CHAPTER - 2
THEORETICAL BACKGROUND

2.1 Introduction
Organizations are giving emphasis on the quality of work life (QWL) its employees has. For managing its talent and retaining its human resources QWL plays a crucial role. For gaining competitive edge the organizations have shifted their focus to differentiating themselves rather than competing with others. And in this context employees play a major role being patrons for organizations in which they work. It is advantageous for organizations to retain its human resources that will see them through critical times. One of the important way to create differentiation is to retain, develop and nurture the human resources which are unique and of utmost importance in knowledge economy.

An exhaustive literature review was conducted in the time frame of year 1950 to year 2014. Details are as follows-

Table No. 2.1: Details of literature review

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<th>Sr. No.</th>
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2.2 Contents and discussions in this chapter
The chapter has been divided into following parts as mentioned below, in order to establish a flow of concepts-

• Quality of work life : an overview
• Historical Development of QWL
• Quality of work life definitions and related aspects
• Measurement of Quality of work life
• Adequate & fair compensation
• Safe and healthy working conditions
• Immediate opportunity to use and develop human capacity
• Opportunity for continued growth and security
• Social integration in the work organization
• Constitutionalisation in the work organization
• Work and total life space
• The social relevance of work life
• Superior subordinate relationship
• Welfare facilities
• Development of QWL

2.3 Quality of worklife: an overview
The development of any organization lies in the development of the quality of life of its employees. All Human resource related actions are aimed at enhancing quality of life. Employees spend a majority part of their life while being in the occupation. The total life span of an employee can be classified into three aspects i.e. family life, working life and social life. These areas intersect each other and they constantly affect each other. So the total quality of life of the employees depends on the kind of these three aspects which they have. In order to enhance the total quality of life of the employees better balance between family life, work life and social life is required

The efficiency and productivity of each employee depends on the quality of work life of that employee. Human resources are critical to any organization. Human beings with their differentiating ability to think, feel, inspire, motivate and control can give organizations differentiation. For achieving organizational
objectives human resources play a vital role and nurturing human resources is of immense importance. The quality of the work life has major impact on quality of life of employees. Better quality of work life leads to a better quality of life of the employees. In this chapter an attempt has been made to present the theoretical background of the concept of QWL. Employees expect much more than money from their organizations. They are apprehensive about the overall quality of their working experience and what job has to offer them in return. Organizations have now realized that talent management will initiate organizational growth and a satisfied employee will contribute better to the organization.

At times the employees are not happy with the kind of QWL due to hectic schedule of work, worklife imbalance, less socialization. Thus job uneasiness is due to the limited scope of the job, short operating cycle, lack of opportunity to exercise carefulness, average compensation, average working conditions etc. Job dissatisfaction and job pressures have their major effect on employee’s health in the form of reduction in overall happiness, increase in unhealthy habits such as smoking, drinking, putting excess body weight, etc. Aggravation leads to various disorders such as heart diseases, joint pains, etc. and are mainly due to hectic work, unhealthy relations with other employees at all levels, average working conditions, work-related stress, workload, job monotony and boredom, fatigue, lack of security etc.

During Industrial Revolution there were changes in work related aspects in organizations. Machines were important than other factors of production such as men, money, material. Employees were considered as one of the factor of production. Because of which employees were dissatisfied. Researchers have been trying to find out what motivates employees. Research indicates that money is not the only motivator for employees and employees look for something else in their job. i.e. safe and healthy working conditions, better interpersonal relationships, appreciation from organization etc.
Organizations have realized the significance of enhancement of QWL of employees in organization. For achieving the productivity from employees better QWL acts as a solution. Various organizational initiatives are being implemented for obtaining high productivity and performance standards. These strategies are based on the assumption that employees are investments of an organization nurturing them is organization’s responsibility.

Quality of work life is one of the most important aspect of HRM which leads to better conducive atmosphere for employees. Better quality of work life leads to highly motivated employees who work for their as well as organization’s development. Making work environment employee friendly this will result in improving the life of employees while being on the job is called Quality of Work Life.

Though the concept Quality of Work life emerged in literature only in 1970 in the western countries, the concept was discussed and given importance since 1950’s. The scope of the quality of work life is so broad that it includes all areas of HRM.

