CHAPTER - V

QUALITY OF WORK LIFE IN INDIA

In the modern scenario, QWL as a strategy of Human Resource Management is being recognised as the ultimate key for development among all the work systems, not merely as a concession. This is integral to any organisation towards its wholesome growth. Over the years, since industrial revolution, much experimentation has gone into exploiting potential of human capital in work areas either explicitly or implicitly. Thanks to the revolution in advanced technology, the imperative need to look into QWL in a new perspective is felt and deliberated upon. The new face of workplace demands certain prerequisites such as higher order of thinking skills like abstraction system thinking and experimental inquiry, problem-solving and team work. The needs are greater in the new systems, which are participative ventures involving workers managed by so-called fictional proprietors. Indian major companies are tirelessly implementing this paradigm in human resources development. This chapter is intended to discuss various parameters of QWL in India i.e.; working conditions, compensation, welfare and social security, career development, grievance handling system, job security, participation in management, group cohesiveness and social relevance of work life.

1. WORKING CONDITIONS

Work conditions have impact upon labour productivity and hence upon labour cost. By good work conditions we mean the standard work conditions as described in the Indian Factories Act of 1948 (amended subsequently). Now; what is crucial is the way physical resources would be used as determined by human resources. The
quantity and quality output (that is, economic growth) thus depends very much on labour, a component of human resources.

Labour productivity (output per worker) depends on two vital factors: the workers' will to work and their capacity to work. Both these factors are considerably influenced by the physical Conditions in which they work. The demand for improved work conditions, such as reduced working hours, better safety measures in the plant, canteen facilities, leave facilities, etc., have been responsible for many industrial disputes and consequent work stoppages in industry in our country.

Hazardous work conditions have resulted in labour unrest and agitation in many cases. For example, in a spinning mill at Uluberia (West Bengal), several workers were hurt by the sudden collapse of a portion of the factory roof, and the workers struck work for a considerable number of days since January 17, 2002. This has happened even after the enactment of the Indian Factories Act in 1948, more than half century ago. There are several economic reasons as to why good work conditions should be maintained at workplaces.

(1) Hazardous and unhealthy workplaces result in costs for the employer. Apart from treatment of the injured/sick workers and indemnification for the injured/dead workers, damages to workshops have to be properly examined and repaired. Work conditions have impact upon labour productivity and hence upon labour cost. Work conditions on scan be related to competitiveness of manufacturing industries. In a regime of globalisation competitiveness has acquired a special significance.

(2) Customers in developed countries often attach a high value to the conditions under which the products they consume are manufactured. Therefore, hazardous workplaces might result in a loss of image, and finally, of sales.
(3) Occupational safety and health measures; by reducing accidents and resultant damages, are likely to increase labour productivity, which would more than offset the direct cost of introducing and maintaining such measures. Logically the question arises: What are good work conditions? Good work conditions can reasonably take to imply the standard work conditions as described in the Indian Factories Act 1948 and its subsequent amendments. According to survey on working conditions in manufacturing industries in West Bengal by Diptendu simlai found that standard work conditions are not ideal when compared with those prevailing in industrially advanced rich countries. We have tried to assess the actual work conditions prevailing in a particular region in and around Kolkata in the organized sectors of manufacturing in the background of the Factories Act. In attaining our objectives we particularly wanted to know

1. How far workers are satisfied with their present work conditions?

2. To what extent management has implemented the provisions of the Factories Act, 1948 governing work Conditions?

After identifying the important manufacturing industries of the survey region, we divided them into 10 groups, in the manner of the Report on Annual Survey of Industries, Government of India. Finally, for selecting the target factories we followed the convenient method because our easy access to the factory and free conversation with workers was utmost importance. 24 factories visited by us were ISO factories. Every group of industry covered by us had both ISO and non-ISO units. After entering a factory for survey we identified 5 different department process/parts of the factory chose workers associated with hazardous job. Apart from these inputs also in scenario of Indian industries working conditions and working environment followed according the Factories Act, 1948, The Factories (amended) Act, 1987 has provided
lot of provisions provided for the proper functioning of the organisations in India. The following are the different working conditions as per, The Factories Act, 1948 (Act No. 63 of 1948), as amended by the Factories (Amendment) Act, 1987 (Act 20 of 1987).²

**Health:**

**Section 11. Cleanliness:**

(1) Every factory shall be kept clean and free from effluvial arising from any drain, privy or other nuisance, and in particular

- (a) accumulation of dirt and refuse shall be removed daily by sweeping or by any other effective method from the floors and benches of workrooms and from staircases and passages and disposed of in a suitable manner;

- (b) the floor of every workroom shall be cleaned at least once in every week by washing, using disinfectant where necessary, or by some other effective method;

- (c) where a floor is liable to become wet in the course of any manufacturing process to such extent as is capable of being drained, effective means of drainage shall be provided as maintained

- (d) all inside walls and partitions, all ceilings or tops of rooms and all walls, sides and tops of passages and staircases shall- (i) where they are 'painted otherwise than with washable water paint or varnished, be repainted or revarnished at least once in every period of five years;

  - (i-a) where they are painted with washable water paint, be repainted with at least one coat of such paint at least once in every period of three years and washed at least once in every period of six months;
(ii) where they are painted or varnished or where they have smooth
impervious surfaces, be cleaned at least one in every period of fourteen
months by such methods as may be prescribed;

(iii) in any other case, be kept whitewashed, or colour washed, and the
whitewashing or colour washing shall be carried out at least once in
every period of fourteen months;

• (dd) all doors and window-frames and other wooden or metallic framework
and shutters shall be kept painted or varnished and the painting or varnishing
shall be carried out at least once in every period of five years;

• (e) The dates on which the processes required by clause (d) are carried out
shall be entered in the prescribed register.

(2) If, in view of the nature of the operations carried on in a factory or class or
description of factories or any part of a factory or class or description of factories,
it is not possible for the occupier to comply with all or any of the provisions of
sub-section (1), the State Government may by order exempt such factory or class
or description of factories or part from any of the provisions of that sub-section
and specify alternative methods for keeping the factory in a clean state.

Section 12. Disposal of wastes and effluents:

(1) Effective arrangements shall be made in every factory for the treatment of wastes
and effluents due to the manufacturing process carried on therein, so as to render
them innocuous, and for their disposal.

(2) The State Government may make rules prescribing the arrangements to be made
under sub-section (1) or requiring that the arrangements made in accordance with
sub-section (1) shall be approved by such authority as may be prescribed.
Section 13. Ventilation and temperature:

(1) Effect and suitable provisions shall be made in every factory for securing and maintaining in every workroom-

(a) Adequate ventilation by the circulation of fresh air, and

(b) such a temperature as will secure to workers therein reasonable conditions of comfort and prevent injury to health; and in particular,

- walls and roofs shall be of such material and so designed that such temperature shall not be exceeded but kept as low as practicable;

- Where the nature of the work carried on in the factories involves, or is likely to involve, the production of excessively high temperature, such adequate measures as are practicable shall be taken to protect the workers there from, by separating the process, which produces such temperature from the workroom, by insulating the hot parts or by other effective means.

(2) The State Government may prescribe a standard of adequate ventilation and reasonable temperature for any factory or class or description of factories or parts thereof and direct that proper measuring instruments, at such places and in such position as may be specified, shall be provided and such records, as may be prescribed, shall be maintained.

(3) If it appears to the Chief Inspector that excessively high temperature in any factory can be reduced by the adoption of suitable measures, he may, without prejudice to the rules made under sub-section (2), serve on the occupier, an order in writing specifying the measures which, in his opinion should be adopted, and requiring them to be carried out before a specified date.

Section 14. Dust and fume:

(1) In every factory in which, by reason of the manufacturing process carried on, there is given off any dust or fume or other impurity of such a nature and to such
an extent as is likely to be injurious or offensive to the workers employed therein, or any dust in substantial quantities, effective measures shall be taken to prevent its inhalation and accumulation in any workroom, and if any exhaust appliance is necessary for this purpose, it shall be applied as near as possible to the point of origin of the dust, fume or other impurity, and such point shall be enclosed so far as possible.

(2) In any factory no stationary internal combustion engine shall be operated unless the exhaust is conducted into the open air, and no other internal combustion engine shall be operated in any room unless effective measures have been taken to prevent such accumulation of fumes there from as are likely to be injurious to workers employed in the room.

Section 15. Artificial humidification:

(1) In respect of all factories in which the humidity of the air is artificially increased, the State Government may make rules,-

- (a) prescribing standards of humidification;
- (b) regulating the methods used for artificially increasing the humidity of the air;
- (c) directing prescribed tests for determining the humidity of the air to be correctly carried out and recorded;
- (d) Prescribing methods to be adopted for securing adequate ventilation and cooling of the air in the workrooms.

(2) In any factory in which the humidity of the air is artificially increased, the water used for the purpose shall be taken from a public supply, or other source of drinking water, or shall he effectively purified before it is so used.

(3) If it appears to an Inspector that the water used in a factory for increasing humidity which is required to be effectively purified under sub-section (2) is not effectively
purified he may serve on the manager of the factory an order in writing, specifying the measures which in his opinion should be adopted, and requiring them to be carried out before specified date.

Safety:

Section 22. Work on or near machinery in motion:

(1) Where in any factory it becomes necessary to examine any part of machinery referred to in section 21, while the machinery is in motion, or, as a result of such examination, to carry out-

- (a) in a case referred to in clause (i) of the proviso to sub-section (1) of section 21, lubrication or other adjusting operation; or
- (b) in a case referred to in clause (ii) of the proviso aforesaid, any mounting or shipping of belts or lubrication or other adjusting operation,

while the machinery is in motion, such examination or operation shall be made or carried out only by a specially trained adult male worker wearing tight fitting clothing (which shall be supplied by the occupier) whose name has been recorded in the register prescribed in this behalf and who has been furnished with a certificate of his appointment, and while he is so engaged,-

- (a) such worker shall not handle a belt at a moving pulley unless-

  - (i) the belt is not more than fifteen centimetres in width;
  - (ii) the pulley is normally for the purpose of drive and not merely a fly-wheel or balance wheel (in which case belt is not permissible);
  - (iii) the belt joint is either laced or flush with the belt;
  - (iv) the belt, including the joint and the pulley rim, are in good repair;
  - (v) there is reasonable clearance between the pulley and any fixed plant or structure;
(vi) secure foothold and, where necessary, secure handhold, are provided for the operator; and

(vii) any ladder in use for carrying out any examination or operation aforesaid is securely fixed or lashed or is firmly held by a second person;

(b) without prejudice to any other provision of this Act relating to the fencing of machinery, every set screw, bolt and key on any revolving shaft, spindle, wheel or pinions and all spur, worm and other toothed or friction gearing in motion with which such worker would otherwise be liable to come into contact, shall be securely fenced to prevent such contact.

