives. More and more sales executives are now facing work life imbalance, high job stress, greater dissatisfaction, family problems which adversely affects their engagement with the customers. Heavy targets are set before the sales executives by their superiors and if they fail to attain the target, at any time they will lose their job. A high amount of job stress is seen among the sales executives of consumer and electronic appliances as more and more companies are entering into this field. Quality of work life of sales executives can be met only when all the needs of sales executives in relation to their organisational settings are taken care of. Modern organisations are struggling their best in order to fulfil the needs of sales executives and meeting the goals of survival and prosperity. Quality of work life comprises of a set of methods intended to boost the morale of employees in the organisational setting.

Sales executive's nature of work is not similar to other employees working in direct supervision of their superiors. They usually work away from their co-workers and immediate superiors and organisation usually faces some difficulty with regard to develop a spirit of identity as being part of a wholesome group and to maintain loyalty to the organisation. The sales executives usually work very far away from their organisation and their routine activities are usually managed by phone and mail.

Modern organisations strive very hard to retain their talented sales force. Sales force turnover is one of the greatest problem faced by them. It will create not only loss of opportunities and revenue but also organisation must strive hard to spend their precious time of HR in advertising, recruiting agents, internet cost etc. Further they had to be trained to sell the products in a way that suits the culture of the organisation. The cost incurred for induction as well as training of a sales executive to make him adaptable to the organisation incurs a huge cost to the organisation. Organisations in the field of consumer and electronics appliances are striving hard to retain their talented work force in order to create competitive edge in the long run. Some of the measures taken by organisations in this field include the following:-

3.2.2 Measures taken by the organization to create a competitive edge among employees

1. Providing Challenging Job

Modern youth are very fond of challenging jobs. Expanding their jobs to new territories and establishing new niches satisfies sales executives. Organisations take every step to make their jobs challenging. Sales manager must keep their sales force motivated and make them instrumental in meeting the challenges of the organisation. Modern customers are highly influenced by technology and sales executives challenge involves selecting their preferred channels in order to approach them.

2. Job Security

Job security of a sales executive is influenced by macro environmental factors, organisational factors and performance of sales team. Organisations are continuously monitoring the macro environmental factors and improving the organisational factors and performance of sales team to provide job security to the sales executives. Organisations now realise the importance of retaining efficient and experienced employees than hiring new ones.

3. Significant Training

Sales executives must be provided with significant training to improve their sales performance, sales engagement and greater job satisfaction. Organisations depute qualified trainers for this purpose. The essential sales skills such as finding prospects, sales demonstration, drawing up a proposal, closing the deal requires thorough technical training and organisation should impart such training to their sales executives.

4. Definite Career Advancement Path

Sales executive often find their career advancement path as sales manager, accounts manager, relationship manager, marketing manager in their career path. Moreover they are entitled to be promoted as Sales Supervisors and Sales Manager in the long run. The sales executives usually spend a tough time in engaging their duties and the

most successful executives are often promoted to leadership roles such as Sales Manager or Sales Director. The most successful among them will be Sales Vice Presidents (Sales VPs) and the top most among them are promoted as Chief Revenue Officers (CRO) whose responsibility is to ensure sustainable revenue growth for the organisation.

5. Excitement of Work

Managers must strive to create an excitement in the work of sales executive by making them realise the intention of staying in the field of sales. They will be promoted to new territories where they are allowed to take independent decisions. They have to update themselves with the modern trends in the markets and strategy of competitors and identify those areas which require improvements and suggest the refinement in existing products as well as introduction of new products.

6. More Autonomy

Sales executive often enjoys autonomy in the job to produce better results. Autonomy helps to sales executive to deviate from the common path and allotted territory and to deviate the common criteria's for the sales executives who are new in the field. Autonomy allows the sales executive to produce fine results even in midst of uncertainty and adverse economic conditions. It helps to convert the ordinary sales executive to effective sales executive who in turn proves to be the real asset for the organisation.

7. Better Supervision

If sales executives are provided with better supervision from their superiors, it will result in better performance from their part. They expect sincere supervision from their superiors when they are facing hardships and difficulties in their job. The most outstanding part of sales is that in order to manage results it is essential to manage the behaviours of sales executives.

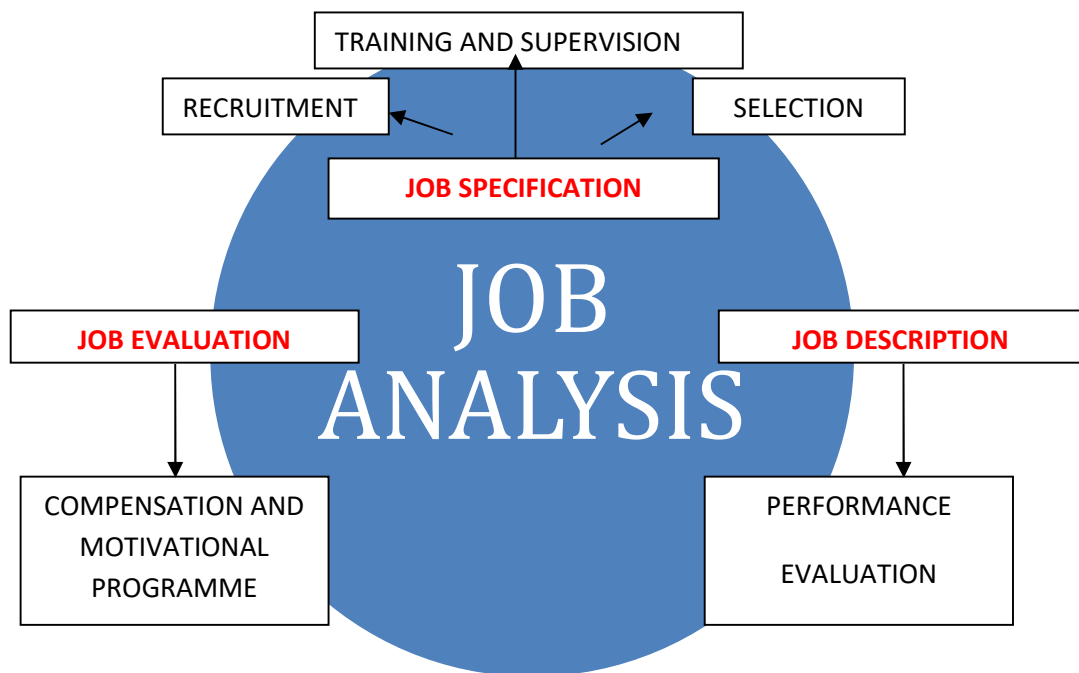
The success of Sales Executive depends on three factors. They are Knowledge, Skills and Motivation. These factors are within the control of the Sales executive and under

the influence of the Sales Manager. The role of a sales manager in developing these qualities includes the following:-

3.2.3 Role of Sales Managers

- Closely monitor the sales executive with the object of enhancing his Knowledge, Skills and Motivation
- Analyse the Performance gaps to target improvement in future efforts
- Develop a realistic plan for each area such as knowledge, skills and motivation
- The total score of the sales executive's current improvement potential must be established
- Establish performance bench mark for each sales executive
- Provide effective coaching tools for the sales executives (Gschwandtner, 2007)

The sales manager has to play the role of a teacher, trainer and counselor in order to efficiently train a sales executive.



Source:(Richard R.Still, 2001)

Figure 3.3 Multiple Role of Sales Executive

The sales executive should be motivated to plan and make productive use of their working time and suitable suggestions regarding working habits and methods can be suggested to sales executives to improve their performance. Only when the sales records and sales are analysed an evaluation about sales performance can be made. Productivity of sales executives can be enhanced only when the process of Recruitment, Selection, Training and supervision and compensation and motivational programs are effective. Those sales executives who have a real passion for conquering the minds of customers and achieving sales target should be identified from the very beginning and proper sales training should be imparted to develop them personally. The performance of the sales executive should be continuously monitored and relevant corrective steps should be taken to boost the performance of the sales executive.

3.2.4 Sales Executive Vs. Marketing Executive

It is very common that the people in the industry consider both as one and the same. But there is a subtle difference between a sales executive and a marketing executive. A sales executive is a vital link between the company and the clients and he is expected to interact with the customers, understand their needs, initiate an offer, negotiates contracts and closes deals to drive revenue for the company. He can implement new sales strategies for enhancing the sale of the organisation.

The marketing executives, on the other hand is responsible for generating demand through marketing activities like content marketing, advertising, Public Relations, lead generation campaigns etc. Some of the differences between a Sales executive and a Marketing Executive are:-

1. Sales executives are people responsible for the closing sales while marketing executives are accountable for the marketing of goods and generating demand for the products and services.
2. Sales executives should have the essential skills like communicate with confidence, active listening, understanding customers and situation, design solutions and negotiate actively. Maturity, patience and perseverance are expected

from him. At the same time Marketing executives are expected to be creative, having good project management skills and are able to communicate effectively and should have a thorough understanding of the customer's buying process.

3. The performance of a sales executive is assessed on the basis of the amount of sales revenue they bring to the organization for a particular period whereas that of a Marketing executives are judged on the basis of leads generated, brand awareness achieved, quality of leads generated, conversion rate etc.

Marketing executive and sales executive must work in complementary to each other. Marketing executives design the sales strategies and the sales executives' implements those strategies through the sales pitch. Marketing is more concerned with creating awareness whereas sales are concerned with closing the deals. Marketing and sales must go hand in hand in order to gain competitive advantage for the organisation.

From the ancient times, rightly from the beginning of 19th century, it was proved beyond doubt that money was not the sole motivating factor which influences the productivity of employees. Environmental factors influence the productivity of employees and therefore successful organisations consider sales executives as the key resource of the organisation who are capable of making valid contribution and much dignity and respect would be attached to their treatment.

Strict financial discipline is required on the part of sales executives to succeed in this field. He must clearly know how much money is coming into his hands and where the money is going and has to manage his investment accordingly. When financial discipline is absent, there may arise a tendency among the sales executive to shift his organisations frequently for want of better income and ultimate lacks experience in working in one organisation and achieve significant results.

The job of every sales executive depends on the culture of the company. Every company follows a different culture than their fellow company. Some companies are supporting their employees in difficult times and some other does not even take care of their employees and only in a mood to maximise their profit. The typical culture of the company in rendering advanced training affects the performance of executives,

the way they interact with one another, the way they conquered the minds of the customers etc. It in turn will affect the internal competitiveness, the quality of customer relationships, sales ethics and team dynamics in an organisation.

Sales executive will be in their field only when they try to maximise the image of the company and maximise the profit. Whenever their acts are detrimental to the profit making objective they will be terminated in due course. Organisations need such type of sales executives who offer whole hearted support for the survival as well as development of the organisation. They are trying to build a pool of resources for their organisation instead some employees for the organisation.

SECTION III

3.3 Importance of Quality of Work Life in Sales Force Management

Sales constitute the revenue generating activity for any business and therefore much importance is attached to sales. Sales executives of an organisation are considered as the ambassadors to the market and are expected to uphold the image of the organisation. They are the link connecting the organisation with the buyer and the success of the entire organisation depends upon the performance of sales executives. The salesperson and the company are one and the same to many customers (Humphreys, 1996). When a sales executive leave an organisation it will bring high risk to the organisation. The relationships, connections, customer base etc. created by the sales executive will tend to lost and it will lead to reduction of revenue to the organisation. Moreover the organisation has to spend enormous amount to establish new sales territories under the new recruits. The important key for higher sales is better sales force management. The sales goals of a business can be achieved by managing sales force management. Every organisation must try to increase sales, add new customers and maintain the relationship with existing customers in order to survive and maintain sustainable growth. Sales force management is one of the vital aspect for every organisation and have to spend time, money and effort for the proper sales force management. Sales force is the competitive advantage of any organisation.

Quality of work life is an umbrella consists of various aspects that affect the life of employees at work. The satisfaction derived by an employee from his job, the commitment of employees, their compensation and even turnover become part of the Quality of work life and deserved close attention in an organisation. High quality of work life is necessary to attract and retain talented sales executives. According to the organisational characteristics the constructs of quality of work life of sales executives varies from organisation to organisation. Sales force Management is so crucial because, if sales executives leave the organisation, customer relations will be adversely affected.

Sales executive or Business Development Executive is the person responsible for marketing and selling the products of the organisations in consumer and electronic appliances industry. As cut throat competition exists in the field of this industry the importance of sales executives cannot be undermined. He is responsible for studying the market, understanding the consumer requirement, and offering product and services to satisfy the requirement of customer. A sales executive is expected to find new clients as well as retain the existing clients. Despite these importance's, organisations attach least priority to the sales executives resulting in greater job dissatisfaction and high turnover intentions among them. A sales executive is expected to attach much meaning to his work. A sales executive can effectively bridge the gap between the company and the customers. Sales burnout is an important problem faced by the company in this regard. The top executives of the company must analyse what are the reasons that leads to burnout of sales executives. Role ambiguity, role conflict, work overload, lack of internal support, lack of intrinsic motivation etc. are some of the reasons that lead to burnout of sales executives. Sales burnout leads to decreased sales performance, decreased job satisfaction, decreased organisational commitment and increasing desire to leave the organisation. Effective implementation of Quality of work life programmes helps to reduce Sales Burnout situation. Quality of work life programmes should be considered as a programme for humanisation of work environments and democratisation of work relations based on principles, practices and interventions undertaken in organisations.(Nikhil, 2010) In order to retain sales executive, monetary benefits should be provided to them besides a suitable

work environment. When the work environment is not conducive, the initiation and perception of employees regarding QWL becomes lower. Every organisation must strive hard to retain the talents in the organisation. Sales executives require a professional approach in order to tide over the difficult situations.

Sales executives must be motivated at a sufficient level and the extent of motivation provided to an executive determines how much effort he is willing to send for the job in the organisation. If a sales executive exerts high effort in his job, it will be advantageous to the organisation as well as the employee. Motivated employees will turn out to be high performers in an organisation and they will turn out to be low performers in case the motivation is absent. A sufficient amount of self-motivation needs to be present among the sales executives in order to convert them in to efficient performers.

Modern organisations should be redesigned in a manner desired by the persons working in the organisation and jobs should be redesigned in a compatible manner. Management must take all steps to enrich the jobs and closely monitor how the enrichment is viewed by the employees of the organisation. Quality of work life is intended to increase the productivity, accountability and commitment of an individual. It promotes team work and morale of the employees and at the same time reduces occupational stress among them. It strengthens work place learning and promotes the relationship between employees as well as their relationship with employers.

Besides better compensation, work environment and motivation personal, family and work related goals are the factors that prompted the sales executives to remain in the organisation. Organisations must provide a work environment that motivates the sales executives to exert maximum contribution to the organisation to boost their productivity and in turn satisfaction for the executives. Every organisation follows certain core values and sales executives are expected to adapt themselves with these values. Due attention should be given to the personal; family and work related goals of an employee and redesign the jobs according to the attributes desired by the executives in order to make him suitable to the organisation.

Importance of Quality of work life in Sales force management is so crucial that it aims to provide rich challenging experiences at the same time provide satisfaction, challenging work experience and participative style of management in an organisation. Along with equity and fairness the compensation package of the executives should be designed at par with the efforts exerted by them to the organisation. Sales executives are expected to build stronger relationships with the existing as well as potential customers and focuses on building value for the organisation. Quality of work life converts the unsatisfied executives into satisfied ones who can build more relationships, increase sales revenue, increase customer retention and in turn customer satisfaction.

Quality of work life helps the organisations to design better strategies for Human Resource Development and retention. The crucial problem faced by Appliances and Consumer Electronics (ACE) industry is sales force turnover. It creates huge problems for the organisation both for recruiting new executives and providing training to them. Productivity is the key factor that determines profitability in organisations and productivity is influenced by the Human resources. Modern organisations treat Human resources as the most important asset of the organisation. In order to enhance quality of work life, it is essential to probe into the difficulties faced by the employees as well as take timely remedial actions.

SECTION IV

3.4 Occupational Stress among Sales Executives

Stress is a feeling of physical or emotional tension which may happen to any individual due to any event or even thought that make him feeling nervous, angry or frustrated. It is a drastic problem affecting all economies as a whole and many factors are accountable for the occupational stress among employees. The changes in technology, absence of human interface and the high reliance on automation, modernisation and urbanisation, exploding population and increased unemployment are all reasons for occupational stress. Organisations striving for attaining a competitive edge over the other cannot undermine the importance of occupational stress. Stress results in frustrated mind and reduces the enthusiasm and ultimately

results in reduced productivity. When employees are asked to perform more than their internal capabilities, it will result in occupational stress. Occupational stress not only creates problems in the work environment, but also spills over to the personal life of the employee. It ultimately results in dissatisfaction, disengagement and turnover on the part of employees.

Work-related stress is a pattern of reactions that occurs when workers are presented with work demands not matched to their knowledge, skills or abilities and which challenge their ability to cope. The causes of work related stress includes High work pace, time pressure, Lack of control (work pace, but also related to physical risks), Low participation, Little support from colleagues and supervisor, Poor career developments, Job insecurity, Long working hours, Low income, Sexual and/or psychological harassment. (Irene Houtman, 2007). The morale and efficiency of the employees decreases as a result of increased stress. If the causes of work related stress persists in organisations this may result in high turnover, absenteeism, lack of interest in job, diverting thinking to unproductive activities etc. As more and more authorities are aware about the detrimental effect of stress, efficient stress relating measures are taken to avoid stress in organisations.

Occupational stress can be measured by two models, namely Demand Control Model (DCM) Kerasek (1979, 2008) and Effort Reward Imbalance (ERI) Siegrist (1996). The Demand control Model stresses on two elements;

1. The psychological demands relating to the psychological requirements of employee during the execution of his work activities
2. Employees control over the activities performed including the autonomy in the decision making process

The support, relationship and social integration among colleagues and superior at the work place help to reduce occupational stress.

According to the Effort Reward Imbalance (ERI) model, efforts are equalised by respective rewards. Whenever there is imbalance between efforts and rewards or when the efforts are not rewarded properly, it will results in occupational stress. High efforts

followed by low rewards are likely to trigger negative emotions and sustained stress responses, while the balance between effort and reward generates positive emotions capable of promoting well-being and health at work (Siegrist,1996). Whenever the rewards are not matched with the performance of employees and when some employees are getting high rewards than they are eligible, it all creates occupational stress among the employees and creates discontent and dissatisfaction in the job.

Both these model has a third dimension called over commitment. The interaction between high over commitment and effort-reward imbalance is harmful to the workers and exposes them to high stress levels (Jonge, Bosma, Peter, &Siegrist, 2000; Siegrist&Wahrendorf, 2016). It is quite often seen in some organisation that certain employees are highly loyal and committed to the organisation. Such employees consider work as somewhat of divine nature and are ready to serve the organisation at any time. If their efforts are not properly considered or rewarded stress may arise in any organisation. Occupational stress should be corrected as and when it occurs in an organisation as it creates huge financial losses, mental disturbance and tension among the employees which in turn will affect their productivity. The physiological and psychological problem of occupational stress creates long lasting problems in the organisation.

Work place stress occurs when there is high demand from the job and less control over the employee meeting these demands. The variables for measuring occupational stress are Role Ambiguity, Role conflict, Role overload, Role under load, Work pace, Repetitive work and work tension. Poor work organisation, poor work design, poor management and unsatisfactory work conditions are some of the reasons of occupational stress. The dedication and involvement of sales executives are the chief determinants of their success at the work place. Only highly dedicated and committed sales executives can perform better in the modern organisations. When sales executives fail to do so, occupational stress will arise.It is the primary responsibility of every organisation to create an environment which is less stressful and suitable for working. Sales executives will get satisfactory pay and incentives only if their efforts will result in increase in the profitability of the company. Companies are now

considering increased ways of boosting their profitability and that too at the cost of employees. Huge responsibility is entrusted with the sales executives at all levels, whether it is front line, middle level or top level. Normally corporate houses attach more importance to the pay and incentives of hardworking employees and the mediocre employees who fails to attain such target face occupational stress in an organisation. The competition in the field of Appliances and Consumer Electronics (ACE) industry is so acute that the occupational stress faced by sales executives also increased at a fast pace.

One of the primary criteria needed on the part of sales executives in order to become successful in their profession is self discipline. Discipline in all sorts whether it is in the field of character, finance, morality, habits all will be covered under this self discipline. Attitude of Mind and Body has to be considered prime importance. Sales executives who lack such attitude are susceptible to occupational stress. Moreover, the Indian Appliances and Consumer Electronic Industry are driven by consumer's desire for the next big thing, in terms of convenience, sophistication and technology. Such desire of consumers will result in new devices and technologies that enable them to do things with much easiness and convenience than before. If organisations fail to do so it will ultimately affect the needs and aspirations of the sales executives and will result in occupational stress among them. Successful organisations consider their employees as family members from the point of recruitment to their retirement. Employees will have such a stake in such organisations which determine their future well-being and prosperity. Modern organisations in their spirit to attain material wealth often discard the importance of human relations in organisations.

Stress has a negative and positive side. On the positive side, it motivates the employees to perform more and attain their target. The sales commissions of the executives will increase which will bring them more sales incentive trips. The sales managers often increase pressures and stress of the sales executives by setting ambitious goals and competitive environment. This will help them to extract the full potential of their executives and makes them more objective oriented and which ultimately brings better results for the organisation. Sales executives, especially youth

are much fond of a challenging work environment and better results. Sales executives are desirous of this situation which helps to push their productivity and income. When a moderate amount of stress is imparted among the executives it will create a positive environment capable of building good habits and culture among them.

On the negative side, it adversely affects employee's health and job performance. Stress is considered as a worldwide epidemic (WHO). Overstressed employees are not at all beneficial for the organisation. They are not able to bring better results for the organisation and it will adversely affect the productivity of the organisation. They will ultimately become a responsibility for the organisation and organisation will have to make arrangements for their proper treatment and counselling sessions in order to bring back them to the daily routine. Sales Managers have to realise the pertinent cause of stress. Whenever the work demands of the organisation exceeds the capacity of sales executives, stress may arise in organisations. Sales Managers of consumer and electronic appliances have to identify the major stressors that hinder the productivity of sales executives.

3.4.1 Major Stressors in the Field of Consumer and Electronic Appliances

1.Role Overload

Sales executives have weekly targets, monthly targets and Annual targets. Only those who meet the targets are eligible for promotion and other benefits. Moreover they have to prepare many reports, handle their clients round the clock and travel a lot to meet the standards. These all create role overload and stress among the sales executives. The structure of the job itself as well as the communication and cooperation of peers, the retention pattern of organisation all creates role overload.

2. Role Ambiguity

Sales executives are often faced the problem of role ambiguity because they have to perform majority of their tasks by staying in isolation with the organisation. They have connection with the organisation mostly through virtual Medias and this makes their task more difficult. In many cases sales managers have little face to face contact with their sales executives. Role ambiguity problem will be more for new recruits than that

of experienced ones. Role ambiguity has an indirect effect on the performance of the individual.

3. Role Conflict

Sales executives are expected to perform multiple roles at the same time, be it meeting a client, turning in to a sales lead, preparing reports, managing sales data they experience the problem of Role conflict. They have to interact with many types of peoples who are of different character. Be it a rude customer or a gentle customer, sales executive has to treat them both in the same way. The interactional and emotional aspect of Sales executives needs to be balanced. Role conflict reduces their efficiency in work.

4. Unreasonable Group And Political Pressures.

As a result of the emergence of Multi-National Corporations sales executives include a mix of person of different genders, race , cultural background and like. It is very difficult to deal with these persons. Sales executives work under the direct supervision of their superior officer be it sales manager or Middle level or Top level executives, they face so many pressures which affect their performance in the organisation. Besides these they often face pressure from the peer groups also.

5. Under Participation

Sales executives sometimes cannot participate or concentrate fully in their job due to a variety of reasons. This may be due to lack of interest, absence of motivation, family problems, health problems etc. Sales executives who experience stress would automatically be less involved in their job, less committed to the organisation and experience lower level of work satisfaction.

6. Powerlessness

In the modern era customers tend to be more informed, and revolve around their own values, ideas and interest. They don't seek the help of sales executives to arrive at a decision. This power of customer makes the sales executive powerless and creates enormous stress on his day to day functioning. Modern sales executives require an

innovative attitude and need a clear vision about the future. In order to become successful sincere dedication and effective training and development is a prerequisite for the every sales executive and in its absence sales executives feel the problem of powerlessness.

7. Poor Peer Relations

Studies have found that there is significant relationship between peer relations and the amount of stress experienced by an employee. (Dr. Nirav Vyas, 2018) Sales executives mostly work in isolation which resulted in poor peer relations and has every chance on developing occupational stress. Organisations should deliberately arrange meetings, both official and unofficial for rejuvenating their sales executives. Only when they are able to retain good relations with their peers, they will retain in the organisation. Absence of peer relations will adversely affect the morale of employees and will create chance for employee burnout.

8. Intrinsic Impoverishment

Sales executives are satisfied not only by extrinsic motivators like money and non monetary incentives but also by intrinsic motivators. Granting of autonomy in their job and providing chances for mastery of sales skills will definitely leads them to intrinsic impoverishment. Intrinsic impoverishment has become a predictor of occupational stress among sales executives. It adversely affects the performance of sales executives. Organisation should provide appropriate training programs and design suitable strategies to overcome this problem. Organisations should work as a team and must deliver every sort of intrinsic motivation to their employees.

9. Low Status

The job of sales executive is one which is highly competitive. Sales executive is responsible for identifying new business prospects and maintain good relationships with the new clients. They are expected to compete with the similar ones in the industry. Experience in the field is highly appreciating and experienced sales executives are offered higher compensation packages than the pioneers in the field. Sales executives face the problem of low status in an organisation where many executives are highly paid and enjoy much benefit from the organisation. A feeling of

much low status in their job may develop as a stressor and affects their performance badly. Organisation should adopt a well-defined promotion criterion in order to overcome this situation.

10. Strenuous Working Conditions

Sales executives are required to maintain good contact between the customers and co-workers and between the organisation and customers. They have to work as part of a team and are responsible for the results generated by them. They are the persons responsible for handling the customer grievances in the primary level. They have to work most of the hours of the week and may sometimes work in the evenings, weekends or holidays. Many organisations discourage their sales executives in taking vacation during the peak shopping periods. Sales executives work under strenuous situations because they have to exert much effort in order to fulfil their target and mostly in isolated environment and there it becomes more difficult when they are unable to fulfil their target.

3.4.2 Cordial atmosphere devoid of stress

Stress in an acute nature is always detrimental to the organization and organizations must cultivate an atmosphere devoid of stress. In order to cultivate such an atmosphere organizations should consider the following ways:-

1. Encourage an atmosphere of open communication – If such an environment exists in an organization where all forms of communication are entertained, it will lead to reduction of stress in the organization. In the most difficult times of sales executive, where they are facing stress due to their heavy target, an open communication with superiors and peers will give them a great support to reduce stress.
2. Meditation and Yoga- Organisations are increasingly aware about the health and mental benefits of Meditation and Yoga and implement them in the organizations. It helps to relieve the stress of employees and enhance better productivity in the organizations.
3. Offer mental and physical health benefits- organizations are increasingly provide mental and physical health benefits to their employees to boost their morale and talent and make them devoid of stress and its ill effects.

4. Offer paid time off – a slight leisure in the work will create wonders and it will boost the enthusiasm and energy level of employees and modern organizations are very keen in providing such benefits to their employees
5. Encourage employees to take breaks- since organizations are aware about the increasing benefits of breaks in boosting productivity, they compel their employees to take short breaks in their work
6. Take the sales executive team out on company offsites- when the sales team are provided with a outside environment which is more comfortable to share their views and visions, it will surely helps to boost the productivity of sales executives.
7. Bring some diversion in office – some diversion programmes outside the office like doing some social welfare activities or some charity will help to strengthen the executives to concentrate more on the work and helps to reduce unwanted thoughts.
8. Consider flexible time schedules- while offering flexible time schedules and allow the sales executives a liberal time policy they are freed from the over stress of work and will enhance their productivity and morale.

Organisations are undergoing a drastic transformation in the present era. They are designing more and more ways to retain their productive and talented executives. The business world is moving from industrial revolution to information revolution and from information revolution to social revolution and in this process of transformation the thrust areas of business slowly changes. While in industrial revolution all efforts are concentrated on increased production where less thrust is given for employees welfare measures and as the business moves towards information revolution more attention is given to the welfare of workers. The executives are more aware about the quality of their work life, service benefits, importance of free time etc. in the information revolution. As they move to the social revolution, they are increasingly aware of creating and maintaining social connections. Organisations have to realize this shift in the revolution of business to adopt suitable changes in their vision and policy of retaining talented employees in the organization.

Chapter 4

Quality of Work Life of Sales Executives: An Analysis

In the previous chapter an attempt has been made to examine a detailed theoretical framework of Quality of work life as well as sales force management which has been narrated with the help of secondary data.

The study entitled “Quality of Work-life of sales executives of Electronic and Consumer Appliances in Kerala” have been undertaken with the objective of determining the Quality of work life of Sales Executives in Consumer and Electronic Appliances in Kerala and to determine the amount of occupational stress faced by these sales executives and how these occupational stresses affect the Quality of work life of sales executives. As far as a layman is considered, Sales Executive and Organisation are one and the same and the importance attached to sales executive is the basis of the survival of every organisation.

In order to fulfil this objective, the Quality of work life of sales executives in consumer and electronic appliances industry has been examined in detail with the help of primary data collected from the sales executives through Questionnaire. The descriptive and inferential analysis has been done with the help of the data collected through this instrument.