The expert in the field Richard Walton (1979) who had done extensive research on QWL has taken painstaking contribution to this concept. The concept of QWL and its Measurement has become easy with the constructs that Walton proposed. According to Richard Walton,” the work culture of an organization should be recognized and improved to improve QWL in the organization. QWL is primarily an initiative of organization. It allows organization to maintain control of the workplace. The QWL philosophy proposes a socio-technical view which says Employees are social, psychological and physiological beings, technical aspect of work must be well-matched in analyzing their work and environment so that the social and technical aspects can be optimized.”
The term QWL was first gained popularity at the first international conference on QWL in 1972 (Davis and Chems, 1975). Quality of Work Life is the interactions between individuals and organizational factors existing in the working environment at workplace. It is the amount to which employees can satisfy their essential personal needs through their experiences while being part of the organization. It emphasizes on offering a conducive work environment to employees. The premise is if employees are happy about their experiences in organization then their productivity increases.

The quality of work life integrates an employee’s attitude about various dimension of work including compensation and other fringe benefits. The total quality of life can be obtained only through the quality of work life. The experience gained through work life helps employees to acquire distinction, and competence which are needed for the total development of human resources. An employee’s life cannot be distinguished as personal and professional. They both get affected by each other.

Low productivity and low employee morale are areas of concern for most of the Public sector organizations. The employee doesn’t get a feeling of belongingness towards work and because of which he doesn't feel motivated to work. The improvement in QWL can be achieved by improving the morale and motivation of the work force. It refers to a feeling of enthusiasm in employees that they will able to cope with the tasks assigned to them. A person’s enthusiasm for his job reflects in his attitude towards work, and towards his organization, and it can be observed by willingness to strive for the goals set for employee by the organization in which he works. It impacts and affects employees in the best interest of the employee and the organizations.
2.4 Historical Development of QWL

Prior to industrial revolution people used to perform tasks in the same setting where they lived. Less dependence on agricultural work and the rise of machine related work made people wage earners working for others. The industrial revolution separated work from the society and created the organizations. There was little interaction between the organizations where employees worked and where they lived and Work was not part of social life; it was separate and detached.

F.W. Taylor pioneered time and motion studies, which were considered as de-humanizing because it gave control to organizations over employee performance. He emphasized on matching the individual’s abilities to the complexities of the job, He promoted employee suggestions, he emphasized on training for a job, and He blamed organizations for employee restricted output of employees than employee abilities. He also emphasized on giving feedback to people to help them change. Taylor sought humane and sensible approach to dreadful conditions of work.

Application of scientific principles to human behavior can be seen in Ivan Pavlov’s work, and applications are conducted in western countries. The psychologists focused on aspect that human being manifest their unconscious drives. Maslow emphasized on self-actualization, intrinsic motivation, and potential as important aspects than controlling or analyzing behavior.

The recent phenomenon is spirituality and meaning at work. The emergence of spirituality in contemporary business has its roots in multiple sources (Darling and Chalofsky, 2004)

2.5 Quality of Work Life: Definitions & related aspects

The term quality of work life appeared in research journals during 1970s. Now a days employees are not only concerned about monetary gains but also
working conditions interpersonal relationships, job pressure, absence of challenging work etc. As the organizations have changed their style of functioning the expectations of employees also have changed. Employees look forward to the conductive work environment and favorable terms of employment. The productivity and efficiency of employees depends upon the quality of work life provided by the organization.

The American Society for Training and Development selected a task force on the QWL in 1979. The task force defined quality of work life as, “a process of work organizations which enables its members at all levels to actively participate in shaping the organization’s environment, methods and outcomes. The value driven process is aimed toward meeting the twin goals of enhancing effectiveness of organization and improved quality life at work for employees.” Hence quality of work life is a process of work organization designed to improve the effectiveness of an organization and enhance the quality of work life of its employees.

Cohel and Rosenthal have concentrated on the employee - satisfaction. They discuss quality of work life as, “an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction”

Robert H. Guest defines QWL as feelings of an employee about his work. He further discusses the effect of QWL on employee’s life. According to him, “Quality of work life is a general phase that covers a person’s feelings about every dimension of work, including monetary rewards and benefits, security, working conditions, interpersonal relationships, and its intrinsic meaning in a person’s life, it is a process by which an organization tries to unleash the creative potential of its people by giving them participation in decision making.
Mansell and Rankin try to define QWL as “Quality of working life is the concrete expression of a particular set of beliefs and values- about people, about organizations and, ultimately about society”.

Robinson and Richard Alston defines it as the key purpose of the quality of work life is whether an individual employee feels off and a contributor to the organization in which he or she earns his/her living. “The quality of work life is related to the case with which people can take on tasks they require to undertake and thus gives the performance necessary to the economic strength of the business”. The quality of work life of an organization can be assumed by the behaviour of its employees.

