



## INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

### CONTENTS

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

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

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

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

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

[www.ijrcm.org.in](http://www.ijrcm.org.in)

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

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

**PATRON****SH. RAM BHAJAN AGGARWAL**

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

**CO-ORDINATOR****DR. SAMBHAV GARG**

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

**ADVISORS****PROF. M. S. SENAM RAJU**

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

**PROF. M. N. SHARMA**

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

**PROF. PARVEEN KUMAR**

Director, M.C.A., Meerut Institute of Engineering & Technology, Meerut, U. P.

**PROF. H. R. SHARMA**

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

**PROF. S. L. MAHANDRU**

Principal (Retd.), Maharaja Agrasen College, Jagadhri

**PROF. MANOHAR LAL**

Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi

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

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

**CO-EDITOR****DR. SAMBHAV GARG**

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

**EDITORIAL ADVISORY BOARD****DR. AMBIKA ZUTSHI**

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

**DR. VIVEK NATRAJAN**

Faculty, Lomar University, U.S.A.

**PROF. SIKANDER KUMAR**

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

**PROF. SANJIV MITTAL**

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

**PROF. SATISH KUMAR**

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

**PROF. RAJENDER GUPTA**

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

**PROF. ROSHAN LAL**

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

**PROF. ANIL K. SAINI**

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

**PROF. S. P. TIWARI**

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

**DR. ASHOK KHURANA**

Associate Professor, G. N. Khalsa College, Yamunanagar

**DR. TEJINDER SHARMA**

Reader, Kurukshetra University, Kurukshetra

**DR. KULBHUSHAN CHANDEL**

Reader, Himachal Pradesh University, Shimla, Himachal Pradesh

**DR. ASHOK KUMAR CHAUHAN**

Reader, Department of Economics, Kurukshetra University, Kurukshetra

**DR. SAMBHAVNA**

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

**DR. MOHINDER CHAND**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. MOHENDER KUMAR GUPTA**

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

**DR. VIVEK CHAWLA**

Associate Professor, Kurukshetra University, Kurukshetra

**DR. VIKAS CHOUDHARY**

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

**DR. SHIVAKUMAR DEENE**

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

**ASSOCIATE EDITORS****PROF. NAWAB ALI KHAN**

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

**PROF. ABHAY BANSAL**

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

**DR. PARDEEP AHLAWAT**

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

**PARVEEN KHURANA**

Associate Professor, Mukand Lal National College, Yamuna Nagar

**SHASHI KHURANA**

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

**SUNIL KUMAR KARWASRA**

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

**DR. BHAVET**

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

**TECHNICAL ADVISORS****DR. ASHWANI KUSH**

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

**DR. BHARAT BHUSHAN**

Head, Department of Computer Science &amp; Applications, Guru Nanak Khalsa College, Yamunanagar

**DR. VIJAYPAL SINGH DHAKA**

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

**DR. ASHOK KUMAR**

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

**DR. ASHISH JOLLY**

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

**MOHITA**

Lecturer, Yamuna Institute of Engineering &amp; Technology, Village Gadholi, P. O. Gadhola, Yamunanagar

**AMITA**

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

**MONIKA KHURANA**

Associate Professor, Hindu Girls College, Jagadhri

**ASHISH CHOPRA**

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

**SAKET BHARDWAJ**

Lecturer, Haryana Engineering College, Jagadhri

**NARENDRA SINGH KAMRA**

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

**FINANCIAL ADVISORS****DICKIN GOYAL**

Advocate &amp; Tax Adviser, Panchkula

**NEENA**

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

**LEGAL ADVISORS****JITENDER S. CHAHAL**

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

**CHANDER BHUSHAN SHARMA**

Advocate &amp; Consultant, District Courts, Yamunanagar at Jagadhri

# CALL FOR MANUSCRIPTS

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

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

## GUIDELINES FOR SUBMISSION OF MANUSCRIPT

### 1. **COVERING LETTER FOR SUBMISSION:**

Dated: \_\_\_\_\_

The Editor

IJRCM

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

Dear Sir/Madam,

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

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

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

Also, if our/my manuscript is accepted, I/We agree to comply with the formalities as given on the website of journal & you are free to publish our contribution to any of your journals.

**Name of Corresponding Author:**

Designation:

Affiliation:

Mailing address:

Mobile & Landline Number (s):

E-mail Address (s):

2. **INTRODUCTION:** Manuscript must be in English prepared on a standard A4 size paper setting. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 12 point Calibri Font with page numbers at the bottom and centre of the every page.
3. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.
4. **AUTHOR NAME(S) & AFFILIATIONS:** The author (s) full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address should be in 12-point Calibri Font. It must be centered underneath the title.
5. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain background, aims, methods, results and conclusion.
6. **KEYWORDS:** Abstract must be followed by list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.