(2) No woman or young person shall be allowed to clean, lubricate or adjust any part of a prime-mover or of any transmission machinery while prime-mover or transmission machinery is in motion, or to clean, lubricate or adjust any part of any machine if the cleaning, lubrication or adjustment thereof would expose the woman or young person to risk of injury from any moving part either of that machine or of any adjacent machinery.

(3) The State Government may, by notification in the Official Gazette prohibit, in any specified factory or class or description of factories, the cleaning, lubricating or adjusting by any person of specified parts of machinery when those parts are in motion.

Section 31. Pressure Plant:
(1) If in any factory, any plant or machinery or any part thereof is operated at a pressure above atmospheric pressure, effective measures shall be taken to ensure that the safe working pressure of such plant or machinery or part is not exceeded.

(2) The State Government may make rules providing for the examination and testing of any plant or machinery such as is referred to in sub-section (1) and prescribing such other safety measures in relation thereto as may in its opinion, be necessary in any factory or class or description of factories.

(3) The State Government may, by rules, exempt, subject to such conditions as may be specified therein, any part of any plant or machinery referred to in sub-section (1) from the provisions of this section.

Section 36. Precautions against dangerous fumes, gases, etc:

(1) No person shall be required or allowed to enter any chamber, tank, vat, pit, pipe, flue or other confined space in any factory in which any gas, fume, vapour or dust is likely to be present to such an extent as to involve risk to persons being overcome thereby, unless it is provided with a manhole of adequate size or other effective means of egress.

(2) No person shall be required or allowed to enter any confined space as is referred to in sub-section (1), until all practicable measures have been taken to remove any gas, fume, vapour or dust, which may be present so as to bring its level within the permissible limits and to prevent any ingress of such gas, fume, vapour or dust and unless-

- (a) a certificate in writing has been given by a competent person, based on a test carried out by himself that the space is reasonably free from dangerous gas, fume, vapour or dust: or
• (b) such person is wearing suitable breathing apparatus and a belt securely
  attached to a rope the free end of which is held by a person outside the
  confined space.

Section 38. Precautions in Case of Fire:

(1) In every factory, all practicable measures shall be taken to prevent outbreak of fire
  and its spread, both internally and externally, and to provide and maintain-
  • (a) safe means of escape for all persons in the event of a fire, and
  • (b) the necessary equipment and facilities for extinguishing fire.

(2) Effective measures shall be taken to ensure that in every factory all the workers
  are familiar with the means of escape in case of fire and have been adequately
  trained in the routine to be following in such cases.

(3) The State Government may make rules, in respect of any factory or class or
  description of factories, requiring the measures to be adopted to give effect to the
  provisions of sub-sections (1) and (2).

(4) Notwithstanding anything contained in clause (a) of sub-section (1) or sub-section
  (2), if the Chief Inspector, having regard to the nature of the work carried on in
  any factory, the construction of such factory, special risk to life or safety, or any
  other circumstances, is of the opinion that the measures provided in the factory,
  whether as prescribed or not, for the purposes of clause (a) of sub-section (1) or
  sub-section (2), are inadequate, he may, by order in writing, require that such
  additional measures as he may consider reasonable and necessary, be provided in
  the factory before such date as is specified in the order.

Section 40. Safety of Buildings and Machinery:

(1) If it appears to the Inspector that any building or part of a building or any part of
  the ways, machinery or plant in a factory is in such a condition that it is
dangerous to human life or safety, he may serve on the occupier or manager or both of the factory an order in writing specifying the measures, which in his opinion should be adopted and requiring them to be carried out before a specified date.

(2) If it appears to the Inspector that the use of any building or part of a building or any part of the ways, machinery or plant in a factory involves imminent danger to human life or safety he may serve on the occupier or manager or both of the factory an order in writing prohibiting its use until it has been properly repaired or altered.

Section 40A. Maintenance of Buildings:

If it appears to the Inspector that any building or part of a building in a factory is in such a state of disrepair as is likely to lead to conditions detrimental to the health and welfare of the workers, he may serve on the occupier or manager or both of the factory an order in writing specifying the measures which in his opinion should be taken and requiring the same to be carried out before such date as is specified in the order.

Section 40B. Safety Officers:

(1) In every factory-

- (i) wherein one thousand or more workers are ordinarily employed, or
- (ii) wherein, in the opinion of the State Government, any manufacturing process or operation is carried on, which process or operation involves any risk of bodily injury, poisoning or disease or any other hazard to health, to the person employed in the factory, the occupier shall, if so required by the State Government by notification in Official Gazette, employ such number of Safety Officers as may be specified in that notification.
(2) The duties, qualifications and conditions of service of Safety Officers shall be such as may be prescribed by the State Government

Section 41G. Workers' Participation in Safety Management:

(1) The occupier shall, in every factory where a hazardous process takes place, or where hazardous substances are used or handled, set up a Safety Committee consisting of equal number of representatives of workers and management to promote co-operation between the workers and the management in maintaining proper safety and health at work and to review periodically the measures taken in that behalf.

Provided that the State Government may, by order in writing and for reasons to be recorded, exempt the occupier of any factory or class of factories from setting up such Committee.

(2) The composition of the Safety Committee, the tenure of office of its members and their rights and duties shall be such as may be prescribed.

2. COMPENSATION

Compensation or remuneration in general terms means direct wages, salaries, or allowances given to the work force of the business organisation. Compensation management or wage and Salary administration refer to establishment and implementation of sound policies and practices of employee compensation considering the worth of concerned employee and concerned job. It Includes such areas as job evaluation, surveys of wage and salaries, analysis of relevant Organisational problems, development and maintenance of wage structure, establishing rules for Administering wages, wage payments, incentives, profit sharing, wage changes and adjustments, Supplementary payments, control of compensation
costs and other related items. The contingent factors of compensation plan shown in table (5.1)

**Table (5.1): Contingent Factors in Compensation Plan:**

<table>
<thead>
<tr>
<th>Internal factors</th>
<th>External factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organisational strategy and attitude</td>
<td>1. Nature of Hr market</td>
</tr>
<tr>
<td>2. Organisational culture</td>
<td>2. Cost of living</td>
</tr>
<tr>
<td>4. Capacity to pay</td>
<td>4. Legal framework</td>
</tr>
</tbody>
</table>

Both above mentioned factors influence the compensation system in an organisation. In fact Because of such reasons the compensation system is very strategic in nature. Global competition in hr market influence the retention of employees within the organisation. From the employer's Perspective, compensation is an issue of both affordability and employee motivation. Companies must consider what they can reasonably afford to pay their employees and the ramifications of their decisions: will they affect employee turnover and productivity? In addition, some employers and managers believe pay can influence employee work ethic and behavior and Hence link compensation to performance. Moreover social, economic, legal, and political forces also exert influence on compensation management, making it a complicated yet important part of managing a business. More specifically, six primary but interrelated factors can shape a company's pay structure:

1. **Social Customs:** Beginning in the thirteenth century, employees began demanding a "Just" wage. This idea evolved into the current notion of a federally mandated minimum Wage. Hence, economic forces do not determine wages alone.
2. **Economic Conditions**: Demand for labor influences employee wages. Employers pay wages based on the relative contributions employees make to production goals. In addition, supply and demand for knowledge and skills helps determine wages.

3. **Company Factors**: Pay structures depend on the kind of technology a company has and on whether a company uses pay as an incentive to motivate employees to improve job performance and to accept more responsibilities.

4. **Job Requirements**: Some jobs may require greater skills, knowledge, or experience than others and hence fetch a higher pay rate.

5. **Employee Knowledge and Skills**: Likewise, employees bring different levels of skills and knowledge to companies and hence they are qualified to work at different levels of a company hierarchy and receive different rates of pay as a result.

6. **Employee Acceptance**: Employees expect fair pay rates and determine if they receive fair wages by comparing their wages with their coworkers' and supervisors' rates of pay. If employees consider their pay rates unfair; they may seek employment elsewhere, put forth little effort in their jobs, or file lawsuits. After considering the factors now I want to mention that in recent trend the compensation in an organisation is considered as a cause of grievance because of inequity in pay scale and hidden aspects due to which the employee considered himself cheated and not able to trust on management regarding their wages and salaries. But recently in most of the organisations pay transparency is applied which is giving positive results. Let’s discuss pay transparency

**Pay Transparency**:

As in this era of competition the employees are very careful regarding their pay structure they don’t want that anybody can cheat them so they want a transparent pay
system. In fact some Organisations are using transparent pay system. This is helpful for them to retain their employees within the organisation. Pay transparency is an important trend in compensation management that warrants both focused discussion and targeted actions in most companies. In traditional time the Payment system was not revealed to employees and not to other companies but decisions about Compensation now occurs in the world of information changed forever by internet. People today have access to unparalleled amounts of information, including information about compensation which historically has been kept secret. Numerous websites provide salary survey data freely and the explosion of web 2.0 social networks and social media spreads compensation data and conversations without any limits. Pay transparency influence employees:

- Fosters trust in management
- Increases employees engagement
- Encourages discretionary efforts
- Reduces turnover
- Create competitive advantage

People want to work where they understand their value and feel they can trust their employers. In Such an environment, they are willing to work harder, offering more of their discretionary effort towards the organisational goals. Employee trust, then, is not an end in itself but a foundation for competitive business advantage.

Compensation Management:

With the technological developments taking place at a higher rate, the salary packages are too increasing at a much higher rate. Pay packages in India have witnessed an increase of more than 14 percent in 2006 over last year’s salary packages. The compensation package comprises of monetary and non-monetary
benefits that includes salary, special allowances, house rent allowance, travel allowance, mobile allowance, employee stock options, club memberships, accommodations, retirement benefits and other benefits. Globalisation is being considered as the cause for such salary hikes. The establishment of multinational companies and privatization has led the Indian industry to witness higher salary package. With the immense competition of attracting and retaining talented human resource, compensation package is the only motivation factor available with the organisations be it Indian origin organisations or foreign-owned multinationals. With the high attrition rate organisations are increasing their salary packages to attract and retain talented human resource. In the race, India has begged first position followed by Lithuania and China.