One way of measuring quality of work life would be to concentrate on the behavioral outcomes such as employee turnover, absenteeism, and mental and physical illness. Individual’s job involvement or self investment of an individual at work may be a good indicator of quality of work life experienced by the employees at work. To increase the employee involvement in organizational activities is by giving them autonomy and freedom in the working life. QWL is a state of mind or condition an employee goes through within the organization.

Indian philosophy emphasies on improving the quality of life of the people depicted in scriptures, scared books and epics, to the needs and maintenance of quality in every one’s life. Karma refers to work and Karma yoga deals with meaning of work, and its implications, and the way in which it should be done. It can be considered as the highest quality in work.

In general QWL refers to the favorableness or unfavourableness of a job and work environment for employees. It exposes the quality of relationship between employees and the total working environment. QWL has assumed importance in both developed and developing countries of the world. In India,
its scope seems to be large than all labour legislations enacted to protect the employees. It focuses on job security and economic growth of employees. The concept of QWL looks at work as a process of interaction and joint problem solving by working people- managers, supervisors, and employees.

According to Harrison, “QWL is the degree to which work in an organization contributes to material and psychological well being of its members”. J.Richard and J.Lloy define QWL as “the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization”. According to Takezawa “What constitutes a high quality of working life may differ in relation to both the employee’s aspirations and the objective reality of his work and society. It is ultimately defined by the employee himself”.

In 1977, the staff of the American Center for the Quality of Working Life developed the definition of quality of work life improvements as any action which takes place at any level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth.

QWL is an indicator of how free the society is from misuse, injustice, inequality, domination, and restrictions of the continuity of growth of man, leading to his development to the fullest”. One of the reasons for growing importance of QWL could be realization on the part of employees about their rights and wellbeing. Employees do not depend upon the mercy of management for their existence. They are educated. They are more united now than ever. Each and every employee tends to join some unions or the other for their own protection and well being. Unions put in all their efforts to educate its members to understand their rights and also to make them understand what they can expect from management in return for what they add. It is not only monetary benefits but other aspects as well. For most of the employees the need to work
is deep rooted in their psychological makeup and the meaningful work takes on importance beyond mere material well being and economic satisfaction.

2.6 Measurement of Quality of Work Life

Richard Walton has proposed inclusive interpretation of eight conceptual categories narrating QWL. He proposed eight major conceptual variables contributing to quality of work life

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work organization
6. Constitutionalism in the work organization
7. Work and total life space
8. The social relevance of the work life.

These criterias will help us to measure quality of work life.

2.6.1 Adequate and Fair Compensation

“In spite of the importance gained by the other aspects, compensation plays a major role in employee’s satisfaction. Especially in country like India, where the employee welfare programmes take back seat, compensation is the main source of satisfaction of the employee. Compensation includes wages and salaries and all other fringe benefits and social welfare programme.

In organizations compensations and benefits are offered in form of Monthly wages and salaries or total pay including basic wages, dearness allowance and city compensatory allowance, Bonus, house rent allowance, paid holidays leave, travel concession. Contribution towards retirement benefits such as employees’ provident fund and medical facilities. The significant aspect of compensation is wages and salaries. The two terms often used interchangeable are ‘salaries’ and ‘wages’.
The term wages is used to indicate the payment made to the worker level employees while the term salary is used for compensation to clerical and other supervisory employees who are all monthly rated and known as white collar employees. The factors that affect compensation of employees are demand and supply of labour, Ability to pay, Cost of living, Productivity of employees, Labour unions, Government regulations, and prevailing wage rates. Remuneration is the compensation an employee receives in return for his or her contribution to the organization.

It occupies an important place in the life of an employee. Employee’s standard of living, status in the society, level of motivation, loyalty, and productivity depend upon the salary he or she receives. So typical compensation of an employee comprises of monetary and non-monetary benefits.

A fair and reasonable remuneration will attract competent employees, it will also help in retaining present employees, improving their productivity, improve employee employer relations, and also improve public image of the company. If organization wants attract and retain qualified and motivated employees it must pay fair compensation. For employees, pay is more than a means of satisfying their needs. It provides them a sense of appreciation and determines their social status.