4.1 Methodology adopted

In order to fulfil the above objectives and to ease the discussion, these chapters are subdivided into three

- A. Quality of work-life of Sales executives
- B. Occupational Stress of Sales Executives
- C. Outcomes of Quality of work-life

A. Quality of work life of sales executives

(a) Missing Value

The questionnaire for data collection has been distributed to 370 Sales executives functioning in the area of Consumer and Electronic Appliances Industry in Kerala. Among these questionnaires, 10 questionnaires were rejected outright as they do not fulfil the criteria adopted for our study.

(b) Outliers

Among the 360 Questionnaires that remain after the first rejection, the remaining questionnaires were scrutinised and found mistakes, and among these 7 questionnaires are removed

The main objective of the study is to determine the Quality of work life of sales executives in consumer and electronic appliances in Kerala. The Quality of work life of sales executives in the front-line level, middle level, and top-level living in rural, semi-urban, and urban areas are analysed based on selected variables. The Mathematical and Statistical tools like Mean, Standard Deviation, Percentages, ANOVA, MANOVA, t-test, and correlation analysis have been applied for the analysis of data. The data was collected from 353 sales executives covering top-level, middle-level, and front-line executives in the state of Kerala.

For the purpose of discussion, the chapter is divided into two sections. Section A discusses the Demographic profile and Structural Equation Modelling which shows the Influence of Quality of Work life on Outcomes of Quality of work life among sales executives in Appliances and Consumer Electronics and Section B discusses the Dimensions of Quality of Work Life.

Section A

4.2 Demographic profile and Structural Equation Modelling which shows the Influence of Quality of Work life on Outcomes of Quality of work life

4.2.1 Profile of the Sample Respondents

The sample was collected from 353 Sales Executives comprising of Top-Level executives, Middle-Level executives, and Front-line executives in Consumer and Electronic Appliances in the state of Kerala.

Table 4.1
Demographic Profile of Respondents

SL.No.	Demographic Variables	Frequency	Percentage
1.	Gender		
	Male	319	90.4
	Female	34	9.6
	Total	353	100
2.	Education		
	Diploma	56	15.9
	Graduation	146	41.4
	Post Graduation	134	38.0
	Professional	17	4.7
	Total	353	100.0
3.	Marital Status		
	Married	184	52.1
	Unmarried	169	47.9
	Total	353	100.0
4.	Place of Living		
	Urban	134	38.0
	Semi-Urban	150	42.5
	Rural	69	19.5
	Total	353	100.0
5.	Job Category		
	Top Level Executive	34	9.6
	Middle-Level Executive	150	42.5
	Front Line Executive	169	47.9
	Total	353	100

Source: Primary Data

From the above table, it is very shocking to note a high degree of gender disparity exists among the sales executives in the field of consumer and electronics industry it was observed that more than 90% (90.4%) of the respondents are Male and only a small percent (9.6%) constitutes Female. The Appliances and Consumer Electronics field (ACE) sector were not convenient for women sales executives to flourish. Take into consideration the educational qualification of respondents 41.4% of the respondents are graduates and 38% have secured post-graduation. 15.9% of respondents are Diploma holders and only 4.8% of respondents procured professional qualifications. The condition of the unemployment situation in Kerala is as acute as more respondents secured better qualifications. The married sales executives constitute 52.1% and the unmarried sales executives constitute 47.9% of the respondents indicates that this job is sufficient for making a living for the respondents.

As regards the Appliances and Consumer Electronics sector 42.5% of the sales executives are concentrated on the Semi-urban sector and 38% are concentrated on the urban sector and 19.5% are concentrated on the Rural sector. Urbanisation continues to be a great motivating factor behind the success of consumer and electronics appliances.

As regards the job category 47.9% belong to Front line executives and 42.5% belong to Middle-level executives and only 9.6% belong to Top-level executives. The scope for getting a promotion in this sector is so difficult and sales executives have to suffer many hardships in order to continue in this industry.

4.2.2 Structural Equation Modelling- Influence of Quality of Work life on Outcomes of Quality of work life among sales executives in Appliances and Consumer Electronics.

Structural Equation Modelling is a statistical technique which allows researchers on social sciences to test any theoretical model on their sample data. This model combines Confirmatory Factor Analysis (CFA) and Structural model into a simultaneous statistical test. In this study the accepted model proposed by Richard Walton proposing the eight parameters of Quality of Work life model are tested to determine the quality of work life of sales executives in consumer and electronics

appliances industry. Whether a sales executive who has quality of work life as put forward by Richard Walton helps him to attain the outcomes expected from quality of work life are tested through the SEM analysis. The influencing variable is Quality of work life and it is the unobserved exogenous variable and the observed endogenous variable includes the various dimensions of Quality of work life.

The variables used in the Structural Equation Model are: -

I Observed Endogenous Variables

1. Social relevance of work life
2. Work and total life space
3. Constitutionalism
4. Social integration in the work
5. Opportunities for growth and security
6. Opportunities for developing human capacity
7. Safe and healthy working conditions
8. Adequate and fair compensation
9. Job satisfaction
10. Employee productivity
11. Organisational target/ goal achievement

II. Unobserved Endogenous variable

1. Outcomes of Quality of work life

III. Unobserved Exogenous Variable

1. F1: Quality of work life
2. E1- Error term for social relevance of work life
3. E2- Error term for work and total life space
4. E3- error term for constitutionalism
5. E4- error term for social integration in the work life

6. E5- error term for opportunities for growth and security
7. E6- error term for opportunities for developing human capacity
8. E7- error term for safe and healthy working conditions
9. E8-error term for adequate and fair compensation
10. E9- error term for job satisfaction
11. E10- error term for employee productivity
12. E11- error term for organisational target/ goal achievement
13. E12- error term for outcome of Quality of work life.

Hence, the number of variables in the SEM are: -

Table 4.2
Number of variables in the Structural Equation Model

Number of variables in the model:	25
Number of observed variables:	11
Number of unobserved variables:	14
Number of exogenous variables:	13
Number of endogenous variables:	12

Source: Primary Data

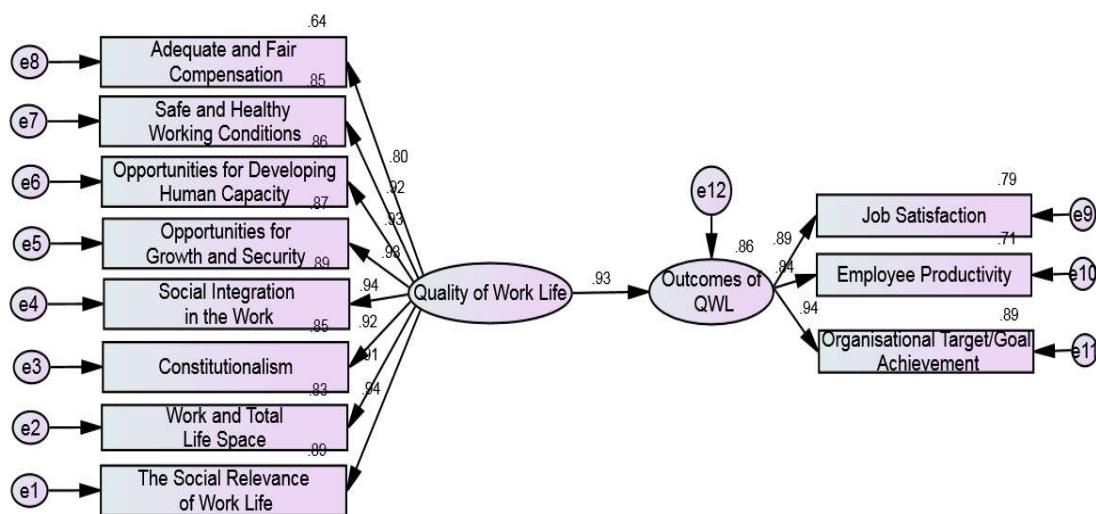


Fig 4.1 Structural Equation Model (SEM) based on Standardised Co-efficient on Quality of work life.

Table 4.3
Variables in the Structural Equation Model Analysis

Variables		Unstandardised co-efficient (β)	S.E. of β	Standardised co-efficient (β)	T Value	P Value
Outcomes of QWL	<- --	.845	.093	.930	9.126	<0.005
Social relevance of work life	<- --	1.000		.941		<0.005
Work and total life space	<- --	.844	.070	.910	11.993	<0.005
Constitutionalism	<- --	.860	.068	.924	12.678	<0.005
Social integration in the work	<- --	1.047	.076	.942	13.737	<0.005
Opportunities for growth and security	<- --	.875	.066	.935	13.296	<0.005
Opportunities for developing human capacity	<- --	.870	.067	.928	12.901	<0.005
Safe and healthy working conditions	<- --	.742	.059	.922	12.600	<0.005
Adequate and fair compensation	<- --	.829	.099	.800	8.367	<0.005
Employee productivity	<- --	1.130	.138	.840	8.211	<0.005
Job satisfaction	<- --	1.000		.888		<0.005
Organisational target/ goal achievement	<- --	1.158	.109	.943	10.586	<0.005

Source: Primary Data

Hypothesis

H0: There is no significant relationship between dimensions of quality of work life and quality of work life of sales executives

From the above table, unstandardised co-efficient of QWL on Outcomes of QWL is 0.845 represents QWL influences the outcomes of quality of work life to the extent of 0.845 which means that the variation in the outcomes of quality of work life is explained by 84.5% by the independent variable (QWL) and the Standard Error (SE) of the model is 0.093 and critical ratio (t value) is 9.126. The estimated positive sign represents that such effect is positive that Outcomes of quality of work life would increase by 0.845 for every unit increase in QWL and this coefficient value is significant at 5% level.

Unstandardised coefficient of QWL on Social relevance of work life is 1, represents a complete effect of QWL on social relevance of work life, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that social relevance of work life would increase by 100% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on Work and total life space of work life is 0.844, represents a major effect of QWL on Work and total life space, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Work and total life space would increase by 84.4% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on Constitutionalism is 0.860, represents a major effect of QWL on Constitutionalism, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Constitutionalism would increase by 86% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on social integration in work is 1.047, represents a complete and more than 100% effect of QWL on social integration in work, holding the other path variables as constant. The estimated positive sign implies that such

effect is positive that social integration in work would increase by 100% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on opportunities for growth and security is 0.875, represents a major effect of QWL on opportunities for growth and security, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that opportunities for growth and security would increase by 87.5% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on opportunities for developing human capacity is 0.870, represents a major effect of QWL on opportunities for developing human capacity, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that opportunities for developing human capacity would increase by 87% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on safe and healthy working conditions is 0.742, represents a major effect of QWL on safe and healthy working conditions, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that safe and healthy working conditions would increase by 74.2% for every unit increase in QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of QWL on Adequate and fair compensation is 0.829, represents a major effect of QWL on Adequate and fair compensation, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Adequate and fair compensation would increase by 82.9% for every unit increase in QWL and this coefficient is significant at 5% level.

Hypothesis

H0: There is no significant relationship between quality of work life and dimensions of quality of work life of sales executives

Unstandardised coefficient of Outcomes of QWL on Employee productivity is 1.130, represents a more than 100% effect of Outcomes of QWL on Employee Productivity,

holding the other path variables as constant. The estimated positive sign implies that such effect is positive that employee productivity would increase more than by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of Outcomes of QWL on Job satisfaction is 1, represents a 100% effect of Outcomes of QWL on Job satisfaction, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Job satisfaction would increase by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level.

Unstandardised coefficient of Outcomes of QWL on Organisational Target or Goal attainment is 1.158, represents a more than 100% effect of Outcomes of QWL on Organisational Target or Goal attainment, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that employee productivity would increase more than by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level.

Based on standardised coefficient, Organisational Target or Goal attainment (0.943) is the most influencing path followed by Social integration in work (0.942), Social relevance of work life (0.941), Opportunities for growth and security (0.935), Outcomes of QWL (0.930), Opportunities for developing human capacity (0.928), Constitutionalism (0.924), Safe and healthy working conditions (0.922), work and total life space (0.910), Job satisfaction (0.888), Employee productivity (0.840) and Adequate and fair compensation (0.800).

All the variables or dimensions of the model show a perfect fit and for the purpose of testing this model, the following Null and Alternative Hypothesis are framed.

Hypothesis

H0 : The hypothesised model of quality of work life and its outcomes has a good fit

Table 4.4

Model Fit summary of Structural Equation Model

Indices	Value	Suggested Value
CMIN	113.148	-
DF	43	-
P Value	0.076	>0.05(Hair et al.,1998)
Chi-square Value/DF	2.631	<5.00(Hair et al.,1998)
NFI	0.917	>0.90(Hu and Bentler,1999)
RFI	0.923	>0.90
CFI	0.911	>0.90(Daire et al.,2008)
IFI	0.913	>0.90
RMSEA	0.079	<0.08

Source: Primary Data

Table 4.4 clearly presents that P value is 0.076 which is greater than 0.05 and the Null hypothesis is accepted and this indicates the perfect fit of the data. Here Normed Fit Index (NFI) is (0.917) and comparative Fit Index (CFI) is (0.911) which are greater than 0.90 and indicates a good fit. The Root Mean Square Error of Approximation (0.079) is less than 0.08 which indicates a best fit. It is related to the difference in sample data and what would be expected if the model were assumed correct. (Dion, 2008) It measures the discrepancy between the observed and estimated covariance matrices per degree of freedom. If the RMSEA values are greater than 0.05 it indicates the model is good fit and since the values are very higher than 0.05 the model exactly fits the sample data. The CMIN/DF is 2.631 which is lower than 5, it is assumed that the given model is fit, that is, there is goodness of relationship between the Quality of Work Life and the outcomes of Quality of Work life, Namely Job satisfaction, Employee Productivity and Organisational Target/Goal Achievement.

4.3 Quality of work life dimensions of Sales executives according to Job Category

Table 4. 5

ANOVA- Job category, Adequate and Fair Compensation

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	94.695	22	4.304	25.062	.000
Within Groups	56.676	330	.172		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding the Adequate and fair compensation and the difference is statistically significant

Table 4.6

ANOVA- Job category, Safe and Healthy working conditions

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	55.468	21	2.641	9.116	.000*
Within Groups	95.903	331	.290		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding the Safe and Healthy working conditions and the difference is statistically significant.

Table 4.7
ANOVA- Job category, Opportunities for developing human capacity

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	87.803	19	4.621	24.208	.000
Within Groups	63.568	333	.191		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding the opportunities for developing the human capacity and the difference is statistically significant.

Table 4.8
ANOVA- Job category and Opportunities for growth and security

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	103.200	22	4.691	32.135	.000
Within Groups	48.171	330	.146		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding the opportunities for growth and security and the difference is statistically significant.

Table 4.9
ANOVA- Job category and Social integration in the work

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	97.921	21	4.663	28.876	.000
Within Groups	53.450	331	.161		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding the social integration in the work and the difference is statistically significant.

Table 4.10

ANOVA- Job category and Constitutionalism

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	71.280	17	4.193	17.538	.000
Within Groups	80.092	335	.239		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding Constitutionalism and the difference is statistically significant.

Table 4.11

ANOVA- Job Category and Work and Total Life Space

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	71.280	17	4.193	17.538	.000
Within Groups	80.092	335	.239		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding work and total life space and the difference is statistically significant.

Table 4.12

ANOVA- Job category and the social relevance of work life

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	68.672	19	3.614	14.554	.000
Within Groups	82.699	333	.248		
Total	151.371	352			

Source: Primary Data

The results of the ANOVA states that there is significant difference among these three groups regarding social relevance of work life and the difference is statistically significant.

Table 4.13

Standard Regression Weights of the Quality of Work Life Model

INDEPENDENT VARIABLE	DEPENDENT VARIABLE	Estimate	S.E.	C.R.	P	EFFECT
Outcomes of QWL	QWL	.845	.093	9.126	***	Significant
The Social Relevance of work Life	QWL	1.000				
Work and Total Life Space	QWL	.844	.070	11.993	***	Significant
Constitutionalism	QWL	.860	.068	12.678	***	Significant
Social Integration in the work	QWL	1.047	.076	13.737	***	Significant
Opportunities for growth and security	QWL	.875	.066	13.296	***	Significant
Opportunities for developing human capacity	QWL	.870	.067	12.901	***	Significant
Safe and Healthy working conditions	QWL	.742	.059	12.600	***	Significant
Adequate and Fair compensation	QWL	.829	.099	8.367	***	Significant
Employee Productivity	Outcome of QWL	1.130	.138	8.211	***	Significant
Job Satisfaction	Outcome of QWL	1.000				Significant
Organisational Target/Goal Achievement	Outcome of QWL	1.158	.109	10.586	***	Significant

Source: Primary Data

Significant at 5% level

In the above model the total number of variables are 25 and among these 11 are observed variables and 14 are unobserved variables. Exogenous variables comprise of 13 variables and endogenous variables comprises of 12 variables. Endogenous variables are dependent variables which correlates with other factors and its values are determined by other variables whereas Exogenous variables are independent variables or outside factors. Regression weights in the above table shows that the 10 indicators have a p value less than 0.05 and are highly significant. So, these 10 items

meet the test of construct validity and are a commendable item in the collection of data for the study.

Based on the unstandardised estimate it's clear that Quality of work life influences the outcomes of Quality of work life to the extent of 0.845 which means that the variation in the outcome of Quality of work life is explained by 84.5% by the independent variable (Quality of work life) and the Standard Error (SE) of the model is 0.93 and critical ratio is 9.126. Here, 93 percent of the variances in the outcome of Quality of Work life is explained by the Quality of work life or if the quality of work life is high, the outcome can be predicted by 93% accuracy or the variation in the outcome of Quality of Work life is explained by QWL to the extent of 93%. All the dimensions of quality of work life put forward by Richard Walton influences the Quality of work life of sales executives to a great extent. Every factor exerts a high influence on the Quality of work life. The outcomes of Quality of work life, namely Employee productivity, Job satisfaction and Organisational Target or Goal attainment can be possible only if sales executives are provided with high Quality of Work Life. The validity or measure of consistency of the instrument is very high and the instrument will be able to measure what it is intended to measure.

Table 4.14

Chi Square Minimum (CMIN) of the goodness of relation between Quality of work life and the outcomes of Quality of work life

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	34	113.148	43	.076	2.631
Saturated model	77	.000	0		
Independence model	11	853.650	66	.000	12.934

Source: Primary Data

Since the p value is 0.076 which is greater than 0.05 and CMIN/DF is 2.631 which is lower than 5, it is assumed that the given model is fit, that is, there is goodness of relationship between the Quality of Work Life and the outcomes of Quality of Work life, Namely Job satisfaction, Employee Productivity and Organisational Target/Goal Achievement.

4.4 Outcomes of Quality of work life

The variables which influence the outcomes of quality of work life, namely. Job satisfaction, employee productivity and Organisational target or goal achievement are independent variances and are true to the extent of 86.5 Percentage and in any organisation it is clear that quality of work life helps to attain job satisfaction, employee productivity and organisational target or goal achievement.

Table 4.15
Outcomes of Quality of work life

	Estimate
Outcomes of QWL	.865
Organisational Target/Goal achievement	.889
Employee Productivity	.706
Job satisfaction	.788
Adequate and Fair compensation	.640
Safe and Healthy working conditions	.851
Opportunities for developing human capacity	.861
Opportunities for growth and security	.874
Social Integration in the work	.888
Constitutionalism	.854
Work and Total Life space	.828
The social relevance of work life	.886

Source: Primary Data

Based on the outcomes of quality of work life, it is clear that the outcomes of quality of work life is predicted 86.5 Percent accurately are the variation in the outcomes are explained by 86.5%. All the eight dimensions of quality of work life are accurately explained to the extent more than 80%.

Table 4.16

RMSEA of the Quality of Work Life model

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.130	.101	.160	.000
Independence model	.353	.332	.374	.000

Source: Primary Data

It is related to the difference in sample data and what would be expected if the model were assumed correct. (Dion, 2008) It measures the discrepancy between the observed and estimated covariance matrices per degree of freedom. If the RMSEA values are greater than 0.05 it indicates the model is good fit and since the values are very higher than 0.05 the model exactly fits the sample data.

Table 4.17

Baseline Comparison

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.867	.797	.913	.863	.911
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Source: Primary Data

By convention CFI and IFI should be greater than .90 to accept the model indicating 90% of the covariance in the data can be reproduced by this model. NFI was developed as an alternative to CFI. NFI indicates the proportion by which this model improves fit compared to the uncorrelated measured variables. The TLI and RFI also close to 1 indicates a good fit.

Table 4.18

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.652	.565	.593
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Source: Primary Data

The PNFI greater than .60 indicates a good fit , whereas some authors claimed greater than 0.50 indicates good fit. In the above table it is 0.652 and indicates a well defined model.

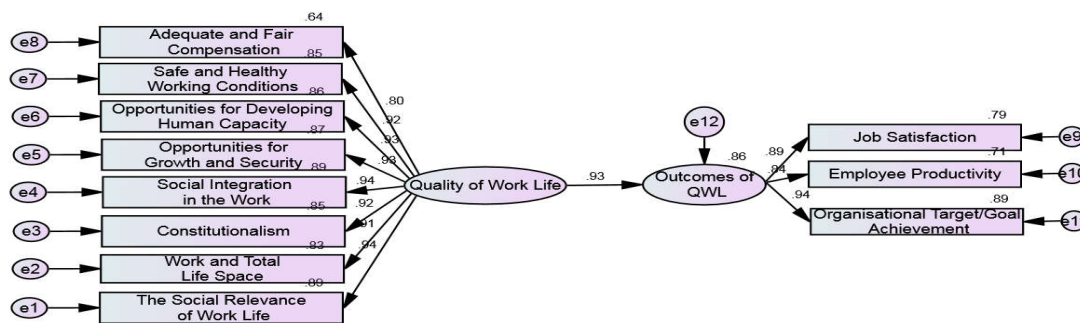
Table 4.19

HOELTR

Model	HOELTER .05	HOELTER .01
Default model	51	58
Independence model	10	11

Source: Primary Data

Hoelter's N under 75 is considered unacceptably low to accept a model by chi-square. Two N's are output, one at the 0.05 and one at the 0.01 levels of significance. This throws light on the chi-square fit index's sample size problem. In case of this study, Hoelter index is unacceptable as it is in less than 75



4.4.1 Test of Homogeneity of variances

The Quality of Work-life of sales executives is assessed based on the following hypothesis

H0: There are equal variances across the groups in relation to the data pertaining to Quality of work life.

Table 4.20

Result of test of Homogeneity of variances

Levene Statistic	df1	df2	Sig.
.746	2	350	.475

Source: Primary Data

Test of homogeneity of variance is an assumption of ANOVA stating that all comparisons group have the same variance. It also tests whether ANOVA can be appropriately applied or not. Since the p-value is greater than 0.05 (.475) Null hypothesis is accepted and the variances across the group are not equal and Parametric tests like the ANOVA test can be appropriately applied in this case.

Section B

4.5 Dimensions of Quality of Work Life.

4.5.1 ANOVA test to indicate the Model fit of QWL Dimensions

In order to evaluate the QWL of Sales Executives, the following Hypothesis has been developed and tested with the help of ANOVA, the result is shown in Table 4.21

H0: There is no stability of data pertinent to the Quality of Work Life of Sales Executives in Consumer and Electronic Appliances

Table 4.21
ANOVA with Tukey's Test for Non additivity

ANOVA with Tukey's Test for Non additivity							
		Sum of Squares	Df	Mean Square	F	Sig	
Between People		11897.342	352	33.799			
Within People	Between Items	8317.864	105	79.218	177.913	.000	
	Residual	Nonadditivity	313.720 ^a	1	313.720	718.249	.000
		Balance	16143.098	36959	.437		
		Total	16456.817	36960	.445		
	Total		24774.681	37065	.668		
Total		36672.023	37417	.980			
Grand Mean = 3.272							
a. Tukey's estimate of power to which observations must be raised to achieve additivity = -.127.							

Source: Primary Data

Since the p-value is less than 0.05 the Null hypothesis is rejected, so there is Stability of data pertinent to the Quality of work life of sales executives in electronics and consumer appliances. It is a measure of the control of random errors in the study or measures how well the results of the study fits the data.

4.5.2 ANOVA test to indicate the relationship between Age and Job Category of Sales Executives

In order to evaluate Age and Job Category of Sales Executives, the following Hypothesis has been developed and tested with the help of ANOVA, the result is shown in Table 4.22

H0: There is no significant difference between the age of Sales Executives and Job category of Sales executives.

Table 4.22

ANOVA test to indicate the relationship between Age and Job Category of Sales Executives

			Sum of Squares	df	Mean Square	F	Sig.
Age in years * Job Category	Between Groups	(Combined)	8870.656	2	4435.328	197.855	.000
	Within Groups		7845.984	350	22.417		
	Total		16716.640	352			

Source: Primary Data

Since the p-value is less than 0.05 the Null hypothesis is rejected, so there is a significant difference between the age of sales executives in electronics and consumer appliances and Job category of sales executives

4.5.3 ANOVA test to indicate the relationship between Work Experience and Job Category of Sales Executives

In order to evaluate Work Experience and Job Category of Sales Executives, the following Hypothesis has been developed and tested with the help of ANOVA, the result is shown in Table 4.23

H0: There is no significant difference between the Work Experience of Sales Executives and Job category of Sales executives.

Table 4.23

ANOVA test to indicate the relationship between Work Experience and Job Category of Sales Executives

			Sum of Squares	df	Mean Square	F	Sig.
Work Experience * Job Category	Between Groups	(Combined)	2318.831	2	1159.416	354.492	.000
	Within Groups		1144.724	350	3.271		
	Total		3463.555	352			

Source: Primary Data

Since the p-value is less than 0.05 the Null hypothesis is rejected, so there is a significant difference between the Work Experience of sales executives in electronics and consumer appliances and Job category of sales executives

4.5.4 ANOVA test to indicate the relationship between Annual Income and Job Category of Sales Executives

In order to evaluate Annual Income and Job Category of Sales Executives, the following Hypothesis has been developed and tested with the help of ANOVA, the result is shown in Table 4.24

H0: There is no significant difference between the Annual Income of Sales Executives and Job category of Sales executives.

Table 4.24

ANOVA test to indicate the relationship between Annual Income and Job Category of Sales Executives

		Sum of Squares	df	Mean Square	F	Sig.
Work Experience * Job Category	Between Groups (Combined)	1085327765 4111.549	2	54266388270 55.774	381.8 79	.0 00
	Within Groups	4973620895 463.512	3 5 0	3.271		
	Total	1582689854 9575.060	3 5 2	14210345415. 610		

Source: Primary Data

Since the p-value is less than 0.05 the Null hypothesis is rejected, so there is a significant difference between the Annual Income of sales executives in electronics and consumer appliances and Job category of sales executives

4.5.5 Comparison between Job category and gender of sales executives

Table 4.25

Job category of sales executives in accordance with gender

JOB CATEGORY	Gender		Total
	Male	Female	
Top-level executive	34	0	34
	100.0%	0.0%	100.0%
Middle-level executive	131	19	150
	87.3%	12.7%	100.0%
Front Line executive	154	15	169
	91.1%	8.9%	100.0%
Total	319	34	353
	90.4%	9.6%	100.0%

Source: Primary Data

A high degree of gender disparity is noted in the case of sales executives of consumer and electronic appliances in Kerala. Among the 34 Top-level executives identified all belong to a male category and among the 150 middle-level executives only 19(12.7%) belong to the female category. Among the 169 Front-line executives only 15 (9.6%) belong to the female category. The peculiarity of the job and the working conditions of sales executives in the field of consumer and electronic appliances are not suitable for female employees.

4.5.6 Comparison of Gender with Adequate and Fair compensation

Adequate and fair compensation of sales executives is an important determinant of quality of work life of sales executives. There is high degree of gender disparity exists in the field of sales executives and with respect to Adequate and fair compensation.

Table 4.26

Gender Wise Analysis on Adequate and Fair Compensation

Gender	N	Mean	Std. Deviation
Male	319	3.432	0.7899
Female	34	3.228	0.5405

Source: Primary Data

Table 4.27

Result of t test on response to “Adequate and fair Compensation”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	4.685	0.031	1.471	351	0.142
Equal variances not assumed			1.989	49.471	0.052

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and adequate and fair compensation

Table 4.27 shows the result of t test on response to “Adequate and fair compensation”. The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “Adequate and Fair Compensation. The P value (0.031) is found less than 0.05 and the Null hypothesis is rejected and hence there is significant difference among male and female sales executives with respect to Adequate and fair compensation. Male sales executives usually enjoy better remuneration and pay than their female counterparts.

As per the details of table 4.27 Male sales executives have a high mean value of 3.432 with σ 0.7899 than that of female sales executives who scored a mean of 3.228 with σ 0.5405 and it signifies that male sales executive enjoy better status with regard to Adequate and Fair compensation.

4.5.7 Comparison of Gender with Safe and Healthy Working Conditions

Table 4.28

Gender wise analysis on Safe and Healthy working conditions

Gender	N	Mean	Std. Deviation
Male	319	3.404	0.6131
Female	34	3.158	0.6876

Source: Primary Data

Table 4.29

Result of t test on response to “Safe and Healthy working conditions”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	2.410	0.121	2.200	351	0.028
Equal variances not assumed			2.005	38.800	0.052

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and safe and healthy working conditions

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “Safe and Healthy working conditions”. The P value (0.121) is found more than 0.05 and the Null hypothesis is accepted and hence there is no significant difference among male and female sales executives with respect to Safe and Healthy working conditions. Male as well as female sales executives usually enjoy safe and healthy working conditions.