In Indian industry rate of salary hike also depends on the job position in the organisational hierarchy. During year 2006 technical and professional skill oriented jobs were offered more salary hikes than the senior management. The information related to compensation increase shown Figure (5.1).

**Figure (5.1): Information Related to Compensation**

![compensation increase](image)

Source: International Journal of Research in Marketing and Finance
**Indian Industry Analysis**

Indian industries are aiming for high growth and are looking for talented human resource. For the purpose they are offering most competitive compensation packages. Besides the monetary and non-monetary benefits some organisations also offer development benefits such as online degree programmes or certification courses. Insurance sector has succeeded in increasing the compensation packages at highest rate followed by Banking and IT sectors, the information relates to percentage of increase in compensation packages shown in Figure(5.2).

**Figure (5.2): Information Related to Increase in Compensation Packages**

![Graph showing increase in compensation packages across sectors](image)

Source: International Journal of Research in Marketing and Finance

**3. WELFARE AND SOCIAL SECURITY**

Welfare is the provision of a minimal level of well-being and social support for all employees in the organisation. However, the [International Labour Organisation] ILO at its Asian Regional Conference, defined labour welfare as a term
which is understood to include such services, facilities and amenities as may be established in or in the vicinity of undertakings to enable the persons employed in them to perform their work in healthy, congenial surroundings and to provide them with amenities conducive to good health and high morale.

Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Labor welfare entails all those activities of employer which are directed towards providing the employees with certain facilities and services in addition to wages or Salary.

**Objectives of Labour Welfare:**

- To provide better life and health to the workers
- To make the workers happy and satisfied
- To relieve workers from industrial fatigue and to improve intellectual, cultural and material conditions of living of the workers.

**The Basic Features of Labor Welfare:**

- Labor welfare includes various facilities, services and amenities provided to workers for improving their health, efficiency, economic betterment and social status.
- Welfare measures are in addition to regular wages and other economic benefits available to workers due to legal provisions and collective bargaining.
• Labor welfare schemes are flexible and ever-changing. New welfare measures are added to the existing ones from time to time.

• Welfare measures may be introduced by the employers, government, employees or by any social or charitable agency.

• The purpose of labor welfare is to bring about the development of the whole personality of the workers to make a better workforce.

The very logic behind providing welfare schemes is to create efficient, healthy, loyal and satisfied labor force for the organisation. The purpose of providing such facilities is to make their work life better and also to raise their standard of living. The important benefits of welfare measures can be summarized as follows:

• They provide better physical and mental health to workers and thus promote a healthy work environment

• Facilities like housing schemes, medical benefits, and education and recreation facilities for workers’ families help in raising their standards of living. This makes workers to pay more attention towards work and thus increases their productivity.

• Employers get stable labor force by providing welfare facilities. Workers take active interest in their jobs and work with a feeling of involvement and participation.

• Employee welfare measures increase the productivity of organisation and promote healthy industrial relations thereby maintaining industrial peace.

• The social evils prevalent among the labors such as substance abuse, etc are reduced to a greater extent by the welfare policies.
**Employee Welfare Schemes:**

Organisations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organisation as compliance to the laws governing employee health and safety. These include provisions provided in industrial acts like Factories Act 1948, Dock Workers Act (safety, health and welfare) 1986, Mines Act 1962. The non-statutory schemes differ from organisation to organisation and from industry to industry.

**Statutory Welfare Schemes:**

The statutory welfare schemes include the following provisions:

1. **Drinking Water:** At all the working places safe hygienic drinking water should be provided.
2. **Facilities for sitting:** In every organisation, especially factories, suitable seating arrangements are to be provided.
3. **First aid appliances:** First aid appliances are to be provided and should be readily assessable so that in case of any minor accident initial medication can be provided to the needed employee.
4. **Latrines and Urinals:** A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.
5. **Canteen facilities:** Cafeteria or canteens are to be provided by the employer so as to provide hygienic and nutritious food to the employees.
6. **Spittoons:** In every work place, such as ware houses, store places, in the dock area and office premises spittoons are to be provided in convenient places and same are to be maintained in a hygienic condition.

7. **Lighting:** Proper and sufficient lights are to be provided for employees so that they can work safely during the night shifts.

8. **Washing places:** Adequate washing places such as bathrooms, wash basins with tap and tap on the stand pipe are provided in the port area in the vicinity of the work places.

9. **Changing rooms:** Adequate changing rooms are to be provided for workers to change their cloth in the factory area and office premises. Adequate lockers are also provided to the workers to keep their clothes and belongings.

10. **Rest rooms:** Adequate numbers of restrooms are provided to the workers with provisions

   Of water supply, wash basins, toilets, bathrooms, etc

**Non Statutory Welfare Schemes:**

Many non-statutory welfare schemes may include the following schemes:

1. **Personal Health Care** (Regular medical check-ups): Some of the companies provide

   The facility for extensive health check up

2. **Flexi-time:** The main objective of the flextime policy is to provide opportunity to employees to work with flexible working schedules. Flexible work schedules are initiated by employees and approved by management to meet business commitments while supporting employee personal life needs
3. **Employee Assistance Programs:** Various assistant programs are arranged like external counseling service so that employees or members of their immediate family can get counseling on various matters.

4. **Harassment Policy:** To protect an employee from harassments of any kind, guidelines are provided for proper action and also for protecting the aggrieved employee.

5. **Maternity and Adoption Leave:** Employees can avail maternity or adoption leaves. Paternity leave policies have also been introduced by various companies.

6. **Medi-Claim Insurance Scheme:** This insurance scheme provides adequate insurance coverage of employees for expenses related to hospitalization due to illness, disease or injury or pregnancy.

7. **Employee Referral Scheme:** In several companies employee referral scheme is implemented to encourage employees to refer friends and relatives for employment in the organisation.

As we discussed in previous parameter working conditions, In India. The Factories act as enacted in the year 1948. The main objective of this law is to maintain healthy, safety and welfare of every employee at workplace in factories. According to this law any factory with above 500 workers should have separate welfare officer, factory with 1000 above workers should have separate safety officer, for 500 workers should have ambulance facility and for above 250 workers canteen facility with concession should be provided.

**Social Security Measures:**

Social security is the protection which society provides for its members against the economic and social distress that otherwise would be caused by substantial
reduction or ceasing of earnings resulting from sickness, maternity, employment injury, old age, and death, provision of medical care and the provision of subsides for families and children.

In India, a major chunk of labor force is employed in the unorganised sector. The unorganised / informal employment consists of causal and contributing family workers; self employed persons in un-organized sector and private households; and other employed in organized and unorganized enterprises that are not eligible either for paid, sick or annual leave or for any social security benefits given by the employer.

**India’s Constitutional Provisions relating Social Security:**

Matters relating to social security are listed in:

- Directive Principles of State Policy
- Concurrent List

Social security issues mentioned in the Concurrent List (List III in the Seventh Schedule of the Constitution of India):

- Item No. 23: Social Security and insurance, employment and unemployment.
- Item No. 24: Welfare of Labour including conditions of work, provident funds, employers’ liability, workmen’s compensation, invalidity and old age pension and maternity benefits.

**Directive Principles of State Policy:**

- Article 41: Right to work, to education and to public assistance in certain cases.
- Article 42: Provision for just and humane conditions of work and maternity relief
Various Acts Relating to Social Security:

Social security programmes are now increasingly being accepted as useful and necessary instruments for the protection and stability of the labour force. In India various acts are enacted in order to provide social security towards organised sector.

In Indian organised sector various Acts for social security such as; Workmen’s Compensation Act, Provident Fund act, Payment of Gratuity Act, Employee State Insurance (ESI) Act, Maternity Benefit Act and Family Pension etc. The provisions relating to these measures were given as under:

1. Workmen’s Compensation Act

Workmen’s Compensation Act 1923, An Act to provide for the payment by certain classes of employers to their workmen of compensation for injury by accident

Object: The objective of this Act is that in the case of an employment injury compensation be provided to the injured workman and in case of his death to his dependants.

Employer to pay compensation: In case a personal injury is caused to a workman by accident arising out of and in the course of his employment, his employer is liable to pay compensation in accordance with the provision of the Act within 30 days from the date when it fell due otherwise he would also be liable to pay interest and penalty.

When employer is not liable: In case the disablement of workman is three or less days; except in case of death when the injury is caused due to influence of drink or drug taken by the workman or upon his willful disobedience to obey safety rules or removal of safety guards by him.

Amount of compensation: (1) in case of death:- an amount equal to 50% of the monthly wage multiplied by the relevant factor as given in Schedule IV of the Act or
Rs. 80,000/- whichever is more. (2) In case of permanent total disablement, it is 60% or Rs. 90,000/- whichever is more and (3) In case of permanent partial disablement occurs then the compensation is proportionate to the disability arrived as at (2) above

2. Provident Fund (PF) Act

This Act may be called the Employees’ Provident Funds and Miscellaneous Provisions Act, 1952. This Act supports to provide for the institution of provident funds, pension fund and deposit-linked insurance fund for employees in factories and other establishments. Be it enacted by Parliament.

- It extends to the whole of India except the State of Jammu and Kashmir.
- Subject to the provisions contained in section 16, it applies -
  (a) To every establishment which is a factory engaged in any industry specified in Schedule I and in which twenty or more persons are employed and
  (b) To any other establishment employing twenty or more persons or class of such establishments which the Central Government may, by notification in the Official Gazette, specify, in this behalf:

Provided that the Central Government may, after giving not less than two months’ notice of its intention so to do, by notification in the Official Gazette, apply the provisions of this Act to any establishment employing such number of persons less than twenty as may be specified in the notification.

Notwithstanding anything contained in sub-section 3 of this section or-sub-section 1 of section 16, where it appears to the Central Provident Fund Commissioner, whether on an application made to him in this behalf or otherwise, that the employer and the majority of employees in relation to any establishment have agreed that the provisions of this Act should be made applicable to the establishment, he may, by
notification in the Official Gazette, apply the provisions of this Act to that establishment on and from the date of such agreement or from any subsequent date specified in such agreement.

An establishment to which this Act applies shall continue to be governed by this Act notwithstanding that the number of persons employed there in at any time falls below twenty

3. Payment of Gratuity Act 1972

Gratuity is a scheme to motivate people to serve for longer durations with the same employer. Anybody who has served an organisation for more than 5 years is eligible for Gratuity. A portion of your last drawn salary would be multiplied with the number of years of service and paid out to you when you leave an organisation after years of service.