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

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

**PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**

**Books**

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

**Contributions to books**

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

**Journal and other articles**

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

**Conference papers**

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

**Unpublished dissertations and theses**

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

**Online resources**

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

**Website**

- Kelkar V. (2009): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on February 17, 2011 <http://epw.in/epw/user/viewabstract.jsp>


**QUALITY OF WORK LIFE (QWL) FOR FINANCE PROFESSIONALS IN DUBAI****DR. SANGEETHA VINOD****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT****MANIPAL UNIVERSITY, DUBAI CAMPUS****DUBAI INTERNATIONAL ACADEMIC CITY****DUBAI, UNITED ARAB AMIRATES****FAYAZ AHAMED M.A.****MEMBER, INDIAN ACCOUNTING ASSOCIATION****PHD RESEARCH SCHOLAR, DEPARTMENT OF COMMERCE, DRAVIDIAN UNIVERSITY****KUPPAM - 571 425****N. MOHAMED RAFIQ****PH.D RESEARCH SCHOLAR, DEPARTMENT OF COMMERCE, MANONMANIAM SUNDARANAR UNIVERSITY****TAMIL NADU - 627 012****ABSTRACT**

*In today's high tech, fast-paced world, the work environment is very different than it was a generation ago. According to the Institute of Industrial Engineers, it is not uncommon for a person to change careers on an average of six times in his or her lifetime. On an average we spend around eight to twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, a fulfillment of having done a task, without any flaw and having spent the time constructively and purposefully. Regular assessment of Quality of Work Life (QWL) can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. This study contributes to the literature of Quality of Work Life by testing the relationship between QWL and job security, autonomy in decision making, job satisfaction and attitude of management by using a questionnaire to survey a sample of 32 finance professionals in three multinational corporations (MNCs) in Dubai, United Arab Emirates. The global recession has created a major ruckus on these individuals in Dubai, as they had to endure tremendous pressures from banks, sub-contractors, and all other entities related to financial obligations of the organization due to huge outstanding accounts receivables, loans and payments to banks, redundancy payments to employees who faced lay-offs and not to mention about the bounced checks and financial frauds/scams. The findings indicate that 72 percent of the finance professionals consider their Quality of Work Life good compared to their counterparts in the industry. Further the results indicated a significant positive relationship between QWL and Job security, Autonomy in decision making, Job satisfaction and Attitude of management.*

**KEYWORDS**

Autonomy, Job satisfaction, Job security, Quality of Work Life (QWL), Stress.

**INTRODUCTION**

 Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999). More recently, work-related stress and the relationship between work and non-work life domains (Loscocco & Roschelle, 1991) have also been identified as factors that should conceptually be included in Quality of Working Life. Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, which is one third of our entire life; Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Studies in the UK University sector have shown a valid measure of Quality of Working Life exists and can be used as a basis for effective interventions.

The **global financial crisis of 2008–2009** became prominently visible in September 2008 with the failure, merger or conservatorship of several large United States-based financial firms. The underlying causes leading to the crisis had been reported in business journals for many months before September, with commentary about the financial stability of leading U.S. and European investment banks, insurance firms and mortgage banks consequent to the subprime mortgage crisis.

With the global recession and the fall in oil prices, most Gulf countries are expected to have limited economic growth in 2009. Many companies in the region have responded with staff cuts and recruitment. Freezes, with professionals in investment, administration and marketing functions most affected. Demand for infrastructure and audit professionals has increased. The UAE and Dubai in particular, has seen its share of vacancies fall, with some residents seeking opportunities in other Gulf States. However, it still has significant recruitment levels and remains the region's most popular destination. Limited pay increase is expected in the near term, due to falling inflation, reduced demand, rising global unemployment and strength of the US dollar. Economic growth is expected to recover in 2010, with employment activity gaining momentum as a result, but in the long run remaining dependent on the oil price.

In the past, financial figures were the major factor in defining good company, but in recent years, Quality of Work Life is increasingly being identified as progressive indicators related to the function and sustainability of business organizations (Koonmee 2010).

Worrall and Cooper (2006) reported that a low level of well-being at work is estimated to cost about 5-10 per cent of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively unexplored and unexplained within the organizational psychology research literature.

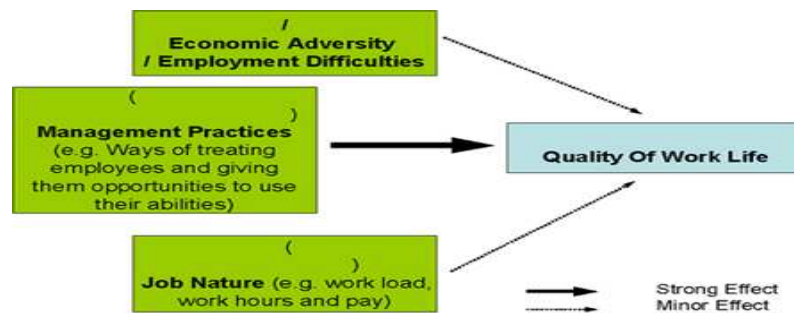
A large number of peoples' lives will be spent at work. Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. Too often, people tend to see work as something they just have to put up with, or even something they do not even expect to enjoy.

Some of the factors used to measure quality of working life pick up on things that do not actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they do not feel pleased or happy - they just do not feel bad. This can apply to a range of factors that affect someone's working conditions. Other things seem to be more likely to make people feel good about work and themselves once the basics



are comfortable at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life.