As per the details of table 4.29 Male sales executives have a high mean value of 3.404 with σ 0.6131 than that of female sales executives who scored a mean of 3.158 with σ 06876 and it signifies that male sales executive enjoy a slightly better position with regard to Safe and Healthy working conditions

4.5.8 Comparison of Gender with Opportunities for Developing Human Capacity

Table 4.30
Gender wise analysis on Opportunities for Developing Human Capacity

Gender	N	Mean	Std. Deviation
Male	319	3.221	0.7172
Female	34	2.903	0.7110

Source: Primary Data

Table 4.31
Result of t test on response to “Opportunities for Developing Human Capacity”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	0.723	0.396	2.459	351	0.014
Equal variances not assumed			2.476	40.496	0.018

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and opportunities for developing human capacity

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “Opportunities for Developing Human Capacity”. The P value (0.396) is found more than 0.05 and the Null hypothesis is accepted and hence there is no significant difference among male and female sales executives with respect to Opportunities for Developing Human Capacity. Male as well as female sales executives usually enjoy same opportunities for developing human capacities.

As per the details of table 4.31 Male sales executives have a high mean value of 3.221 with σ 0.7172 than that of female sales executives who scored a mean of 2.903 with σ 0.7110 and it signifies that male sales executive enjoy a slightly better position with regard to Opportunities for Developing Human Capacity

4.5.9 Comparison of Gender with Opportunities for Growth and Security

Table 4.32

Gender wise analysis on Opportunities for Growth and Security

Gender	N	Mean	Std. Deviation
Male	319	3.479	0.6997
Female	34	3.265	0.5933

Source: Primary Data

Table 4.33

Result of t test on response to “Opportunities for Growth and security”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	0.189	0.664	1.719	351	0.086
Equal variances not assumed			1.964	43.407	0.056

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and opportunities for growth and security

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “Opportunities for Growth and Security”. The P value (0.664) is found more than 0.05 and the Null hypothesis is accepted and hence there is no significant difference among male and female sales executives with respect to Opportunities for growth and security. Male as well as female sales executives usually enjoy same opportunities for growth and security and no type of gender discrimination exists among them with regard to “Opportunities for Growth and Security”

As per the details of table 4.33 Male sales executives have a high mean value of 3.479 with σ 0.6997 than that of female sales executives who scored a mean of 3.265 with σ 0.5933 and it signifies that male sales executive enjoy a slightly better position with regard to Opportunities for growth and security.

4.5.10 Comparison of Gender with Social Integration in the Work

Table 4.34

Gender wise analysis on social integration in the work

Gender	N	Mean	Std. Deviation
Male	319	3.720	0.7506
Female	34	3.123	0.7624

Source: Primary Data

Table 4.35

Result of t test on response to “social integration in the work”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	3.741	0.054	4.405	351	0.000
Equal variances not assumed			4.350	40.125	0.000

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and social integration in the work

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “social integration in the work”. The P value (0.054) is found less than 0.05 and the Null hypothesis is rejected and hence there is significant difference among male and female sales executives with respect to social integration in the work. Male sales executives enjoy better social integration in the work than female sales executives.

As per the details of table 4.35 Male sales executives have a high mean value of 3.720 with σ 0.7506 than that of female sales executives who scored a mean of 3.123 with

σ 0.7624 and it signifies that male sales executive enjoy better position as regards social integration in the work.

4.5.11 Comparison of Gender with Constitutionalism

Table 4.36

Gender wise analysis on constitutionalism

Gender	N	Mean	Std. Deviation
Male	319	3.451	0.6992
Female	34	3.546	0.8326

Source: Primary Data

Table 4.37

Result of t test on response to “constitutionalism”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	2.704	0.101	-0.744	351	0.457
Equal variances not assumed			-0.646	38.125	0.522

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and constitutionalism

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “constitutionalism”. The P value (0.101) is found higher than 0.05 and the Null hypothesis is accepted and hence there is no significant difference among male and female sales executives with respect to constitutionalism in the work. Male sales executives as well as female sales executives enjoy better constitutionalism in their work.

As per the details of table 4.37 Male sales executives have a low mean value of 3.451 with σ 0.6992 than that of female sales executives who scored a mean of 3.546 with σ 0.8326 and it signifies that female sales executive enjoy better position as regards constitutionalism in the work.

4.5.12 Comparison of Gender with Work and Total Life Space

Table 4.38

Gender wise analysis on work and total life space

Gender	N	Mean	Std. Deviation
Male	319	3.561	0.6773
Female	34	3.435	0.8348

Source: Primary Data

Table 4.39

Result of t test on response to “work and total life space”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	7.763	0.006	1.001	351	0.318
Equal variances not assumed			0.845	37.773	0.403

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and work and total life space

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “work and total life space”. The P value (0.006) is found less than 0.05 and the Null hypothesis is rejected and hence there is significant difference among male and female sales executives with

respect to work and total life space in the work. Male sales executives enjoy better work and total life space than female sales executives.

As per the details of table 4.39 Male sales executives have a high mean value of 3.561 with σ 0.6773 than that of female sales executives who scored a mean of 3.435 with σ 0.8348 and it signifies that male sales executive enjoy better position as regards work and total life space.

4.5.13 Comparison of Gender with Social Relevance of Work Life

Table 4.40

Gender wise analysis on social relevance of work life

Gender	N	Mean	Std. Deviation
Male	319	3.653	0.7647
Female	34	3.563	0.6700

Source: Primary Data

Table 4.41

Result of t test on response to “social relevance of work life”

	Levene’s Test of equality of variances		T test for equality of means		
	F	Sig.	T	DF	Sig. (2 tailed)
Equal variances assumed	0.706	0.401	0.662	351	0.508
Equal variances not assumed			0.737	42.714	0.465

Source: Primary Data

Hypothesis

H0: There is no significant difference between gender of sales executives and social relevance of work life

The t test is applied in this case to determine whether there is any significant difference among Male and female sales executives with respect to “social relevance of work life”. The P value (0.401) is found higher than 0.05 and the Null hypothesis is accepted and hence there is no significant difference among male and female sales executives

with respect to social relevance of work life. Male sales executives as well as female sales executives enjoy better social relevance of work life.

As per the details of table 4.41 Male sales executives have a slightly high mean value of 3.653 with σ 0.7647 than that of female sales executives who scored a mean of 3.563 with σ 0.6700 and it signifies that male sales executive enjoy a slightly better position as regards social relevance of work life.

Table 4.42

Comparison between age, work experience, and annual income of sales executives

Average age, work experience, and annual income of sales executives				
Job Category		Age in years	Work Experience	Annual Income
Top-level executive	Mean	44.47	10.82	922500.00
	N	34	34	34
	Std. Deviation	3.948	3.841	104513.664
Middle-level executive	Mean	36.06	6.55	603033.33
	N	150	150	150
	Std. Deviation	5.928	1.824	156263.949
Front Line executive	Mean	28.76	2.80	360248.52
	N	169	169	169
	Std. Deviation	3.531	.982	76173.891
Total	Mean	33.37	5.17	517569.41
	N	353	353	353
	Std. Deviation	6.891	3.137	212044.288

Source: Primary Data

The average age, experience, and income of top-level executives are much higher than that of middle-level and front-line executives. Top-level executives have to bear many hardships and survive in the field of sales in order to attain the advantage of top-level executives and that through with the passage of time. The mean age, work experience, and annual income of middle-level executives are higher than that of Front-line executives but lower than that of top-level executives. Middle-level executives as the name indicates are on the middle level of the employment status and earn a steady

income as a result of their persistent effort. The lower-level executives mean age, experience, and annual income are lower than that of middle level and top-level executives and they are only in the primary stage of employment, and their persistence and hard work decide whether they will be promoted to the middle level and top level of the ladder.

4.6 Determination of the influence of Quality of Work-life dimensions on Sales executives working in different categories

The Quality of work-life dimensions are examined based on the quartile values calculated and it is determined that if the value is less than 3.0110 signifies low influence and if the value is greater than 3.0110 and less than 3.4840 signifies Moderate influence and if the value is higher than 3.4840 signifies High influence. The following table makes this concept clear.

Table 4.43

Calculation of quartile values to determine the level of influence of QWL Dimensions

N	Valid	353
	Missing	0
Percentiles	25	2.8975
	33.33333333	3.0110
	50	3.2450
	66.66666667	3.4840
	75	3.6225

Source: Primary Data

4.6.1 Adequate and Fair compensation

This is one of the prime criteria which determines the Quality of Work-life of sales executives in the field of consumer and electronic appliances. Since the Sales executives work under enormous pressure from their superiors, the main factor which relieves their tediousness of job is their compensation. Compensation determines their position in the organization. It depends upon their experience, position, and

importance in the organization. Compensation determines the prestige of the company they are working for and determines the standard of living of the executives. An adequate compensation package increases their morale and cooperation with fellow employees and bosses. It must also increase their standard of performance and must match with the work allotted to them in the organization.

Table 4.44

Descriptive statistics concerning Adequate and Fair Compensation

Quality of work-life dimension related to “Adequate and fair compensation”					
		N	Mean	Std. Deviation	Influence
My compensation fulfils my basic and social needs	Top-level executive	34	4.44***	.894	HIGH
	Middle-level executive	150	3.48**	.988	MODERATE
	Front Line executive	169	3.19**	.764	MODERATE
	Total	353	3.43**	.946	MODERATE
My compensation is equal with other similar organisation	Top-level executive	34	3.71***	.871	HIGH
	Middle-level executive	150	3.19**	1.008	MODERATE
	Front Line executive	169	3.11**	.756	MODERATE
	Total	353	3.20**	.896	MODERATE
My organisation revises my pay scale periodically	Top-level executive	34	3.82***	.576	HIGH
	Middle-level executive	150	3.33**	1.097	MODERATE

	Front Line executive	169	3.22**	.719	MODERATE
	Total	353	3.33**	.904	MODERATE
My organisation provides sufficient incentives for my better performance	Top-level executive	34	4.32***	1.147	HIGH
	Middle-level executive	150	3.51***	.939	HIGH
	Front Line executive	169	3.50***	.839	HIGH
	Total	353	3.58***	.944	HIGH
My compensation commensurate with my qualification and experience	Top-level executive	34	4.32***	.912	HIGH
	Middle-level executive	150	3.39**	.968	MODERATE
	Front Line executive	169	3.22**	.744	MODERATE
	Total	353	3.40**	.915	MODERATE
My organisation provides attractive welfare schemes	Top-level executive	34	4.29***	1.001	HIGH
	Middle-level executive	150	3.43**	.877	MODERATE
	Front Line executive	169	2.95*	1.022	LOW
	Total	353	3.28**	1.039	MODERATE
My organisation provides compensation regularly without any delay.	Top-level executive	34	4.44***	.894	HIGH
	Middle-level executive	150	3.64***	.892	HIGH
	Front Line executive	169	3.33**	.898	MODERATE
	Total	353	3.57***	.948	HIGH
Everybody makes a good judgment regarding my compensation	Top-level executive	34	3.82***	.576	HIGH
	Middle-level executive	150	3.47**	1.008	MODERATE

	Front Line executive	169	3.47**	.824	MODERATE
	Total	353	3.51***	.892	HIGH
Adequate and Fair Compensation	Top-level executive	34	4.147***	.8086	HIGH
	Middle-level executive	150	3.430**	.8358	MODERATE
	Front Line executive	169	3.249**	.6016	MODERATE
	Total	353	3.413**	.7712	MODERATE

Source: Primary Data

H0: There is no significant difference between adequate and fair compensation and category of sales executives.

Table 4.44 shows the mean score based on the response on a five-point Likert scale to eight statements regarding Adequate and fair compensation among Top Level, Middle Level, and Front-Line sales executives which show that there is a high influence of adequate and fair compensation among top level employees. This shows that compared to Middle level and Front- Line executives, Top level executives enjoy better compensation package than the other counter parts. The highest mean score among the eight statements for top level executives is for the statement namely, “My compensation fulfils my basic and social needs” (Mean score 4.44 with a SD of 0.894) and “My organisation provides compensation regularly without any delay” (Mean score 4.44 with a SD of 0.894). The lowest mean score among the eight statements is assigned to the statement namely, “My compensation is equal with other similar organisation” (Mean score 3.71 with a SD of 0.576)

Mean of Top-level executives are more than that of middle level and Front -Line Executives.

Here Adequate and fair compensation of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant

difference among them Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.45

Robust Tests of Equality of Means-Adequate and Fair Compensation

		Statistic^a	df1	df2	Sig.
My compensation fulfils my basic and social needs	Brown-Forsythe	28.295	2	136.393	.000
My compensation is equal with other similar organisation	Brown-Forsythe	6.493	2	143.981	.002
My organisation revise my pay scale periodically	Brown-Forsythe	8.214	2	249.847	.000
My organisation provides sufficient incentives for my better performance	Brown-Forsythe	9.981	2	93.806	.000
My compensation commensurate with my qualification and experience	Brown-Forsythe	21.897	2	127.406	.000
My organisation provides attractive welfare schemes	Brown-Forsythe	29.742	2	128.338	.000
My organisation provides compensation regularly without any delay.	Brown-Forsythe	22.598	2	140.146	.000
Everybody makes good judgement regarding my compensation	Brown-Forsythe	3.043	2	266.187	.049
Adequate and Fair Compensation	Brown-Forsythe	19.383	2	117.497	.000

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value, (0.05) the Null Hypothesis is rejected and it is clear that there is significant difference among various category of sales executives with respect to adequate and fair compensation. It is clear from the test that Top level employees usually have higher compensation package when compared to the Middle Level and Front-Line employees.

4.6.2 Safe and Healthy working conditions

The workplace must be free from dangerous conditions and should be capable of performing their duties in a satisfying manner. A cordial work environment promotes

productivity for the organization and enhances job satisfaction. A healthy employee is truly an asset of the organization and every organization ensures safe and healthy working conditions for the wellness of their employees. Indian Factories Act 1948 and the Shops and establishment Act prescribes the essential working conditions at the work places. The working conditions and nature of sales executives are not similar to other employees and therefore the working conditions are not same like other professions. They have to work mostly in the field and not in physical connection with the organization. Anyway, organizations must provide safe and healthy working conditions for the upliftment of their sales executives.

Table 4.46

Descriptive Statistics concerning safe and healthy working conditions

		N	Mean	Std. Deviation	Influence
I am provided with a neat working environment	Top level executive	34	4.29***	1.031	HIGH
	Middle level executive	150	3.15**	.944	MODERATE
	Front Line executive	169	3.53***	.838	HIGH
	Total	353	3.44**	.961	MODERATE
I feel less fatigue due to my work	Top level executive	34	3.76***	.606	HIGH
	Middle level executive	150	3.41**	.876	MODERATE
	Front Line executive	169	3.71***	.649	HIGH
	Total	353	3.59***	.764	HIGH
	Top level executive	34	3.15**	.558	MODERATE

I got sufficient time for rest and sleep	Middle level executive	150	3.36**	.922	MODERATE
	Front Line executive	169	3.60***	.701	HIGH
	Total	353	3.45**	.804	MODERATE
I am provided with adequate safety and protection in my job	Top level executive	34	3.76***	.606	HIGH
	Middle level executive	150	3.43**	.877	MODERATE
	Front Line executive	169	3.43**	.792	MODERATE
	Total	353	3.46**	.818	MODERATE
Health care facilities provided by my organisation are satisfactory	Top level executive	34	3.76***	.606	HIGH
	Middle level executive	150	3.33**	1.120	MODERATE
	Front Line executive	169	3.26**	1.076	MODERATE
	Total	353	3.34**	1.067	MODERATE
My organisation provides sufficient accommodation and housing benefits	Top level executive	34	3.76***	.606	HIGH
	Middle level executive	150	2.95*	.775	LOW
	Front Line executive	169	3.38**	1.102	MODERATE
	Total	353	3.24**	.970	MODERATE
Transportation facilities provided by my organisation are satisfactory	Top level executive	34	4.35***	1.041	HIGH
	Middle level executive	150	3.22**	.802	MODERATE

	Front Line executive	169	3.11**	.618	MODERATE
	Total	353	3.27**	.826	MODERATE
I am provided with sufficient canteen/food at subsidized cost/food allowance	Top level executive	34	3.68***	.638	HIGH
	Middle level executive	150	2.99*	.618	LOW
	Front Line executive	169	3.40**	.750	MODERATE
	Total	353	3.25**	.724	MODERATE
Safe and Healthy Working Conditions	Top level executive	34	3.816***	.6398	HIGH
	Middle level executive	150	3.229**	.6333	MODERATE
	Front Line executive	169	3.428**	.5641	MODERATE
	Total	353	3.381**	.6238	MODERATE

Source: Primary Data

H0: There is no significant difference between safe and healthy working conditions and category of sales executives.

Here Safe and Healthy working conditions of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.47

Robust test of Equality of Means-Safe and Healthy Working Conditions

		Statistic ^a	df1	df2	Sig.
I am provided with a neat working environment	Brown-Forsythe	21.294	2	110.892	.000
I feel less fatigue due to my work	Brown-Forsythe	8.213	2	199.903	.000
I got sufficient time for rest and sleep	Brown-Forsythe	7.812	2	239.935	.001
I am provided with adequate safety and protection in my job	Brown-Forsythe	3.136	2	229.484	.045
Health care facilities provided by my organisation are satisfactory	Brown-Forsythe	4.362	2	305.086	.014
My organisation provides sufficient accommodation and housing benefits	Brown-Forsythe	19.682	2	263.259	.000
Transportation facilities provided by my organisation are satisfactory	Brown-Forsythe	28.918	2	79.271	.000
I am provided with sufficient canteen/food at subsidized cost/food allowance	Brown-Forsythe	22.347	2	157.097	.000
Safe and Healthy Working Conditions	Brown-Forsythe	13.390	2	125.861	.000

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value, (0.05) the Null Hypothesis is rejected and it is clear that there is significant difference among “Safe and Healthy working conditions” and category of employees. It is clear from the test that Top level employees usually enjoy better working conditions and facilities when compared to the Middle Level and Front-Line employees.

4.6.3 Opportunities for Developing Human Capacity

Sales executives are entrusted with the task of increasing the sales of the organization and have to attain sales targets. For the purpose of performing their job in a smooth manner, they should be provided with the opportunities for developing their human capacities. They should be provided with enough freedom for the execution of their ideas and should be free from the pressures of superior. Their good performance must be appreciated and they should be provided with opportunities for further learning. Experienced manager led training efforts and environment make the sales executives attractive to the present learning environment.

Table 4.48

Descriptive statistics concerning Opportunities for Developing Human capacity

Quality of work-life dimension related to “Opportunities for developing Human capacity”					
		N	Mean	Std. Deviation	Influence
My organisation provides enough freedom for the planning and execution of my ideas.	Top-level executive	34	4.32***	1.036	HIGH
	Middle-level executive	150	3.00*	1.099	LOW
	Front Line executive	169	3.36**	.658	MODERATE
	Total	353	3.30**	.980	MODERATE
I am free from the pressure of my superior	Top-level executive	34	3.41**	.892	MODERATE

	Middle-level executive	150	3.24**	1.028	MODERATE
	Front Line executive	169	3.20**	.684	MODERATE
	Total	353	3.24**	.865	MODERATE
My organisation ensures the career growth of employees	Top-level executive	34	4.32***	1.036	HIGH
	Middle-level executive	150	3.26**	.944	MODERATE
	Front Line executive	169	2.89*	.571	LOW
	Total	353	3.18**	.897	MODERATE
I am given autonomy at the workplace	Top-level executive	34	3.68***	.638	HIGH
	Middle-level executive	150	2.93*	1.124	LOW
	Front Line executive	169	3.41**	.676	MODERATE
	Total	353	3.23**	.930	MODERATE
My organisation provides an appreciation for good performance	Top-level executive	34	4.24***	1.394	HIGH
	Middle-level executive	150	3.28**	.906	MODERATE
	Front Line executive	169	3.28**	.867	MODERATE
	Total	353	3.37**	.984	MODERATE
I am provided with sufficient feedback for the work done by me	Top-level executive	34	4.44***	1.211	HIGH
	Middle-level executive	150	2.92*	1.052	LOW
	Front Line executive	169	2.46*	.636	LOW

	Total	353	2.85*	1.058	LOW
My organisation always provides an opportunity for further learning	Top-level executive	34	4.12***	1.225	HIGH
	Middle-level executive	150	2.96*	1.111	LOW
	Front Line executive	169	3.16**	.782	MODERATE
	Total	353	3.17**	1.030	MODERATE
Opportunities for Developing Human Capacity	Top-level executive	34	4.076**	.9861	HIGH
	Middle-level executive	150	3.084**	.7680	MODERATE
	Front Line executive	169	3.107**	.4490	MODERATE
	Total	353	3.191**	.7217	MODERATE

Source: Primary Data

H0: There is no significant difference between Opportunities for developing human capacities and the category of sales executives

Table 4.48 shows the mean score based on response on a five-point Likert scale to seven statements regarding Opportunities for developing human capacities among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (3.084) is higher than Front-Line Executives (3.107) and Middle Level executives (3.084). This shows that compared to Middle level and Front- Line executives, Top level executives enjoy more opportunities for developing human capacities than their other counter parts. The highest mean score among the seven statements for top level executives is for the statement namely, “I am provided with sufficient feedback for the work done by me” (Mean score 4.44 with a SD of 1.211) and “My organisation provides enough freedom for planning and execution of my ideas” (Mean score 4.32 with a SD of 1.036) and “My Organisation ensures career growth of employees” (Mean score 4.32 with a SD of 1.036). The lowest mean score

among the seven statements is assigned to the statement namely, “I am free from the pressure of my superior” (Mean score 3.41 with a SD of 0.892)

Mean of Top-level executives are more than that of middle level and Front -Line Executives.

Here opportunities for developing human capacities of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.49

Robust test of Equality of Means- Opportunities for Developing Human capacity

		Statistic^a	df1	df2	Sig.
My organisation provides enough freedom for planning and execution of my ideas.	Brown-Forsythe	26.247	2	111.426	.000
I am free from the pressure of my superior	Brown-Forsythe	.849	2	133.370	.430
My organisation ensures career growth of employees	Brown-Forsythe	36.205	2	89.702	.000
I am given autonomy at the workplace	Brown-Forsythe	19.471	2	222.474	.000
My organisation provides appreciation for good performance	Brown-Forsythe	10.656	2	71.614	.000
I am provided with sufficient feedback for the work done by me	Brown-Forsythe	51.690	2	84.037	.000
My organisation always provide opportunity for further learning	Brown-Forsythe	15.587	2	95.171	.000
Opportunities for Developing Human Capacity	Brown-Forsythe	22.307	2	72.215	.000

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value (0.05), the Null Hypothesis is rejected and it is clear that

there is significant difference among sales executives with regard to opportunities for developing human capacity. It is clear from the test that Top level employees enjoy more opportunities for developing human capacity when compared to the Middle Level and Front-Line employees.

4.6.4 Opportunities for Growth and Security

Sales executives join in the organization in their desire to move upward in their job and reach the zenith of their career path. Their job should be secured and prospective organization ensures a fair promotion policy to its employees. Organization conducts periodical training and motivate their sales executives to enhance their performance and productivity. Prospective organizations offer timely feedback to their executives about their performance. Every sales executive contribute to the overall growth and strategy of the organization and the organization in turn provides opportunities for their continuous growth and prosperity.

Table 4.50

Descriptive statistics concerning opportunities for growth and security

Quality of work-life dimension related to “Opportunities for Growth and security”					
		N	Mean	Std. Deviation	Influence
My organisation provides fair promotion policy to all employees	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	2.89*	.913	LOW
	Front Line executive	169	3.16**	1.037	MODERATE
	Total	353	3.12**	.996	MODERATE
My job is secured in all respects	Top level executive	34	4.32***	1.249	HIGH
	Middle level executive	150	3.04**	.947	MODERATE

	Front Line executive	169	3.36**	.804	MODERATE
	Total	353	3.31**	.983	MODERATE
My organisation provides sufficient training opportunities	Top level executive	34	3.82***	.716	HIGH
	Middle level executive	150	3.33**	.857	MODERATE
	Front Line executive	169	3.49***	.628	HIGH
	Total	353	3.46**	.753	MODERATE
My organisation provides adequate data base for efficient performance of the job	Top level executive	34	3.82***	.716	HIGH
	Middle level executive	150	3.17**	.915	MODERATE
	Front Line executive	169	3.44**	.653	MODERATE
	Total	353	3.36**	.804	MODERATE
My organisation motivates employees to achieve higher targets and challenging jobs.	Top level executive	34	4.56***	.894	HIGH
	Middle level executive	150	3.52***	.857	HIGH
	Front Line executive	169	3.83***	.531	HIGH
	Total	353	3.77***	.780	HIGH
My organisation provides feedback and takes corrective actions for my self-improvement.	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	3.21**	.797	MODERATE
	Front Line executive	169	3.49***	.568	HIGH
	Total	353	3.41**	.714	MODERATE
My organisation retains its	Top level executive	34	3.91***	.668	HIGH

productive work force.	Middle level executive	150	3.70***	1.015	HIGH
	Front Line executive	169	3.54***	.771	HIGH
	Total	353	3.65***	.880	HIGH
My organisation encourages career development or succession possibilities.	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	3.47**	1.109	MODERATE
	Front Line executive	169	3.63***	.615	HIGH
	Total	353	3.59***	.872	HIGH
Opportunities for Growth and Security	Top level executive	34	4.022***	.7446	HIGH
	Middle level executive	150	3.292**	.7128	MODERATE
	Front Line executive	169	3.493***	.5952	HIGH
	Total	353	3.458**	.6923	MODERATE

Source: Primary Data

H0: There is no significant difference between opportunities for growth and security and category of sales executives

Mean of Top-level executives are more than that of middle level and Front -Line Executives.

Here opportunities for growth and security of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.51

Robust test of equality of means- opportunities for growth and security

		Statistic^a	df1	df2	Sig.
My organisation provides fair promotion policy to all employees	Brown-Forsythe	20.285	2	249.682	.000
My job is secured in all respects	Brown-Forsythe	20.421	2	81.751	.000
My organisation provides sufficient training opportunities	Brown-Forsythe	6.467	2	149.487	.002
My organisation provides adequate data base for efficient performance of the job	Brown-Forsythe	11.933	2	162.882	.000
My organisation motivates employees to achieve higher targets and challenging jobs.	Brown-Forsythe	24.176	2	97.344	.000
My organisation provides feedback and takes corrective actions for my self-improvement.	Brown-Forsythe	16.943	2	146.359	.000
My organisation retains its productive work force.	Brown-Forsythe	3.510	2	216.942	.032
My organisation encourages career development or succession possibilities.	Brown-Forsythe	4.430	2	200.746	.013
Opportunities for Growth and Security	Brown-Forsythe	15.513	2	114.077	.000

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value (0.05), the Null Hypothesis is rejected and it is clear that there is significant difference among sales executives with regard to opportunities for

growth and security. It is clear from the test that Top level employees enjoy more opportunities for developing human capacity when compared to the Middle Level and Front-Line employees.

4.6.5 Social Integration in the work

Sales executives contact and connection with his colleagues is an important aspect of their job. They have to involve in various social activities, relationship and act in various social roles. They should be given enough freedom to discuss any matters with their superiors and colleagues. The superiors and organization in turn properly identified them in their work and they should be proper relationship between effort and reward. Social integration promotes team work and overall success of the organization. Organization promotes protection of the rights and opportunities of their employees and ensures proper communication in the organization.

Table 4.52

Descriptive statistics concerning social integration in the work

Quality of work-life dimension related to “Social integration in the work”					
		N	Mean	Std. Deviation	Influence
I have enough freedom to discuss with my superiors with regard to any aspect of my work.	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	3.44**	1.033	MODERATE
	Front Line executive	169	3.70***	.745	HIGH
	Total	353	3.61***	.885	HIGH
Employees are adequately rewarded and identified for their work	Top level executive	34	4.59***	.892	HIGH
	Middle level executive	150	3.39**	1.128	MODERATE
	Front Line executive	169	3.72***	.537	HIGH
	Total	353	3.66***	.931	HIGH

My organisation encourages upward mobility of all employees	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	3.54***	1.021	HIGH
	Front Line executive	169	3.39**	.558	MODERATE
	Total	353	3.50***	.809	HIGH
My organisation promotes team work for its overall success	Top level executive	34	4.59***	.892	HIGH
	Middle level executive	150	3.67***	1.235	HIGH
	Front Line executive	169	3.85***	.556	HIGH
	Total	353	3.84***	.967	HIGH
My organisation provides equal rights and opportunities to all.	Top level executive	34	3.91***	.668	HIGH
	Middle level executive	150	3.37**	.987	MODERATE
	Front Line executive	169	3.75***	.433	HIGH
	Total	353	3.61***	.765	HIGH
My organisation ensures proper communication to all employees.	Top level executive	34	4.56***	.894	HIGH
	Middle level executive	150	3.47**	.932	MODERATE
	Front Line executive	169	3.83***	.624	HIGH
	Total	353	3.75***	.853	HIGH
Social Integration in the Work	Top level executive	34	4.245***	.7501	HIGH
	Middle level executive	150	3.480***	.9724	HIGH
	Front Line executive	169	3.707***	.4430	HIGH
	Total	353	3.662***	.7711	HIGH

Source: Primary Data

H0: There is no significant difference between social integration in the work and the category of sales executives

Table 4.52 shows the mean score based on response on a five-point Likert scale to six statements regarding social integration in the work among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (4.245) is higher than Front-Line Executives (3.707) and Middle Level executives (3.480). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy more social integration in the work than their other counter parts. The highest mean score among the six statements for top level executives is for the statements namely, “Employees are adequately rewarded and identified for their work” (Mean score 4.59 with a SD of 0.892) and “My organisation promotes team work for its overall success” (Mean score 4.59 with a SD of 0.892). The lowest mean score among the six statements is assigned to the statement namely, “I have enough freedom to discuss with my superiors with regard to any aspect of my work” (Mean score 3.91 with a SD of 0.668) and “My organisation encourages upward mobility of all employees” (Mean score 3.91 with a SD of 0.668) and “My organisation provides equal rights and opportunities for all” (Mean score 3.91 with a SD of 0.668)

Mean of Top-level executives are more than that of middle level and Front-Line Executives.