The Payment of Gratuity Act 1972 is a social security enactment. It is derived from the Word ‘gratuitous’, which means ‘gift’ or ‘present’. However, having being enacted as a social security form, it ceases to retain the concept of a gift but it has to be seen as a social obligation by an employer towards his employee.

The Payment of Gratuity Act 1972 applies to the whole of India and so far as it relates to Ports and plantations it does not apply to the State of Jammu and Kashmir. It applies to:

a. Every factory, mine, oilfield, plantation, port and Railway Company.

b. Every shop or establishment within the meaning of any law for the time being in force in relation to shops and establishment in a State, in which 10 or more persons are or were employed on any day in the preceding 12 months.

c. Such other establishments or class of establishment, in which 10 or more employees are or were employed on any day in the preceding 12 months, as
the Central Government may notify in this behalf. Any shop or establishment shall continue to be governed by the Act even if the no. of its employees comes below 10 persons at any time in the future.

4. Employee State Insurance (ESI) Act

The Employees State Insurance Act. 1948, is a pioneering measure in the field of social insurance in our country. The question of formulating a suitable social insurance scheme came up for consideration from time to time from 1927 onwards. The subject of health insurance for industrial workers was first discussed in 1927 by the Indian Legislature, when the applicability of the conventions adopted by the International Labour Conference was considered by the Government of India.

The Scheme under the Act aims at providing protection to workers by way of payment of benefits in cash and providing medical facilities in kind in case of contingencies of sickness. Maternity, employment injury and death.

The main object of the Act is to evolve a scheme of socio-economic welfare, making elaborate provisions in respect of it. The ESI Act is a legislation which aims at bringing about social and economic justice to the poor labour class of the Country also aims at the labour welfare. Investigation Committee of the Government of India has preferred to include under

Welfare activities anything done for intellectual, physical, moral and economic betterment of workers whether by employers, by Government or by other agencies, over and above what is laid down by law or what is normally expected as part of contractual benefits for which workers have bargained. Labour Welfare is a very comprehensive term and includes everything undertaken by the State, employers and association of workers for the improvement of workers' standard of living and promotion of their social and economic well-being
5. Maternity Benefit Act

Maternity Benefit Act, 1961 An Act to regulate the employment of women in certain establishment for certain period before and after child-birth and to provide for maternity benefit and certain other benefits. Be it enacted by Parliament in the Twelfth Year of the Republic of India.

- It extends to the whole of India
- It shall come into force on such date as may be notified in this behalf in the Official Gazette,
  (a) in relation to mines and to any other establishment wherein persons are employed
  (b) In relation to other establishments in State, by the State Government

Objectives of Act:

Right to payment of maternity benefit: Subject to the provisions of this Act, every woman shall be entitled to, and her employer shall be liable for, the payment of maternity benefit at the rate of the average daily wage for the period of her actual absence immediately preceding and including the day of her delivery and for the six weeks immediately following that day.

Payment or maternity benefit in case of death of a woman: If a woman entitled to maternity benefit or any other amount under this Act, dies before receiving such maternity benefit or amount, or where the employer is liable for maternity benefit under the second proviso to sub-section (3) of section 5, the employer shall pay such benefit or amount to the person nominated by the woman in the notice given under section 6 and in case there is no such nominee, to her legal representative.

Payment of medical bonus: Every woman entitled to maternity benefit under this Act shall also be entitled to receive from her employer a medical bonus of twenty-five
rupees, if no pre-natal confinement and post-natal care is provided for by the employer free of charge.

**Leave for miscarriage:** In case of miscarriage, a woman shall, on production of such proof as may be prescribed, be entitled to leave with wages at the rate of maternity benefit for a period of six weeks immediately following the day of her miscarriage.

**Leave for illness arising out of pregnancy, delivery, premature birth of child, or miscarriage:** A woman suffering illness arising out of pregnancy, delivery, premature birth of child or miscarriage shall, on production of such proof as may be prescribed, be entitled in addition to the period of absence allowed to her under section 6, or, as the case may be, under section 9, to leave with wages at the rate of maternity benefit for a maximum period of one month.

In equalities in access to maternal health services in rural and urban areas and percentages of live births pertaining to information on maternity benefits related to various segments of people. Shown in Figure (5.3)

**Figure (5.3): Maternity Benefits**

![Maternity Benefits](image)

6. Employees’ Pension Scheme 1995

Employees’ Pension Scheme is Pension Scheme for survivors, old aged and disabled persons. The earlier Family Pension Scheme, 1971 offered only one type of benefit, namely, survivor’s benefit, i.e. payment of pension to widow/widower on death of the member in service. On the other hand, the new scheme caters for three types of contingencies:

1. Survivor Pension: If death occurs during service period
2. Old Age Pension: Pension or Superannuation.
3. Permanent Disability: In the event of member suffering. Pension permanent disability while in service.

4. CAREER DEVELOPMENT

Even in good times, organisations cannot afford the costs and missed opportunities created by high turnover or low morale. In today’s uncertain economy, companies especially need their employees to perform at full capacity. It is more important than ever to focus on remaining employees, ensuring they not only stay with the company but have the necessary skills to help the organisation meet its strategic goals. Organisations need to have the right talent on board, ready to out-sprint the competition when the economy rebounds.

An effective career development process ensures that organisations have the right people with the right skills to get the job done and meet organisational objectives. It means building a talent pool able to meet current and future needs. Fortunately, for most companies, the effort doesn’t require starting from scratch. Often, it means taking existing resources and figuring out how best to align them to the organisation’s strategy.
Introducing a successful career development program is a multi-step process. It requires identifying the skills needed to achieve organisational goals, identifying the employees best suited to develop those competencies, then helping them in their progression and, finally, finding ways to measure success. A functioning career development system involves employees, managers, and human resources personnel, each dependent on the others for success and each with specific responsibilities.

Successful career development process facilitates such alignment - has two particularly important results. The first is that employees can continually develop not just any skills but those competencies needed by the organisation to succeed. Second is increased engagement, a key factor in ensuring high levels of productivity, retention and performance.

Career development can also help employees adapt to changing environments. When employees have a viable career development plan they are more likely to find and select new roles most appropriate to their skills and talents and to re-adjust quickly after significant organisational change. The lesson is clear. For organisations struggling to remain competitive in today’s economy, career development is not a luxury. It’s an essential tool in their efforts to survive - and thrive - in today’s world.

Apart from career development in the organisations. One of the Non-Profit Organisations working for career development not only employees also citizens of India established as a “India Career Development Association (ICDA)” is a founding Association in India for the overall career development and Management for all segments of diverse Indian society. Due to the diverse cultural and varying regional preferences, the need for such an organisation was felt in India for a long time and the ICDA has been working to cater to such needs.
To achieve this mission, ICDA plans to provide services to the general public and also to the professionals involved with career development. This mission will be achieved by conducting professional development activities, certifications, symposia and various consulting and training programmes.

**Career Development Enablers:**

Employers pay too little attention to important career development “enablers”. There are eight key people management processes for supporting the career growth of employees. Career development enablers are implications for organisation. Shown in Table (5.2)

**Table (5.2): Career Development Enablers**

<table>
<thead>
<tr>
<th>S.No</th>
<th>KEY EMPLOYER ENABLERS</th>
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<tbody>
<tr>
<td>1.</td>
<td>Talent Management</td>
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<tr>
<td>2.</td>
<td>Succession Planning</td>
</tr>
<tr>
<td>3.</td>
<td>Structured Career Management</td>
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<tr>
<td>4.</td>
<td>Leadership Development</td>
</tr>
<tr>
<td>5.</td>
<td>Manager One Removed Conversations</td>
</tr>
<tr>
<td>6.</td>
<td>Online Learning</td>
</tr>
<tr>
<td>7.</td>
<td>Career Mapping</td>
</tr>
<tr>
<td>8.</td>
<td>Self Assessment</td>
</tr>
</tbody>
</table>

Source: Right Management Team Research Report

The broader context for effective career development is best explained by reference to Right Management’s Organisational Effectiveness Framework (OEF)\textsuperscript{11}. Which helps HR practices in Indian Context. This clearly outlines the reality that any people management system must be interconnected with and supported by, the right
strategy, leadership, structures, roles, capability and attitudes for it to thrive. Career development sits within a cluster of essential systems such as:

- Reward and recognition
- Learning and development
- Performance management
- Recruitment and induction

These cannot function without being connected to each other yet together they will improve productivity, retention and performance. Organisation effectiveness framework for career development shown in Figure (5.4)

**Figure (5.4): Organisational Effectiveness Framework for Career Development**

Source: Right Management Team Research Report
**Systems Approach:**

Career development requires a systems approach. This implies institutionalisation of processes to automatically capture essential data about each employee at the time of recruitment or induction. It also includes maintenance, over the service span history of employment, of the following details:

- Training details,
- Performance statistics,
- Awards & recognitions,
- Special skills & competencies,
- Promotions,
- Pay increments and many other fields which depict the capability profile of an individual.

If these details are available to the management on an 'Employee Dashboard', career planning can be managed as a part of the HR Vision.

To emerge as market leaders, organisations need to optimize the performance of their People. An effective workforce strategy that includes a career development process will ensure organisations have the people they need with the skills necessary for meeting strategic organisational goals. These career pathways range from growing in place and lateral shifts for technical or specialist roles to more traditional leadership development, flexi time, job-sharing, and other employee defined arrangements. In the end, career development is about improving productivity, retention and performance. By taking steps to align employee and organisational goals, companies can ensure they will be in top competitive form, able to meet and exceed the demands of today’s difficult marketplace.
5. GRIEVANCE HANDLING SYSTEM

Every employee has certain expectations, which he thinks must be fulfilled by the organisation he is working for. When the organisation fails to do this, he develops a feeling of discontent or dissatisfaction. When an employee feels that something is unfair in the organisation, he is said to have a grievance. According to Julius, a grievance is “any discontent or dissatisfaction, whether expressed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or, even feels to be unfair, unjust or inequitable”.

Features:

If we analyse this definition, some noticeable features emerge clearly:

(a) A grievance refers to any form of discontent or dissatisfaction with any aspect of the organisation.

(b) The dissatisfaction must arise out of employment and not due to personal or family problems.