**FIGURE 1: SHOWING THE VARIOUS CONSTRUCTS OF QUALITY OF WORK LIFE**



The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

### STATEMENT OF THE PROBLEM

Multinational Corporations (MNCs) are recognized for their dedication to providing satisfying and innovative work environments that attract and retain top-notch finance talent. "Now, more than ever, organizations are relying on the knowledge and skills of financial professionals, viewing them as valuable assets to the workplace," said Jim Kaitz, AFP's (Association of Finance Professionals) president and CEO. "While these are difficult economic times, companies should not diminish their focus on attracting and retaining top talent," said Richard T. Roth, CPA, managing director of The Hackett Group.

Robert Half Management Resources Survey (2010) found that executives face greater job demands today than five years ago. More than eight in 10 (81 per cent) chief financial officers (CFOs) interviewed recently said they believe it's more difficult to be a company leader today than it was five years ago.

2010 has seen unprecedented turmoil sweep through the economy of Dubai. Without the oil and gas resources of its neighbours to provide shelter from the storm of global recession, Dubai's heavy reliance on financial services, construction, real estate and tourism spelled gloomy news for its expatriate professional community, many of whom had come to accept exuberant prosperity and a lavish lifestyle as the norm. Where skill shortages and high salaries once meant good times for talented finance professionals, prudence and caution now prevail.

The recession has reduced the demand for finance professionals and their working life has changed for many expatriate accountants in Dubai. The mood amongst people here isn't good and a mass small and medium-sized companies closing down, unemployment is rising and many employees face salary cuts. People are finding it tough going – and with revenues and margins falling, management teams are keeping a sharp eye on cost reductions. However, even so, there are still good opportunities for management accountants. In fact, though, it's not all doom and gloom, despite the high profile given in the financial press to Dubai's fall-out from the global recession.

Although the job market has tightened, there's still scope for well-trained, experienced people. In fact, the economic turmoil may even have honed the skills of some Dubai-based finance professionals. People used to be concerned primarily about how to get high returns and deal with surplus funds, cash was taken for granted. But with the onset of the financial crisis, everyone was forced to start learning basic business principles once again; namely, that cash is king. With investors withholding funds and customers delaying payments – or even going out of business – many finance managers in companies here have been forced to shift their focus to cash generation, for instance, by negotiating credit facilities with banks.

The majority of accountants who have been made redundant but have chosen to stay in the Gulf haven't sought to change career paths; instead, many will consider a broader range of locations outside Dubai: More vacancies are becoming available in Abu Dhabi and Saudi Arabia, whose economies have proved more robust at withstanding the global recession. Even the construction and property sector is recovering there, due to government investment in infrastructure. And Doha's continued development as a regional centre of excellence for science and technology mean opportunities are being created in Qatar too.

Although some accountants in more adversely affected world economic centres have regarded the Middle East as a market for their talents, candidates already based there are generally favoured: Employers prefer to hire people with local knowledge, unless there's a specific technical skill that can't be sourced locally. Longer-term Middle East experience and the ability to speak Arabic are definitely assets. Working in Dubai gives people the Middle East experience that many employers in the Gulf want, a number of accountants who live in Dubai but now commute 90 minutes each way to Abu Dhabi due to the down turn in the economy.

Employers have a much more positive outlook – but with a healthy dose of realism; nobody in the UAE expects a return to the excessive levels of recruitment previously seen. There's a far greater emphasis on only hiring into business-critical roles – anything deemed to be a luxury or just a nice-to-have is unlikely to be given the green light.

Therefore, the researchers have to come to this conclusion that as finance professional job entails a lot of responsibilities, risks in financial decisions and subsequently immense stress, organizations will have to definitely attract and retain financial professionals by lucrative emoluments and benefits and a healthy working environment. Herein, the current study, financial professionals of select MNCs of Dubai, United Arab Emirates (UAE) will be administered with a structured undisguised questionnaire that will aim at measuring their overall QWL and the professionals work attitude, level of job satisfaction/stress, job security, autonomy at work and well-being.

### RATIONALE FOR THE STUDY

The researcher's rationale for selecting particularly this category of professionals is due to the increasing concerns within the financial industry, it is important for employers to understand how to successfully retain their financial professionals. With increased satisfaction, job security, positive work attitude, autonomy for decision-making at work, pay-equity and overall well-being, organizations financial potential will be on uptrend; and employers will continue to retain these professionals and earn profits. Recent economic changes due to the current recession, including mergers and acquisitions, bankruptcies and changing regulations, have created increased stress among finance industry professionals. The surviving financial professionals have been impacted physically, with increased workloads, and emotionally, though increased anxiety and pressure from dealing with client concerns. The researchers through this study would attempt to highlight certain continuous improvement strategies that employers need to understand in terms of the challenges the finance professionals face, and suggest organizations to develop techniques and service structures that promote success and satisfaction among those professionals.

### OBJECTIVES OF THE STUDY

The main objectives of this research are as follows:-

To measure the Quality of Work Life among Finance Professionals of select MNCs in Dubai, United Arab Emirates.

To identify the impact of the following attributes on the measure level of Quality of Work Life among the Finance Professionals: Work Attitude, Job Satisfaction, Autonomy, Pay / Pay-Equity, Stress, and Job Security.