Here social integration in the work of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.53

Robust test of equality of means- social integration in the work

		Statistic^a	df1	df2	Sig.
I have enough freedom to discuss with my superiors with regard to any aspect of my work.	Brown-Forsythe	6.835	2	214.400	.001
Employees are adequately rewarded and identified for their work	Brown-Forsythe	25.642	2	132.206	.000
My organisation encourages upward mobility of all employees	Brown-Forsythe	6.888	2	180.889	.001
My organisation promotes team work for its overall success	Brown-Forsythe	13.401	2	147.295	.000
My organisation provides equal rights and opportunities to all.	Brown-Forsythe	14.015	2	158.776	.000
My organisation ensures proper communication to all employees.	Brown-Forsythe	24.515	2	114.440	.000
Social Integration in the Work	Brown-Forsythe	14.614	2	134.892	.000

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value (0.05), the Null Hypothesis is rejected and it is clear that there is significant difference among sales executives with regard to social integration in the work. It is clear from the test that Top level employees have more social integration in the work when compared to the Middle Level and Front-Line employees.

4.6.6 Constitutionalism

Sales executives being part and parcel of the corporate culture have certain rights and responsibilities and the violation of such rights leads to redressal from an appropriate authority. Every organization should be governed by a rule of law and must treat all members in a just and equitable manner. A cordial relationship between employer and employee must exist in all organization. Modern organization aims at maintaining value in an organization. Value can be maintained only in an environment of trust,

integrity and honesty. Employees should be imparted a feeling of oneness in the organization and there must be a proper machinery for the redressal of their grievances in the organization.

Table 4.54
Descriptive Statistics concerning constitutionalism

Quality of work-life dimension related to “Constitutionalism”					
		N	Mean	Std. Deviation	Influence
My organisation is governed by the Rule of Law	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.53***	.857	HIGH
	Front Line executive	169	3.45**	.635	MODERATE
	Total	353	3.52***	.739	HIGH
My organisation treats all members in the same way	Top level executive	34	3.21**	.592	MODERATE
	Middle level executive	150	3.52***	.857	HIGH
	Front Line executive	169	3.42**	.856	MODERATE
	Total	353	3.44**	.838	MODERATE
Employees are provided with equitable treatment in all aspects of their job	Top level executive	34	3.12**	.808	MODERATE
	Middle level executive	150	3.51***	.865	HIGH
	Front Line executive	169	3.37**	.974	MODERATE
	Total	353	3.41**	.919	MODERATE
Good employer – employee relationship is prevailed in my organisation.	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.56***	.878	HIGH
	Front Line executive	169	3.46**	.976	MODERATE
	Total	353	3.54***	.907	HIGH
	Top level executive	34	3.82***	.576	HIGH

My organisation always stresses on maintaining value	Middle level executive	150	3.51***	.825	HIGH
	Front Line executive	169	3.37**	.924	MODERATE
	Total	353	3.48***	.863	HIGH
My organisation believes in the principle of “Unity is Strength”	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.59***	.778	HIGH
	Front Line executive	169	3.71***	.676	HIGH
	Total	353	3.67***	.715	HIGH
There is a proper grievance handling mechanism in my organisation	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	2.75*	.957	LOW
	Front Line executive	169	3.41**	.882	MODERATE
	Total	353	3.17**	.967	MODERATE
Constitutionalism	Top level executive	34	3.634***	.5738	HIGH
	Middle level executive	150	3.424**	.7173	MODERATE
	Front Line executive	169	3.456**	.7313	MODERATE
	Total	353	3.460**	.7123	MODERATE

Source: Primary Data

H0: There is no significant difference between constitutionalism in the work and the category of sales executives

Table 4.54 shows the mean score based on response on a five-point Likert scale to seven statements regarding Constitutionalism in the work among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (3.634) is higher than Front-Line Executives (3.456) and Middle Level executives (3.424). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy more social integration in the work than their other counter parts. The highest mean score among the seven statements for top level

executives is for the statements namely, “My organisation is governed by rule of law ” (Mean score 3.82 with a SD of 0.576) ,”Good employer- employee relationship is prevailed in the organisation ” (Mean score 3.82 with a SD of 0.576) ,My organisation always stresses on maintaining value” (Mean score 3.82 with a SD of 0.576) , My organisation believes in the principle for “Unity is strength” (Mean score 3.82 with a SD of 0.576) “There is a proper grievance handling mechanism in my organisation ” (Mean score 3.82 with a SD of 0.576). The lowest mean score among the seven statements is assigned to the statement namely, “Employees are provided with equitable treatment” (Mean score 3.12 with a SD of 0.808) and “My organisation treats all members in the same way” (Mean score 3.21 with a SD of 0.592).

Mean of Top-level executives are more than that of middle level and Front -Line Executives.

Here constitutionalism in the work of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.55

Robust test of equality of means- constitutionalism

		Statistic ^a		df1	df2	Sig.
My organisation is governed by the Rule of Law	Brown-Forsythe	4.262	2	207.905	.015	
My organisation treats all members in the same way	Brown-Forsythe	2.577	2	246.298	.078	
Employees are provided with equitable treatment in all aspects of their job	Brown-Forsythe	2.993	2	173.391	.053	
Good employer – employee relationship is prevailed in my organisation.	Brown-Forsythe	3.091	2	279.016	.047	
My organisation always stresses on maintaining value	Brown-Forsythe	5.381	2	262.015	.005	

My organisation believes in the principle of “Unity is Strength”	Brown-Forsythe	2.205	2	202.756	.113
There is a proper grievance handling mechanism in my organisation	Brown-Forsythe	41.397	2	272.916	.000
Constitutionalism	Brown-Forsythe	1.414	2	203.802	.246

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is not less than the p value (0.05), the Null Hypothesis is accepted and it is clear that there is no significant difference among sales executives with regard to constitutionalism in the work. It is clear from the test that constitutionalism enjoyed by Top level executives, Middle level executives and Front-line executives are almost same.

4.6.7 Work and total life space

Sales executives are always in a hurry to grab a potential customer and meeting sales targets. Often their work life balance is adversely affected. They require a flexible work schedule to manage their personal and professional life. They should be provided with recreational and sports related activities in order to relieve their professional hardships and to offer a smooth working atmosphere. The highest performing sales executives manage their personal life and organization provides enough facilities to manage their personal and professional life.

Table 4.56

Descriptive statistics concerning work and total life space.

Quality of work-life dimension related to “Work and total life space”					
		N	Mean	Std. Deviation	Influence
Flexible work schedule helps me	Top level executive	34	3.18**	.576	MODERATE

Quality of Work Life of Sales Executives: An Analysis

to manage work effectively	Middle level executive	150	3.55***	.909	HIGH
	Front Line executive	169	3.79***	.698	HIGH
	Total	353	3.63***	.805	HIGH
My organisation ensures proper work life balance for employees	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.74***	1.026	HIGH
	Front Line executive	169	3.69***	.535	HIGH
	Total	353	3.73***	.784	HIGH
My organisation encourages recreational activities for employees	Top level executive	34	3.09**	.514	MODERATE
	Middle level executive	150	3.47**	.808	MODERATE
	Front Line executive	169	3.54***	.866	HIGH
	Total	353	3.46**	.822	MODERATE
My work schedule offers sufficient rest and relaxation	Top level executive	34	3.74***	.618	HIGH
	Middle level executive	150	3.37**	.765	MODERATE
	Front Line executive	169	3.88***	.606	HIGH
	Total	353	3.65***	.719	HIGH
My organisation encourages to take part in sports related activities	Top level executive	34	3.06**	.489	MODERATE
	Middle level executive	150	3.15**	.946	MODERATE
	Front Line executive	169	3.41**	1.147	MODERATE
	Total	353	3.27**	1.024	MODERATE
Work and Total Life Space	Top level executive	34	3.376**	.4868	MODERATE
	Middle level executive	150	3.457**	.7665	MODERATE
	Front Line executive	169	3.664***	.6430	HIGH
	Total	353	3.548***	.6936	HIGH

Source: Primary Data

H0: There is no significant difference between work and total life space and the category of sales executives

Table 4.56 shows the mean score based on response on a five-point Likert scale to five statements regarding work and total life space among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Front-Line sales executives (3.664) is higher than Middle Level sales executives (3.457) and Top-Level executives (3.376). This shows that compared to Middle level and Top-Level executives, Front-Line executives enjoy more work and total life space than their other counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “My work schedule offers sufficient rest and relaxation” (Mean score 3.88 with a SD of 0.606) and “Flexible work schedule help me to manage work effectively” (Mean score 3.79 with a SD of 0.698). The lowest mean score among the five statements is assigned to the statement namely, “My organisation encourages to take part in sports related activities” (Mean score 3.41 with a SD of 1.147).

Mean of Front-line sales executives are more than that of middle level and Top-level sales executives.

Here work and total life space of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.57

Robust test of equality of means- Work and total life space

		Statistic ^a	df1	df2	Sig.
Flexible work schedule help me to manage work effectively	Brown-Forsythe	12.019	2	228.982	.000
My organisation ensures proper work life balance for employees	Brown-Forsythe	.517	2	209.107	.597
My organisation encourages recreational activities for employees	Brown-Forsythe	5.706	2	281.732	.004
My work schedule offers sufficient rest and relaxation	Brown-Forsythe	23.826	2	165.863	.000
My organisation encourages to take part in sports related activities	Brown-Forsythe	4.992	2	334.972	.007
Work and Total Life Space	Brown-Forsythe	5.867	2	242.196	.003

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value (0.05), the Null Hypothesis is rejected and it is clear that there is significant difference among sales executives with regard to work and total life space in the work. It is clear from the test that Front-line sales executives have more work and total life space in the work when compared to the Middle Level and Top Level sales executives.

4.6.8 The Social Relevance of work life

Once the social relevance of work life is neglected, job negatively affects the personal life of sales executives. The job should uphold the social prestige of the executives and a proper balance should be in between work and personal life. Executives prefer to have more quality time with their family and work should be such that it increases

the social contacts of the employees. Organization should preserve a work ethics and culture in the organization and the violation of ethics should be considered as a grave issue. The work should provide them job satisfaction and promotes the well-being of the sales executives. Social relevance of work life is considered so crucial in the present century as sales is considered as the most important aspect of organization and a challenging job due to the implementation of modern technology.

Table 4.58

Descriptive statistics concerning social relevance of work life.

Quality of work-life dimension related to “Social relevance of work life”					
		N	Mean	Std. Deviation	Influence
My organisation always upholds social prestige	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.45**	.994	MODERATE
	Front Line executive	169	3.53***	.817	HIGH
	Total	353	3.52***	.882	HIGH
My organisation has greater concern for the society	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.57***	.979	HIGH
	Front Line executive	169	3.70***	.687	HIGH
	Total	353	3.66***	.817	HIGH
My organisation promotes self esteem and well being of employees	Top level executive	34	3.15**	.558	MODERATE
	Middle level executive	150	3.59***	.769	HIGH
	Front Line executive	169	3.59***	.790	HIGH

	Total	353	3.55***	.771	HIGH
My organisation communicates every change that takes place in organisation	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.57***	.965	HIGH
	Front Line executive	169	3.57***	.829	HIGH
	Total	353	3.59***	.871	HIGH
My work helps me to increase my social contacts	Top level executive	34	3.06**	.776	MODERATE
	Middle level executive	150	3.80***	1.093	HIGH
	Front Line executive	169	3.84***	.527	HIGH
	Total	353	3.75***	.864	HIGH
My work never gave me any dissatisfaction	Top level executive	34	3.82***	.576	HIGH
	Middle level executive	150	3.66***	1.163	HIGH
	Front Line executive	169	3.61***	.700	HIGH
	Total	353	3.65***	.917	HIGH
There is no violation of ethics in my organisation.	Top level executive	34	3.15**	.558	MODERATE
	Middle level executive	150	3.87***	1.149	HIGH
	Front Line executive	169	3.84***	.467	HIGH
	Total	353	3.79***	.858	HIGH
	Top level executive	34	3.521***	.5559	HIGH

The Social Relevance of Work Life	Middle level executive	150	3.646***	.9453	HIGH
	Front Line executive	169	3.669***	.5829	HIGH
	Total	353	3.645***	.7557	HIGH

Source: Primary Data

H0: There is no significant difference between social relevance of work life and the category of sales executives

Table 4.58 shows the mean score based on response on a five-point Likert scale to six statements regarding social relevance of work life among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Front-Line sales executives (3.669) is higher than Middle Level sales executives (3.646) and Top-Level executives (3.521). This shows that compared to Middle level and Top-Level executives, Front-Line executives enjoy more social relevance of work than their other counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “There is no violation of ethics in my organisation” (Mean score 3.84 with a SD of 0.467) and “My work life helps me to increase my social contacts” (Mean score 3.75 with a SD of 0.527). The lowest mean score among the six statements is assigned to the statement namely, “My organisation always upholds social prestige” (Mean score 3.53 with a SD of 0.817).

Mean of Front-line sales executives are more than that of middle level and Top level sales executives.

Here social relevance of work life of sales executives among Top Level, Middle Level and Front-Line are compared to determine whether there is any significant difference among them. Since T test is not appropriate for comparison between groups and hence robust test of equality of means is taken.

Table 4.59

Robust test of equality of means- Social relevance of work life

	Statistic ^a		df1	df2	Sig.
Flexible work schedule help me to manage work effectively	Brown-Forsythe	12.019	2	228.982	.000
My organisation ensures proper work life balance for employees	Brown-Forsythe	.517	2	209.107	.597
My organisation encourages recreational activities for employees	Brown-Forsythe	5.706	2	281.732	.004
My work schedule offers sufficient rest and relaxation	Brown-Forsythe	23.826	2	165.863	.000
My organisation encourages to take part in sports related activities	Brown-Forsythe	4.992	2	334.972	.007
Work and Total Life Space	Brown-Forsythe	5.867	2	242.196	.003

Source: Primary Data

Under Robust test of equality of means as per Brown Forsythe test, the significant value is less than the p value (0.05), the Null Hypothesis is rejected and it is clear that there is significant difference among sales executives with regard to social relevance of work life in the work. It is clear from the test that Front-line sales executives have more social relevance of work life in the work when compared to the Middle Level and Top Level sales executives.

4.7 DESCRIPTIVE STATISTICS SHOWING RELATIONSHIP OF QUALITY OF WORK LIFE WITH INDEPENDENT VARIABLES

Sales executives of consumer and electronic appliances belong to three job categories. They are Top level, middle level and Front line. These job categories have a considerable influence on determining their Quality of work life because each of the dimensions of quality of work life significantly influences these job categories. Sales executives possess the educational qualifications as Diploma, Graduation, Post-Graduation and Professional qualification and an attempt is made here to test whether these independent variables influence the Quality of work life of sales executives.

Since there is high degree of gender disparity prevailed in this sector, the influence of gender with quality of work life is also measured.

Table 4.60
Dependent Variable: Quality of Work Life

Multivariate Tests ^a						
Effect		Value	F	Hypothesis df	Error df	Sig.
Intercept	Pillai's Trace	.900	370.45 _{4^b}	8.000	329.000	.000
	Wilks' Lambda	.100	370.45 _{4^b}	8.000	329.000	.000
	Hotelling's Trace	9.008	370.45 _{4^b}	8.000	329.000	.000
	Roy's Largest Root	9.008	370.45 _{4^b}	8.000	329.000	.000
Job Category	Pillai's Trace	.315	7.724	16.000	660.000	.000
	Wilks' Lambda	.708	7.767 ^b	16.000	658.000	.000
	Hotelling's Trace	.381	7.809	16.000	656.000	.000
	Roy's Largest Root	.252	10.402 ^c	8.000	330.000	.000
Education	Pillai's Trace	.255	3.836	24.000	993.000	.000
	Wilks' Lambda	.762	3.915	24.000	954.801	.000
	Hotelling's Trace	.292	3.986	24.000	983.000	.000
	Roy's Largest Root	.197	8.155 ^c	8.000	331.000	.000
Gender	Pillai's Trace	.181	9.103 ^b	8.000	329.000	.000
	Wilks' Lambda	.819	9.103 ^b	8.000	329.000	.000
	Hotelling's Trace	.221	9.103 ^b	8.000	329.000	.000
	Roy's Largest Root	.221	9.103 ^b	8.000	329.000	.000
Job Category * Education	Pillai's Trace	.549	5.132	40.000	1665.000	.000
	Wilks' Lambda	.543	5.402	40.000	1436.872	.000
	Hotelling's Trace	.686	5.614	40.000	1637.000	.000
	Roy's Largest Root	.399	16.609 ^c	8.000	333.000	.000
Job Category * Gender	Pillai's Trace	.105	4.807 ^b	8.000	329.000	.000
	Wilks' Lambda	.895	4.807 ^b	8.000	329.000	.000
	Hotelling's Trace	.117	4.807 ^b	8.000	329.000	.000
	Roy's Largest Root	.117	4.807 ^b	8.000	329.000	.000
Education * Gender	Pillai's Trace	.300	4.601	24.000	993.000	.000
	Wilks' Lambda	.726	4.639	24.000	954.801	.000
	Hotelling's Trace	.341	4.662	24.000	983.000	.000

	Roy's Largest Root	.177	7.305 ^c	8.000	331.000	.000
Job Category *	Pillai's Trace	.114	5.268 ^b	8.000	329.000	.000
	Wilks' Lambda	.886	5.268 ^b	8.000	329.000	.000
	Hotelling's Trace	.128	5.268 ^b	8.000	329.000	.000
Education * Gender	Roy's Largest Root	.128	5.268 ^b	8.000	329.000	.000
a. Design: Intercept + Job Category + Education + Gender + Job Category * Education + Job Category * Gender + Education * Gender + Job Category * Education * Gender						
b. Exact statistic						
c. The statistic is an upper bound on F that yields a lower bound on the significance level.						

Source: Primary Data

H0: There is no significant differences exists among the perceptions of sales executives regarding quality of work life with respect to Job category.

Quality of work life of employees among different categories of sales executives are considered to determine whether there are any differences exists among them. When the Job category of employees is taken into account in order to determine whether Job category influences the Quality of work life of employees. Using the alpha level of 0.05, this test is significant, Wilk's $\Lambda = .708$, $F(7.767) p < 0.05$. The significant F indicates that as per the Job category, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. Since p value is less than 0.05, the null hypothesis is rejected and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to job category. As regards job category, the top-level employees enjoy better remuneration, pay and working conditions. Moreover, Hotelling's trace indicates the positive value (0.381) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.315) and the Roy's root (0.252) is less than the Hotelling's trace which indicates more correlation with the dependent variable, Quality of work life.

H0: There is no significant differences exists among the perceptions of sales executives regarding quality of work life with respect to Education

Quality of work life of sales executives among sales executives with respect to their Education level was considered to check whether any significant difference exists in their quality of work life based on their education status. Here Sales executives are

classified based on their education from the lower level diploma holders, Graduates, Post graduates and the higher level Professional qualification like MBA holders are considered. Modern business of appliances and consumer electronics is highly competitive and the business environment is borderless. The everchanging business environment compelled the managers to seek highly qualified and potential sales executives for their business. Using the alpha level of 0.05, this test is significant, Wilk's $\Lambda = .762$, $F(9.103)$, $p < 0.05$. The significant F indicates that as per the gender, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. Since p value is less than 0.05, the null hypothesis is rejected and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to Education. As regards Education, those possessing higher qualifications belongs to top-level employees who enjoys better remuneration, pay and working conditions and ultimately quality of work life. Moreover, Hotelling's trace indicates the positive value (0.292) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.255) and the Roy's root (0.197) is less than the Hotelling's trace which indicates more correlation with the dependent variable, Quality of work life.

H0: There is no significant differences exists among the perceptions of sales executives regarding quality of work life with respect to Gender

Quality of work life of sales executives among sales executives with respect to their gender was considered to check whether any significant difference exists in their quality of work life based on their gender. It is clear that a high degree of gender disparity exists among the sales executives of consumer and electronic appliances as from the demographic profile of sales executives it is clear that 90.4% of respondents belong to male category and only 9.6% belong to female category and above all from the 34 top level executives identified for the study none of them belongs to female category. Using the alpha level of 0.05, this test is significant, Wilk's $\Lambda = .819$, $F(9.103)$, $p < 0.05$. The significant F indicates that as per the gender status, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. Since p value is less than 0.05, the null hypothesis is rejected

and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to gender. As regards Education, those possessing higher qualifications belongs to top-level employees who enjoys better remuneration, pay and working conditions and ultimately quality of work life. As far as gender is considered, it is not a determinant of quality of work life as in the case of job category and education level. A high degree of gender disparity exists in this field and none of the female executives belongs to top level executives and female executives are very rarely found among the middle level and front-line sales executives. Moreover, Hotelling's trace indicates the positive value (0.221) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.181) and the Roy's root (0.221) is equal to the Hotelling's trace which small degree of correlation with the dependent variable, Quality of work life.

4.7.1 Interaction effect of Job category with education

The Interaction effect of two independent variables, Job category and education on the dependent variable quality of work life is measured to know their joint effect, whether significantly greater or less than the sum of their parts. The interaction effect of Job category with education was statistically significant. Interaction effect determines whether education is consistent across different job categories, that is whether it is similar for employees working in different category. (Roy's largest root =0.399), $F(16.609)$, $p < 0.05$. The sales executives of consumer and electronics appliances belong to the category of Top Level, Middle level and front-line executives and Top-level executives possess Professional qualifications, and Middle level executives are usually graduates and Front-line executives possess Diploma as well as graduation qualification. The Job category and education level of sales executives have a considerable influence on the quality of work life of the sales executives. There was statistically significant interaction effect between Job category and education on the combined dependent variable, Quality of work life (Wilks $\Lambda = 0.543$, $F(5.402)$, $p < 0.05$)

4.7.2 Interaction effect of Job category with Gender

The interaction effect of two independent variables Job category and Gender on the dependent variable quality of work life is measured to know their joint effect, whether

significantly greater or less than the sum of their parts. The interaction effect of Job category with gender was statistically significant. (Roy's largest root= 0.117, F (4.807), $p < 0.05$). The sales executives of consumer and electronics appliances belong to the category of Top level, Middle level and Front-line sales executives belongs to Male and Female executives. There is high degree of gender disparity seen among the sales executives with respect to job category. It is found that female executives are completely absent in the case of Top-level executives and are rarely present in the case of Middle and Front-line executives. The working conditions and nature of job may not be suitable to female executives. The F test for Job category (Wilks $\Lambda = 0.708$, F (7.767), $p < 0.05$) and Gender (Wilks $\Lambda = 0.819$, F(9.103), $p < 0.05$) was also significant. The Job category and gender of the sales executives have a considerable effect on the quality of work life of sales executives. There was statistically significant interaction effect between Job category and gender on the dependent variable, quality of work life (Wilks $\Lambda = 0.895$, F (4.807), $p < 0.05$)

4.7.3 Interaction effect of Education with gender

The interaction effect of two independent variables Education and Gender on the dependent variable quality of work life is measured to know their joint effect, whether significantly greater or less than the sum of their parts. The interaction effect of Education with gender was statistically significant. (Roy's largest root= 0.177, F (7.305), $p < 0.05$). The sales executives of consumer and electronics appliances belong to the Education of Diploma, Graduates, Post Graduates and Professional. There is high degree of gender disparity seen among the sales executives with respect to Education. It is found that female executives are completely absent in the case of Top-level executives and are rarely present in the case of Middle and Front-line executives. The working conditions and nature of job may not be suitable to female executives. The Education and gender of the sales executives have a considerable effect on the quality of work life of sales executives. There was statistically significant interaction effect between Education and gender on the dependent variable, quality of work life (Wilks $\Lambda = 0.726$, F (4.639), $p < 0.05$).

4.7.4 Interaction effect of Education, Gender and Job category

The interaction effect of three independent variables namely Education, gender and Job category on Quality of work life of sales executives are measured to determine whether these interactions influences the Quality of work life of sales executives. The interaction effect of these three variables are significant, (Wilks Λ =.886, F (5.268), $p < 0.05$). The change in Job category of an employee into Top level, Middle level and Front line considerably influenced by gender and Education.

Pillai's trace is a positive-valued statistic. Increasing values of the statistic indicate effects that contribute more to the model.

There is evidence that Pillai's trace is more robust than the other statistics to violations of model

Table 4.61

Comparison between Quality of Work Life and Educational Qualification of Male Employees

Educational qualification	Job category	Mean	Standard deviation
Diploma	Middle-level executive	3.835	.0187
	Front Line executive	3.374	.6956
Graduation	Top-level executive	3.801	.7814
	Middle-level executive	3.134	.9407
	Front Line executive	3.689	.1809
Post-Graduation	Top-level executive	3.974	.1473
	Middle-level executive	3.270	.7715
	Front Line executive	3.104	.6258
Professional	Top-level executive	3.912	.1868
	Middle level executive	3.324	.8995
	Front Line executive	3.876	.0552

Source: Primary Data

When we compare Quality of work life of sales executives with their educational qualifications it is clear that Sales Executives having Diploma qualification working as Middle Level sales executives have more mean score (3.835) than those of sales executives working in the Front Line level (3.374)

When the Quality of work life of sales executives having graduation as their educational qualification are considered, those working in the top level have more quality of work life as its mean score (3.801) than those working in Front Line (3.689) and in the Middle Level executive (3.134)

When the Quality of work life of sales executives having Post graduation as their educational qualification are considered, those working in the top level have more quality of work life as its mean score (3.974) than those working in the Middle level (3.270) and in the Front line (3.104)

When the Quality of work life of sales executives having Professional qualification are considered, those working in the Top level have more quality of work life (3.912) when compared to those working in the Front Line (3.876) and in the Middle Level (3.324)

Altogether Sales executives working in the top level having qualifications of Graduation, Post Graduation and Professional have more Quality of work life when compared to the executives having similar qualifications working in the Middle and Front Line level

Table 4.62

Comparison between Quality of Work Life and Educational Qualification of Female Employees

Educational qualification	Job category	Mean	Standard deviation
Diploma	Middle level executive	3.043	.0547
Graduation	Middle level executive	3.326	.4828
	Front Line executive	3.902	.0623
Post-Graduation	Middle level executive	2.925	.6720
	Front Line executive	3.146	.5299
Professional	Middle level executive	3.439	.4835

Source: Primary Data

Since there is no adequate number of female sales executives working in the field of consumer and electronics industry, the data is not sufficient to have a valid judgement

about the Quality of work life based on the educational qualification of female employees. However, it is apparent that Front line executives having Graduation qualification have high quality of work life as it shows a high mean score of (3.902) when compared to other female sales executives having different qualifications.

4.7.5 Quality of Work Life of the Sales Executives

The Quality of Work Life of the Sales executives in Consumer and Electronic Appliances has been analysed. To check whether the distribution is normally plotted or not, it is essential to check the normality of distribution scores of Quality of Work Life.

Table 4.63
SKEWNESS AND KURTOSIS

Descriptives	Test Statistic	Std.Error
Skewness	.196	.130
Kurtosis	.009	.259

Skewness is described as a measure of symmetry of the data. Since the skewness is close to zero, the data is said to be symmetrical and normal. Since the Kurtosis is close to zero data is assumed to be Normal one.