(c) The discontent can arise out of real or imaginary reasons. When the employee feels that injustice has been done to him, he has a grievance. The reasons for such a feeling may be valid or invalid, legitimate or irrational, justifiable or ridiculous.

(d) The discontent may be voiced or unvoiced. But it must find expression in some form. However, discontent per se is not a grievance. Initially, the employee may complain orally or in writing. If this is not looked into promptly, the employee feels a sense of lack of justice. Now the discontent grows and takes the shape of a grievance.

(e) Broadly speaking, thus, a grievance is traceable to perceived non-fulfillment of one's expectations from the organisation.
Forms of Grievances:

A grievance may take any one of the following forms: (a) factual, (b) imaginary, (c) disguised.

(a) **Factual:** A factual grievance arises when legitimate needs of employees remain unfulfilled, e.g., wage hike has been agreed but not implemented citing various reasons.

(b) **Imaginary:** When an employee's dissatisfaction is not because of any valid reason but because of a wrong perception, wrong attitude or wrong information he has. Such a situation may create an imaginary grievance. Though management is not at fault in such instances, still it has to clear the ‘fog’ immediately.

(c) **Disguise:** An employee may have dissatisfaction for reasons that are unknown to him. If he/she is under pressure from family, friends, relatives, neighbors, he/she may reach the work spot with a heavy heart. If a new recruit gets a new table and cupboard this may become an eyesore to other employees who have not been treated likewise previously.

Causes:

Grievances may occur for a number of reasons:

(a) **Economic:** Wage fixation, overtime, bonus, wage revision, etc. Employees may feel that they are paid less when compared to others.

(b) **Work environment:** Poor physical conditions of workplace, tight production norms, defective tools and equipment, poor quality of materials, unfair rules, lack of recognition, etc.
(c) **Supervision**: Relates to the attitudes of the supervisor towards the employee such as perceived notions of bias, favoritism, nepotism, caste affiliations, regional feelings, etc.

(d) **Work group**: Employee is unable to adjust with his colleagues; suffers from feelings of neglect, victimization and becomes an object of ridicule and humiliation, etc.

(e) **Miscellaneous**: These include issues relating to certain violations in respect of promotions, safety methods, transfer, disciplinary rules, fines, granting leave, medical facilities, etc.

**The Discovery of Grievances:**

Grievances can be uncovered in a number of ways. Gossip and grapevine offer vital clues about employee grievances. Gripe boxes, open door policies periodic interviews, exit surveys could also be undertaken to uncover the mystery surrounding grievances. These methods are discussed below:

(a) **Observation**: A manager/supervisor can usually track the behaviors of people working under him. If a particular employee is not getting along with people, spoiling materials due to carelessness or recklessness, showing indifference to commands, reporting late for work or is remaining absent – the signals are fairly obvious. Since the supervisor is close to the scene of action, he can always find out such unusual behaviors and report promptly.

(b) **Grievance procedure**: A systematic grievance procedure is the best means to highlight employee dissatisfaction at various levels. Management, to this end, must encourage employees to use it whenever they have anything to say. In the absence of such a procedure, grievances
pile up and burst up in violent forms at a future date. By that time things might have taken an ugly shape altogether, impairing cordial relations between labor and management. If management fails to induce employees to express their grievances, unions will take over and emerge as powerful bargaining representatives.

(c) **Gripe boxes**: A gripe box may be kept at prominent locations in the factory for lodging anonymous complaints pertaining to any aspect relating to work. Since the complainant need not reveal his identity, he can express his feelings of injustice or discontent frankly and without any fear of victimization.

(d) **Open door policy**: This is a kind of walk-in-meeting with the manager when the employee can express his feelings openly about any work-related grievance. The manager can crosscheck the details of the complaint through various means at his disposal.

(e) **Exit interview**: Employees usually leave their current jobs due to dissatisfaction or better prospects outside. If the manager tries sincerely through an exit interview, he might be able to find out the real reasons why ‘X’ is leaving the organisation. To elicit valuable information, the manager must encourage the employee to give a correct picture so as to rectify the mistakes promptly. If the employee is not providing fearless answers, he may be given a questionnaire to fill up and post the same after getting all his dues cleared from the organisation where he is currently employed.

(f) **Opinion surveys**: Surveys may be conducted periodically to elicit the opinions of employees about the organisation and its policies.
Redressal of Grievances (ROG):

Nair and Nair state that in the Indian context, certain guidelines were evolved in formulating grievances-handling procedures in different types of organisations – small, big, unionised, non-unionised. According to Nair and Nair, grievance-handling procedures can be broadly classified as 3-step, 4-step or 5-step. One of the prominent features of the procedure suggested by Nair and Nair is the intervention of Grievance Committees in the 5-step procedure, which works in the Indian context. This committee consists of:

In unionised context, two nominees each from the management and the union (union representative should be from the same department as the aggrieved employee)

In a non-unionised set up, two representatives from the management, representative in the Works secretary/vice president of the ‘Works Committee.”

Guidelines for Handling Grievances:

The following guidelines may help a supervisor while dealing with grievances. He need not follow all these steps in every case. It is sufficient to keep these views in mind while handling grievances\textsuperscript{15}.

Treat each case as important and get the grievance in writing.

- Talk to the employee directly. Encourage him to speak the truth. Give him a patient hearing.
- Discuss in a private place. Ensure confidentiality, if necessary.
- Handle each case within a time frame.
- Examine company provisions in each case. Identify violations, if any. Do not hold back the remedy if the company is wrong. Inform your superior about all grievances.
• Get all relevant facts about the grievance. Examine the personal record of the aggrieved worker. See whether any witnesses are available. Visit the work area. The idea is to find where things have gone wrong and who is at fault.

• Gather information from the union representative, what he has to say, what he wants, etc. Give short replies, uncovering the truth as well as provisions. Treat him properly.

• Control your emotions, your remarks and behavior.

• Maintain proper records and follow up the action taken in each case.

6. JOB SECURITY

Job security is the probability that an individual will keep his or her job; a job with a high level of job security is such that a person with the job would have a small chance of becoming unemployed. Job security is defined as employee’s desires to be retained in their current jobs till their retirements. Job security was an important research topic for the social scientists as it has an impact on social justice and human dignity. Human dignity was directly related to the job security as it affected the ability of employees to satisfy the basic physiological and security needs. Psychologists have recognized job insecurity as an imperative cause of stress which involved anxiety and panic.

Media reporting on downsizings and surplus staff has created acuity amongst the general public that job security was evolving as an article of the past. There are several reasons for the growing literature on job security. One relates to the large number of people involuntarily unemployed during the 1980s: 4.3 million people were permanently displaced between 1985 and 1989 alone. A Job security controlled in an emotional contract might affect an employee’s perception about the organisation.
In current situation, an important organisational resource is to possess satisfied, high energetic, creative and committed human capital. Job satisfaction is a kind of employees’ negative or positive feeling on their jobs. Job satisfaction is employees’ reaction to their roles in their jobs. Since job has embraced an important part of employees’ life and its resulted satisfaction influence over their life in terms of penetration on satisfaction as well as the role played by job dissatisfaction on organisation and even society, it is important to investigate employees’ job satisfaction.

On the other hand, it is a depended variable affected by such variables as wage, benefits, relations with colleagues and superiors, job security and job type. Additionally, employees’ commitment to job evokes their working consciousness which will lead into performing the affairs better and rationalism due to faith enhancement. Commitment and satisfaction. However, the impact of job security on such variables is respected less. There are various factors which impact on employees. Basing on these studies Job Security can be depicted in below mentioned way, shown in Figure (5.5).

**Figure (5.5): Job Security**

![Figure 5.5: Job Security](image-url)
Factors affecting job security: Job security is dependent on economy, prevailing business conditions, and the individual's personal skills. It has been found that people have more job security in times of economic expansion and less in times of a recession. Unemployment rate is a good indicator of job security and the state of the economy and is tracked by economists, government officials, and banks.

Typically, government jobs and jobs in education, healthcare and law enforcement are considered very secure while private sector jobs are generally believed to offer lower job security and it usually varies by industry, location, occupation and other factors.

Personal factors such as education, work experience, job functional area, work industry, work location, etc., play an important role in determining the need for an individual's services, and impacts their personal job security. Since job security depends on having the necessary skills and experience that are in demand by employers, which in turn depend on the prevailing economic condition and business environment, individuals whose services are in demand by employers will tend to enjoy higher job security.

It is not just matter of heavy pay packets anymore as majority of Indian employees are willing to compromise on salary provided they have job security and pleasant colleagues at work place. There are two in research surveys conducted with reference to job security in India.

1. A Research survey conducted by India-Business Magazine Times of India on “Indians prefer long-term job security to salary”. In the month of Apr 2012. Survey found that, with the market uncertainty, Indian employees prefer financially healthy companies and long-term job security over salary, a survey says.
Long-term job security and financial health of the company are the most-often selected factors by 64 percent employees, followed by career progression opportunities (50 percent), says staffing and HR services company Ramstad India in a report.

Salary and employee benefits, which topped the chart in 2011, have dropped to the third position, it adds. The survey was conducted amongst 8,500 respondents from over 150 biggest employers. Long-term job security seems to be the top preference in the telecom sector, but not in the automotive sector. Competitive salary and employee benefits were rated as top factors by employees of the transport and logistics sector, while the same were rated lowest by those in the travel and tourism sector.

International career opportunities was rated the top factor by the energy sector employees, according to the survey. The survey also showed that men tend to prefer innovative companies that are financially healthy and offer quality products and services, good training and career prospects, whereas women look for factors like easy accessibility, flexible work arrangements, and pleasant atmosphere.

2. A Research survey conducted by India-Business Magazine Times of India on “Preference of Indian Employees on Work Environment and Job Security”. In the month of Jul 2012. Survey found that.”Eighty-two per cent of the employees surveyed in India attach a premium to pleasant colleagues, which is the second highest in the world after China and it is well above the world average of 60 percent” .

Noting that Indian employees are willing to compromise on salary for pleasant colleagues and job security, the survey said that people here work to live rather than live to work. The findings are based on at least 400 online interviews in each of the more than 32 countries covered including India.
Still, about 68 percent of those surveyed opined that a better salary was more important factor than enjoying the work they did. "Considering employees spend most of their hours at work, salary is often not enough to keep them happy at work. Survey Committee suggested that it is imperative for HR managers to create a work environment with a sense of community,"

While older respondents had greater concern for strong management, values and image, quality products and good work atmosphere, the younger workforce look for technological innovativeness, flexible working arrangements and global career opportunities. Unmarried employees look for higher salary, career prospects. The survey was conducted amongst 8,500 respondents from over 150 biggest employers. The research was conducted by the global research agency, ICMA International.