## HYPOTHESES

- Hypothesis 1:** There is no significant association between the demographic profiles of finance professionals with their perception about QWL  
**Hypothesis 2:** There is no significant association between job satisfaction and QWL  
**Hypothesis 3:** There is no significant association between autonomy at work and QWL  
**Hypothesis 4:** There is no significant association between attitude of management towards employees and QWL  
**Hypothesis 5:** There is no significant association between quality of life and Quality of Work Life (with special reference to the professional being able to devote enough time for family responsibilities)

## REVIEW OF LITERATURE

Suman Ghalawat (2010) states that QWL is a Process of work organizations which enables its members at all levels to actively participate in shaping the organizations' environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organization and improved quality of the life at work for employees. Work is an integral part of our everyday life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place, that is one third of our entire life; it does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. The factors that influence and decide the Quality of Work Life are: Attitude, environment, opportunities, nature of job, people, stress level, career prospects, growth and development, risk involved and reward.

The inspirational part of success is to hold a reputed job. On an average, we spend around twelve hours daily in the work place that is one third of our entire life. Job, occupies one's thoughts, prefixes the schedule of the day, determines the purchasing power of an individual, and contributes to the social identity. Today's literate workforce expects more than just pay from their work. The dynamic work environment demands equal importance to both technology and human needs, where the individual perspectives play a key role in humanization of work atmosphere and democratization of work relations.

Davis (1983) defines QWL as "the quality of the relationship between employees and the total working environment, with human dimensions added to the usual technical and economic considerations". Quality of Working Life cannot be attained unless all needs arising in organizational settings are taken care of (Sinha and Sayeed, 1980). As organizations are struggling to survive and become more efficient, an accrued interest has evolved around the concept of professionals working life. (Dolan et al., 2008). Quality of Work Life (QWL) should be viewed as a two way process, from organizational perspective it should consider, employee as the most important resource as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Straw and Hecksher, 1984). Whereas from the employee's perspective, QWL should be conceived as a set of methods, such as autonomous work groups, job enrichment, high-involvement aimed at boosting the satisfaction and productivity of workers (Feuer, 1989).

### EMERGENCE OF QWL CONCEPT

Quality of Work Life is a concept of behavioral scientist, and the term was first introduced by Davis in 1972 (Mathur, 1989; Hian and Einstein, 1990). According to Robins (1990) QWL is "a process by which an organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work". The key elements of QWL in the literature include job security, job satisfaction, better reward system, employee benefits, employee involvement and organizational

The behavioral scientist Abraham (1973), Hall (1976), Andrews and Withey (1976), Campbell et al., (1976) and Blishen et al., (1975) believe and state their views of 'quality of work' that it is the combination of statistical and psychological factors. They assessed responsibility as subjectivity and the other people well-being as objective indicators. Stone (1978) has stated in his paper on organic solidarity and life quality indicators that quality of life has been accepted by psychological factors. That has been considered as an individual satisfying or frustrating factors. Later, Mishra (1985) found in his study that age and length of service did not affect QWL. It was a function of income of the employees, income leads to high QWL, and higher level of education higher level of QWL.

### QWL AND ORGANIZATIONAL FACTORS

QWL practice involves acquiring, training, developing, motivating and appraising for the best performance of the employees as per organizational objectives. Indeed, core elements of QWL are of working conditions, employee job satisfaction, employees' behavioral aspects, and employees' financial and non-financial benefits, growth and development, and supervision (Lau & May, 1998; Hackman & Oldham, 1975; Taylor & Bowers, 1972).

Job satisfaction can be understood by explaining people want to come to work. Locke (1976) defined job satisfaction as "a positive emotional state resulting from the appraisal of one's job or job experiences". Though various researchers identified it in different ways and conclude that it's a combination of physiological, psychological and environmental circumstances, the result of this combination is a person's job satisfaction. Job satisfaction has significant effect on organizational performance in terms of wages, salary, incentives, boss-subordinate relationships, company policy, promotion, jobs itself, co-worker relationship (hygiene factors) (Nash, 1985). Job satisfaction in recent year has become associated with Quality of Work Life movement.

It is well known that employee intrinsic motivation has an impact on organizational performance and Herzberg et al. (1959) had shown that motivated employees tend to performs better. Company need to find out the factors that influence employees' satisfaction and to ensure their Quality of Work Life (Gilgeous, 1998). In the same vein, Muqtada et al. (2007) assert that workers had their common complaints related to wage and working conditions such as working hours, late attendance, and working lunch. Workers perceived that management always pays them (workers) inadequate wages and low overtime, few days of leave, long work hour without compensation and enterprises are very strict about late attendance. This complaint creates disputes and dissatisfaction at work. As workers have no structured labor-management consultation and negotiation, therefore complaints generate conflict and unrest in the zone. The expression "Quality of Work Life" evolved in the late 19th century. The first study of its kind done in Hawthorne Western Electric's plant by famous sociologist Elton Mayo, in 1933, highlighted the importance of environmental factors on plant workers' performance. The results tempered the Taylorian performance of "Scientific management theory" applied until then (Mayo, 1960). This led to the paradigm shift that, money was not the only motivator, where as other environmental factors also play a significant role in influencing the employee productivity.

Irving Bluestone, employee of General Motors, used the expression "Quality of work life" for the first time in late 1960s (Goode, 1989), to evaluate employee satisfaction. QWL as a discipline began in the U.S. in September 1972 when the phrase was coined at the International conference on "democratization of work" conference held at Columbia University's Arden House New York. In August 1973, the International Council for the Quality of Working Life was created, to promote research. Worrall and Cooper (2006) reported that a low level of well-being at work is estimated to cost about five-ten percent of Gross National Product per annum, yet Quality of Working Life as a theoretical construct remains relatively less explored within the organizational psychology research literature.