Organizations situated at rural areas can satisfy their employees with comparatively low levels of compensation compared with their urban based counterparts. The organizations located in urban areas usually compensate the cost of living through higher dearness allowances, keeping basic the same. Thus employee compensation is a very significant issue for employers. Money is not the only motivator for employees, but less money demotivates significantly.
2.6.2 Safe and Healthy Working Conditions

Organization should be alarmed with the employees’ health and provision of safety while they are at work. Due fulfillment with such provisions are likely to promote good employee health and safety which would result in greater employee efficiency and productivity as well as the increase in the employee’s morale and loyalty. In India, Legislations such as the Factories Act 1948, and the Shop’s and Establishment. Acts have made legal provisions with regard to employees’ safety, health, working conditions including sanitation, cleanliness, lighting, drinking water and rest rooms.

The development of trade union movement has forced the organizations to provide better working conditions to the employees. The management realizes the significance of better working facilities to the employees for achieving greater productivity and efficiency. An employee spends about eight or more than eight hours at the place of work during working day. He must be provided with such type of facilities which will maintain his health and keep him involved in his work.

Physical environment consists of physical environmental factors prevalent within the organization such as lighting, ventilation, humidity, layout of machines, noise, temperature, etc. Insufficient light causes strain on the eyes of the employees. Bad ventilation and absence of fresh air make the employees uncomfortable at work which leads to decrease in the efficiency. Unnecessary noise disturbs the attention of the employees which leads to accidents.

Mental environment of employees is concerned with the psychology of employees. Fear, anxiety, tension, anger, etc. are elements of bad mental environment. Such bad mental environment may adversely affect the efficiency of employees and leads to stress. Therefore, favorable mental environment should be created for the satisfaction of the employees and to boost their morale.
Social Environment is impacted by the society which surrounds employee. Every individual’s attitude is greatly determined by the society in which he lives and works. Employee’s thinking, feelings, preference etc. are affected by his social environment constituting the groups of persons he is associated with. Organization should try to create better relationship among the employees.

A healthy employee is important requirement of the organization. So incumbent on the part of the employer to look after the health of the employees and to provide such facilities and conveniences which would ensure minimum health standards. The Factories Act, 1948 deals with the provisions regarding health. It emphasises on the conditions inside the organization as an important factor in the health and safety of the employees.

Cleanliness, sanitary and orderly conditions are must to conserve the health and happiness of employees. Organization must ensure that the highest possible standards of cleanliness are laid down and maintained.

Disposal of Waste and Effluents is necessary for organizations. Accumulation of dirt and refuse must be removed daily. Adequate and hygienic arrangement must be made for the disposal of waste and effluents.

Ventilation is an important factor for better working conditions. Deficient ventilation leads to diminished health of the employees. Work places must be properly ventilated. Noxious fumes and dust in an organization can be hazardous unless allowed to escape by scientific ways, will ruin the health of the employees. Effective measures must be taken to prevent its inhalation and accumulation.

Humidity in the organization must be controlled. Provision must also be made for securing and maintaining appropriate temperature at work places.
Temperatures which are too high or too low leads to physical discomfort and affect health and efficiency. Work room must not be overcrowded. Minimum space for each employee should be given.

Poor lighting will cause poor work atmosphere and strain on the eyesight. For maximum efficiency and production, lighting arrangement should be at the best. Employee must avoid casting of shadows causing eyestrain or accidents. Bright and cheerful surroundings have a better stimulating influence.

Sufficient supply of drinking water at suitable points handily accessible to all employees must be arranged. Such water points must not be within twenty feet of any washing place, urinal or latrine.

Provision for sufficient latrines and urinals is compulsory. In most organizations latrines are not kept in a clean and hygienic condition. This is for Sufficient number of spittoons must be provided at appropriate places, and they must be maintained in a clean and hygienic condition. Spitting anywhere except in spittoons is an offence punishable under the Act.

2.6.2.1 Safety Measures
Basic causes of accidents in organizations can be approved mainly to four categories such as supervisory responsibilities, action of employees, unsafe equipments or materials and unsafe working conditions. Supervisors can be held responsible for accident occurring on account of not issuing safety instructions, or instructions not properly forced; employees are not provided with safety devices and equipments, inspection of the equipment or jobs; inadequate planning of job, too much rush; conflict in supervision etc. If accident is due to negligence on the part of employees’ or indifference such as haste or task shortcuts; disobedience of safety instructions; job ignorance, lack of skill, fatigue; inappropriate method of doing the job; language barriers etc. can be attributed to employees on lapses. Accidents can also cause due to
unsafe equipment, defective materials, defective tools, unsafe conditions of building or infrastructure etc.