7. PARTICIPATION IN MANAGEMENT

The beginning towards Workers Participation Management (WPM) was made with the Industrial Dispute Act, 1947 which made works committees mandatory in industrial establishments employing 100 or more workers. The Industrial Policy Resolution adopted by the government in 1956 started that there should be some joint consultation to ensure industrial peace, and improve employer-employee relations. The functions of both these joint bodies were to be consultative and were not binding on the management. The response to these schemes was encouraging to begin with, but gradually waned.

A study was appointed in 1962 to report on the working of joint councils and committees. The team identified some reasons for their failure. No concrete steps were taken to remove the difficulties, or change the pattern of participative management. During the emergency of 1975-77, the interest in these schemes was revived by then Prime Minister by including Workers’ Participation in industry in the
government’s 20-point programme. The government started persuading large enterprises to setup joint consultative committees and councils at different levels.

The Janata Government who came to Power in 1977 carried on this initiative. It was again emphasized by the congress government who came back in 1979. This continued in a "non-statutory vein" till the late 1980s, and the response from the employers and employees stayed Luke-warm. Then, the 42nd Amendment to the constitution was made.

**Concept of Participation in Management:**

Monappa identified four types of participation – consultative, associative, administrative and decisive. Other participative models adopted by various enterprises can be classified into three groups as follows:

- Superficial participation, comprising information-sharing and suggestion schemes;
- Intermediate participation, comprising collective bargaining in both traditional and non-traditional areas, and consultation on restricted issues; and
- Real participation, comprising consultation on unrestricted issues and codetermination on restricted and unrestricted issues.

Bhattacharya defines real participation or "industrial democracy as the exclusive control of productive organisations by their total workforce on the basis of equality of vote." In other words, workers do not merely influence decisions; they participate with managers in the management of industry on equal terms. This influence should not be confined to peripheral or minor matters, but be intrinsic to the governance of the industrial organisation.
Why participation?

The objective of participation for management was initially limited to attaining higher productivity through a more committed workforce; later, as behavioural theories evolved, participation was thought and expected to achieve more elaborate organisational ends, such as improvement in employee morale, improved industrial relations, motivation and commitment, and quality of work life or even what Abraham Maslow termed self actualisation. One achievement that enterprises accidentally discovered was that the quality of decision-making improved. This had major advantages in a complex or unstable environment, since more variables and consequences were taken into account during decision-making itself. Managers also discovered that decisions taken jointly were more acceptable to workers and could be implemented more easily. This, too, had implications for difficult decisions or decisions which are normally not easily acceptable to workers, such as redundancy.

Virmani (1988) felt that the perceived differences in the objectives of participation had led to its failure in many cases. One of the problems of participation is the lack of concrete and substantial evidence on the link between participation and production. Productivity depends on many factors other than worker motivation. In some cases, customer services have been known to improve with participation. But such improvements have also been achieved with other types of intervention, such as more facilitating organisations or better working conditions.

Participative Schemes in India:

The need for some form of worker involvement was felt in the mid-1950s and 1960s, well after independence, and more by the Government than by the employers, because of the need for rapid industrialisation. Workers’ participation in management came to India through government intervention. There was no urge among unions for
greater involvement in the management of industrial enterprises. This is a characteristic feature of most participative schemes in the country, and has had enduring effects on the functioning of the schemes themselves.

The introduction of works committees through the Industrial Disputes Act in 1947 was hailed by many as an encouraging measure for participation. But section 3 of this Act states that the works committee is meant “to promote measures for securing and preserving amity and good relations between the employer and the workmen and to that end comment upon matters of their common interest or concern and endeavour to compose any material differences of opinion in respect of such matters.” Organisations use a variety of programs aimed at increasing employee participation. All the different programs have one major objective and that is to increase employee participation. However the programs differ with regard to the degree of direct or indirect involvement, the influence they exert and the time length of the program.

An organisation is said to be using participative management when it uses either a very significant approach with widespread application or a sufficient number of programs to develop a substantial sense of empowerment among its employees. Participative management is basically a process where subordinates share a significant degree of decision making with their immediate superiors. The different types of participative programs, they are;

1. works committees,
2. joint management councils
3. shop councils
4. joint councils
5. suggestions scheme
1. Works Committees

Works committees are essential in order to achieve the participative management in the organisations. Laid rules have provided in, the Industrial Disputes Act, 1947, every establishment employing 100 or more workers is required to constitute a works committee. Such a committee consists of equal number of representatives from the employer and the employees. The main purpose of this committee is to provide measures for securing and preserving amity and good relations between the employer and the employees.

**Structure and process of Works Committee:**

Structure of works committee follows the process with guidelines given by various aspects.

**Constitution:** Any employer to whom an order made under sub-section (1) of section 3 relates shall forthwith proceed to constitute a Works Committee in the manner prescribed in this part.

**Number of Members:** The number of members constituting the Committee shall be fixed so as to afford representation to the various categories, groups and class of workmen engaged in, and to the sections, shops or departments of the establishment: Provided that the total number of members shall not exceed twenty.

**Representatives of Employer:** Subject to the provisions of these rules, the representatives of the employer shall be nominated by the employer.

**Consultation with Trade Unions:** Where any workmen of an establishment are members of a registered trade union the employer shall ask the union to inform him in writing; how many of the workmen are members of the union, and how their membership is distributed among the sections, shops or departments of the establishment.
**Group of Workmen's Representatives:** On receipt of the information called for under rule 41, the employer shall provide for the election of workmen's representative on the committee in two groups:

1. Those to be elected by the workmen of the establishment who are members of the registered trade unions and
2. Those to be elected by the workmen of the establishment who are not members of the registered trade union or unions, bearing the same proportion to each other as the union members in the establishment

**Objectives of Works Committees:**

The objectives of work Committee works in such a way that, “The works committee was envisaged as industrial relations (IR) tool to resolve or reduce differences between managements and labour”. The following way these work committees establish Peace and harmony among work groups.

- In the case of any industrial establishment in which one hundred or more workmen are employed or have been employed on any day in the preceding twelve months,
- It shall be the duty of the Works Committee to promote measures for securing and reserving amity and good relations between the employer and workmen

**Functions of the Works Committees:**

Works committee deals with matters of day-to-day functioning at the shop floor level. Works committees are concerned with:

- Conditions of work such as ventilation, lighting and sanitation.
- Amenities such as drinking water, canteens, dining rooms, medical and health services.
• Educational and recreational activities.
• Safety measures, accident prevention mechanisms etc.

Works committees function actively in some organisations like Tata Steel, HLL, etc but the progress of Works Committees in many organisations has not been very satisfactory due to the following reasons:
• Lack of competence and interest on the part of workers’ representatives.
• Employees consider it below their dignity and status to sit alongside blue-collar workers.
• Lack of feedback on performance of Works Committee.
• Undue delay and problems in implementation due to advisory nature of recommendations.

2. Joint Management Councils (JMC)

Join management councils are one of the important aspect in participative management in the organisations under this system Joint Management Councils are constituted at the plant level. These councils were setup as early as 1958. The first real scheme where some kind of participation was envisaged was that proposing joint management councils. The Industrial Policy Resolution of 1956 stated that “in a socialist democracy, labour is a partner in the common task of development and should participate in it with enthusiasm ... there should be joint consultation, and workers and technicians should, wherever possible, be associated progressively in management. Enterprises in the public sector have to set the example in this respect28. The Third Plan desired that the JMCs become a normal feature of the industrial system and integrate private enterprises into a socialist order.
Structure of Joint Management Councils:

These councils consist of equal number of representatives of the employers and employees, not exceeding 12 at the plant level. The plant should employ at least 500 workers. The council discusses various matters relating to the working of the industry. The performances of Joint Management Councils have not been satisfactory due to the following reasons:

- Workers’ representatives feel dissatisfied as the council’s functions are concerned with only the welfare activities.
- Trade unions fear that these councils will weaken their strength as workers come under the direct influence of these councils.

Objectives of Joint Management Councils:

The objectives of the JMCs were to promote cordial relations between managements and labour and build up trust and understanding, but also to increase productivity, secure effective welfare and other facilities, to train workers to understand and share responsibilities, and in general function as a consultative body.

More specifically, the joint council was to:

1. Have equal representation from workers and the management;
2. Be entitled to be consulted on certain specific matters including administration of standing orders and their amendments when needed, retrenchment, rationalisation, closure, reduction in or cessation of operations;
3. Be entitled to discuss and give suggestions on certain other matters such as the general economic situation of the concern, the state of the market, production and sales programmes, methods of manufacture and work, the annual balance sheet and profit and loss statements as well as long-term plans for expansion; and
4. Be entitled to have responsibilities for the administration and supervision of welfare and safety measures, vocational training and apprenticeship schemes, suggestion schemes, schedules for working hours, breaks and holidays etc.

**Functions of Joint Management Councils:**

Various functions joint management committee deals with matters of day-to-day functioning process in the organisation. Joint management committees are concerned with:

1. This council is entrusted with the responsibility of administering welfare measures, supervision of safety and health schemes, scheduling of working hours, rewards for suggestions etc.

2. Wages, bonus, personal problems of the workers are outside the scope of Joint management councils.

3. The council is to take up issues related to accident prevention, management of canteens, water, meals, revision of work rules, absenteeism, indiscipline etc

**3. Shop Councils**

Shop councils are one of the important aspects in participative management in the organisations under this system shop councils are constituted at the plant level. These councils guideline given by Government of India on the 30th of October 1975 announced a new scheme in WPM. In every Industrial establishment employing 500 or more workmen, the employer shall constitute a shop council.
Structure of Shop Councils:

In every industrial unit employing 500 or more workmen, the employer shall constitute a Shop council for each department or shop or one Council for more than one department or shop, considering the number of workmen employed in different departments or shops. Following pre requisites are necessary to structure shop councils, they are:-

- Shop council represents each department or a shop in a unit.
- Each shop council consists of an equal number of representatives from both employer and employees.
- The employers’ representatives will be nominated by the management and must consist of persons within the establishment.
- The workers’ representatives will be from among the workers of the department or shop concerned.
- The total number of employees may not exceed 12.
- The employer shall decide in consultation with the recognized union or the various registered trade unions or with workers, as the case may be, in the manner best suited to local conditions, the number of shop councils and departments to be attached to each council of the undertaking or establishment.