After conducting an extensive literature review, the researcher have come to this understanding that there have been varied constructs researched by yesteryear scholars and men of great realization, but the present study aims to measure the QWL among finance professionals, which not many have done in the past.

## RESEARCH METHODOLOGY

The current study has a descriptive research design that aims at gauging the demographic profile and perception of 32 financial professionals of three MNCs in Dubai, towards Quality of Work Life and its different constructs. A random representative sampling technique was used to retain its representatives and



manageability as it is commensurate with this quantitative research studies. An objective assessment of the qualitative factors is made possible through a structured un-disguised questionnaire that will measure the level of QWL and the impact of various constructs like, job security, workload, autonomy, job satisfaction/stress, pay-equity and work attitude. The questionnaire has a combination of scales used to measure the qualitative factors like the bipolar scale (YES/NO) and a four point scale, to suit the statements related to various constructs which will enable the professional in eliciting his feelings in a realistic manner. The primary data was tabulated and analyzed using simple percentage analysis – for the demographic profile of the respondents and subsequently, Statistical Package for Social Sciences (SPSS ver.11) was utilized to analyze the association between Quality of Work Life and demographic variable, as well as the independent variables through t-test and correlational analysis.

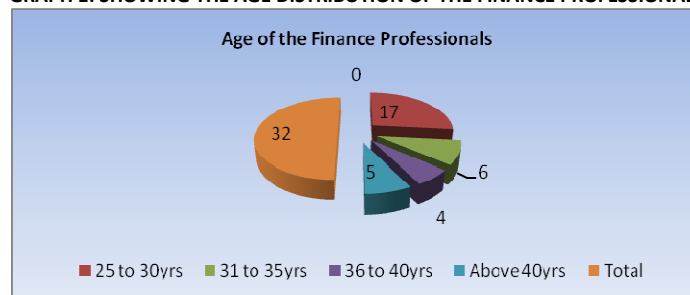
### LIMITATIONS OF THE STUDY

- The sample size is small, due to the challenge of gaining access to the finance professionals and their non-response associated with their stressful and hectic schedules
- Lack of clarity of some constructs has led to its elimination, despite its assumed importance.
- The study was conducted exclusively in few areas of Dubai, United Arab Emirates during the period of Nov.2010 to January 2011.
- Given the research base, it was not possible to visit the site of every organization in the survey; this was prohibitive in terms of both time, and finances.

### RESULTS AND DISCUSSION

- 53 percent of the finance professionals were in the age group of 25-30 years, which indicates that majority of the finance professionals considered for this study are in their early or mid-career stage and the pro is that they are emotionally more intelligent to tackle stress and job insecurity, but the con being that their level of job satisfaction is not healthy and have lot of expectations regarding pay, scope for advancement and other benefits.

**GRAPH 1: SHOWING THE AGE DISTRIBUTION OF THE FINANCE PROFESSIONALS**



- 97 percent of the finance professionals were of Indian Nationality, which also signifies that majority of the multinational corporations in Dubai have the practice of hiring Indians as financial advisors/managers/executives in the organization, may be due to the ethnic profiling concept of them being wise with numbers as well as self-disciplined and regulated.
- 91 percent of the finance professionals were men and the rest being women. This indicates that there are few women in Dubai who have been able to climb up to the managerial positions in the specialization of finance and on researching on this issue, it has been noticed that most women who are specialized in finance either chose to work in Banks or Universities and that explains the minor representation of women as finance professionals in the corporate.
- 53 percent of the finance professionals have a work experience of more than five years and it indicates that these professionals are in their mid-career stage or early stages.
- 47 percent of the professionals work 11 hours and more in a month as extra beyond their regular schedule of 8 hours per day and 38 percent of them work less than 5 hours per month.
- 75 percent of the finance professionals agreed that it is definitely somewhat hard to take time off during your work to take care of personal or family matters.
- 53 percent of the professionals agreed that sometimes the demands of their family interfere with work on the job and 16 percent claimed that often it interferes, creating family-to-work spillover stress.
- 72 percent of the professionals had only three hours to relax or pursue activities that they enjoy and 13 percent did not have any time at all for the same. Herein, we can interpret that the Quality of Work Life has a direct bearing on the quality of life, as the professionals do not get enough time to devote for themselves.
- 91 percent of the professionals do not undertake any extra work from other employers even as freelancers, this is probably because of the strict labor law from the employers side that one he/she is sponsored by an employer then they lose their freedom to work as a part-timer or freelance in the same profession. In fact it is liable to financial fines to the worth of even up to AED.30, 000.
- 69 percent of the professionals only sometimes took part with others in decision making that affects them, explaining the lack of decision making autonomy even in MNCs.
- 97 percent of the finance professionals claimed that their relationship with management at work place in neither good nor bad. This clearly explains that the morale of these professionals towards management, which clearly lacks a family feeling.
- The response was divided among the professionals when asked about getting a pay increase if a job was well done. 50 percent said a yes and other 50 percent a no. This indicates that pay equity especially external equity is discriminating and there is relative deprivation of pay scales internally too.
- 47 percent of the professionals claimed that they sometimes found their job stressful, 22 percent claimed often they felt stressful and 13 percent said that they always felt stressful. Stress is an independent variable, that appears to definitely have an impact on the Quality of Work Life of the professionals and if organizations do not work on stress reduction strategies, many of these professionals will look for greener pastures or will have reduction in their productivity.
- 62.5 percent of the professionals claimed that they are only somewhat satisfied with their current jobs. Indicating that once the market situation gets better, many of these professionals will move on, in fact majority of them are already in the pipeline by having applied for immigrations and registered with headhunters for jobs in Abu Dhabi, Qatar, Saudi Arabia and even India, wherein growth is at its best at this point of time.
- 69 percent of the professionals rate their emotional intelligence as moderate at work. Perhaps patience and tolerance is something every professional in Dubai develops over a period of time, as majority of the management act democratic and think autocratic.
- 72 percent of the professionals have rated the overall Quality of Work Life in their organization as good, since they feel that they have got the best of the opportunity compared to the market conditions and having retained their jobs during this economic recession and still being given performance based increments and bonus is a positive sign in many of these organizations.