Table 4.64
Normality Test

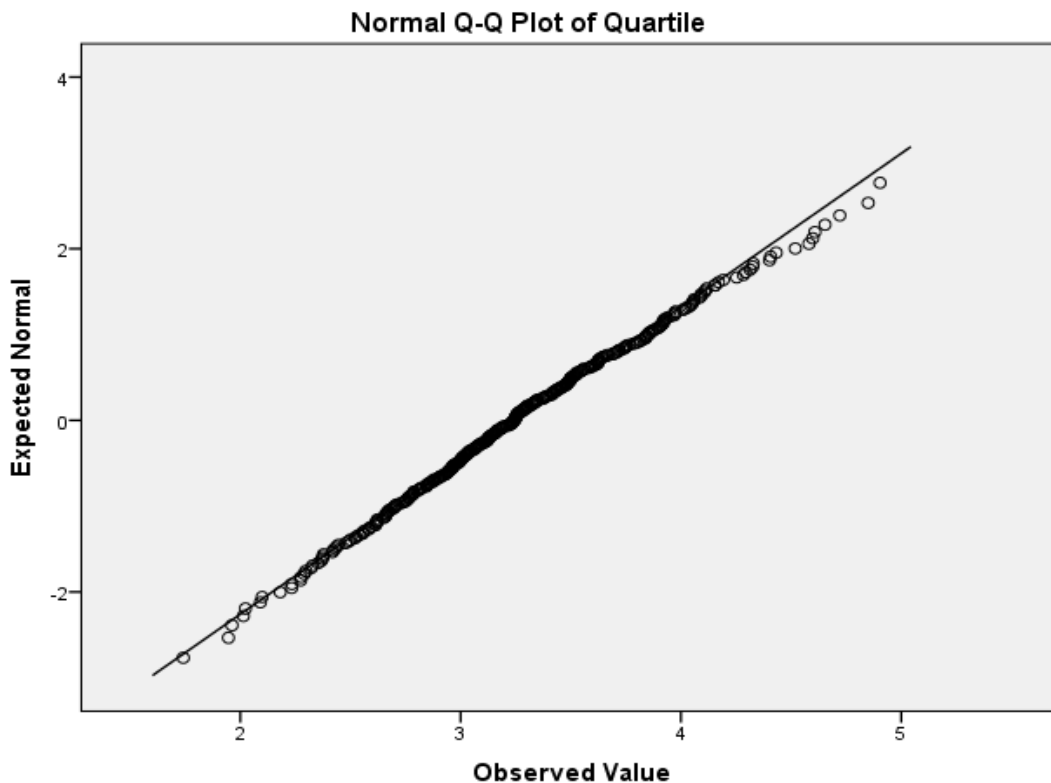
Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Quartile	.040	353	.200*	.996	353	.513

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

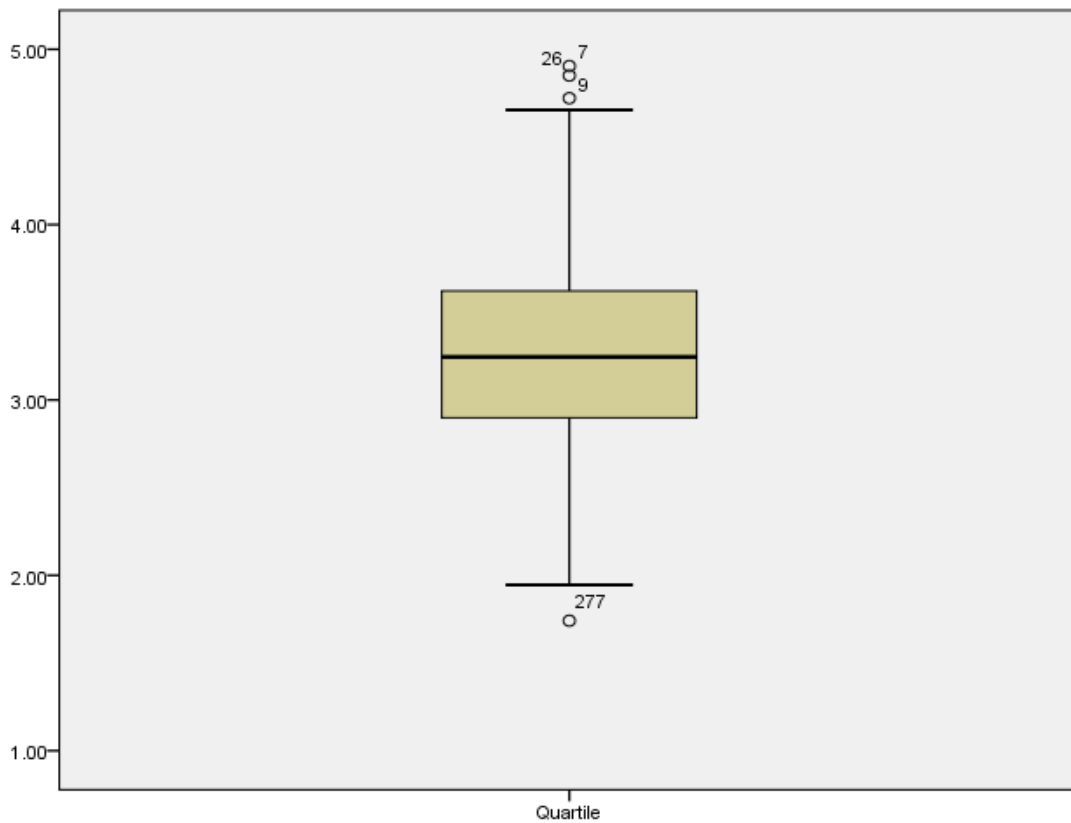
The Kolmogorov Smirnov test and the Shapiro Wilk tests are used to test the normality of the population. If the significant value of Kolmogorov Smirnov and Shapiro Wilk

test is more than 0.05, the data is normal. Here the value is 0.200 and 0.513 which is very higher than 0.05 and the data is assumed as normal. Since the normality is very apt, Parametric tests can be applied for the data.



This plot checks the normality of data in terms of graphical assessment. The points on the Q-Q Normal Plot lie on a straight diagonal line. The Deviations from the straight line are minimal and hence it indicates normal distribution.

The Q-Q plot is used to evaluate the normality of data in terms of graphical assessment. The straight-line function as a reference of data points either closer or near that identified as a normal data. This method consists of two vertical which is vertical axis and horizontal axis. The vertical axis is for ordered response value and the horizontal axis represent as median normal order statistics. The conclusion of Q-Q plot will be observing trough the points that assembling near the straight line. Otherwise, the not normal condition is when the scattered points lying further from the straight line and it is called as outliers [9-10]



Boxplot is known as the effective and efficient visualization alternative. Boxplot are begin with sorted the scores. In Fig. 1, there are four sized of group made from ordered scores consist of median, upper quartile and lower quartile and whisker. Each score have 25% place in each group. The line in the boxplot was dividing in the groups called as quartiles and the groups are starting from the bottom. The function of median (middle quartile) is to marks the mid-point of the data and median normally has two conditions, which are half the scores are greater or equal to that value or half are less. The interquartile range at the middle box represents the 50% scores for the group. Interquartile be as a reference for ranges of lower to upper quartile. The third part is lower and upper quartile which is 25%, and the last is whisker which shows the scores outside the middle 50% [7-8].

4.8 Conclusion

This chapter presents a clear picture of quality of work life enjoyed by sales executives in consumer and electronic appliances and it is observed that as regards the dimensions of quality of work life among top level, middle level and front-line executives, there exist some considerable differences among them with regard to each of these dimensions. The quality of work life enjoyed by top level executives is considerably high when compared to executives in the middle as well front line are considered. They enjoy better pay, working conditions and quality of work life than their counterparts. When educational qualification of sales executives is considered, those having higher qualifications enjoy better quality of work life. The study also proves that better quality of work life of sales executives helps to attain the objectives like job satisfaction, employee productivity and organisational target or goal attainment.

Chapter 5

Factors affecting Quality of Work Life

In the previous chapter Quality of work life of sales executives in consumer and electronics appliances is discussed and how far the model is stable with respect to the measurement of quality of work life of sales executives. The demographic profile of sales executives is also discussed in the previous chapter

This chapter analyses the factors affecting Quality of work life of sales executives. The following variables are analysed with respect to Quality of Work life of sales executives.

5.1 Variables used for the analysis

In order to fulfill the objectives of analysing the factors affecting Quality of Work life of the sales executives, the following variables were identified and analysed. The Dependent variables (DVs) and the Independent Variables (IVs) are selected based on the Eight dimensions of Quality of work Life put forward by Richard Dalton.

Table 5.1

Variables Quality of work life Dimensions

No.	Dependent Variable (DV)	Independent Variable (IV)
DV1	Adequate and Fair Compensation	IV1. Proportionate with needs
		IV2. Proportionate with similar organisation
		IV3. Prompt Revision
		IV4. Sufficient incentives
		IV5. Par with Qualification
		IV6. Welfare Schemes
		IV7. Regularity in Pay
		IV8. Good judgement by others
DV2	Safe and Healthy working conditions	IV9. Neatness
		IV10. Less Fatigue
		IV11. Sufficient Rest
		IV12. Safety and Protection
		IV13. Sufficient Health care
		IV14. Sufficient Accommodation

Factors affecting Quality of Work Life

		IV15.Sufficient Transportation
		IV16.Subsidised Food
DV3	Opportunities for Developing Human Capacity	IV17.Freedom for Planning
		IV18.Superior Pressure
		IV19.Career and Growth
		IV20.Autonomy
		IV21.Appreciation
		IV22.Feedback
		IV23.Further Learning
DV4	Opportunities for Growth and Security	IV24.Fair Promotion Policy
		IV25.Secured Job
		IV26.Training
		IV27.Adequate Data
		IV28.Motivation
		IV29.Feedback for corrective action
		IV30.Retention
		IV31.Promotion
DV5	Social Integration in the work	IV32.Discussion with superiors
		IV33.Identification in work
		IV34.Upward mobility
		IV35.Team work
		IV36.Equal Rights
		IV37.Communication
DV6	Constitutionalism	IV38.Rule of Law
		IV39.Equal treatment
		IV40.Equitable treatment
		IV41.Employer-Employee Relation
		IV42.Value maintenance
		IV43.Unity is Strength
		IV44.Grievance handling
DV7	Work and Total Life Space	IV45.Flexible work schedule
		IV46.Work Life Balance
		IV47.Recreational Activities
		IV48.Rest and Relaxation
		IV49.Sports Related
DV8	Social Relevance of work life	IV50.Social Prestige
		IV51.Concern for society
		IV52.Self esteem
		IV53.Communicates change
		IV54.Social contacts
		IV55.Free from dissatisfaction
		IV56.No violation of ethics

Source: Primary Data

5.2 Results of Analysis and Discussion

The results of analysis and discussion based on the above Quality of Work Life dimensions were discussed in the following pages

5.2.1 Adequate and Fair Compensation

Sales executives are always eager to maintain a desired standard of living. The compensation package of sales executives should be adequate so as to maintain a desired standard of living. The compensation package of sales executives should be fair and equitable and it must conform to the existing legislations prevailing in the country. When an organization provides adequate and fair compensation, it will help the sales executives to satisfy their needs and in turn improve the Quality of work life.

H0: There is no significant difference between adequate and fair compensation and category of employees.

Table 5.2
Descriptive Statistics -Adequate and fair compensation

Adequate and fair compensation				
	Job Category	N	Mean	Std. Deviation
My compensation fulfils my basic and social needs	Top level executive	34	4.44	.894
	Middle level executive	150	3.48	.988
	Front Line executive	169	3.19	.764
	Total	353	3.43	.946
My compensation is equal with other similar organisation	Top level executive	34	3.71	.871
	Middle level executive	150	3.19	1.008
	Front Line executive	169	3.11	.756
	Total	353	3.20	.896
My organisation revise my pay scale periodically	Top level executive	34	3.82	.576
	Middle level executive	150	3.33	1.097

Factors affecting Quality of Work Life

	Front Line executive	169	3.22	.719
	Total	353	3.33	.904
My organisation provides sufficient incentives for my better performance	Top level executive	34	4.32	1.147
	Middle level executive	150	3.51	.939
	Front Line executive	169	3.50	.839
	Total	353	3.58	.944
My compensation commensurate with my qualification and experience	Top level executive	34	4.32	.912
	Middle level executive	150	3.39	.968
	Front Line executive	169	3.22	.744
	Total	353	3.40	.915
My organisation provides attractive welfare schemes	Top level executive	34	4.29	1.001
	Middle level executive	150	3.43	.877
	Front Line executive	169	2.95	1.022
	Total	353	3.28	1.039
My organisation provides compensation regularly without any delay.	Top level executive	34	4.44	.894
	Middle level executive	150	3.64	.892
	Front Line executive	169	3.33	.898
	Total	353	3.57	.948
Everybody makes good judgement regarding my compensation	Top level executive	34	3.82	.576
	Middle level executive	150	3.47	1.008
	Front Line executive	169	3.47	.824
	Total	353	3.51	.892
Adequate and Fair Compensation	Top level executive	34	4.147	.8086
	Middle level executive	150	3.430	.8358
	Front Line executive	169	3.249	.6016
	Total	353	3.413	.7712

Source: Primary Data

Table 5.2 shows the mean score based on response on a five-point Likert scale to eight statements regarding Adequate and fair compensation among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (4.147) is higher than Middle Level Executives (3.430) and Front-Line executives (3.249). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy better compensation package than the other counter parts. The highest mean score among the eight statements for top level executives is for the statement namely, “My compensation fulfils my basic and social needs” (Mean score 4.44 with a SD of 0.894) and “My organisation provides compensation regularly without any delay” (Mean score 4.44 with a SD of 0.894). The lowest mean score among the eight statements is assigned to the statement namely, “My compensation is equal with other similar organisation” (Mean score 3.71 with a SD of 0.576)

Mean of Top-level executives are more than that of middle level and Front-Line Executives.

5.2.2 Safe and Healthy working conditions

The workplace must be free from dangerous conditions and should be capable of performing their duties in a satisfying manner. A cordial work environment promotes productivity for the organization and enhances job satisfaction. A healthy employee is truly an asset of the organization and every organization ensures safe and healthy working conditions for the wellness of their employees. Indian Factories Act 1948 and the Shops and establishment Act prescribes the essential working conditions at the work places. The working conditions and nature of sales executives are not similar to other employees and therefore the working conditions are not same like other professions. They have to work mostly in the field and not in physical connection with the organization. Anyway, organizations must provide safe and healthy working conditions for the upliftment of their sales executives.

Table 5.3

Descriptive Statistics -Safe and healthy working conditions

Safe and healthy working conditions				
	Job Category	N	Mean	Std. Deviation
I am provided with a neat working environment	Top level executive	34	4.29	1.031
	Middle level executive	150	3.15	.944
	Front Line executive	169	3.53	.838
	Total	353	3.44	.961
I feel less fatigue due to my work	Top level executive	34	3.76	.606
	Middle level executive	150	3.41	.876
	Front Line executive	169	3.71	.649
	Total	353	3.59	.764
I got sufficient time for rest and sleep	Top level executive	34	3.15	.558
	Middle level executive	150	3.36	.922
	Front Line executive	169	3.60	.701
	Total	353	3.45	.804
I am provided with adequate safety and protection in my job	Top level executive	34	3.76	.606
	Middle level executive	150	3.43	.877
	Front Line executive	169	3.43	.792
	Total	353	3.46	.818
Health care facilities provided by my organisation are satisfactory	Top level executive	34	3.76	.606
	Middle level executive	150	3.33	1.120
	Front Line executive	169	3.26	1.076
	Total	353	3.34	1.067
My organisation provides sufficient accommodation and housing benefits	Top level executive	34	3.76	.606
	Middle level executive	150	2.95	.775

	Front Line executive	169	3.38	1.102
	Total	353	3.24	.970
Transportation facilities provided by my organisation are satisfactory	Top level executive	34	4.35	1.041
	Middle level executive	150	3.22	.802
	Front Line executive	169	3.11	.618
	Total	353	3.27	.826
I am provided with sufficient canteen/food at subsidized cost/food allowance	Top level executive	34	3.68	.638
	Middle level executive	150	2.99	.618
	Front Line executive	169	3.40	.750
	Total	353	3.25	.724
Safe and Healthy Working Conditions	Top level executive	34	3.816	.6398
	Middle level executive	150	3.229	.6333
	Front Line executive	169	3.428	.5641
	Total	353	3.381	.6238

Source: Primary Data

Table 5.3 shows the mean score based on response on a five-point Likert scale to eight statements regarding Safe and Healthy working conditions among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (3.816) is higher than Front-Line Executives (3.428) and Middle Level executives (3.229). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy safe and healthy working conditions better than the other counter parts. The highest mean score among the eight statements for top level executives is for the statement namely, “Transportation facilities provided by my organisation are satisfactory” (Mean score 4.35 with a SD of 1.041) and “I am provided with a neat working environment” (Mean score 4.29 with a SD of 1.031) . The lowest mean score among the eight statements is assigned to the statement namely, “I got sufficient time for rest and sleep” (Mean score 3.15 with a SD of 0.558)

Mean of Top level executives are more than that of middle level and Front -Line Executives.

5.2.3 Opportunities for Developing Human Capacity

Sales executives are entrusted with the task of increasing the sales of the organization and have to attain sales targets. For the purpose of performing their job in a smooth manner, they should be provided with the opportunities for developing their human capacities. They should be provided with enough freedom for the execution of their ideas and should be free from the pressures of superior. Their good performance must be appreciated and they should be provided with opportunities for further learning. Experienced manager led training efforts and environment make the sales executives attractive to the present learning environment.

Table 5.4
Descriptive Statistics - Opportunities for Developing Human capacity

Opportunities for developing human capacity				
	Job Category	N	Mean	Std. Deviation
My organisation provides enough freedom for planning and execution of my ideas.	Top level executive	34	4.32	1.036
	Middle level executive	150	3.00	1.099
	Front Line executive	169	3.36	.658
	Total	353	3.30	.980
I am free from the pressure of my superior	Top level executive	34	3.41	.892
	Middle level executive	150	3.24	1.028
	Front Line executive	169	3.20	.684
	Total	353	3.24	.865
My organisation ensures career growth of employees	Top level executive	34	4.32	1.036
	Middle level executive	150	3.26	.944

	Front Line executive	169	2.89	.571
	Total	353	3.18	.897
I am given autonomy at the workplace	Top level executive	34	3.68	.638
	Middle level executive	150	2.93	1.124
	Front Line executive	169	3.41	.676
	Total	353	3.23	.930
My organisation provides appreciation for good performance	Top level executive	34	4.24	1.394
	Middle level executive	150	3.28	.906
	Front Line executive	169	3.28	.867
	Total	353	3.37	.984
I am provided with sufficient feedback for the work done by me	Top level executive	34	4.44	1.211
	Middle level executive	150	2.92	1.052
	Front Line executive	169	2.46	.636
	Total	353	2.85	1.058
My organisation always provide opportunity for further learning	Top level executive	34	4.12	1.225
	Middle level executive	150	2.96	1.111
	Front Line executive	169	3.16	.782
	Total	353	3.17	1.030
Opportunities for Developing Human Capacity	Top level executive	34	4.076	.9861
	Middle level executive	150	3.084	.7680
	Front Line executive	169	3.107	.4490
	Total	353	3.191	.7217

Source: Primary Data

Table 5.4 shows the mean score based on response on a five-point Likert scale to seven statements regarding Opportunities for developing human capacities among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (3.084) is higher than Front-Line Executives (3.107)

and Middle Level executives (3.084). This shows that compared to Middle level and Front- Line executives, Top level executives enjoy more opportunities for developing human capacities than their other counter parts. The highest mean score among the seven statements for top level executives is for the statement namely, “I am provided with sufficient feedback for the work done by me” (Mean score 4.44 with a SD of 1.211) and “My organisation provides enough freedom for planning and execution of my ideas” (Mean score 4.32 with a SD of 1.036) and “My Organisation ensures career growth of employees” (Mean score 4.32 with a SD of 1.036). The lowest mean score among the seven statements is assigned to the statement namely, “I am free from the pressure of my superior” (Mean score 3.41 with a SD of 0.892)

Mean of Top-level executives are more than that of middle level and Front -Line Executives.

5.2.4 Opportunities for Growth and Security

Sales executives join in the organization in their desire to move upward in their job and reach the zenith of their career path. Their job should be secured and prospective organization ensures a fair promotion policy to its employees. Organization conducts periodical training and motivate their sales executives to enhance their performance and productivity. Prospective organizations offer timely feedback to their executives about their performance. Every sales executive contribute to the overall growth and strategy of the organization and the organization in turn provides opportunities for their continuous growth and prosperity.

Table 5.5

Descriptive statistics - Opportunities for growth and security

Opportunities for growth and security				
	Job Category	N	Mean	Std. Deviation
My organisation provides fair promotion policy to all employees	Top level executive	34	3.91	.668
	Middle level executive	150	2.89	.913

Factors affecting Quality of Work Life

	Front Line executive	169	3.16	1.037
	Total	353	3.12	.996
My job is secured in all respects	Top level executive	34	4.32	1.249
	Middle level executive	150	3.04	.947
	Front Line executive	169	3.36	.804
	Total	353	3.31	.983
My organisation provides sufficient training opportunities	Top level executive	34	3.82	.716
	Middle level executive	150	3.33	.857
	Front Line executive	169	3.49	.628
	Total	353	3.46	.753
My organisation provides adequate data base for efficient performance of the job	Top level executive	34	3.82	.716
	Middle level executive	150	3.17	.915
	Front Line executive	169	3.44	.653
	Total	353	3.36	.804
My organisation motivates employees to achieve higher targets and challenging jobs.	Top level executive	34	4.56	.894
	Middle level executive	150	3.52	.857
	Front Line executive	169	3.83	.531
	Total	353	3.77	.780
My organisation provides feedback and takes corrective actions for my self improvement.	Top level executive	34	3.91	.668
	Middle level executive	150	3.21	.797
	Front Line executive	169	3.49	.568
	Total	353	3.41	.714
My organisation retains its productive work force.	Top level executive	34	3.91	.668
	Middle level executive	150	3.70	1.015
	Front Line executive	169	3.54	.771
	Total	353	3.65	.880

My organisation encourages career development or succession possibilities.	Top level executive	34	3.91	.668
	Middle level executive	150	3.47	1.109
	Front Line executive	169	3.63	.615
	Total	353	3.59	.872
Opportunities for Growth and Security	Top level executive	34	4.022	.7446
	Middle level executive	150	3.292	.7128
	Front Line executive	169	3.493	.5952
	Total	353	3.458	.6923

Source: Primary Data

Table 5.5 shows the mean score based on response on a five-point Likert scale to eight statements regarding Opportunities for growth and security among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (4.022) is higher than Front-Line Executives (3.458) and Middle Level executives (3.292). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy more opportunities for growth and security than their other counter parts. The highest mean score among the eight statements for top level executives is for the statement namely, “My organisation motivates employees to achieve higher targets and challenging jobs” (Mean score 4.56 with a SD of 0.894) and “My Job is secured in all respects” (Mean score 4.32 with a SD of 1.249) and “My Organisation provides fair promotion policy to all employees” (Mean score 3.91 with a SD of 0.668). The lowest mean score among the eight statements is assigned to the statement namely, “My organisation provides sufficient training opportunities” (Mean score 3.82 with a SD of 0.716) and “My organisation provides adequate data base for efficient performance of the job” (Mean score 3.82 with a SD of 0.716)

5.2.5 Social Integration in the work

Sales executives contact and connection with his colleagues is an important aspect of their job. They have to involve in various social activities, relationship and act in

various social roles. They should be given enough freedom to discuss any matters with their superiors and colleagues. The superiors and organization in turn properly identified them in their work and they should be proper relationship between effort and reward. Social integration promotes team work and overall success of the organization. Organization promotes protection of the rights and opportunities of their employees and ensures proper communication in the organization.

Table 5.6
Descriptive statistics – Social integration in the work

Social integration in the work				
	Job Category	N	Mean	Std. Deviation
I have enough freedom to discuss with my superiors with regard to any aspect of my work.	Top level executive	34	3.91	.668
	Middle level executive	150	3.44	1.033
	Front Line executive	169	3.70	.745
	Total	353	3.61	.885
Employees are adequately rewarded and identified for their work	Top level executive	34	4.59	.892
	Middle level executive	150	3.39	1.128
	Front Line executive	169	3.72	.537
	Total	353	3.66	.931
My organisation encourages upward mobility of all employees	Top level executive	34	3.91	.668
	Middle level executive	150	3.54	1.021
	Front Line executive	169	3.39	.558
	Total	353	3.50	.809
My organisation promotes team work for its overall success	Top level executive	34	4.59	.892
	Middle level executive	150	3.67	1.235
	Front Line executive	169	3.85	.556
	Total	353	3.84	.967

My organisation provides equal rights and opportunities to all.	Top level executive	34	3.91	.668
	Middle level executive	150	3.37	.987
	Front Line executive	169	3.75	.433
	Total	353	3.61	.765
My organisation ensures proper communication to all employees.	Top level executive	34	4.56	.894
	Middle level executive	150	3.47	.932
	Front Line executive	169	3.83	.624
	Total	353	3.75	.853
Social Integration in the Work	Top level executive	34	4.245	.7501
	Middle level executive	150	3.480	.9724
	Front Line executive	169	3.707	.4430
	Total	353	3.662	.7711

Source: Primary Data

Table 5.6 shows the mean score based on response on a five-point Likert scale to six statements regarding Social integration in the work among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (4.245) is higher than Front-Line Executives (3.707) and Middle Level executives (3.480). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy more social integration in the work than their other counter parts. The highest mean score among the six statements for top level executives is for the statements namely, “Employees are adequately rewarded and identified for their work” (Mean score 4.59 with a SD of 0.892) and “My organisation promotes team work for its overall success” (Mean score 4.59 with a SD of 0.892) . The lowest mean score among the six statements is assigned to the statement namely, “I have enough freedom to discuss with my superiors with regard to any aspect of my work” (Mean score 3.91 with a SD of 0.668) and “My organisation encourages upward mobility of all employees” (Mean score 3.91with a SD of 0.668) and “My organisation provides equal rights and opportunities for all” (Mean score 3.91 with a SD of 0.668)

5.2.6 Constitutionalism

Sales executives being part and parcel of the corporate culture have certain rights and responsibilities and the violation of such rights leads to redressal from an appropriate authority. Every organization should be governed by a rule of law and must treat all members in a just and equitable manner. A cordial relationship between employer and employee must exist in all organization. Modern organization aims at maintaining value in an organization. Value can be maintained only in an environment of trust, integrity and honesty. Employees should be imparted a feeling of oneness in the organization and there must be a proper machinery for the redressal of their grievances in the organization.

Table 5.7
Descriptive Statistics – Constitutionalism

Constitutionalism				
	Job Category	N	Mean	Std. Deviation
My organisation is governed by the Rule of Law	Top level executive	34	3.82	.576
	Middle level executive	150	3.53	.857
	Front Line executive	169	3.45	.635
	Total	353	3.52	.739
My organisation treats all members in the same way	Top level executive	34	3.21	.592
	Middle level executive	150	3.52	.857
	Front Line executive	169	3.42	.856
	Total	353	3.44	.838
Employees are provided with equitable treatment in all aspects of their job	Top level executive	34	3.12	.808
	Middle level executive	150	3.51	.865
	Front Line executive	169	3.37	.974
	Total	353	3.41	.919

Good employer – employee relationship is prevailed in my organisation.	Top level executive	34	3.82	.576
	Middle level executive	150	3.56	.878
	Front Line executive	169	3.46	.976
	Total	353	3.54	.907
My organisation always stresses on maintaining value	Top level executive	34	3.82	.576
	Middle level executive	150	3.51	.825
	Front Line executive	169	3.37	.924
	Total	353	3.48	.863
My organisation believes in the principle of “Unity is Strength”	Top level executive	34	3.82	.576
	Middle level executive	150	3.59	.778
	Front Line executive	169	3.71	.676
	Total	353	3.67	.715
There is a proper grievance handling mechanism in my organisation	Top level executive	34	3.82	.576
	Middle level executive	150	2.75	.957
	Front Line executive	169	3.41	.882
	Total	353	3.17	.967
Constitutionalism	Top level executive	34	3.634	.5738
	Middle level executive	150	3.424	.7173
	Front Line executive	169	3.456	.7313
	Total	353	3.460	.7123

Source: Primary Data

Table 5.7 shows the mean score based on response on a five-point Likert scale to seven statements regarding Constitutionalism in the work among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Top-level executives (3.634) is higher than Front-Line Executives (3.456) and Middle Level executives (3.424). This shows that compared to Middle level and Front-Line executives, Top level executives enjoy more constitutionalism in the work than their

other counter parts. The highest mean score among the seven statements for top level executives is for the statements namely, “My organisation is governed by rule of law ” (Mean score 3.82 with a SD of 0.576) ,”Good employer- employee relationship is prevailed in the organisation ” (Mean score 3.82 with a SD of 0.576) ,My organisation always stresses on maintaining value” (Mean score 3.82 with a SD of 0.576) , My organisation believes in the principle for “Unity is strength” (Mean score 3.82 with a SD of 0.576) “There is a proper grievance handling mechanism in my organisation ” (Mean score 3.82 with a SD of 0.576). The lowest mean score among the seven statements is assigned to the statement namely, “Employees are provided with equitable treatment” (Mean score 3.12 with a SD of 0.808) and “My organisation treats all members in the same way” (Mean score 3.21with a SD of 0.592).

5.2.7 Work and total life space

Sales executives are always in a hurry to grab a potential customer and meeting sales targets. Often their work life balance is adversely affected. They require a flexible work schedule to manage their personal and professional life. They should be provided with recreational and sports related activities in order to relieve their professional hardships and to offer a smooth working atmosphere. The highest performing sales executives manage their personal life and organization provides enough facilities to manage their personal and professional life.

Table 5.8
Descriptive statistics - Work and total life space.

Work and total life space				
	Job Category	N	Mean	Std. Deviation
Flexible work schedule help me to manage work effectively	Top level executive	34	3.18	.576
	Middle level executive	150	3.55	.909
	Front Line executive	169	3.79	.698
	Total	353	3.63	.805

My organisation ensures proper work life balance for employees	Top level executive	34	3.82	.576
	Middle level executive	150	3.74	1.026
	Front Line executive	169	3.69	.535
	Total	353	3.73	.784
My organisation encourages recreational activities for employees	Top level executive	34	3.09	.514
	Middle level executive	150	3.47	.808
	Front Line executive	169	3.54	.866
	Total	353	3.46	.822
My work schedule offers sufficient rest and relaxation	Top level executive	34	3.74	.618
	Middle level executive	150	3.37	.765
	Front Line executive	169	3.88	.606
	Total	353	3.65	.719
My organisation encourages to take part in sports related activities	Top level executive	34	3.06	.489
	Middle level executive	150	3.15	.946
	Front Line executive	169	3.41	1.147
	Total	353	3.27	1.024
Work and Total Life Space	Top level executive	34	3.376	.4868
	Middle level executive	150	3.457	.7665
	Front Line executive	169	3.664	.6430
	Total	353	3.548	.6936

Source: Primary Data

Table 5.8 shows the mean score based on response on a five-point Likert scale to five statements regarding work and total life space among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Front-Line sales executives (3.664) is higher than Middle Level sales executives (3.457) and Top-Level executives (3.376). This shows that compared to Middle level and Top-Level executives, Front-Line executives enjoy more work and total life space than their other

counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “My work schedule offers sufficient rest and relaxation” (Mean score 3.88 with a SD of 0.606) and “ Flexible work schedule help me to manage work effectively” (Mean score 3.79 with a SD of 0.698. The lowest mean score among the five statements is assigned to the statement namely, “My organisation encourages to take part in sports related activities” (Mean score 3.41 with a SD of 1.147).