Accidents can occur due to unsafe working conditions such as poor and defective lighting, congestion or improper inventory management, inappropriate housekeeping, inadequate ventilation, slippery floor, fire explosion, dust and fumes, inadequate exist, faulty facilities layout, different weather conditions etc.

Organization should take all the necessary safety measures. machines must be adequately fenced in factory. The safety colour code adopted by American Standards Association should be implemented in organisation indicates ‘red’ for danger, ‘yellow’ for caution ‘green’ for safe or first aid equipment and ‘white’ for housekeeping. Awareness should be created in employees of following safety rules. They should be informed about safety devices. Safety can be achieved only if the employee appreciate the need and utilizes it. Education related to Safety education is must for the entire employees. The employee at organization is full of risks and occupational hazards. Every year many employees are prone to industrial accidents. The injuries can be caused due to unsafe activity unhealthy working conditions

In India the act Workmen’s Compensation Act was passed in 1923 providing compensation to employees and their families in case of industrial accidents or certain occupational diseases resulting in death or disablement. The Act suggests separate policy for compensation in case of death of employee as well as in case of permanent or temporary disability.

Safety means freedom from the occurrence or risk of injury or loss. Industrial safety means the protection of employees from the danger of industrial accidents and safeguarding them. Health is a state of complete physical, mental and social well being and not only merely the absence of disease. It is the
outcome of interaction between the individual employee and his environment which surrounds him. Employees spend a great deal of their time in organizational settings.

In many organizations, employees are exposed to various types of health concerns. Unless the working conditions are appropriate employees cannot concentrate on job. As a result, productivity and efficiency of employees will be low. The unhealthy employee will remain absent and which will result in greater absenteeism and labour turnover. The quality of work will endure and the organization’s resources will not be utilized. The major factors influencing employee’s health are work area and seating arrangement, cleanliness, lighting, temperature, ventilation, freedom from noise, dust control.

2.6.3 Opportunity to Use and Develop Human Capacities

An employee feels satisfied when he is given an opportunity to utilize and develop his capabilities. According to Maslow’s need hierarchy, people want to satisfy their higher order needs once they satisfy their basic needs like fair compensation and good physical condition. This higher order needs include social recognition and social status as well. The basic purpose of human development is to enhance knowledge and skills, knowledge, qualifications and expertise so that a productive and fulfilling life can be lived, both in work and also in society at large. For the overall development of employees’ capacities, an understandable organization structure is essential. Organization structure represents formal relationships among the individuals and segments within an organization. It is a structure which shows the authority and responsibility relationships among employees, the official communication channels, and the relationship of each part of the corporation to the others. The hierarchy in which people are related in a meaningful way will result individual responsibilities known clearly and the authority to act would be defined. In such case employees will benefit from superior-subordinate relationship in which each employee receives essential guidance.
The purpose of communication is to make the employee aware of his obligations to the organization and provide him with additional guidance on how to perform his duties efficiently. It is essential to encourage ideas and suggestions from subordinates for an improvement in the product and work conditions, for a reduction in the time or cost involved and for avoidance of the waste of resources. If an organization is to operate as an integrated unit, it is necessary that the top management should keep the lower level supervisors and employees well-informed of its ultimate objectives and what it wants each person to accomplish towards their realization. A good communication system not only ensures the transmission of information and understanding among individuals and groups, but unifies group behavior, which provides the basis for continuing group cooperation.

Employees should be encouraged to give suggestions to the organization for innovative changes and their suggestions should be considered. Rewards must also be given to those who make constructive suggestion for changes. This will boost the morale of the employee who made such suggestion. It is also better to give opportunities to employees to participate in organizational planning. They can give creative ideas while working.

There will be qualitative and quantitative differences while doing work by different employees. It is necessary for the organization to know these differences so that the employees with better abilities may be reinforced positively and the inappropriate placement of the employees may be amended. For this reason performance appraisal is essential. The objective of performance appraisal is Administrative and Self-improvement.

The various objectives are Promotion, transfer, wage administration, training and development and HR research are the administrative objectives. The performance appraisal helps to identify the deficiencies and shortcomings of
the employees. Performance appraisal helps the employee and his immediate superior to discuss the performance and thereby bring the areas of improvement. Stronger mechanisms by the organization of monitoring performance may dissatisfy the employees.