- Only 57 percent of the professionals agreed on the fact that they had job security. In fact few professionals as a comment had written in the questionnaire that job security in Dubai means (Today + 30 days). As hire and fire policy is very vibrant in this market, many employees do find the lack of job security as a source of worry and chose to migrate to Canada, Australia, and New Zealand or to neighboring gulf countries.

#### HYPOTHESIS TESTING

**Ho:** There is no significant association between the demographic profiles of finance professionals with their perception about QWL

**H1:** Null hypothesis is accepted, as the t-test clearly indicated that there is no positive association between gender and quality of work life. Most of the other demographic variables too like age, nationality, work experience and extra hours at work had no significant association with QWL.

**TABLE 1: SHOWING THE T-TEST RESULTS FOR ASSOCIATION BETWEEN GENDER AND QWL**

Sl.no	Quality of Work Life	Mean	S.D	Statistical inference
1	Male (n=29)	1.72	.455	T = .204 P > 0.05 Not Significant
2	Female (n=3)	1.67	.577	

**Ho:** There is no significant association between job satisfaction and QWL.

**H2:** Null Hypothesis rejected, as it has been proven statistically that there is significant association between job satisfaction as an independent variable and QWL.

**Ho:** There is no significant association between autonomy at work and QWL.

**H3:** Null Hypothesis rejected, as it has been proven statistically that there is significant association between autonomy in decision making as an independent variable and QWL.

**Ho:** There is no significant association between attitude of management towards employees and QWL

**H4:** Null Hypothesis rejected, as it has been proven statistically that there is significant association between attitude of management towards employees as an independent variable and QWL

**Ho:** There is no significant association between quality of life and Quality of Work Life (with special reference to the professional being able to devote enough time for family responsibilities)

**H5:** Null Hypothesis rejected, as it has been proven statistically that there is significant association between employees feeling deprived of their family responsibilities due to work thereby creating negative perception toward work life.

All the above stated hypothesis was proven with the help of a correlational analysis (values illustrated in Table 2) that was able to establish a positive and significant association between the following independent variables - autonomy for decision making, job satisfaction, attitude of management, quality of life (time spent with family) and QWL.

**TABLE 2: SHOWING THE CORRELATION BETWEEN INDEPENDENT VARIABLES AND QWL**

Quality of Work Life in this organization is	Correlation value	Statistical inference
How hard is it to take time off during your work to take care of personal or family matters	.469(**)	P < 0.01 Significant
n your job, how often do you take part with others in making decisions that affect you?	-.355(*)	P < 0.05 Significant
In general, how would you describe relations in your work place between management and employees?	.420(*)	P < 0.05 Significant
All in all, how satisfied would you say you are with your job?	.520(**)	P < 0.01 Significant

#### SUGGESTIONS & CONCLUDING REMARKS

The UAE has been ranked number 1, as the country with the best quality of life in the Middle East and North Africa region in the prestigious Economist Intelligence Unit 2009 Quality of Life Index. Globally, the Quality of Life Index ranked the UAE 15th in the world out of 160 countries evaluated. The ranking reflects the prosperity the UAE has witnessed over the past years and the results of ongoing strategic initiatives introduced by the UAE government across all sectors including the economy, security, health and education. Abdullah Nasser Lootah, Secretary General of Emirates Competitiveness Council, commented on the Quality of Life Index, saying: "While the results are gratifying, our goal is to continue to improve the quality of life of our citizens. This determination and vision of our leadership, represented by UAE President H.H. Sheikh Khalifa bin Zayed Al Nahyan and H.H. Sheikh Mohammed bin Rashid Al Maktoum, UAE Vice President and Prime Minister and Ruler of Dubai, to keep citizens at the heart of the nation's development, and to work towards improving the quality of life of every individual living in the UAE."