Mean of Front-line sales executives are more than that of middle level and Top-level sales executives.

5.2.8 The Social Relevance of work life

Once the social relevance of work life is neglected, job negatively affects the personal life of sales executives. The job should uphold the social prestige of the executives and a proper balance should be in between work and personal life. Executives prefer to have more quality time with their family and work should be such that it increases the social contacts of the employees. Organization should preserve a work ethics and culture in the organization and the violation of ethics should be considered as a grave issue. The work should provide them job satisfaction and promotes the well-being of the sales executives. Social relevance of work life is considered so crucial in the present century as sales is considered as the most important aspect of organization and a challenging job due to the implementation of modern technology.

Table 5.9

Descriptive statistics – The Social relevance of work life

The Social relevance of work life				
	Job Category	N	Mean	Std. Deviation
My organisation always upholds social prestige	Top level executive	34	3.82	.576
	Middle level executive	150	3.45	.994
	Front Line executive	169	3.53	.817

Factors affecting Quality of Work Life

	Total	353	3.52	.882
My organisation has greater concern for the society	Top level executive	34	3.82	.576
	Middle level executive	150	3.57	.979
	Front Line executive	169	3.70	.687
	Total	353	3.66	.817
My organisation promotes self-esteem and well-being of employees	Top level executive	34	3.15	.558
	Middle level executive	150	3.59	.769
	Front Line executive	169	3.59	.790
	Total	353	3.55	.771
My organisation communicates every change that takes place in organisation	Top level executive	34	3.82	.576
	Middle level executive	150	3.57	.965
	Front Line executive	169	3.57	.829
	Total	353	3.59	.871
My work helps me to increase my social contacts	Top level executive	34	3.06	.776
	Middle level executive	150	3.80	1.093
	Front Line executive	169	3.84	.527
	Total	353	3.75	.864
My work never gave me any dissatisfaction	Top level executive	34	3.82	.576
	Middle level executive	150	3.66	1.163
	Front Line executive	169	3.61	.700
	Total	353	3.65	.917
There is no violation of ethics in my organisation.	Top level executive	34	3.15	.558
	Middle level executive	150	3.87	1.149
	Front Line executive	169	3.84	.467
	Total	353	3.79	.858
The Social Relevance of Work Life	Top level executive	34	3.521	.5559

	Middle level executive	150	3.646	.9453
	Front Line executive	169	3.669	.5829
	Total	353	3.645	.7557

Source: Primary Data

Table 5.9 shows the mean score based on response on a five-point Likert scale to six statements regarding social relevance of work life among Top Level, Middle Level and Front-Line sales executives which shows that mean response of Front-Line sales executives (3.669) is higher than Middle Level sales executives (3.646) and Top-Level executives (3.521). This shows that compared to Middle level and Top-Level executives, Front-Line executives enjoy more social relevance of work than their other counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “There is no violation of ethics in my organisation” (Mean score 3.84 with a SD of 0.467) and “My work life helps me to increase my social contacts” (Mean score 3.75 with a SD of 0.527). The lowest mean score among the six statements is assigned to the statement namely, “My organisation always upholds social prestige” (Mean score 3.53 with a SD of 0.817).

5.2.9 Descriptive Statistics concerning quality of work life dimensions with regard to the educational qualification of the sales executives

A comparative study regarding the quality of work life dimensions among the three categories of sales executives and their educational qualifications was done.

5.2.9.1 Adequate and Fair Compensation

An analysis is done to measure how far Adequate and fair compensation of sales executives with respect to three categories of sales executives is influenced by their educational status.

Table 5.10

Adequate and Fair Compensation and Educational Status

	Job Category	Education	Gender	Mean	Std. Deviation
Adequate and Fair Compensation	Top level executive	Graduation	Male	4.193	1.0020
		Post-Graduation	Male	4.016	.1695
		Professional	Male	4.156	.1875
		Total	Male	4.147	.8086
			Total	4.147	.8086
	Middle level executive	Diploma	Male	3.921	.0671
			Female	3.417	.4018
			Total	3.886	.1680
		Graduation	Male	3.192	1.2363
			Female	3.675	.3377
			Total	3.265	1.1553
		Post-Graduation	Male	3.259	.8156
			Female	2.917	.5962
			Total	3.212	.7939
		Professional	Male	3.354	1.1495
			Female	3.438	.0884
			Total	3.375	.9728
		Total	Male	3.456	.8668
			Female	3.250	.5621
			Total	3.430	.8358
	Front Line executive	Diploma	Male	3.333	.6557
			Total	3.333	.6557
		Graduation	Male	3.482	.2583
			Female	3.589	.2470
		Post-Graduation	Total	3.490	.2577
			Male	2.807	.7397
			Female	2.859	.4745
		Professional	Total	2.814	.7077
			Male	3.975	.3354
			Female	3.975	.3354
		Total	Male	3.254	.6094
			Female	3.200	.5299
Total	3.249		.6016		
Total	Diploma	Male	3.788	.3950	
		Female	3.417	.4018	
		Total	3.768	.4006	
	Graduation	Male	3.538	.7801	
		Female	3.625	.2770	
		Total	3.545	.7514	

		Post-Graduation	Male	3.106	.8196
			Female	2.890	.5264
			Total	3.078	.7902
		Professional	Male	3.775	.8021
			Female	3.438	.0884
			Total	3.735	.7589
		Total	Male	3.432	.7899
			Female	3.228	.5405
			Total	3.413	.7712

Source: Primary Data

With respect to adequate and fair compensation, Top Level Executives enjoyed more satisfaction with regard to adequate and fair compensation and the mean score of top-level executives who possess graduation as educational qualification is (4.193) followed by Post graduates (4.016) and Professional (4.156). As regards Middle Level executives possessing Diploma qualification has more mean score (3.921) when compared to professional (3.35), Post graduates (3.259 and Graduates (3.192). In case of Front Line executives, those who have Professional qualification have high mean score (3.975) followed by graduation qualification (3.48) and Diploma qualification (3.33) and Post graduate qualification (2.807).

5.2.9.2 Safe and healthy working conditions

An analysis of “Safe and healthy working conditions” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.11

Safe and healthy working conditions

	Job Category	Education	Gender	Mean	Std. Deviation
Safe and Healthy Working Conditions	Top level executive	Graduation	Male	3.835	.7484
			Total	3.835	.7484
		Post Graduation	Male	3.891	.1558
			Total	3.891	.1558
		Professional	Male	3.563	.6495
			Total	3.563	.6495
		Total	Male	3.816	.6398
			Total	3.816	.6398

	Middle level executive	Diploma	Male	3.534	.0792	
			Female	2.833	.0722	
			Total	3.486	.1948	
		Graduation	Male	3.094	.7582	
			Female	3.075	.6162	
			Total	3.091	.7297	
		Post Graduation	Male	3.174	.7423	
			Female	2.861	.6944	
			Total	3.131	.7387	
		Professional	Male	3.104	.5724	
			Female	3.438	.4419	
			Total	3.188	.5345	
		Total	Male	3.266	.6331	
			Female	2.974	.5886	
			Total	3.229	.6333	
	Front Line executive	Diploma	Male	3.427	.4075	
			Total	3.427	.4075	
		Graduation	Male	3.622	.2792	
			Female	4.018	.1519	
			Total	3.652	.2910	
		Post-Graduation	Male	3.087	.7179	
			Female	2.844	.6115	
			Total	3.055	.7051	
		Professional	Male	3.875	.1768	
			Total	3.875	.1768	
		Total	Male	3.431	.5455	
			Female	3.392	.7513	
			Total	3.428	.5641	
		Total	Diploma	Male	3.509	.2049
				Female	2.833	.0722
Total	3.473			.2519		
Graduation	Male		3.547	.5606		
	Female		3.625	.6216		
	Total		3.553	.5640		
Post-Graduation	Male		3.184	.7297		
	Female		2.853	.6362		
	Total		3.142	.7248		
Professional	Male		3.483	.5784		
	Female		3.438	.4419		
	Total		3.478	.5524		
Total	Male		3.404	.6131		
	Female		3.158	.6876		
	Total		3.381	.6238		

Source: Primary Data

As regards “Safe and healthy working conditions top level executives having Post graduation qualification represents highest mean score (3.891) followed by those possessing graduation as educational qualification (3.835) and Professional qualification (3.563).In case of Middle level sales executives those possessing Diploma educational qualification have highest mean score(3.534) followed by those having Post graduation (3.174) and Professionals (3.104) and graduates (3.094).In case of Front line executives those having Professional qualification have highest mean score (3.875) followed by Graduates (3.622) and Diploma holders (3.427) and Post graduates (3.087)

5.2.9.3 Opportunities for developing human capacity

An analysis of “Opportunities for developing human capacity” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.12

Opportunities for developing human capacity

	Job Category	Education	Gender	Mean	Std. Deviation
Opportunities for Developing Human Capacity	Top level executive	Graduation	Male	4.273	1.0478
			Total	4.273	1.0478
		Post-Graduation	Male	3.643	.7122
			Total	3.643	.7122
		Professional	Male	3.857	.9897
			Total	3.857	.9897
		Total	Male	4.076	.9861
			Total	4.076	.9861
		Middle level executive	Diploma	Male	3.366
	Female			3.000	.2857
	Total			3.341	.2094
	Graduation		Male	2.944	.9431
			Female	2.771	1.0182
			Total	2.918	.9402
	Post-Graduation		Male	3.084	.8333
			Female	2.333	.7593
			Total	2.980	.8586
	Professional	Male	3.238	1.0754	

			Female	3.071	.3030
			Total	3.196	.9193
		Total	Male	3.149	.7480
			Female	2.632	.7712
	Total	Total	3.084	.7680	
		Diploma	Male	2.917	.6984
	Total		2.917	.6984	
	Front Line executive	Graduation	Male	3.202	.2754
			Female	3.490	.1818
		Total	3.224	.2794	
		Post-Graduation	Male	2.895	.4950
			Female	3.036	.5108
		Total	2.913	.4951	
	Professional	Male	3.800	.3130	
		Total	3.800	.3130	
	Total	Male	3.094	.4483	
		Female	3.248	.4468	
		Total	3.107	.4490	
	Total	Diploma	Male	3.264	.4064
			Female	3.000	.2857
			Total	3.250	.4034
		Graduation	Male	3.324	.7680
			Female	3.190	.7293
			Total	3.313	.7634
		Post-Graduation	Male	3.037	.7109
			Female	2.664	.7301
			Total	2.989	.7214
		Professional	Male	3.590	.8603
Female			3.071	.3030	
Total			3.529	.8265	
Total		Male	3.221	.7172	
		Female	2.903	.7110	
		Total	3.191	.7217	

Source: Primary Data

As regards “Opportunities for developing human capacities” top level executives having graduation qualification represents highest mean score 4.273 followed by those possessing Professional educational qualification (3.857) and Post-graduation qualification (3.643).In case of Middle level sales executives those possessing Diploma educational qualification have highest mean score(3.366) followed by those having Professional qualification (3.238) and Post-graduation qualification (3.084) and graduates (2.944).In case of Front line executives those having Graduation

qualification have highest mean score (3.490) followed by Diploma holders(3.8) and graduates (3.490) and Post graduates (2.895)

5.2.9.4 Opportunities for Growth and Security

An analysis of “Opportunities for Growth and Security” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.13
Opportunities for growth and security

	Job Category	Education	Gender	Mean	Std. Deviation	
Opportunities for Growth and Security	Top level executive	Graduation	Male	3.903	.8291	
			Total	3.903	.8291	
		Post-Graduation	Male	4.297	.6372	
			Total	4.297	.6372	
		Professional	Male	4.125	.1443	
			Total	4.125	.1443	
		Total	Male	4.022	.7446	
			Total	4.022	.7446	
		Middle level executive	Diploma	Male	3.637	.0376
				Female	3.000	.1250
	Total			3.594	.1686	
	Graduation		Male	3.272	.8600	
			Female	3.250	.4921	
			Total	3.269	.8090	
	Post-Graduation		Male	3.127	.8283	
			Female	2.889	.7301	
			Total	3.094	.8143	
	Professional		Male	3.250	.8944	
			Female	3.563	.6187	
			Total	3.328	.8044	
	Total		Male	3.323	.7236	
Female			3.072	.6057		
Total			3.292	.7128		
Front Line executive	Diploma		Male	3.302	.9762	
			Total	3.302	.9762	

		Graduation	Male	3.738	.3592
			Female	3.839	.1189
			Total	3.746	.3473
		Post-Graduation	Male	3.099	.6218
			Female	3.219	.5208
			Total	3.115	.6069
		Professional	Male	3.950	.1118
			Total	3.950	.1118
		Total	Male	3.491	.6055
	Female		3.508	.4943	
	Total		3.493	.5952	
	Total	Diploma	Male	3.561	.4719
			Female	3.000	.1250
			Total	3.531	.4769
		Graduation	Male	3.668	.6200
			Female	3.594	.4334
			Total	3.662	.6060
		Post-Graduation	Male	3.194	.7831
			Female	3.044	.6434
			Total	3.175	.7663
		Professional	Male	3.717	.6739
Female			3.563	.6187	
Total			3.699	.6511	
Total	Male	3.479	.6997		
	Female	3.265	.5933		
	Total	3.458	.6923		

Source: Primary Data

As regards “Opportunities for growth and security” top level executives having Post graduation qualification represents highest mean score (4.297) followed by those possessing Professional educational qualification (4.125) and Graduation qualification (3.903).In case of Middle level sales executives those possessing Diploma educational qualification have highest mean score(3.637) followed by those having Graduation qualification (3.272) and Professional qualification (3.250) and Post graduates (3.127).In case of Front line executives those having Professional qualification have highest mean score (3.950) followed by Graduates (3.738) and Diploma holders (3.302) and Post graduates (3.099)

5.2.9.5 Social Integration in the Work

An analysis of “Social integration in the work” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.14

Social Integration in the Work

	Job Category	Education	Gender	Mean	Std. Deviation	
Social Integration in the Work	Top level executive	Graduation	Male	4.152	.8758	
			Total	4.152	.8758	
		Post-Graduation	Male	4.500	.4629	
			Total	4.500	.4629	
		Professional	Male	4.250	.2887	
			Total	4.250	.2887	
		Total	Male	4.245	.7501	
			Total	4.245	.7501	
		Middle level executive	Diploma	Male	4.167	.0645
				Female	2.167	.0000
				Total	4.030	.5137
			Graduation	Male	3.298	1.1188
	Female			3.167	.9428	
	Total			3.278	1.0815	
	Post-Graduation		Male	3.292	1.0196	
			Female	2.778	.7817	
			Total	3.221	1.0009	
	Professional		Male	3.528	1.1898	
			Female	3.000	1.1785	
			Total	3.396	1.1267	
	Total		Male	3.578	.9577	
			Female	2.807	.8094	
			Total	3.480	.9724	
	Front Line executive		Diploma	Male	3.431	.7735
				Total	3.431	.7735
			Graduation	Male	3.871	.1277

			Female	3.833	.0000	
			Total	3.868	.1230	
		Post-Graduation	Male	3.535	.5550	
			Female	3.250	.5118	
			Total	3.497	.5540	
		Professional	Male	4.000	.2357	
			Total	4.000	.2357	
		Total	Male	3.725	.4377	
			Female	3.522	.4708	
			Total	3.707	.4430	
		Total	Diploma	Male	4.000	.4759
				Female	2.167	.0000
	Total			3.902	.6226	
	Graduation		Male	3.797	.6798	
			Female	3.556	.6641	
			Total	3.777	.6796	
	Post-Graduation		Male	3.484	.8568	
			Female	3.000	.6922	
			Total	3.423	.8510	
	Professional		Male	3.878	.7980	
			Female	3.000	1.1785	
			Total	3.775	.8538	
	Total	Male	3.720	.7506		
		Female	3.123	.7624		
Total		3.662	.7711			

Source: Primary Data

As regards “Social integration in the work” top level executives having Post graduation qualification represents highest mean score (4.500) followed by those possessing Professional educational qualification (4.250) and Graduation qualification (4.152).In case of Middle level sales executives those possessing Diploma educational qualification have highest mean score (4.167) followed by those having Professional qualification (3.528) and Graduation qualification (3.298) and Post graduates (3.292). In case of Front-line executives those having Professional

qualification have highest mean score (4.000) followed by Graduates (3.871) and Post graduates (3.535) and Diploma holders (3.431)

5.2.9.6 Constitutionalism

An analysis of “Constitutionalism” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.15
Constitutionalism

	Job Category	Education	Gender	Mean	Std. Deviation	
Constitutionalism	Top level executive	Graduation	Male	3.487	.6652	
			Total	3.487	.6652	
		Post-Graduation	Male	3.929	.1323	
			Total	3.929	.1323	
		Professional	Male	3.857	.1650	
			Total	3.857	.1650	
		Total	Male	3.634	.5738	
			Total	3.634	.5738	
		Middle level executive	Diploma	Male	3.746	.0815
				Female	3.429	.7559
	Total			3.724	.1982	
	Graduation		Male	3.168	.8721	
			Female	3.343	.8548	
			Total	3.195	.8585	
	Post-Graduation		Male	3.339	.7818	
			Female	3.365	.8394	
			Total	3.343	.7832	
	Professional		Male	3.500	.8512	
			Female	3.000	1.4142	
			Total	3.375	.9256	
	Total		Male	3.437	.7045	
			Female	3.331	.8152	
			Total	3.424	.7173	
	Front Line executive		Diploma	Male	3.369	.8183
				Total	3.369	.8183
			Graduation	Male	3.605	.6192
		Female		4.224	.1124	

		Total	3.653	.6180		
		Post Graduation	Male	3.105	.7673	
			Female	3.464	.9771	
			Total	3.152	.7979	
		Professional	Male	3.800	.1278	
			Total	3.800	.1278	
		Total	Male	3.421	.7175	
			Female	3.819	.7981	
			Total	3.456	.7313	
		Total	Diploma	Male	3.660	.4148
				Female	3.429	.7559
				Total	3.648	.4316
	Graduation		Male	3.495	.7026	
			Female	3.857	.6919	
			Total	3.524	.7065	
	Post-Graduation		Male	3.274	.7742	
			Female	3.412	.8790	
			Total	3.291	.7861	
	Professional		Male	3.695	.5450	
			Female	3.000	1.4142	
			Total	3.613	.6619	
	Total	Male	3.451	.6992		
		Female	3.546	.8326		
		Total	3.460	.7123		

Source: Primary Data

As regards “Constitutionalism” top level executives having Post graduation qualification represents highest mean score (3.929) followed by those possessing Professional educational qualification (3.857) and Graduation qualification (3.487). In case of Middle level sales executives those possessing Diploma, educational qualification has highest mean score (3.746) followed by those having Professional qualification (3.500) and post-Graduation qualification (3.339) and Graduates (3.168). In case of Front-line executives those having Professional qualification have highest mean score (3.800) followed by Graduates (3.605) and Diploma holders (3.369) and Post graduates (3.105)

5.2.9.7 The social relevance of work life

An analysis of “The social relevance of work life” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.16

The social relevance of work life

	Job Category	Education	Gender	Mean	Std. Deviation	
The Social Relevance of Work Life	Top level executive	Graduation	Male	3.338	.6021	
			Total	3.338	.6021	
		Post-Graduation	Male	3.893	.1984	
			Total	3.893	.1984	
		Professional	Male	3.786	.2474	
			Total	3.786	.2474	
		Total	Male	3.521	.5559	
			Total	3.521	.5559	
		Middle level executive	Diploma	Male	4.331	.2177
				Female	3.429	.4949
	Total			4.269	.3293	
	Graduation		Male	3.071	1.1661	
			Female	3.886	.2556	
			Total	3.195	1.1151	
	Post-Graduation		Male	3.510	.9345	
			Female	3.254	.9524	
			Total	3.475	.9337	
	Professional		Male	3.286	1.1066	
			Female	4.000	.0000	
			Total	3.464	.9920	

Factors affecting Quality of Work Life

		Total	Male	3.663	.9728	
			Female	3.526	.7378	
			Total	3.646	.9453	
	Front Line executive	Diploma	Male	3.595	.7938	
			Total	3.595	.7938	
		Graduation	Male	3.988	.0865	
			Female	4.020	.0540	
			Total	3.991	.0847	
		Post Graduation	Male	3.167	.6497	
			Female	3.250	.6239	
			Total	3.178	.6419	
		Professional	Male	3.971	.1863	
			Total	3.971	.1863	
		Total	Male	3.674	.5833	
			Female	3.610	.5951	
			Total	3.669	.5829	
		Total	Diploma	Male	4.164	.5161
				Female	3.429	.4949
	Total			4.125	.5373	
	Graduation		Male	3.690	.7037	
			Female	3.964	.1736	
Total			3.712	.6799		
Post Graduation	Male		3.381	.8079		
	Female		3.252	.7898		
	Total		3.365	.8039		
Professional	Male		3.648	.7479		
	Female		4.000	.0000		

			Total	3.689	.7093
		Total	Male	3.653	.7647
			Female	3.563	.6700
			Total	3.645	.7557

Source: Primary Data

As regards “The social relevance of work life” top level executives having Post graduation qualification represents highest mean score (3.893) followed by those possessing Professional educational qualification (3.786) and Graduation qualification (3.338). In case of Middle level sales executives those possessing Diploma, educational qualification has highest mean score (4.331) followed by those having Post graduation qualification (3.510) and Professional qualification (3.286) and Graduates (3.071). In case of Front-line executives those having Graduation qualification have highest mean score (3.988) followed by Professional qualification (3.971) and Diploma holders (3.595) and Post graduates (3.167)

5.2.9.8 Work and Total Life Space

An analysis of “Work and total Life Space” of sales executives with respect to three categories of sales executives and its influence on educational status is done

Table 5.17

Work and Total Life Space

	Job Category	Education	Gender	Mean	Std. Deviation
Work and Total Life Space	Top level executive	Graduation	Male	3.227	.5063
			Total	3.227	.5063
		Post-Graduation	Male	3.625	.3105
			Total	3.625	.3105
		Professional	Male	3.700	.3464
			Total	3.700	.3464
		Total	Male	3.376	.4868
			Total	3.376	.4868

Factors affecting Quality of Work Life

	Middle level executive	Diploma	Male	3.980	.0601
			Female	3.067	.8083
			Total	3.918	.2967
		Graduation	Male	3.036	.8538
			Female	3.440	.8295
			Total	3.097	.8502
		Post-Graduation	Male	3.375	.8028
			Female	3.000	.9849
			Total	3.323	.8319
		Professional	Male	3.333	.4131
			Female	4.000	.0000
			Total	3.500	.4660
	Total	Male	3.490	.7476	
		Female	3.232	.8750	
		Total	3.457	.7665	
	Front Line executive	Diploma	Male	3.617	.7457
			Total	3.617	.7457
		Graduation	Male	4.000	.0538
			Female	4.200	.2582
			Total	4.015	.0999
		Post-Graduation	Male	3.136	.7714
			Female	3.250	.7231
			Total	3.151	.7604
		Professional	Male	3.640	.3286
			Total	3.640	.3286
		Total	Male	3.661	.6367
			Female	3.693	.7285
Total	3.664		.6430		
Total	Diploma	Male	3.898	.3795	
		Female	3.067	.8083	
		Total	3.854	.4423	
	Graduation	Male	3.672	.6133	
		Female	3.883	.6631	
		Total	3.689	.6179	
		Male	3.284	.7747	

		Post-Graduation	Female	3.118	.8546
			Total	3.263	.7838
		Professional	Male	3.533	.3830
			Female	4.000	.0000
			Total	3.588	.3903
		Total	Male	3.561	.6773
			Female	3.435	.8348
			Total	3.548	.6936

Source: Primary Data

As regards “Work and total life space” top level executives having Professional qualification represents highest mean score (3.700) followed by those possessing Post Graduation educational qualification (3.625) and Graduation qualification (3.227). In case of Middle level sales executives those possessing Diploma, educational qualification has highest mean score (3.980) followed by those having Post graduation qualification (3.375) and Professional qualification (3.333) and Graduates (3.036). In case of Front-line executives those having Graduation qualification have highest mean score (4.000) followed by Professional qualification (3.640) and Diploma holders (3.617) and Post graduates (3.136)

5.3 Conclusion

While examining the variables which determine the quality of work life of sales executives, it is clear that top level sales executives enjoy adequate and fair compensation, safe and healthy working conditions, opportunities for developing human capacity, opportunities for growth and security, social integration and constitutionalism. While examining these variables in detail it is interesting to note that though they enjoy these benefits, they do not get sufficient time for sleep and are not free from the pressure of their superiors, do not have proper communication with their superiors and are not treated alike in all organisations. As regards work and total life space and social relevance of work life, front line sales executives enjoy a better position than that of middle level and top-level sales executives. Though they enjoy these dimensions of quality of work life, they are of the view that the organization do not uphold their social prestige and do not provide sufficient opportunities related to sports related activities.

Chapter 6

Job Stress Among Sales Executives

The previous chapter discussed about the factors affecting quality of work life and its relationship with various demographic factors. Besides quality of work life one of the important factors that affects job satisfaction, productivity and organizational target achievement of sales executives is Job stress. This chapter analyses the job stress of sales executives working in the top, middle and front line and also the major stressors which adversely affect their performance.

Quality of Work life brings several outcomes including employee productivity, job satisfaction and goal achievement. Job stress among sales executives act as a hindrance in the attainment of these outcomes. In this juncture it is essential to analyse the factors affecting Job stress among Sales executives in the field of consumer and electronic appliances and necessary remedial measures can be taken to mitigate the effects of job stress. The mean, standard deviation, discriminant function analysis and Wilks's lambda test is used to analyze the factors affecting job stress of top, middle and front-line sales executives.

6.1 ANALYSIS OF DIFFERENT FACTORS AFFECTING JOB STRESS AMONG SALES EXECUTIVES IN TOP, MIDDLE AND FRONT-LINE LEVEL

In order to examine the different factors affecting job stress, twenty-two qualitative attributes in the form of statements have been collected and incorporated. Table 5.1 show the summary response of the sales executives about factors affecting job stress of Top, Middle and Front-line executives. The mean and standard deviation of sales executives in top, middle and top level are analysed to determine which statement or factor contributed to the major stress of sales executive as well as which factor least contributed as a stressor of sales executive.

Table 6.1
Factors affecting Job Stress of Sales Executives

Factors affecting Job Stress	Top Level		Middle Level		Front- Line	
	Mean	Std. Deviation	Mean	Std. Deviation	Mean	Std. Deviation
1.I do not find any leisure hours during my job	4.09	1.379	2.29	.797	2.91	.692
2.I meet my target with great difficulty	4.18	1.193	2.19	.893	2.33	.593
3.I work under stressful time schedule in carrying out my assigned task	3.56	.786	2.20	.666	2.31	.607
4.My assigned task is always fluctuating and unpredictable.	4.21	1.200	2.18	.592	2.14	.462
5.My assigned task lacks job clarity	3.56	.786	2.23	.787	2.52	.578
6.I consider that time factor can be regarded as a source of mental tension	4.15	1.329	2.23	.706	2.40	.766
7.I do not get time to participate in social gathering	4.12	1.320	2.18	.656	2.07	.704
8.My work role is distributed among conflicting demands.	4.32	1.147	2.33	.833	2.07	.720
9.My work load is too heavy	3.47	.896	2.19	.587	2.19	.715
10.The amount of work I have to do interfere with the quality I want to maintain.	4.24	1.208	2.32	.689	2.19	.779
11.My official work does not allow me to have enough time with my family.	4.24	1.208	2.29	.698	2.20	.718
12.I have been with too much responsibility in my office.	4.12	1.387	2.29	.738	2.23	.577
13.There is a need to reduce some part of my work.	4.24	1.208	2.27	.642	1.96	.571
14.I feel overburdened in my job.	3.56	.786	2.25	.761	2.12	.717
15.Several aspects of my job are vague.	4.12	1.387	2.40	.695	2.14	.675

16. My work has not been defined clearly and in detail	3.65	.774	2.24	.692	2.11	.707
17. I am not clear as to what are the priorities in my job.	4.24	1.208	2.16	.812	2.15	.696
18. I am not clear on the scope and responsibilities of my job.	4.18	1.193	2.19	.639	2.09	.657
19. My family issues causes stress at my work	4.18	1.193	2.27	.759	2.17	.713
20. Taking an appropriate action is stressful for me	4.21	1.200	2.34	.810	2.15	.756
21. I feel very bad to contact my superior for my personal and family problems.	4.29	1.142	2.34	.810	2.16	.710
22.. I do not have opportunities for career growth and development	4.32	1.147	2.25	.821	2.24	.466
Overall mean score of factors affecting job stress	4.06	1.07	2.26	0.73	2.22	0.66

Source: Primary Data

Table 6.1 show the mean value and standard deviation based on response on a five-point Likert scale of the Twenty-two statements about Job stress of Sales Executives. The overall average of factors affecting job stress shows that Mean response and Standard Deviation of Top Level executives (4.06,SD 1.07) are higher than that of Middle Level (2.26,SD 0.73) and Front Line Executives.(2.22, SD 0.66) .The highest mean scores are given to the factors affecting job stress namely “My work role is distributed among conflicting demands.”(Mean score 4.32 with a SD of 1.147) and “I do not have opportunities for career growth and development” (Mean score 4.32 with a SD of 1.147). Whereas the Middle Level Executives assigned the highest mean score to the statement namely “Several aspects of my job are vague” (Mean score 2.40 with a SD of 0.695). For the Front-line executives, the highest mean score is given to the factors affecting job stress namely “I do not find any leisure hours during my job” (Mean score 2.91 with a SD of 0.692)

The lease important statement for Top level Executives assigned the lowest mean score to the statement namely “My workload is too heavy” (Mean score 3.47 with a SD of 0.896). Whereas for Middle Level executives assigned the lowest mean score

to the statement namely “I am not clear as to what are the priorities in my job” (Mean score 2.16 with a SD of 0.812). For the Front-line executives, the lowest mean score is given to the factor affecting job stress namely “There is a need to reduce some part of my work.” ((Mean score 1.96 with a SD of 0.571)

6.2 DISCRIMINANT FUNCTION ANALYSIS OF JOB STRESS FACTORS AMONG SALES EXECUTIVES

The various job stress factors followed by sales executives have been identified and analysed with the help of Discriminant Function Analysis. The results are shown below: -

H0: In respect of the factors affecting job stress, there is no significant differences among sales executives at various levels

Table 6.2

Eigen Value Table – Factors affecting job stress

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	2.487 ^a	76.3	76.3	.845
2	.774 ^a	23.7	100.0	.660

Source: Primary Data

The canonical correlation coefficient is 84.5 percentage at Function 1 and 66 percentage at function 2. It shows correlation among the Job Stress factors and level of executives.