Objectives of Shop Councils:

Shop councils as an important measure of participation management.

Objectives of shop councils which includes in:

1. Helps in decisions with in the organisations related to organisational productivity and other aspects
2. This council helps to sort out shop floor or production related problems between workers and management. It also helps in building up mutual confidence between workers and management and increasing the productivity.

3. Shop councils ensures that, every decision of a shop council shall be implemented by the parties concerned within a period of one month unless otherwise stated in the decision itself and compliance report shall be submitted to the council.

Functions of Shop Councils:

Major functions of shop councils which help in participation management, they are;

1. Assist management in achieving monthly production targets
2. Improve production and efficiency, including elimination of wastage of man power.
3. Study absenteeism in the shop or department and recommend steps to reduce it.
4. Assist in maintaining general discipline in the shop or department.
5. Suggest health, safety and welfare measures to be adopted for smooth functioning of staff.
6. Look after physical conditions of working such as lighting, ventilation, noise and dust and so on, also reduction fatigue.
7. Ensure proper flow of adequate two way communication between management and workers.

4. Joint Councils

A joint council is to operate for the industrial unit as whole, the composition of the joint councils, the periods of its operation, and the decision-making process are
similar to those applicable to a shop council. The scheme was implemented by the major units of the central and State governments. The government enlarged the functions of the councils in 1976.

**Structure of Joint Councils:**

The joint councils are for the whole unit and its membership remains confined to those who are actually engaged in the organisation. The tenure of the joint councils is for two years. The Chief executive of the unit becomes its Chairman. Workers members of the council nominate the Vice Chairman. The joint council appoints the Secretary. The Secretary is responsible for discharging the functions of the council.

The joint councils will meet once in quarter, but the periodicity of the meeting varies from unit to unit, it may be once in a month, quarter etc. The decisions taken at the joint council meetings are by the process of consensus and the management shall implement the decisions within one month.

**Objectives of Joint Councils:**

The main objectives of this joint councils can be described in such way that;

- Ensures that, an effective two way communication and exchange between the management and workmen
- It ensures that “the workers would have a better understanding of the problems and difficulties of the undertaking of overall functions”.
- Helps in with regard to production process and production schedules and progress in achieving targets.

**Functions of Joint Councils:**

A joint councils is to deals with the following matters

1. Optimum production, efficiency and fixation of productivity hours of man and machine for the unit as a whole
2. Functions of shop councils which have a bearing on another shop on the unit as a whole

3. Matters emanating from shop councils which remain unsolved.

4. Matters concerning the unit or the plant as whole, in respect of matters relating to work planning and achieving production targets;

5. The development of skills of workmen and adequate facilities for training

6. The preparation of schedules of working hours and of holidays;

7. Awarding of rewards for valuable and creative suggestions received from workers.

8. General health, welfare and safety measures for the unit or the plant.

5. Suggestions Scheme

The concept of suggestion schemes originated in Japan in the year 1960. As the name itself indicates, suggestion programs are formal plans to invite individual employees to make suggestions for work improvements. The suggestions are then sorted out as per their applicability and cost-benefits ratio. Employees whose suggestions result in cost saving for the organisation are given monetary rewards that are proportionate to the company’s savings. However, the responsibility for implementation lies with the concerned employee. The status of implementation will be recorded and updated at the end of every month.

Objectives of Suggestions Scheme:

Employee’s suggestion scheme aim to create positive reinforcement in the organisations, such way that;

1. Employee find their job more meaningful and interesting in participating in decision making process
2. Encompasses upon employees are being identified with in the organisation by providing suggestions and pledge their commitment to improvement productivity and improved in management practices

3. Suggestion schemes act as catalyst for change management, in vigorating the work force and organisation

Functions of Suggestions Scheme:

1. Utilize the constructive ideas of employees. While simultaneously allowing them a tangible share in the benefits that come from implementation of suggestions.

2. Enable employees to campaign for change through continuous development.

3. Develop employee morale and self-esteem and assists in the creation of a positive attitude towards work.

4. Encourage co-operation in solving shop floor problems as well as joint decision-makings at lowest level.

5. Lead to the improvement of working relations and the work environment resulting in a happier work force.

8. GROUP COHESIVENESS

Group cohesion is a phenomenon which determines how well a group holds together. When group cohesion is strong, a group will remain strong and stable. When it is weak, the group may fall apart. The study of group cohesion is a topic of interest among social psychologists and many others, including people who are concerned with making large organisations work effectively. Understanding group cohesion can be key to pulling together a team, a workplace, or similar groups of people. Some of the factors in group cohesion are social; there are a number of things which can occur within a group and its members which encourage people to stay in the group and to
stay focused on group goals. Others are environmental, caused by external factors which make staying together as a group more or less appealing. The smaller a group is, the better the group cohesion. The more stable a group is in terms of member demographics, the better the cohesion as well. People who share characteristics like gender, race, sex, religion, and so forth will forge stronger connections in a group, while a group of diverse individuals may have difficulty staying together. Another factor is group success, with people having an incentive to stay in a group which is doing well, with elitism also playing a role.

**Concept of Group Cohesiveness:**

It is often implied that effective work groups are cohesive. Group cohesiveness could be defined as the degree to which members are attracted to one another and are motivated to stay in the group\(^30\).

Various studies found a positive relationship between cohesiveness and effectiveness that depends upon the strength of group task norms. Research has generally shown that highly cohesive groups are more effective than that witless cohesiveness\(^31\).

Likert\(^32\) emphasized that management can derive maximum benefit out of its human resources if the work groups are marked by a high degree of group loyalty, effective skills of interaction and high performance goals. He maintained that an organisation may be called successful when, besides maximizing its profit, it makes the greatest use of human capacity consisting of highly effective work groups, linked together in an overlapping pattern by other similarly effective groups.

The ‘good’ managerial team is one where the atmosphere is relaxed with people listening to each other without tension. People participate and try to reach an agreement. When disagreements cannot be resolved, the group attempts to live with
them, and criticism, while frequent, is constructive but not personal. Evaluation of group performance is constant. On the other hand, a less effective group has little idea of group task objectives. A few people dominate, and their contributions are often not to the point. Disagreements are either suppressed out of fear of conflict, or actual warfare emerges. Meetings produce tension but little of value in reaching any clear goal”. 33

**Determinants of Group Cohesiveness:**

The following aspects are determinants of group cohesiveness

**I. Incentive Properties of the group:** Nine properties of group have been identified which as an incentive for group. 34.

1. Attractive of group members
2. Similarities among member’s interest, attitude and values and belief
3. Nature of Group Goal
4. Type of interdependence among members interest
5. Activities of the group
6. Style of leadership and opportunity to participate in decision
7. Structural properties of the group
8. Group’s size
9. Group’s atmosphere

**II. Member’s Individual needs:** A person’s attraction to a group is determined by the characteristics of the group but also his view of how these characteristics relate to his needs and values.

**III. Member’s Comparison Level:** In evaluating the expected outcomes of group membership a person employs a standard called the comparison level against which he compares the expected outcome of membership.
IV. Environment in which the group exists: External pressures may also influence a group’s cohesiveness.

Group Cohesion Indian Context:

A lot of Indian firms find their ways through acquisition, strategic alliances and joint ventures, mergers and divestments. They have their concern towards managing change, turnaround and transformation, improving R&D, enhancing creativity, culture building, people issues etc. The present study raises a perspective from HR where ultimately it is the people whose consistent performance enables the company reach the goal. Team effectiveness is important right from the top to the bottom of the organisation. We find that the use of team/group has expanded rapidly in response to competitive challenges. Numerous studies have shown how to design empowered or self-directed work teams, parallel learning teams, cross-functional project teams, executive teams, and team-based organisations.

Teamwork:

What Is Teamwork? Teamwork has traditionally been described in terms of classical systems theory in which team inputs, team processes, and team outputs are arrayed over time. Here, team inputs include the characteristics of the task to be performed, the elements of the context in which teamwork occurs, and the attitudes team members bring to a team Situation. Team process includes the interaction and coordination among members required for performing team tasks and achieving specific goals. Team out puts consist of the products that result from team performance. With regard to team work, the process phase is the defining point at which teamwork occurs; it is during this phase that team members interact and work together to produce team outputs. Numerous theories have been proposed and extensive research has been conducted on the nature of team process (i.e., teamwork).
Historically, this literature has sought to identify generic teamwork skills that are associated with most teams. More recently, the focus has shifted towards researchers identifying the specific competency requirements of team members. The term competency has a variety of meanings. However, it is generally used to denote the qualities needed by a job holder.

Specifically, Parry (1998) defined the term “competencies” as a cluster of related knowledge, skills, and attitudes that affects a major part of one’s job (i.e., one or more key roles or responsibilities); is correlated with performance on the job; can be measured against well-accepted standards; and can be improved through training and development. Regarding teamwork, team competencies are the qualities needed by team members.

Cannon-Bowers (1995) identified three types of competencies that are central for effective teamwork: (1) team knowledge competencies, (2) team skill competencies, and (3) team attitude competencies.

Based on the various studies, Adult Literacy Life Skill (ALL) presents a model for understanding teamwork for the purposes of ALL. Referring to that, several things should be noted.

First, the skill competencies of Group Decision Making/Planning, Adaptability/Flexibility, and Interpersonal Relations are at the core of teamwork. We believe that team members must know how and when to use these competencies to function effectively within the team.

Second, we propose that Communication spans each of the three core areas; it is the glue that holds the team together. For example, Group Decision Making/Planning cannot be accomplished within a team unless team members provide clear and accurate information, listen effectively, and ask questions.
Finally, the model proposes that the extent to which an individual is drawn toward teamwork, believes in the importance of teamwork, and has experienced team activity will influence how effectively team skills and behaviours are executed. Below mentioned Figure also presents a starting point for developing measures for ALL by identifying specific variables to be measured\(^{39}\). These include the skills of group decision making or planning, adaptability or flexibility, interpersonal relations and communication, and the attitudes belief in the importance of teamwork and collective orientation. Furthermore,

The purpose of the ALL – Teamwork feasibility study is to collect data on the teamwork Measures from a minimum of two ALL countries with different language requirements. For teamwork, feasibility study data will be collected in Canada and Sweden. Some Indian Organisations also following this model.