The researchers suggest the following strategies to the corporates and policy makers that will enable in enhancing the existing perception of Quality of Work Life among the finance professionals. We all desire a work experience that can fit neatly with our personal lives. Too often however peoples work life overpowers the rest of their life. And when that happens, we can very easily find ourselves struggling to keep up in all areas of our lives. The following ten tips are designed to apply as much to the CEO as they do to the front line worker:

- 1) **Have a personal vision** of who you want to be and what you want to!
- 2) **Test out your own personal vision** with that of your organizations - in how many ways do they support each other?
- 3) **Learn, and keep on learning** - go to training sessions and in-services, enroll in college courses, read books. Know why, not just how.
- 4) **Buddy-up** - find ways to share the load with other team members. Sharing the load makes work easier to manage and less stressful.
- 5) **Share your successes** - this allows you to learn from the successes of others, as well as giving you a boost when you need.
- 6) **Get it off your chest** - talk things over with your buddy, friend, supervisor when things trouble you, don't keep it bottled up inside.
- 7) **Find joy in being of service to others** - think about how the person you are serving is better off as a result of your work, and rejoice in that knowledge.
- 8) **Take time for breaks** - pay particular attention to the need to refresh body, mind and spirit.
- 9) **Try out new ideas** - to innovate is to grow. By using your creativity and innovation life becomes exciting and fulfilling.
- 10) **Have fun at work** - laughter is the best medicine, but use only appropriate humor. Damaging someone else's self-esteem for the fun of it is no laughing matter.

#### REFERENCES

- Ameringen, M.R., Arsenault, A. and Dolan, S.L., "Intrinsic Job Stress as Predictor of Diastolic blood Pressure Diastolic blood pressure - Hypertension Among Female Hospital Workers", Journal of Occupational Medicine, Vol. 30 No.2, pp.93-7, 1988.
- Arsenault, A., Dolan, S.L. and van Ameringen, M.R., "Stress and Mental Strain in Hospital Work: Exploring the Relationship beyond Personality", Journal of Organizational Behavior, Vol. 12 pp.483-93, 1991.