Table 6.3

Wilks Lambda Test- Factors affecting Job Stress

Test of Function(s)	Wilks' Lambda	Chi-square	Df	Sig.
1 through 2	.162	618.555	44	.000
2	.564	194.520	21	.000

Source: Primary Data

The Wilks Lambda coefficient is 16.2 percentage for Function 1 and 52.4 percent for function 2. It is found reliable for the prediction and classification of the factors affecting job stress among sales executives. The Chi square test value are 618.55 for Function 1 and 194.52 for Function 2. And the p value is 0.000 which is less than 5% and the Null hypothesis is rejected and there is significant differences among factors affecting job stress and sales executives at various levels.

Table 6.4
Function at Group Centroids

Job Category	Function	
	1	2
Top level executive	4.612	.761
Middle level executive	.006	-1.019
Front Line executive	-.933	.751

Unstandardized canonical discriminant functions evaluated at group means

The functions at Group centroid show the classification of the Job category of Sales executives in Kerala. All the positive coefficients of factors affecting job stress fall under Top level Executives, the positive and negative coefficients belong to middle level executives and the negative and positive coefficient falls under the Front-Line executive category.

Table 6.5
Standardized Canonical Discriminant Function Coefficients

	Function	
	1	2
I do not find any leisure hours during my job	-1.089	1.417
I meet my target with great difficulty	.492	-.769
I work under stressful time schedule in carrying out my assigned task	.139	.433
My assigned task is always fluctuating and unpredictable.	.545	.324
My assigned task lacks job clarity	.073	.052

I consider that time factor can be regarded as a source of mental tension	.227	.254
I do not get time to participate in social gathering	-.831	-.327
My work role is distributed among conflicting demands.	1.067	.575
My work load is too heavy	-.964	.273
The amount of work I have to do interfere with the quality I want to maintain.	.199	-.077
My official work does not allow me to have enough time with my family.	.132	1.020
I have been with too much responsibility in my office.	.276	-1.082
There is a need to reduce some part of my work.	.792	-1.018
I feel overburdened in my job.	-.469	-.063
Several aspects of my job are vague.	-.782	.005
My work has not been defined clearly and in detail	.019	-.557
I am not clear as to what are the priorities in my job.	-.180	.840
I am not clear on the scope and responsibilities of my job.	1.179	.082
My family issues cause stress at my work	.810	.417
Taking an appropriate action is stressful for me	-1.618	-.961
I feel very bad to contact my superior for my personal and family problems.	.245	-.803
I do not have opportunities for career growth and development.	.473	.666

Source: Primary Data

Table 5.5 showed the result of Discriminant Function Analysis of Sales Executives. They face certain problems under during their tenure. The stressors faced by Top Level executives includes (++) whereas middle executives faced the stressors namely (+-) and the stressors faced by the front-line executives includes (-+). The results of Discriminatory Function analysis discriminates the stress faced by Top level executives, Middle level executives and Front- line executives.

Table 6.6
Occupational Stressors of Sales Executives

TOP LEVEL EXECUTIVES	MIDDLE LEVEL EXECUTIVES	FRONT-LINE EXECUTIVES
I work under stressful time schedule in carrying out my assigned task	I meet my target with great difficulty	I do not find any leisure hours during my job
My assigned task is always fluctuating and unpredictable.	The amount of work I have to do interfere with the quality I want to maintain.	My work load is too heavy
My assigned task lacks job clarity	I have been with too much responsibility in my office.	Several aspects of my job are vague.
I consider that time factor can be regarded as a source of mental tension	There is a need to reduce some part of my work.	I am not clear as to what are the priorities in my job.
My work role is distributed among conflicting demands.	My work has not been defined clearly and in detail	
My official work does not allow me to have enough time with my family.	I feel very bad to contact my superior for my personal and family problems.	
I am not clear on the scope and responsibilities of my job.		
My family issues cause stress at my work		
I do not have opportunities for career growth and development.		

Source: Primary Data

The results of Discriminatory function analysis demonstrate a link between the stress faced by the top level, middle level and the front-line sales executives in the consumer and electronic appliances industry. Top level sales executives work under stressful time schedule and his task is always fluctuating and unpredictable. It takes extensive hard work and patience to reach on the top category of the job position and the stress faced by them is extensively high. Top level executives have to perform multiple tasks at the same time and the time available for performing these tasks is very limited and

it creates a sort of tension among them. The peculiar nature of their work restricts their prime time with their family. As they are facing role overload problem, they are not clear as to the scope and responsibilities of the job. This creates family issues which creates stress in their work. Being at the helm of the job position and reaching at a higher age, top level executives usually do not find scope for further career growth and development.

The type of stress faced by the middle level sales executives are quite different from that of top level and front-line sales executives. Front level executives reach the middle level position only when they meet the targets assigned for the middle job position. They then find it difficult to meet the targets in the long run. When the work is enormously high, the quality they need to maintain is adversely affected. They have too much responsibilities to perform and they hardly desire to reduce some part of their work. A clear-cut job description is absent in the case of middle level sales executives are facing the problem of clear definition of their work. They also face stress due to their bad relationship with their superiors. They feel very bad to contact their superiors for their personal and family problems.

Front line sales executives are in the bottom of the job category and in the entry level of the career of sales executives. Since the sales executives are playing in a field where there is cut throat competition prevails, they do not find leisure hours during their job. They have to meet the targets set forth to them. They often felt that the work load is too heavy and several aspects of their job are vague and not clearly defined. As they have to perform multiple tasks at the same time, they often face the difficulty of creating priorities for their job and this situation creates stress among them.

6.3 Occupational Stress and Quality of Work Life Dimensions of sales Executives

The relationship between Occupational Stress and Quality of Work Life diemensions of sales executives have been analysed using the Correlational Analysis technique.

H0: There is no significant relationship between Quality of Work Life Dimensions and Occupational Stress of Sales Executives.

Table 6.7
Correlation between Quality of Work Life dimensions and Stress of Sales Executives

Quality of Work Life Dimensions		Correlation with Stress
Adequate and Fair Compensation	Pearson Correlation	.469**
	Sig.(2 tailed)	.000
	N	353
Safe and Healthy Working Conditions	Pearson Correlation	.381**
	Sig.(2 tailed)	.000
	N	353
Opportunities for Developing human capacity	Pearson Correlation	.537**
	Sig.(2 tailed)	.000
	N	353
Opportunities for Growth and Security	Pearson Correlation	.352**
	Sig.(2 tailed)	.000
	N	353
Social Integration in the work	Pearson Correlation	.330**
	Sig.(2 tailed)	.000
	N	353
Constitutionalism	Pearson Correlation	.219**
	Sig.(2 tailed)	.000
	N	353
Work and Total Life Space	Pearson Correlation	.183**
	Sig.(2 tailed)	.000
	N	353
Social Relevance of Work Life	Pearson Correlation	.135*
	Sig.(2 tailed)	.000
	N	353
Quality of Work Life	Pearson Correlation	.581**
	Sig.(2 tailed)	.000
	N	353
**Correlation is significant at the 0.01 level (2 tailed)		

The above analysis revealed that dimensions of quality of work life is significantly correlated with the stress of sales executives. The r values are Adequate and Fair Compensation (.469), Safe and Healthy working conditions (.381), Opportunities for Developing Human Capacity (.537), Opportunities for Growth and Security (.352), Social Integration in the work (.330), Constitutionalism (.219), Work and Total Life space (.183), Social Relevance of Work Life (.135) and overall Quality of Work Life (.581). All correlations were found to be significant at 0.01 level. Based on these observations, it can be inferred that Quality of Work Life is highly correlated with the stress of sales executives. Higher the quality of work life dimensions, lesser will be the occupational stress faced by the sales executives. Since the p value is less than 0.05 in all the dimensions, the Hypothesis “*there is no significant relationship between quality of work life dimensions and stress of sales executives*” is rejected.

Sales executives in the field of Electronics and Consumer Appliances in Kerala are facing a high degree of stress with respect to each of the dimensions of Quality of Work Life. When the conditions underlying the Quality of Work Life improved, their stress can be reduced. Organisations have devised so many programmes to reduce the stress of sales executives.

6.4 Concluding Remarks

Job stress is identified as one of the major hindrances in attaining the outcomes of quality of work life namely employee productivity, job satisfaction and organisational target or goal attainment. The factors which cause stress among the sales executives differ on the basis of their job category and organisation must take all steps to reduce work stress in an organisation. Based on the characteristics of stress and the job category of the sales executives’ proper remedial measures must be designed to cope up with the stress.

Chapter 7

Findings and Conclusions

The demand for Appliances and Consumer electronics, particularly premium and technologically advanced products are increasing the prospects of Consumer electronic industry. The demand for home automation products with the increase in the disposable income of the consumer, consumers consciousness shifted from price to premium and technologically enhanced value driven products, Production linked incentive scheme of government, growing awareness of artificial intelligence (AI) and Internet of things (IoT) all helps to increase the prospects of consumer and electronics. According to Consumer Electronics and Appliances Manufacturers Association (CEAMA), this sector is an important part of the economy of the country and has played a vital role in creating employment opportunities for millions of people. Rapid urbanization followed by increase in income levels of people as well as purchasing power of consumers signaled the growth of consumer and electronics appliances industry. The sales executives are the backbone behind which the industry is able to win a competitive edge over the other participants in the industry. The sales executives in this industry are responsible for studying the market, understanding the client requirements and offering products and services to satisfy the customer requirement. They co-ordinates the channel sales partners and interacts directly with the clients for the sale of products and services. They are mainly responsible for finding new clients as well as understanding the needs of existing clients. The work of sales executives grabs prime importance in an organization as there are large number of players in the market trying to win over the other and capturing their own market share from the industry. Sales executives are working not in the organization and are facing a lot of issues collectively pointed towards the quality of work life of sales executives.

7.1 The Research Problem in Brief

The technological advancements to create connected devices and the concept of smart homes along with rising income level of rural people has given a boost to the consumer and electronic appliances industry. Consumers are trying to impart cutting edge technology for normal entertainments as well as household routine matters.

Companies are focussing on increasing the delivery mechanism to the end users and only satisfied sales executives can perform this job with its true spirit. The quality of delivery mechanism alone can create a competitive advantage for the business organisations in the era of cut throat competition. The regulatory provisions concerning the life of sales executives is quite inadequate and sales executives are supposed to work in an environment which is highly susceptible to loss of job and suffers a high quantity of job stress. The work of sales executives is highly disturbed due to growing competition in the industry, large number of unemployed youth and the multiple culture patterns exists in various industries. Quality of work life of sales executives need to be addressed to create a satisfied work force that can fulfil the needs of both the employer as well as employee. The work of sales executives has been complicated due to the introduction of highly technological product having sophisticated technology and value-added uses which makes the job of sales executive much complicated.

A remarkable feature of Appliances and Consumer Electronic (ACE) industry is that there is growing trend in attracting youth to the sale executive's sector. The grave unemployment situation prevails in our country add boost to this attraction but at the same time the existing company policies as well as legislations are not capable to provide a comprehensive security and benefits to sales executives. Many times, they are facing the problem of over work load as well as lack of job security and changing cultural patterns of organisations. They enjoy high to moderate level of quality of work life ranging from sales executives in the top level to bottom level. The stress level of sales executives also follows the same pattern of high to low as we move from sales executives in the top level to front line level. As the quality of work life and job stress are the underlying factors that helps to boost the productivity of sales executives, the present study has been done to accomplish this purpose.

The Objectives of the study were recapitulated as follows: -

1. To study the relationship between demographic factors and quality of work life of sales executives
2. To evaluate the influence of dimensions of quality of work life on quality of work life of sales executives.

3. To study the influence of quality of work life on various outcomes among sales executives.
4. To identify the influence of job stress on sales executives at various levels.
5. To suggest measures taken by the organisation to improve the quality of work life of sales executives.

7.2 Methodological Design

The present work is descriptive in nature. Both primary data and secondary data were collected and used. The secondary data were collected from the reports of CEAMA (Consumer Electronics and Appliances Manufacturers Association) an all-India body representing Consumer Electronics, Home appliances and Mobile Industry, All India Organisation of Employers (AIOE), Websites of various Electronics Manufacturers, Customer Relationship Management websites etc.

The Primary Data were collected from the Sales executives of Electronics and Consumer Appliances in Kerala State, which consists of Executives, including Top Level Executives, Middle Level Executives and Front-Line Executives. The sample respondents include 353 respondents covering 34 top level executives, 150 middle level executives and 169 Front line executives. From the 150 members registered in CEAMA, every manufacturer has an average of 20 sales executives functioning in Kerala and from the total 3000 members based on Simple random sampling technique sample were collected from this population. The data required for the research were collected with the help of a Structured Questionnaire and Interview schedule. Before finalizing the tool, a pilot study has been conducted among a few sample respondents. Thereafter, suitable modifications have been affected and thus finalized the tools. Appropriate reliability and validity tests have also been done.

The quantitative data so collected were analysed with the help of SPSS. Structural Equation model was done by using AMOS. The various tools like Percentages, Mean, Standard Deviation, Chi-square test, t-test and F-test, Correlation Analysis, Tukey's

HSD test for Multiple Comparison, Cluster Analysis, Constant Comparison Method and a Structural Equation Modelling were employed for the analysis of the data.

7.3. Summary of Chapters

The study titled “Quality of work life of sales executives: A study with special reference to electronics and consumer appliances sector in Kerala” has been presented in seven chapters. The First Chapter titled Introduction includes the Research Problem, Research Questions, Scope, Significance of the study, Hypotheses, Operational Definition of the terms and concepts, Methodology and Database, Pilot study and Pre-test, conceptual model for the study, variables used for the study, Limitations of the study and the Chapter scheme of the report.

The second chapter presents the Review of Literature related to the research work. This chapter attempts to identify the research gap by presenting the study under three heads namely, Quality of work life in an international level, National level and the State level.

An overview of the terms Quality of work life, Sales force management, importance of Quality of work life in Sales force Management, Occupational stress among the sales executives along with major stressors in the field of consumer and electronic appliances is presented in chapter three.

An analysis of the quality of work life of sales executives in consumer electronics and appliances sector is done in chapter four.

The chapter five includes an analysis of the factors affecting quality of work life.

The sixth chapter attempts to analyse the Job stress among the sales executives.

The seventh chapter presents the major findings and conclusions

The eighth chapter contains recommendations and suggested topics for further research in the related area.

In order to ease the discussion, this chapter is divided into three sections. Section “A” depicts the major findings emerged from the study. Section “B” consists of the conclusions drawn from the findings and Section “C” is concerned with the recommendations.

Section A

7.4. Findings at a glance

Based on analysis of data collected through questionnaire from the sales executives of consumer and electronic appliances, the study throws light to some valuable findings which are shown in the following pages.

7.4.1 Demographic Profile of Sales Executives

1. Most of the sales executives (90.4%) are male sales executives.
2. With regards to educational background, 41.4 per cent of respondents are graduates, 38 per cent of the respondents are with post-graduation qualification and 15.9 per cent of the respondents are diploma holders and 4.7 per cent of respondents have professional qualifications.
3. It is found that 52.1 per cent of the respondents are married and 47.9 per cent of the respondents are unmarried.
4. It is seen that 38 per cent of the sales executives belongs to urban area and 42.5 per cent of the respondents belongs to semi urban area and 19.5 per cent of the sales executives belongs to rural area.
5. It is found that 47.9 percent of respondents are Front-line sales executives and 42.5 per cent of the sales executives are middle level executives and only 9.6 per cent of the executives fall under the category of Top-Level Executives.

7.4.2 Demographical factors and quality of work life of Sales

Executives

1. A high degree of gender disparity exists among the sales executives in the field of appliances and consumer electronics and it is very shocking to observe a very small percent of female sales executives in this field. Since the unemployment situation is very crucial, majority of sales executives possess higher qualifications. Among the 34 Top-level executives identified all belong to a male category and among the 150 middle-level executives only 19(12.7%) belong to the female category. Among the 169 Front-line executives only 15 (9.6%) belong to the female category. The peculiarity of the job and the working conditions of sales executives in the field of consumer and electronic appliances are not suitable for female employees.
2. The results of the ANOVA states that there is significant difference among three groups of sales executives, namely, top level, middle level and front line with regard to Adequate and fair compensation and the difference is statistically significant.
3. The mean score based on the response on a five-point Likert scale to eight statements regarding Adequate and fair compensation among Top Level, Middle Level, and Front-Line sales executives which show that there is a high influence of adequate and fair compensation among top level employees The highest mean score among the eight statements for top level executives is for the statement namely, "My compensation fulfils my basic and social needs" which has a Mean score 4.44 with a SD of 0.894. The lowest mean score among the eight statements is assigned to the statement namely, "My compensation is equal with other similar organisation" (Mean score 3.71 with a SD of 0.576)
4. It is identified that Top Level Executives enjoyed more satisfaction with regard to adequate and fair compensation and the mean score of top-level executives who possess graduation as educational qualification is high (4.193) followed by Post graduates (4.016) and Professional (4.156).

5. The study found that there is significant difference among male and female sales executives with respect to Adequate and fair compensation. Male sales executives usually enjoy better remuneration and pay than their female counterparts. Male sales executives have a high mean value of 3.432 with a standard deviation of 0.7899 and female sales executives have a mean score of 3.228 with a standard deviation of 0.5405
6. It is identified that there is significant difference among these three groups of sales executives namely, top level, middle level and front line with regard to regarding the Safe and Healthy working conditions and the difference is statistically significant. Top level executives enjoy better safe and healthy working conditions than middle level and front-line sales executives.
7. The study also found that there is no significant difference among male and female sales executives with respect to Safe and Healthy working conditions. Male as well as female sales executives usually enjoy safe and healthy working conditions.
8. As regards “Safe and healthy working conditions” top level executives having Post graduation qualification represents highest mean score (3.891) followed by those possessing graduation as educational qualification (3.835) and Professional qualification (3.563).
9. It is identified that there exists significant difference among these three groups regarding the opportunities for developing the human capacity and the difference is statistically significant. Compared to Middle level and Front- Line executives, Top level executives enjoy more opportunities for developing human capacities than their other counter parts. The highest mean score among the seven statements for top level executives is for the statement namely, “I am provided with sufficient feedback for the work done by me” (Mean score 4.44 with a SD of 1.211)
10. The study also found that there is no significant difference among male and female sales executives with respect to Opportunities for Developing Human Capacity.

Male as well as female sales executives usually enjoy same opportunities for developing human capacities.

11. As regards “Opportunities for developing human capacities” top level executives having graduation qualification represents highest mean score 4.273 followed by those possessing Professional educational qualification (3.857) and post-graduation qualification (3.643)
12. There exists significant difference among these three groups regarding the opportunities for growth and security and the difference is statistically significant. Top level executives enjoy more opportunities for growth and security than middle level and front-line sales executives
13. The study also found that there is no significant difference among male and female sales executives with respect to Opportunities for growth and security. Male as well as female sales executives usually enjoy same opportunities for growth and security and no type of gender discrimination exists among them with regard to “Opportunities for Growth and Security”
14. As regards “Opportunities for growth and security” top level executives having Post graduation qualification represents highest mean score (4.297) followed by those possessing Professional educational qualification (4.125) and Graduation qualification (3.903)
15. The study found that compared to Middle level and Front- Line executives, Top level executives enjoy more social integration in the work than their other counter parts. The highest mean score among the six statements for top level executives is for the statements namely, “Employees are adequately rewarded and identified for their work” (Mean score 4.59 with a SD of 0.892)
16. The study also identified that there is significant difference among male and female sales executives with respect to social integration in the work. Male sales executives enjoy better social integration in the work than female sales executives. Male sales executives have a high mean value of 3.720 with a standard deviation of 0.7506 than that of female sales executives who scored a mean of 3.123 with a

standard deviation of 0.7624 and it signifies that male sales executive enjoy better position as regards social integration in the work.

17. As regards “Social integration in the work” top level executives having Post graduation qualification represents highest mean score (4.500) followed by those possessing Professional educational qualification (4.250) and Graduation qualification (4.152)
18. The study found that the Top-level executives enjoy more constitutionalism in the work than their other counter parts. The highest mean score among the seven statements for top level executives is for the statements namely, “My organisation is governed by rule of law” (Mean score 3.82 with a SD of 0.576)
19. The study identified that there is no significant difference among male and female sales executives with respect to constitutionalism in the work. Male sales executives as well as female sales executives enjoy better constitutionalism in their work.
20. As regards “Constitutionalism” top level executives having Post graduation qualification represents highest mean score (3.929) followed by those possessing Professional educational qualification (3.857) and Graduation qualification (3.487)
21. The study found that there is significant difference among these three groups regarding work and total life space and the difference is statistically significant.
22. The study identified that compared to Middle level and Top-Level executives, Front-Line executives enjoy more work and total life space than their other counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “My work schedule offers sufficient rest and relaxation” (Mean score 3.88 with a SD of 0.606) and “Flexible work schedule help me to manage work effectively” (Mean score 3.79 with a SD of 0.698). The lowest mean score among the five statements is assigned to the statement namely, “My organisation encourages to take part in sports related activities” (Mean score 3.41 with a SD of 1.147).

23. As regards “work and total life space” Front-line executives those having Graduation qualification have highest mean score (4.000) followed by Professional qualification (3.640) and Diploma holders (3.617) and Post graduates (3.136)
24. The study found that there is significant difference among these three groups regarding social relevance of work life and the difference is statistically significant.
25. The study found that compared to Middle level and Top-Level executives, Front-Line executives enjoy more social relevance of work than their other counter parts. The highest mean score among the five statements for front-line executives is for the statements namely, “There is no violation of ethics in my organisation” (Mean score 3.84 with a SD of 0.467) and “My work life helps me to increase my social contacts” (Mean score 3.75 with a SD of 0.527. The lowest mean score among the six statements is assigned to the statement namely, “My organisation always upholds social prestige” (Mean score 3.53 with a SD of 0.817).
26. As regards the Appliances and Consumer Electronics sector 42.5% of the sales executives are concentrated on the Semi-urban sector and 38% are concentrated on the urban sector and 19.5% are concentrated on the Rural sector. Urbanisation continues to be a great motivating factor behind the success of consumer and electronics appliances.
27. It is found that in case of job category, 47.9% belong to Front line executives and 42.5% belong to Middle-level executives and only 9.6% belong to Top-level executives. The scope for getting a promotion in this sector is so difficult and sales executives have to suffer many hardships in order to continue in this industry.
28. The study found that there exists a significant difference between the age of sales executives in electronics and consumer appliances and Job category of sales executives

29. It is identified that there is a significant difference between the Work Experience of sales executives in electronics and consumer appliances and job category of sales executives
30. The study identified a significant difference between the Annual Income of sales executives in electronics and consumer appliances and Job category of sales executives.
31. The average age, experience, and income of top-level executives are much higher than that of middle-level and front-line executives. Top-level executives have to bear many hardships and survive in the field of sales in order to attain the advantage of top-level executives and that through with the passage of time. The mean age, work experience, and annual income of middle-level executives are higher than that of Front-line executives but lower than that of top-level executives. Middle-level executives as the name indicates are on the middle level of the employment status and earn a steady income as a result of their persistent effort. The lower-level executives mean age, experience, and annual income are lower than that of middle level and top-level executives and they are only in the primary stage of employment, and their persistence and hard work decide whether they will be promoted to the middle level and top level of the ladder.
32. The study found that as per the Job category, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. The significant F test indicates that since p value is less than 0.05, the null hypothesis is rejected and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to job category. As regards job category, the top-level employees enjoy better remuneration, pay and working conditions. Moreover, Hotelling's trace indicates the positive value (0.381) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.315) and the Roy's root (0.252) is less than the Hotelling's trace which indicates more correlation with the dependent variable, Quality of work life.

33. The study found that as per the education qualification, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. Since p value is less than 0.05, the null hypothesis is rejected and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to Education. As regards Education, those possessing higher qualifications belongs to top-level employees who enjoys better remuneration, pay and working conditions and ultimately quality of work life. Moreover, Hotelling's trace indicates the positive value (0.292) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.255) and the Roy's root (0.197) is less than the Hotelling's trace which indicates more correlation with the dependent variable, Quality of work life.
34. The study found that as per the gender status, significant differences exist among the quality of work life of sales executives of consumer and electronic appliances. Since p value is less than 0.05, the null hypothesis is rejected and it is proved that significant differences exist among the perceptions of sales executive to quality of work life with regard to gender. As far as gender is considered, it is not a determinant of quality of work life as in the case of job category and education level. A high degree of gender disparity exists in this field and none of the female executives belongs to top level executives and female executives are very rarely found among the middle level and front-line sales executives. Moreover, Hotelling's trace indicates the positive value (0.221) indicates the effects contributed to this model and Hotelling's trace is more than Pillai's trace (0.181) and the Roy's root (0.221) is equal to the Hotelling's trace which small degree of correlation with the dependent variable, Quality of work life.
35. The interaction effect of two independent variables Job category and Gender on the dependent variable quality of work life is measured to know their joint effect, whether significantly greater or less than the sum of their parts. The interaction effect of Job category with gender was statistically significant. (Roy's largest root= 0.117, F (4.807), $p < 0.05$). The Job category and gender of the sales executives have a considerable effect on the quality of work life of sales

executives. There was statistically significant interaction effect between Job category and gender on the dependent variable, quality of work life (Wilks $\Lambda=0.895$, $F(4.807)$, $p<0.05$)

36. The interaction effect of two independent variables Education and Gender on the dependent variable quality of work life is measured to know their joint effect, whether significantly greater or less than the sum of their parts. The interaction effect of Education with gender was statistically significant. (Roy's largest root= 0.177 , $F(7.305)$, $p<0.05$). The Education and gender of the sales executives have a considerable effect on the quality of work life of sales executives. There was statistically significant interaction effect between Education and gender on the dependent variable, quality of work life (Wilks $\Lambda=0.726$, $F(4.639)$, $p<0.05$).

37. The interaction effect of three independent variables namely Education, gender and Job category on Quality of work life of sales executives are measured to determine whether these interactions influence the Quality of work life of sales executives. The interaction effect of these three variables is significant, (Wilks $\Lambda=.886$, $F(5.268)$, $p<0.05$). The change in Job category of an employee into Top level, Middle level and Front line considerably influenced by gender and Education.

7.4.3 Richard Walton's Quality of Work Life Dimensions and Quality of Work Life

1. It is identified that Adequate and fair compensation would increase by 82.9% for every unit increase in QWL and it has a major effect on quality of work life of sales executives. Unstandardised coefficient of QWL on Adequate and fair compensation is 0.829, represents a major effect of QWL on Adequate and fair compensation, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Adequate and fair compensation would increase by 82.9% for every unit increase in QWL and this coefficient is significant at 5% level

2. As regards safe and healthy working conditions, safe and healthy working conditions would increase by 74.2% for every unit increase in QWL. Unstandardised coefficient of QWL on safe and healthy working conditions is 0.742, represents a major effect of QWL on safe and healthy working conditions, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that safe and healthy working conditions would increase by 74.2% for every unit increase in QWL and this coefficient is significant at 5% level.
3. It is noticed that opportunities for developing human capacity would increase by 87% for every unit increase in QWL. Unstandardised coefficient of QWL on opportunities for developing human capacity is 0.870, represents a major effect of QWL on opportunities for developing human capacity, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that opportunities for developing human capacity would increase by 87% for every unit increase in QWL and this coefficient is significant at 5% level.
4. It is identified that in case of opportunities for growth and security also, it is a influential criteria of quality of work life. Unstandardised coefficient of QWL on opportunities for growth and security is 0.875, represents a major effect of QWL on opportunities for growth and security, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that opportunities for growth and security would increase by 87.5% for every unit increase in QWL and this coefficient is significant at 5% level.
5. As regards social integration in work there is 100% effect of QWL on social integration in work and social integration in work would increase by 100% for every unit increase in QWL. Unstandardised coefficient of QWL on social integration in work is 1.047, represents a complete and more than 100% effect of QWL on social integration in work, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that social integration in work would increase by 100% for every unit increase in QWL and this coefficient is significant at 5% level.