All employees should be given optimum freedom in doing work. This will give the employees an internal satisfaction that they are doing the work designed by him. Periodic discussions with the employees, calling for his suggestions, and framing work groups like ‘Quality Circles’ help an employee in improving his capabilities on job. Equitable treatment and fair attitude of the boss can increase the morale of subordinate employees. Proper training through various methods not only at the beginning but from time to time also helps an employee to improve his capabilities which in turn satisfy him.

An organization is responsible for the development of its employees. This involves training, skill developments, recognition and encouragement. Work arrangements should be made demanding enough to expand skills, abilities, and knowledge. They should create a positive effect on self esteem, independence, involvement and inspiration. Today work has become monotonous and mechanical so that the employee has tiny control over it. Successful candidates placed on the jobs need training to carry out their duties effectively. Employees must be trained to function machines, reduce scrap and avoid accidents. It is not merely the employees who need training. Supervisors, managers and top officials also need to be developed in order to allow them to grow and acquire maturity of thought and deed.

Training and development constitute an ongoing process in any business Taylor was criticized that an employee provided optimum point of freedom in work can improve him on the job which gives him enormous satisfaction. The job should contain sufficient variety of tasks to provide test and to ensure the utilization of talents.
2.6.4 Opportunity for Continued Growth and Security

The organisation should provide career opportunities for employee development and to sharpen new abilities and expansion of accessible skills on a continuous basis. Career development programme, performance appraisal, joint consultation and employee participation in management are crucial elements required for continuous development and security. Career growth is crucial for implementing carrier tactics. It consists of actions undertaken by the individual human resources and the organization to meet career aspirations and job requirements the most important prerequisite of career growth is that every employee must take onus for progress. Career development involves employees receiving demanding job assignment early in their careers and doing well. Managers recognize career path. The successful employees should pursue it. So, the organization should give the information to employees involving the best way for career growth. To give information to all employees about job opportunities, management can use job posting. The restructuring lists include competencies and abilities, experience, and seniority provisions to qualify for jobs. Job posting provides a channel by which the organization informs employees know available jobs and requirements for promotion. By assessing people through assessment centers, managers can get visible evidence of their ability to do specific jobs. The education and training is an effective career advancement technique.

By bringing together groups of employees with their immediate supervisors and managers, problems and misconceptions can be addressed and resolved. These programmes include self-diagnostic activities for employees’ analysis of the organization. Job changes can take the form of straight, promotion lateral transfer or assignment. Experience in different areas through transfer and encouragement will certainly build confidence in the mind of the human resources This encourages the employees to accept new challenging jobs. An extended leave in form of sabbatical can permit time for attending executive
development conferences, continuous reading, accepting a visit, session at university, or other such activities which will boost one’s career development.

Once the employee has been selected, educated and motivated, he is then appraised for his performance. Performance appraisal is the step where the management gets to know how effective it has been at selecting and placing employees. It is a continuous process to get information necessary for making appropriate decisions.

Performance appraisal is a formal mechanism in an organization is concerned not only with the assistance of the members who form part of the organization, but aims at finding the potentials also. A good system of performance appraisal helps the immediate superior to assess the performance of employees systematically and from time to time. It also helps him to assign that work to individuals for which they are fit. It can be used as a basis of sound HR policy in relation to transfers and growth opportunities. If the performance of the employee is better than others, his name can be suggested for promotion, if the employee performance is not at par, he or she may be transferred to some other job.

A sound system of performance appraisal should fulfill certain requirements. It should be uniform, fair, just and equitable. It should be ensured that the appraisers are honest, rational and objective in their approach. The employee should be made aware of the performance in terms of goals, targets, behaviour, etc. expected of them. Moreover, the appraisal plan should be devised in consultation with the subordinates. This will increase their commitment to the plan and their understanding of expected performance.

Active involvement of employees in the decision making process is a prerequisite for the successful implementation of the decision to action. In many countries it is statutory for the organization to constitute joint
consultation committee with representative of managers and employees at the unit level. Joint consultation is intended to stimulate interest and draw out the best contribution that every employee can make to the regular effort. It helps in establishing mutual understanding and admiration between management and employees in an atmosphere of joint accountability. It is a pre-requisite for satisfactory working of wage incentive schemes.

The subject of employees’ input has gained popularity in the last three or four decades. An organization requires the joint effort of all the employees working together. With the increasing strength of the organization of employees and with their raising potential, a stage has now been reached where the employees not only demand development in benefits but also want to employ the power of their organization to secure partnership.