- Churchill, G., Ford, N. and Walker, O., Personal Characteristics of Sales People and the Attractiveness of Alternative Rewards. *Journal of Business Research*. June 1979;7:25- 50, 1979.
- Davis, L.E. Design of New Organizations. The Quality of Working Life and the 1980s. H. Kolody and H.V.beinum (eds). New York, Praeger Publisher: 65-86, 1983.
- Elisaveta, S., Relationship Among Perceptions of Quality of Work Life and Job Satisfaction. *Management and Organization Review*. 2(3): 459-460, 2006.
- Dolan, L.S, Garcia,S., Cabezas,C. and Tzafrir, S.S., Predictors of "Quality of Work" and "Poor Health" Among Primary Health-Care Personnel in Catalonia. *International Journal of Health Care Quality Assurance*. 21(2);Pg. 203-218, 2008.
- Ebrahim (2010) "The relation between QWL and job satisfaction", *Middle –East Journal of scientific Research* 6(4), 317-323-2010.
- Feuer, D., Quality of work life: a cure for all ills? Training: The Magazine of Human Resources Development, 26: 65-66, 1989.
- Gilgeous, V., (1998), "Manufacturing managers: their quality of working life", *Integrated Manufacturing System*, Vol. 9, No. 3, pp.173-181.
- Goode, D. A. 'Quality of Life, Quality of Work Life'. in W. E. Kiernan and R. L. Schalock (eds.), *Economics, Industry and Disability: A Look Ahead* (Paul H. Brookes, Baltimore), pp. 337-349, 1989.
- Hackman, J.R., & Oldham, G.R., (1980), "Work redesign", Redings, M.A: Addison-Wesley.
- Hair, J.F; Anderson, R.E and Tatham, R.L. 1999. *Multivariate Data Analysis*. 2nd edition. Macmillan publishing company, New York. P 111-114.
- Hart, P.M., Teacher Quality of Work Life: Integrating Work Experiences, Psychological Distress psychological distress, *Occupational Organizational Psychology* 67: 109-132, 1994.
- Herzberg, F., Mausner, B., and Snyderman, B. (1959), "The Motivation to Work" (2nd ed.) New York: John Wiley.
- Hian, C.C., and Einstein, W.O., (1990), "Quality of Work Life (QWL): What can unions do? S.A.M. *Advanced Management Journal*, Vol. 55, No. 2, p. 17-22.
- Karasek, R.A. "Control in the Workplace and its Health-Related Aspects", in Sauter, S.L., Hurrell, J.J., Cooper, C.L. (Eds), *Job Control and Worker Health*, Wiley, New York, NY, pp.129-59, 1989.
- Kohl, M. L and Schooler, C., 'Job conditions and personality: A Longitudinal Running in the direction of the long axis of the body or any of its parts. Assessment of Reciprocal Effects', *American Journal of Sociology* 87: 1257-1286, 1982.
- Koonmee,K.,A. Singhapakdi, B. Virakul and D.J.Lee, Ethics institutionalization, Quality of Work Life and employee job related outcomes: A survey of human resource managers in Thailand, *Journal of Business Research*, 2010, 1-7, 20-26
- Lau, R.S.M and May, B.E., (1998), "A win-win paradigm for Quality of Work Life and business performance", *Human Resource Development Quarterly*, fall 1998, Vol 9, No. 3.
- Lee, J.D., Singhapakdi, A. and Sirgy, J.A., Further Validation of a Need-based Quality-of-work-life (QWL) Measure: Evidence from Marketing Practitioners. *Applied Research in Quality of Life*. 2(4), 273-287, 2007.
- Locke, E. (1976), "The Nature and Causes of Job Satisfaction, in *Handbook of Industrial and Organizational Psychology* Edited by M.D. Dunnette (Chicago: Rand McNally, 1976), pp. 901-969.
- Loscocco, K.A. and A.R. Roschelle, Influences on the Quality of Work and Non-work Life: Two Decades in Review. *J. Vocational Behavior*, 39: 182-225, 1991.
- Martel,P.J and Dupuis,G., Quality of Work Life: Theoretical and Methodological Problems, and Presentation of a New Model and Measuring Instrument. *Social Indicators Research* (2006) 77:333-368, 2006.
- Mathur, R. N., (1989), *Quality of working life of women construction workers*, Commonwealth Publishers, New Delhi, India.
- Mayo, E. *The Human Problems of an Industrial Civilisation* (Viking Press, New York) 1960.
- Muqtada, M., Singh, A.M., and Rashid, M.A., (2002), "Bangladesh: Economic and Social Challenges of Globalization" The University Press Limited, Dhaka, Bangladesh. [A study prepared for the International Labor Office, Geneva]
- Nash, M. (1985), "Managing Organizational Performance", Jossey-Bass, San Francisco, California.
- Park, E.J. and George, D., The Effect of Working Relationship Quality on Salesperson Performance and Job Satisfaction: Adaptive Selling Behavior in Korean Automobile Sales Representatives. *Journal of Business Research*. 59 (2006) 204-213, 2006.
- Purani, K and Sahadev, S., The Moderating Role of Industrial Experience in the Job Satisfaction, Intention to Leave Relationship: an Empirical Study Among Salesmen in India. *The Journal of Business & Industrial Marketing*. 23(7): pg. 475, 2008.
- Raduan,C. R., LooSee .B., Jegak,U and Khairuddin,I., 2006. Quality Of Work Life: Implications Of Career Dimensions. *Journal of Social Sciences*. 2 (2): 61-67, 2006.
- Robert Half Management Resources; Investment Weekly News. Atlanta: Jan 8, 2011. pg. 675
- Royuela, V., Tamayo, J and Surinach, J., The Institutional vs. the Academic Definition of the Quality of Work Life. What is the Focus of the European Commission? *Research Institute of Applied Economics* 2007.
- Sinha P, Sayeed OB. Measuring Quality of Working Life : Development of an Inventory. *Indian Journal of Social Work*. 41; 219-226, 1980.
- Sirgy, J.M, Efraty,D., Siegel,P and Lee,J.D. A New Measure of Quality of Work Life (QWL) based on need satisfaction and spillover *Social Indicators Research* 55: 241-302, 2001.
- Straw, R.J. and C.C. Heckscher, QWL: New Working Relationships in the Communication Industry. *Labor Studies J.*, 9: 261-274, 1984.
- Tanner, J.F., Jr, Castleberry, S.B., "Vertical Exchange Quality and Performance: Studying the Role of the Sales Manager, *Journal of Personal Selling and Sales Management* , Vol. 10 pp.17-27, 1990.
- Walton, R.E., Criteria for Quality of Working Life. In L.E. Davis, A.B. Cherns and Associates (Eds.) *The Quality of Working*. New York: The Free Press, Life, 1: 91-104, 1975.
- Winter, R., Taylor, T and Sarros, J. Trouble at Mill: Quality of Academic Worklife Issues Within a Comprehensive Australian university. *Studies in Higher Education*, 25: 279-294, 2000.
- Worrall, L. & Cooper, C. L. *The Quality of Working Life: Managers' Health and Well-being*. Executive Report, Chartered Management Institute, 2006.
- [www.acirrt.com](http://www.acirrt.com)
- [www.surveymshare.com](http://www.surveymshare.com)
- [www.springerlink.com](http://www.springerlink.com)
- <http://jmo.e-contentmanagement.com>
- [www.eurofound.europa.eu](http://www.eurofound.europa.eu)
- [www.chrmglobal.com](http://www.chrmglobal.com)
- <http://bjop.files.wordpress.com>
- [www.enotes.com](http://www.enotes.com)
- [www.cb.cityu.edu.hk](http://www.cb.cityu.edu.hk)
- [www.linkedin.com](http://www.linkedin.com)
- <http://en.wikipedia.org>
- [www.sharedexpertise.com](http://www.sharedexpertise.com)
- <http://www.ameinfo.com/224535.html>
- <http://www.citehr.com>
- <http://ezinearticles.com>
- Judge, T.A., Thoresen, C.J., Pucik, V., & Welbourne, T.M. Managerial coping with organizational change: A dispositional perspective. *Journal of Applied Psychology*, 84, 107-122, 1999, retrieved on 24<sup>th</sup> Dec, 2010, [www.timothyjudge.com](http://www.timothyjudge.com)
- Calum Robson, Working in gulf, CIMA, 2010, retrieved on 12<sup>th</sup> Jan, 2011. <http://myjobs.cimaglobal.com/careers/2174>

## **REQUEST FOR FEEDBACK**

**Esteemed & Most Respected Reader,**

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

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

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

Hoping an appropriate consideration.

With sincere regards

Thanking you profoundly

**Academically yours**

Sd/-

**Co-ordinator**