6. It is found that Constitutionalism would increase by 86% for every unit increase in QWL and there is a major effect of quality of work life on constitutionalism. Unstandardised coefficient of QWL on Constitutionalism is 0.860, represents a major effect of QWL on Constitutionalism, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Constitutionalism would increase by 86% for every unit increase in QWL and this coefficient is significant at 5% level.
7. It is found that Work and total life space would increase by 84.4% for every unit increase in QWL. Unstandardised coefficient of QWL on Work and total life space of work life is 0.844, represents a major effect of QWL on Work and total life space, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Work and total life space would increase by 84.4% for every unit increase in QWL and this coefficient is significant at 5% level.
8. There is a complete effect of quality of work life on social relevance of work life and social relevance of work life would increase proportionately for every unit increase in quality of work life. Unstandardised coefficient of QWL on Social relevance of work life is 1, represents a complete effect of QWL on social relevance of work life, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that social relevance of work life would increase by 100% for every unit increase in QWL and this coefficient is significant at 5% level.

7.4.4 Quality of Work Life and Outcomes of Quality of Work Life

1. It is found that Quality of work life influences the outcomes of Quality of work life to the extent of 0.845 which means that the variation in the outcome of Quality of work life is explained by 84.5% by the independent variable (Quality of work life) and the Standard Error (SE) of the model is 0.93 and critical ratio is 9.126. Here, 93 percent of the variances in the outcome of Quality of Work life is explained by the Quality of work life or if the quality of work life is high, the

outcome can be predicted by 93% accuracy or the variation in the outcome of Quality of Work life is explained by QWL to the extent of 93%. All the dimensions of quality of work life put forward by Richard Walton influences the Quality of work life of sales executives to a great extent. Every factor exerts a high influence on the Quality of work life. The outcomes of Quality of work life, namely Employee productivity, Job satisfaction and Organisational Target or Goal attainment can be possible only if sales executives are provided with high Quality of Work Life. The validity or measure of consistency of the instrument is very high and the instrument will be able to measure what it is intended to measure.

2. Quality of work life of sales executives in consumer and electronics appliances is the most influencing factor for the achievement of Organisational target. Quality of work life also helps to attain Employee productivity and Job satisfaction. The study proved that Quality of work life helps to attain the three objectives of organization, namely employee productivity, job satisfaction and Organisational target or goal achievement and the variation in the outcomes of quality of work life is explained by 84.5% by the independent variable (QWL) and the Standard Error (SE) of the model is 0.093 and critical ratio (t value) is 9.126.
3. Whatever variations in the outcomes of quality of work life is clearly explained by the independent variables of quality of work life. The outcomes of quality of work life increases proportionately for every unit increase in quality of work life. Organisational Target or Goal attainment is the most influencing path followed by social integration in work, social relevance of work life and Opportunities for growth and security. Unstandardised coefficient of Outcomes of QWL on Organisational Target or Goal attainment is 1.158, represents a more than 100% effect of Outcomes of QWL on Organisational Target or Goal attainment, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that employee productivity would increase more than by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level. It is found that organisational target would increase more than by 100% for every unit increase in quality of work life.

4. Job satisfaction is another outcome of quality of work life and there is a 100% effect of outcomes of quality of work life on Job satisfaction. Unstandardised coefficient of Outcomes of QWL on Job satisfaction is 1, represents a 100% effect of Outcomes of QWL on Job satisfaction, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that Job satisfaction would increase by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level.
5. It is noticed that employee productivity would increase more than by 100% for every unit increase in Outcomes of QWL and when quality of work life is high it will lead to higher employee productivity. Unstandardised coefficient of Outcomes of QWL on Employee productivity is 1.130, represents a more than 100% effect of Outcomes of QWL on Employee Productivity, holding the other path variables as constant. The estimated positive sign implies that such effect is positive that employee productivity would increase more than by 100% for every unit increase in Outcomes of QWL and this coefficient is significant at 5% level.

7.4.5 Job Stress and Quality of Work Life

1. The job stress of Top-level sales executives is higher than that of Middle level sales executives and Front-Line sales executives. The overall average of factors affecting job stress shows that Mean response and Standard Deviation of Top-Level executives (4.06, SD 1.07) are higher than that of Middle Level (2.26, SD 0.73) and Front-Line Executives. (2.22, SD 0.66). There is significant differences between the factors affecting job stress among the sales executives at various levels.
2. The factors contributing to stress for Top level sales executives is entirely different from that of Middle level sales executives and front-line sales executives. The highest mean scores are given to the factors affecting job stress namely “My work role is distributed among conflicting demands.” (Mean score 4.32 with a SD of 1.147) and “I do not have opportunities for career growth and development” (Mean score 4.32 with a SD of 1.147). The least important statement for Top level

Executives assigned the lowest mean score to the statement namely “My workload is too heavy” (Mean score 3.47 with a SD of 0.896).

3. In case of Middle level sales executives there is no clarity regarding many aspects of their job and this causes stress among them. Middle Level Executives assigned the highest mean score to the statement namely “Several aspects of my job are vague” (Mean score 2.40 with a SD of 0.695). Middle Level executives assigned the lowest mean score to the statement namely “I am not clear as to what are the priorities in my job” (Mean score 2.16 with a SD of 0.812).
4. Front-line sales executives are overburdened with their job and their job creates many pressures to them. For the Front-line executives, the highest mean score is given to the factors affecting job stress namely “I do not find any leisure hours during my job” (Mean score 2.91 with a SD of 0.692). For the Front-line executives, the lowest mean score is given to the factor affecting job stress namely “There is a need to reduce some part of my work.” ((Mean score 1.96 with a SD of 0.571)
5. There is perfect correlation between Job stress factors and level of executives. The canonical correlation coefficient is 84.5 percentage at Function 1 and 66 percentage at function 2.
6. Top level sales executives work under stressful time schedule and his task is always fluctuating and unpredictable. It takes extensive hard work and patience to reach on the top category of the job position and the stress faced by them is extensively high. Top level executives have to perform multiple tasks at the same time and the time available for performing these tasks is very limited and it creates a sort of tension among them. The peculiar nature of their work restricts their prime time with their family. As they are facing role overload problem, they are not clear as to the scope and responsibilities of the job. This creates family issues which creates stress in their work. Being at the helm of the job position and reaching at a higher age, top level executives usually do not find scope for further career growth and development.

7. The type of stress faced by the middle level sales executives are quite different from that of top level and front-line sales executives. Front level executives reach the middle level position only when they meet the targets assigned for the middle job position. They then find it difficult to meet the targets in the long run. When the work is enormously high, the quality they need to maintain is adversely affected. They have too much responsibilities to perform and they hardly desire to reduce some part of their work. A clear-cut job description is absent in the case of middle level sales executives are facing the problem of clear definition of their work. They also face stress due to their bad relationship with their superiors. They feel very bad to contact their superiors for their personal and family problems.
8. Front line sales executives are in the bottom of the job category and in the entry level of the career of sales executives. Since the sales executives are playing in a field where there is cut throat competition prevails, they do not find leisure hours during their job. They have to meet the targets set forth to them. They often felt that the work load is too heavy and several aspects of their job are vague and not clearly defined. As they have to perform multiple tasks at the same time, they often face the difficulty of creating priorities for their job and this situation creates stress among them.

7.5 Conclusions

The major conclusions drawn from the study are briefly elucidated below

The quality of work life of sales executives in consumer and electronic appliances in Kerala is influenced by the eight dimensions of quality of work life put forward by Richard Walton. Among these eight factors Top Level executives enjoy more quality of work life with respect to the six dimensions namely Adequate and fair compensation, Safe and healthy working conditions, Opportunities for developing human capacity, Opportunities for growth and security, social integration in work life and constitutionalism. When the educational qualification of sales executives is considered, top level executives having post-graduation qualification possess higher quality of work life than top level executives possessing other qualifications. As

regards the other two dimensions namely, work and total life space and social relevance of work life Front line executives enjoy more mean score and quality of work life than the middle and top-level executives.

The quality of work life of sales executives in consumer and electronic appliances is influenced by each of the demographic variables like age, experience, income level, job category, educational qualification and gender. Like wise the interaction effect of job category and gender, education and gender considerably influence the quality of work life of sales executives. The interaction effect of education, gender and job category also influences the quality of work life of sales executives. Sales executives in the top level have higher experiences, income and age than executives in the middle level and front-line level. A huge proportion of sales executives belongs to the semi urban area than urban and rural area. The proportion of front-line sales executives are more than the middle level and top-level sales executives.

The quality of work life dimensions put forward by Richard Walton like Adequate and fair compensation, Safe and healthy working conditions, Opportunities for developing human capacity, Opportunities for growth and security, social integration in work, Constitutionalism, Work and total life space and social relevance of work life increases proportionately for every unit increase in quality of work life.

Quality of work life significantly influences the outcomes of quality of work life namely, employee productivity, job satisfaction and organisational target or goal attainment. Quality of work life helps the sales executive to attain these three objectives or outcomes in their professional life. These outcomes are beneficial to both the organisation as well as the sales executive. Organisation benefits from increased turnover as well as profitability and sales executives are prompted to continue in the organisation. This will also help to enhance their loyalty and productivity. Whatever variations in the outcomes of quality of work life is clearly explained by the independent variables of quality of work life. The outcomes of quality of work life increases proportionately for every unit increase in quality of work life.

Job stress of top-level sales executives are more than that of middle level and front-line sales executives. More over the factors contributing to job stress of top-level executives are entirely different from that of middle level and front-line executives. Conflicting demands of the job and the absence of opportunities for career growth and development contributes stress for top level sales executives. Top level executives have to strive hard to reach the top position and struggles a lot to continue in that position. The peculiar nature of their job restricts their prime time with their family and friends. Lack of clarity of the job and vagueness of several aspects of the job creates stress for the middle level executives. Role overload and absence of leisure hours creates stress for the front-line executives. Front line sales executives are at the entry level and their high perseverance and hard work alone leads them to reach higher positions.

Sales executives in consumer and electronics appliances industry are an indispensable part of these organisations. The market leaders of consumer and electronics industry are investing crores of capital world wide in expectation of good return. Sales executives are expected to build good working relationship with customers, understand the needs and wants of customers and are expected to work as a link between company and its existing as well as potential markets. Organisation must take into account the factors contributing to quality of work life in organisations and must ensure these factors in organisations at all time. They must understand the relationship of each of the dimensions of quality of work life in providing quality of work life to top level, middle level as well as front line sales executives in an organisation. The information regarding the influence of each of the demographic variables in quality of work life is also crucial for the success of the organisation. The influence of quality of work life variables to the outcomes of quality of work life will also help the organisation in the long run. The knowledge about the factors causing stress of sales executives helps the organisation to design proper stress management practices in an organisation.

Chapter 8

Recommendations and scope for future research

8.1 Recommendations

Based on the findings and conclusions of the study, the following recommendations are presented to improve the quality of work life of sales executives in consumer and electronic appliances

1. As there is a high degree of gender disparity among sales executives and most of the sales executives belong to male category, urgent steps must be taken to recruit sales executives exclusively from female category. Growing unemployment problem and increased awareness of gender neutrality are the positive factors which attract female candidates to fill the positions of sales executives in consumer and electronic appliances industry.
2. Sales executives concentrate on urban area. The demand for consumer and electronic appliances is more in urban area than that of semi urban and rural area. The need for connectivity and the increased use of consumer and electronic appliances concentrates in urban area. Sales executives in urban area should be provided enough incentives for performing high in this area.
3. The proportion of front-line sales executives is very high as compared to middle level and top-level sales executives. Front line and middle level executives should be provided ample opportunities to reach their higher-level positions. It is clear that only dedicated hard work and perseverance alone will move the sales executives from front-line to middle level and from middle level to top level. Sales executives should be provided sufficient training as well as opportunities to reach higher career positions during their tenure. It is also observed that a very few percentages of sales executives reach the top-level position in their career. Sufficient opportunities should be provided to sales executives at all levels to reach higher positions.

4. With regard to Adequate and fair compensation, there exists significant differences among top level, middle level and front-line executives. Only top-level sales executives enjoy adequate and fair compensation which fulfills their basic and social needs. Middle level and front-line executives should be provided with enough compensation to fulfill their basic and social needs. Sales executives are attracted to front line position not because the compensation is very high, instead the unemployment problem is very crucial.
5. As regards safe and healthy working conditions, top level sales executives enjoy better position when compared to middle level and front- line sales executives. Middle level sales executives and front-line sales executives should be provided with safe and healthy working conditions and motivate them to remain in the organization.
6. Top level executives enjoy a better position with regard to opportunities for developing human capacity and opportunities for growth and security than middle level and front-line sales executives. It is observed that top level executives are provided with sufficient feedback for the work done by them and also with good transportation facilities and neat and clean working environment. These facilities should be provided to middle level and front-line sales executives in order to boost their confidence.
7. Top level executives enjoy a better position with regard to social integration in the work than middle level and front-line executives. Top level executives are of the opinion that they are identified and properly rewarded for their work. Middle level and front-line sales executives should be properly rewarded and identified for their work. More over the front-line sales executives are the face of every organization dealing directly with the present as well as potential customers and providing a social integration in the work will be beneficial to the employer as well as employee.
8. As regards constitutionalism, Top level sales executives are in a better position than front-line and middle level sales executives. The favorable position with regard to constitutionalism protects the rights of the sales executives, encourages

their freedom of express and also clarifies that the legislations are realistic and favorable to the top-level executives. There is the absence of a comprehensive law governing the problems of sales executives working in various sectors. Same as top level executives, legislations must be favorable to both middle level and front-line sales executives which helps to create more quality of work life for them.

9. It is very interesting to point out that though the top-level executives enjoy a better position as regards adequate and fair compensation, safe and healthy working conditions, opportunities for developing human capacity, opportunities for growth and security, social integration in the work and constitutionalism, front-line sales executives stand in a better position as regards work and total life space and social relevance of work life. The work schedule of front-line executives only offers sufficient rest and relaxation and offers more social contact in their work. Top level sales executives must also be provided with sufficient rest and relaxation as well as opportunities for more social contacts in their work which will surely make their job more enthusiastic
10. The study found that age, work experience and annual income of sales executives differ according to their job category. The high disparity in age, work experience and annual income among the sales executives should be deliberately avoided in order to enhance the quality of work life as well as job satisfaction of the middle level as well as front-line sales executives.
11. The study also identifies that those educational qualifications of top-level executives are also an influencing factor in determining quality of work life among them. Sales executives at all levels should be provided with sufficient opportunities for procuring higher educational qualification and the achievement of such higher qualification should be suitably rewarded by the organization.
12. The study examined each of the dimensions of quality of work life put forward by Richard Walton and how far it contributes to the quality of work life of sales executives working in appliances and consumer electronics sector. All the eight dimensions of quality of work life namely, adequate and fair compensation, safe and healthy working conditions, opportunities for developing human capacity,

opportunities for growth and security, social integration in the work life, constitutionalism, work and total life space and social relevance of work life influences the quality of work life of sales executives and are the determinants of quality of work life. Every organization who are facing the need to improve the quality of work life of their employees must concentrate on these dimensions and must take suitable steps to improve the quality of work life of their employees.

- 13 .Quality of work life of sales executives produced three major outcomes namely, employee productivity, job satisfaction and organizational target or goal attainment. Any variations in the quality of work life of the sales executives exerts a major influence on the sales executive in the attainment of these outcomes. Quality of work life helps an employee to attain employee productivity and is beneficial for the organization as well as sales executive. The effort of organization to improve increase quality of work life will leads to increase productivity for the concern. As increasing productivity is taken as an important goal of many organizations, organizations must realize the importance of quality of work life as an instrument for achieving this objective.
14. The study also prove that quality of work life helps to achieve another objective for the sales executives namely, Job satisfaction. A satisfied executive is a real asset of an organization. The study finds a positive and significant relationship between quality of work life and job satisfaction. Better quality of work life of sales executives is associated with better job satisfaction. Organizations must increase all aspects of quality of work life to increase job satisfaction of sales executives. Organizations must concentrate on the quality of work life dimensions influencing all categories of sales executives, namely top-level, middle level and front-line as the study proves that there is significant difference in the quality of work life dimensions based on job category.
15. Organisational target or goal attainment is another important outcome of quality of work life of sales executives. Meaningful and effective goals should motivate the employees to achieve their personal goals and these goals must be linked to the larger goals of the organization. Quality of work life act as a mediator for

achieving the individual goals of a sales executive which in turn will contribute towards the overall goal of the organization.

16. The job stress of top-level executives are very high than that of middle level and front-line sales executives. As they reach the top of the career hierarchy, the stress faced by them is enormously high. They have to meet the targets and suffers the pressure of continually finding new prospects for the business. Top level executives have to meet the conflicting demands and do not find opportunities for career growth and development. More specialization in the work as well as clear description of the work should be made available for top level executives. They should be provided ample opportunities for training and steps should be taken to prevent stagnancy in their career growth. Training for building, leading, growing and managing middle level and front-line sales executives should be provided to top level sales executives.
17. Middle level sales executives face the problem of lack of clarity of many aspects of the job. They reach the cadre of middle level executive after many years of sufferings in the front-line sales executive position. Middle level executives should be proper management as well as skill building training for boosting his morale and productivity.
18. Front-line sales executives are overburdened with the pressures created by their job and they do not find leisure hours during their job. This problem creates work stress among the front- line sales executives. They should be given online sales training, onsite sales training and multi-format sales training. Moreover, in order to overcome their pressures sales executives should be given opportunities to participate in entertainment programs, leisure trips, cultural and sports programs. Organizations must find time to conduct annual sports and cultural events for the sales executives.
19. Sales executives at all levels face the problem of bad relationship with their superiors which creates stress among them. The relationship with the superiors can be improved by arranging a discussion time with superiors, proper rewarding

of performance, creating a positive work culture, providing feedback and by the efficient use of the personal communication tool.

20. Appliances and consumer electronics industry in the present scenario is quite different from the earlier one. The changes in the each of the dimensions of economy creates drastic changes in this industry. Earlier the festive seasons accounts for major chunk of sales for the Appliances and consumer electronics and after the covid pandemic and the growth of hyper markets changed the situation drastically. The sales executives were unable to meet their target sales due to a variety of reasons. Before the advent of Hyper markets, they are able to concentrate on individual shops for their products and it is much easy for them to achieve the target. After the invention of hyper markets, they came to have direct connection with the organization and purchases the products in large scale leaving behind the sales executives. The situation in the market adversely affects the small-scale shop keepers and sales executives. The hyper markets are also associated with easy consumer durable loans which attract the customers to these types of shops instead of single retail shops.

The most opportunistic segment of every organization is now online. As more and more population are penetrating to e-commerce and have access to internet coupled with the rising urban population drives the growth of online distribution segment leaving behind the plight of sales executives in this area.

8.2. Scope for further research

The present study found that quality of work life of sales executives differ significantly in accordance with job category and other demographical features and quality of work life can significantly predict the outcomes namely, Employee productivity, Job satisfaction and Organisational target or goal attainment. The following areas are suggested for future research.

1. The present study has focused on analyzing quality of work life of sales executives working in consumer and electronic appliances in Kerala. Researchers can further

analyse the quality of work life other personnel's namely, managers, store assistants, technical staff etc. working in the appliances and electronics sector.

2. The present study considers the dimensions of quality of work life put forward by Richard Walton for analyzing the quality of work life of sales executives working in the consumer and electronic appliances industry. The other variables as well as dimensions of quality of work life put forward by various authors can be taken for the study.
3. The study can be conducted in other parts of the country to increase the generalizability of the topic of quality of work life and stress among sales executives of consumer and electronic appliances industry.
4. The present study takes into account the outcomes of quality of work life namely, employee productivity, job satisfaction and Organisational target or goal attainment. A study can be conducted by taking into consideration the influence of quality of work life on absenteeism, employee turnover, Organisational behavior, Organisational climate, burnout etc.
5. A study on the effect of workers participation in management (WPM) on quality of work life of employees can be conducted.
6. A study on the role of psychological capital on quality of work life of sales executives in consumer and electronic appliances can be conducted.

8.3 Implications of the Study

1. This study helps the Appliances and Consumer Electronics Industries to devise new strategies for attracting female executives in their field as there is high degree of gender disparity prevailing in the industry.
2. The Industry can devise suitable strategies for improving the Quality of Work Life of Sales executives belonging to Top Level, Middle Level and Front-Line categories as there is variation in the Quality of work Life dimensions of Sales Executives based on Job Category and this will help them to improve the

outcomes of Quality of work life, namely Employee productivity, Job satisfaction and Organisational Target or Goal attainment

3. The Industry can devise suitable training programs for the Sales Executives based on their Job category as the Quality of work Life dimensions differ based on Job category and provision of adequate training will definitely helps to increase their efficiency in the job.
4. The Industry can devise suitable strategies for reducing job stress of sales executives based on their job category as the job stressors of Sales Executives differ based on job category

8.4 Conclusion

Sales executives working in appliances and consumer electronic industry are an indispensable part of this industry who brings together the present as well as potential customer with the organization. As these executives are working not in close liaison with the organization, their quality of work life is of utmost importance to enhance their productivity, job satisfaction and goal attainment. The study also identifies that job stressors act as a hindrance in the attainment of these objectives. If quality of work life dimensions is considered based on the job category of sales executives and steps are taken to control the stress of sales executives, they can attain the three important outcomes namely, Job satisfaction, productivity and organizational target attainment which are beneficial to the employer as well as employee. Job stress acts as a barrier for the sales executives in the attainment of these outcomes and it is proved that if adequate steps are taken to avoid stressors based on job category of sales executives, sales executives can attain the outcomes.

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QUESTIONNAIRE

Respected Sir/ Madam

A Ph.D work titled “Quality of work life of sales executives: A study with special reference to electronics and consumer appliances sector in Kerala” is being conducted. Kindly mark your response to facilitate the same. Data collected will be kept confidential and be used only for academic purposes.

PERSONAL PROFILE

1.Gender : Male Female

2.Age in years (Please specify):----- :

3.Education: Diploma Graduation

Post Graduation Professional

4.Marital Status:

Married Unmarried

5.Place of Living:

Urban Semi Urban Rural

6.Job Category :

Top Level Executive Middle Level Executive

Front Line Executive

7.Work Experience (in years).....years.

8.Annual Income (in Rupees):

Basic Salary.....Rupees Incentive.....Rupees

Total.....Rupees

In order to assess the Quality of Work Life of Sales Executives of Consumer and Electronic Appliances Harward Professor Richard E Walton (1975) eight dimensions of Quality of Work Life, which includes Adequate and fair compensation, Safe and healthy working conditions, opportunity for developing human capacities, opportunities for growth and security, social integration in the work, constitutionalism, work and total life space and social relevance of work like. Each Dimension is further sub divided in to several statements.

The Likert Scale is used to elicit response from the respondents. There are five options in each statement/question and options are stated as under.

5. Strongly Agree /Highly Satisfactory

4. Agree or Satisfactory

3. Neutral

2. Disagree or Dissatisfy

1. Strongly Disagree or Highly Dissatisfactory

Note: Please tick appropriate action which indicates your level of agreement.

Sl. No.	FACTORS AFFECTING QWL	1	2	3	4	5
9	ADEQUATE AND FAIR COMPENSATION					
9.1	My compensation fulfils my basic and social needs					
9.2	My compensation is equal with other similar organisation					
9.3	My organisation revise my pay scale periodically					
9.4	My organisation provides sufficient incentives for my better performance					
9.5	My compensation commensurate with my qualification and experience					
9.6	My organisation provides attractive welfare schemes					
9.7	My organisation provides compensation regularly without any delay.					
9.8	Everybody makes good judgement regarding my compensation					

10	SAFE AND HEALTHY WORKING CONDITIONS					
10.1	I am provided with a neat working environment					
10.2	I feel less fatigue due to my work					
10.3	I got sufficient time for rest and sleep					
10.4	I am provided with adequate safety and protection in my job					
10.5	Health care facilities provided by my organisation are satisfactory					
10.6	My organisation provides sufficient accommodation and housing benefits					
10.7	Transportation facilities provided by my organisation are satisfactory					
10.8	I am provided with sufficient canteen/food at subsidized cost/food allowance					
11	OPPORTUNITIES FOR DEVELOPING HUMAN CAPACITY					
11.1	My organisation provides enough freedom for planning and execution of my ideas.					
11.2	I am free from the pressure of my superior					
11.3	My organisation ensures career growth of employees					
11.4	I am given autonomy at the workplace					
11.5	My organisation provides appreciation for good performance					
11.6	I am provided with sufficient feedback for the work done by me					
11.7	My organisation always provide opportunity for further learning					
12	OPPORTUNITIES FOR GROWTH AND SECURITY					
12.1.	My organisation provides fair promotion policy to all employees					
12.2	My job is secured in all respects					
12.3	My organisation provides sufficient training opportunities					
12.4	My organisation provides adequate data base for efficient performance of the job					

12.5	My organisation motivates employees to achieve higher targets and challenging jobs.					
12.6	My organisation provides feedback and takes corrective actions for my self improvement.					
12.7	My organisation retains its productive work force.					
12.8	My organisation encourages career development or succession possibilities.					
13	SOCIAL INTEGRATION IN THE WORK					
13.1	I have enough freedom to discuss with my superiors with regard to any aspect of my work.					
13.2	Employees are adequately rewarded and identified for their work					
13.3	My organisation encourages upward mobility of all employees					
13.4	My organisation promotes team work for its overall success					
13.5	My organisation provides equal rights and opportunities to all.					
13.6	My organisation ensures proper communication to all employees.					
14	CONSTITUTIONALISM					
14.1	My organisation is governed by the Rule of Law					
14.2	My organisation treats all members in the same way					
14.3	Employees are provided with equitable treatment in all aspects of their job					
14.4	Good employer – employee relationship is prevailed in my organisation.					
14.5	My organisation always stresses on maintaining value					
14.6	My organisation believes in the principle of “Unity is Strength”					
14.7	There is a proper grievance handling mechanism in my organisation					
15	WORK AND TOTAL LIFE SPACE					
15.1	Flexible work schedule help me to manage work effectively					
15.2	My organisation ensures proper work life balance for employees					

15.3	My organisation encourages recreational activities for employees					
15.4	My work schedule offers sufficient rest and relaxation					
15.5	My organisation encourages to take part in sports related activities					
16	THE SOCIAL RELEVANCE OF WORK LIFE					
16.1	My organisation always upholds social prestige					
16.2	My organisation has greater concern for the society					
16.3	My organisation promotes self esteem and well being of employees					
16.4	My organisation communicates every change that takes place in organisation					
16.5	My work helps me to increase my social contacts					
16.6	My work never gave me any dissatisfaction					
16.6	There is no violation of ethics in my organisation.					

Questionnaire to determine Occupational Stress

Given below are some statements describing how you feel about your job. These are not right or wrong responses to them. Please put a tick mark (✓) in the box against phrase which best describe how you feel about the statement. The phrases are:

5. Strongly Agree/Highly Satisfactory 4. Agree/Satisfactory 3. Neutral
 2. Disagree/Dissatisfy 1. Highly Disagree/Highly Dissatisfactory

17.	FACTORS AFFECTING JOB STRESS	1	2	3	4	5
17.1	I do not find any leisure hours during my job					
17.2	I meet my target with great difficulty					
17.3	I work under stressful time schedule in carrying out my assigned task					
17.4	My assigned task is always fluctuating and unpredictable.					
17.5	My assigned task lacks job clarity					
17.6	I consider that time factor can be regarded as a source of mental tension					
17.7	I do not get time to participate in social gathering					
17.8	My work role is distributed among conflicting demands.					
17.9	My work load is too heavy					
17.10	The amount of work I have to do interfere with the quality I want to maintain.					
17.11	My official work does not allow me to have enough time with my family.					
17.12	I have been with too much responsibility in my office.					
17.13	There is a need to reduce some part of my work.					
17.14	I feel overburdened in my job.					

17.15	Several aspects of my job are vague.					
17.16	My work has not been defined clearly and in detail					
17.17	I am not clear as to what are the priorities in my job.					
17.18	I am not clear on the scope and responsibilities of my job.					
17.19	My family issues causes stress at my work					
17.20	Taking an appropriate action is stressful for me					
17.21	I feel very bad to contact my superior for my personal and family problems.					
17.22	I do not have opportunities for career growth and development.					

The following are the outcome of the Quality of Work Life of Sales Executives of Consumers and Electronic Appliances. The Dependent Variable or Outcomes of Quality of Work life will reflects in the following factors. Please put a tick mark () in the box against phrase which best describe how you feel about the statement. The phrases are:

5. Strongly Agree/Highly Satisfactory 4. Agree/Satisfactory 3. Neutral
 2. Disagree/Dissatisfy 1. Highly Disagree/Highly Dissatisfactory

	Outcomes of Quality of Work Life	1	2	3	4	5
18	Job Satisfaction					
18.1	My job absenteeism is very low					
18.2	I have no desire to move to another job					
18.3	I strongly recommend this job to my friends or relatives					
18.4	I feel extremely comfort with my present job					
18.5	I am very punctual with regard to my job					
19	Employee Productivity					
19.1	I feel extremely morale with my job					
19.2	I am very loyal to my job					

19.3	I am very committed to my job					
19.4	I am very loyal to my company and my client					
19.5	I never feel the presence of employee burnout in my organisation					
20	Organisational Target/Goal Achievement					
20.1	My performance is suitably rewarded in my company					
20.2	The rewards for my performance is always the best in the industry					
20.3	I am very clear about my goals to be achieved					
20.4	I am occasionally given training for accomplishing my objectives					
20.5	My rewards exactly matches with my performance					