The concept of employees’ participation in management revolves around the principle of equality and co-operation between organisation and employees. Employees will be motivated and their morale will improve if they are involved in the process of decision making. Employees participation in management is recommended to achieve the following objectives viz. Increasing productivity for the general benefit of the organization, the employees and the society at large.

The association of employees and management at all levels would lead to the promotion of improved productivity for the general benefit of the organisation, the employer and the community, Better employee employer relations and increased cooperation will enable organisations to win their confidence and cooperation. Such association of employees with management in a real way at all levels will break the barriers between employees and management and do away with distrustful environment and mistrust and replace hostility with cooperation.
Now a days The employees have started seeking career growth. Job security has ceased to satisfy employees in the organization. Employees tend to go away from a job which does not promise career growth. Organizations are helping employees in these areas by helping them draw their career paths. Organisations are also helping employees to get higher positions through training and development. The employee is developed to take up a higher position where there is a possibility.

There must be employment which gives for continuous growth, job and income security. The work should give career opportunities for development of new abilities and expansion of existing skills on a regular basis. QWL provides future opportunity for continued growth and security by enhancing one’s capabilities, knowledge and qualifications. Here the focal point is on career opportunities as against the job.

### 2.6.5 Social Integration in the Work Organization

According to Walton, a satisfying uniqueness and self-esteem are influenced by five characteristics of the work place: freedom from discrimination, egalitarianism, upward mobility, supportive work groups and community of feelings, and interpersonal openness.

Social integration is a procedure of adaptation by which employees are able to recognize the basic values, norms and customs for becoming the accepted members of the association and assuming organizational roles. People who do not learn to regulate with the culture of organization are labelled as rebels and may be driven out of the organization. Social integration will have a large persuade on the attitude and behaviour of people at work. Because, people are normally socially oriented. The attitude and values of managerial peer groups, family members, friends, and others to whom they may collectively relate will influence profoundly their perception and actions.
Though the initiative is to be from organization, the employees also should give their complete support and collaboration to make the efforts of management a success. An organization can acquire supportive work groups and interpersonal honesty between employer and employee or concern and endeavor to settle any differences of views in respect of such matters. Good human relations are the preconditions for the success of better work environment.

An organization constitutes of employees who come from various backgrounds and are different from each other in their psychology. The performance of employees and their behavior when demanding in a particular job is influenced by various psychological and social factors such as family.

Knowledge about employees their behaviour is important in developing human relations. Human relations are the incorporation of employees into work situation in a way that motivates them to work jointly productively considerately and with economic, psychological and social Satisfaction. Human relation is the art of getting along with employees either as individuals or as a group. Human relations is a process through which an individual’s attitude and job integrated with a view to completing a willing co-operation on employee’s part in the achievement of the interests of an association as a whole.

The term industrial relation refers to various types’ relationships between all the parties concerned they are the employees, organisation representing the owners. Hence, industrial relations denote a vast complex of relationships created between management and employees, union and management, union and employees and between employees themselves. The primary objective of industrial relations is to keep good and healthy relations between employees and the organization. This will protect the interest of the employee as well as management by protecting the highest level of shared understanding and goodwill amongst them.
An organization can possess helpful work groups and interpersonal openness. ‘Industrial Democracy’ by establishing work committees which propose to “promote measures for securing and managing good relations between employer and employees and to comment upon issues of their common interest and to settle differences of opinion if any.

2.6.6 Constitutionalism in the work organization

QWL provides constitutional shield to the employees only to the level of appeal as it hampers employee’s fulfillment of doing the job beyond that level. Constitutional protection is given to employees on such matters as free speech, equity and due process. Regardless of the abundance of laws designed to ensure fair conduct at the workplace, employees are often treated in a dishonorable manner. In some cases, employers avoid the law, in others; the letter of the law is followed. Research indicates that the most serious ethical problems revolve more or less around managerial decisions regarding employment, promotion, compensation, and discipline that are based on favoritism, rather than ability or performance on the job. There should be the right to personal privacy, free speech and equitable conduct in the workplace. An average employee is simple, even naive and suspicious. He keeps himself at a distance from his superiors. He is aware, doubtful and undecided. This attitude of doubt and frustration changes when he is guaranteed of equal treatment for all employees and have the feeling that the organization is taking utmost care of employees who are diverse due to different age group, education and income. If he is assured of equal treatment he will give excellent results for organization.