ALL figure presents specific behavioural examples of each skill, as discussed above. These behavioural indicators will be used to construct responses for items measuring teamwork skills. Items that tap respondents’ belief in the importance of teamwork and their collective orientation will also be included in the ALL measure. Shown figure (5.6)
Figure (5.6): ALL (Adult Literacy and Life skill) Model for Understanding Team Work

<table>
<thead>
<tr>
<th>Attitudes and Experience</th>
<th>Skills</th>
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<tbody>
<tr>
<td><strong>Attitudes And</strong>&lt;br&gt;Dispositions&lt;br&gt;Experiences&lt;br&gt;Implicit Theories&lt;br&gt;About Teamwork</td>
<td><strong>Group Decision Making/Planning</strong>&lt;br&gt;Identify problems&lt;br&gt;Gather information&lt;br&gt;Evaluate information&lt;br&gt;Share information&lt;br&gt;Understand decisions&lt;br&gt;Set goals</td>
</tr>
<tr>
<td><strong>Interpersonal Relations</strong>&lt;br&gt;Share the work&lt;br&gt;Seek mutually agreeable solutions&lt;br&gt;Consider different ways of doing things&lt;br&gt;Manage/ Influence disputes</td>
<td><strong>Communication</strong>&lt;br&gt;Provide clear and accurate information&lt;br&gt;Listen effectively&lt;br&gt;Ask questions&lt;br&gt;Acknowledge requests for information&lt;br&gt;Openly share ideas&lt;br&gt;Pay attention to non-verbal behaviors</td>
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Teamwork is the new mantra of modern day people’s excellence strategy. Today’s teams are self-propelled ones. The modern manager has to strive at the group coherence for common cause of the project. The ideal team has wider discretion and sense of responsibility than before as how best to go about with its business. Here, each member can find a new sense of belonging to each other in the unit and concentrate on the group’s new responsibility towards employer’s goals. A team is said to be cohesive if its members can work together and unite in achieving its goals and objectives. It is easy to build a team. What is usually difficult is ensuring that members remain united in performing their duties. Yet this is the most crucial part of any team. Productivity and team cohesiveness are positively related i.e. a less cohesive team means less production, and vice versa. It is therefore the duty of the team leader to create and maintain cohesiveness in a team. What keeps a team
together may not be the same across all groups and organisations. However, by doing the following, most team leaders will begin realizing better results in their team's cohesiveness. Some of the practices which are taking place in order to achieve the group cohesiveness of the employees by Indian organisations\textsuperscript{40}.

1. Identify and define the goals of the team and ensure that members focus on fulfilling them without looking at their interpersonal issues. A team that does not have clearly defined goals usually tends to stray away from work-related issues, into personal ones. When teams think about achieving the ultimate goal, they attach more importance to their work and hence remain more united for that purpose.

2. Encourage some form of competition amongst teams. If you have large groups of people, you can subdivide them into different teams and have each one of them compete with each other towards a certain goal. Or, if you have outside competition, inform them that their success is important towards to the organisation's strength in the competitive world.

3. Be fair across the board. Do not show favoritism to one group or person over the other. This will create further division when the other party feels marginalized. So, when dealing with issues, make sure that you treat everyone the same.

4. Create avenues for interaction, such as office parties; weekend/after work get-together or any other non-work related function that brings your team together. This will encourage them to mix and laugh and get to acquaint themselves with each other. When they return to work, they will see each other as friends and end up working as one team.
5. Encourage face-to-face and open communication. Do not let members backbite and gossip about each other. Instead, let members interact in person, even when solving issues. If there is some kind of conflict, deal with the affected parties at the same time. The more they face each other, the more they will eventually get used to working with each other.

6. Choose team leaders who can act as good role models to the rest of them. For instance, you can identify some members whose behavior is excellent, as well as those who always appear to work to encourage harmony amongst co-workers. Then empower them to lead others. By so doing, the rest of the team will always look up to them and thus promoting harmony and unity in the team.

   However, team cohesion is not just for the work place; it can be used at a family level or within a relationship. The emphasis is on a mission statement in whatever forms that takes and the striving for a common goal based on trust and team work. These elements are truly the super glue of team cohesion.

9. SOCIAL RELEVANCE OF WORK LIFE

   The legitimacy of a nation or society is judged on the basis of its efforts to fulfill the needs and aspirations of its people and thus raise their standard of living. The prosperity or progress of any organisation is also determined by the results achieved in providing satisfaction to its employees by meeting their need in various spheres of life. Viz; economic, political and socio-cultural. The present situation in most of organisations has reached to provide better compensation, welfare facilities, better health care, better work environment, better socio-cultural and social relevance of work-life as a concept in day dream.
Gone are the days of joint families where you had to care for elders and them, in turn, had to nurture your emotions. Today’s nuclear families with the both the partners working, have created new dynamics that has become emotionally demanding to the employees. Financial and social obligations have assumed a different level of significance today. Not only this, the needs of organisations today have also changed. Money is accumulated in tiny pockets, among those sections of people who possess the most wanted knowledge. And these so-called knowledge workers are the ones who are in acute need to balancing their work and life.\(^{41}\)

Researches indicate that balanced work-life can lead to greater employee productivity. With the progressive shift of the economy towards a knowledge economy, the meaning and Importance of tile quality of work life is also assuming a new significance. You must have both love and work in your life to make you healthy. Don't you agree? Well, this is what Sigmund Freud had said decades ago for healthy workers. The work life balance is not just for employees who want to reduce their working hours. It’s about responding to Individual circumstances to help individuals fulfill their responsibilities and aspirations.

With the increasing shift of the economy towards knowledge economy, the meaning and importance of the quality of work life is also assuming a new significance. Today, the connotation of the term 'work' has also become different. It has more to do with the intellectual exercise than physical labour. As a result, the corporates need to streamline and restructure their work schedules in order to bring about a balance in work life of their employees.\(^{42}\) Understanding and managing the levels and complexities of diverse motivational needs is another area, which requires careful attention from the corporates to bring about work-life balance.
Work-life balance is a self defined, self determined state of well being that a person can reach, or can set as goal, that allows him/her to manage effectively multiple responsibilities at work, at home and their community. It supports physical, emotional, family and community health, and does so without grief, stress or negative impact. It is about living a fulfilled life inside and outside paid work, and having control over their time so can achieve that.

**Creating Institutional Support Mechanisms:**

The first and the foremost requirement are to create conditions that will provide organisational support towards maintaining the flexibility of work and life of the employees. These entail the propagation of the culture of work flexibility, HR policies and other organisational regulations that allow the employees to maintain a good mix of personal lives with their career. What is needed is to ensure and communicate the support of the senior management. The top management of the company must clearly communicate its eagerness and willingness to restructure the work schedules in such a manner that it can balance the work and life of the employees. This will require clear articulation from the company that it values the personal lives of its employees. The employees must understand that their organisation also keeps in mind the value of their life and personal relationship. Such articulation can be done through the company’s vision and mission statements.

**Work Life Balance and Social relevance of Work Life:**

Over the last couple of decades we have seen a dramatic shift in the workforce and the needs of employees to effectively manage demanding work schedules and their personal lives. But apart from attracting someone into a job, do initiatives to encourage work-life balance also stimulate employee engagement. HR Partner can explore options and create recommendations for making change around programs,
such as paid and unpaid time off plans, flexible work arrangements and child and
er elder care resources. The increased demand for work/life balance and the changing
relationship between employers and employees are driving the need for HR
professionals and their organisations to truly understand what employees need and
want and then determine how to meet those needs while at the same time developing
and leveraging workplace talents at all levels.

Social Relevance of Work Place:

In India, the concept of hierarchy has traditionally strongly influenced
business decisions, such as strategy, promotions and communications. Yet, in today's
Indian workplace, older workers view hierarchy as more important than do people of
the younger generation. Additionally, it should be noted that the concept of the Baby
Boom generation exists only in the developed world, with other nations not having the
concerns resulting from this large generation. For example, many countries (e.g.,
Latino Christian, Arab and African nations) did not have a significant reduction in
fertility rates, nor did they embrace factors such as access to contraception, the
changing role of women in society and more recent focus on work/life balance.

“The Indian IT industry is becoming increasingly conscious of the work-life
balance and have therefore devised several initiatives that would help strike a balance
in improving employee commitment, productivity and motivation,” said Rosita
Rabindra, Executive Vice-president and Head of HR, NIIT Technologies. She pointed
out that work-life programs and policies are designed to create more flexible,
responsive environments to support a productive workplace by maximising employee
work-life effectiveness. There is a significant body of evidence provided by major UK
and world-wide employers such as IBM, GlaxoSmithKline, BT, Lloyds TSB and
others, which shows that work life balance policies and practices can bring clear
benefits to their business (see The Business Case, DTI, 2001 and A Good Practice Guide, DFEE, 2000). There is a wealth of information that outlines the advantages of offering flexible and special leave arrangements to employees in terms of improving staff recruitment, reducing turn-over, absenteeism and the costs associated with all this as well as increasing employee satisfaction and productivity.

Industries prominence towards work-life balance policies & programs

Businesses and HR professionals have also shifted with many aligning work-family/work-life balance practices with a broader, more strategic focus on fostering employee engagement, i.e., motivating, recruiting and retaining employees in a highly competitive environment. Flexible work arrangements, telecommuting, and a variety of leave, family support and wellness programs are more often integrated and aligned with business objectives. Researchers have noted that organisational culture and supervisory support are key factors in accounting for the availability and effectiveness of work-life balance practices.

Work-life balance and employee engagement becomes a visible benchmark among high performing organisations that reap the economic and reputational benefits of being publicly recognized as a ‘best place to work’ or an ‘employer of choice’. Many Family-friendly organisations feel the need for work-life balance which include recruitment and retention of valuable work force, reduced absenteeism, reduced employee stress, health benefits, job satisfaction, and better life balance. It has been suggested that an effectiveness of work-life balance policies and practices must incorporate the effects of workplace culture and supervisor support of employees’ efforts to balance work and Family responsibilities. Developing and maintaining a culture that enables and supports the opportunity to have a desired work life balance and to promote the benefits of the employee & organisation. (Wheeler et
al. ,2006) agrees that a strong organisational culture increases employees intent to remain in the organisation. Work-life balance must be supported and encouraged at all levels of the organisation, including senior management, line managers and all staff. An organisation which encourages work-life balance policies and practices will win the benefits of augmented employee engagement and also a positive outcome is dependent on a workplace culture that is supportive of using work-life initiatives.
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