A tolerant hearing of an employee’s complaint and an expression of sympathy and thought can win the confidence of a employee. A good and fair scheme of grievance procedure gives the employees a sense of security and social justice. There should not be any space for favoritism or nepotism or injustice. Every employee problem must be handled vigilantly and cautiously. The future of an
employee, his job security or his promotions and growth should not be at the likes and the dislikes of his superior. It should be based on sound philosophy of equity, fairness and social justice.

Organization should offer some counseling to employees in case of personal problems. In case of bias, it is most dissatisfying to an employee to find out that his colleague is being treated in a different way from him which will have an adverse effect on his quality of work life. Enhanced QWL should ensure zero infringement of the constitutional guarantee by organizational decisions.

2.6.7 Work and Total Life Space
For better quality of work life a balance between work life and family life of employees is must. If the employee is anxious in his mind, about work or family life or social life it will eventually influence his work. He may become dissatisfied with his job or organization and he will remain absent or wish to leave the organization an employee with permanent grievance against his superiors and co workers and thereby becomes always a problem employee. Personal or family problem of the employee must always be taken by the organization with a sense of urgency. Otherwise it will affect his motivation and morale.

An employee’s well-being in and out of organization is organisation’s concern, because it has a direct bearing on the competence of his work. Unhappiness at home often affects employees conduct at work. It is the responsibility of the employer to secure for the employee good human conditions of work and living.

Working conditions create a simulated environment of dust, fumes, noise, excessive temperature etc. These circumstances impose strain on the human body and if uncontrolled may lead to the severe outcome. The hazards should be minimized and task should be made safe. Another job of the organization is
to increase wages of the employee. It is essential to add to the income of the employees by providing services such as housing, medical assistance, schools, co-operative stores, playgrounds, etc. for fulfilling employees’ personal and social requirements. The organization must try his maximum for meeting employees’ needs.

Every employee who works with other should identify his own personal needs and the needs and potential of his peers. Every individual’s way of doing things is affected by the society in which he lives. The employee should not have a thought process that the time and energy spent at the work place is a waste. The organization should try to create a culture which will help employee to realize that his effort in the organisation is vital. Similarly, employee should think that he is receiving adequate compensation for the work done in the organization.

There should be proper equilibrium between work life and personal life of employees. The demands of job such as late working hours, frequent travel, and quick transfers are both psychologically, physiologically and socially very costly and damaging to quality of work life. Family life and social life should not be stressed by working hours including overtime, work during inconvenient hours, frequent business travel, transfers, etc. QWL provides the balanced relationship among work, non-work part of life.

2.6.8 The Social Relevance of Work Life
All employees should be given compensation, working conditions so they lead decent standard of life and they should enjoy the social and cultural opportunities. The employees feel a need to relate their work socially. For example, employees who work in an organization whose jobs are socially relevant can gain recognition in a group and they are most satisfied.
The need to give back to society is felt by all organizations now a day. The need was felt besides the interest of the organization and it also should be in the interest of employees, customers, suppliers, government and the public at large. It should try to help society even at the cost of its profit. Now, Organizations must try to improve their image in the eyes of the public by understanding social welfare measures.

Women and minorities have been discriminated against in their careers and professions. All should be given equal opportunity for getting job and grow. By avoiding discrimination on the basis of several aspects such as caste, creed, age, sex etc. organization help in creating a balanced social structure. Organizations should provide finances for the development of educational facilities. Organizations should spend for CSR activities. An organization will have the satisfaction of contributing to a noble cause if such help is given.

Organizations must always be ready for modernization. Modernization helps to make new quality products at cheaper rate. So modernization is helpful to the society by providing quality products at cheaper rate. There are some goods which are harmful to the individuals and society. The products such as tobacco, alcohol, drugs etc. are to be produced and marketed as per the guidelines of the government so that their use is restricted whenever possible.

Pollution has become a major issue of the society and it needs to be controlled. It is the responsibility of the organization to exercise control over its wastes. Organizations must deploy waste management mechanisms. The waste generating from toxic, excessive noise, chemical pesticides, automobile exhaust etc need to be prohibited. Organization can manage pollution by recycling its waste and by reducing the pollution in the first place.

The type of product made by the business is used by the end users. The product features such as quality efficacy, design, safety, durability have a direct effect
on customer satisfaction. The ease of access of quality products at reasonable price will enhance consumer satisfaction. Organization should take into account consumer preferences and their buying capacity while deciding its manufacturing policies.

The term ‘social security’ was emerged in western countries. The need of social security measures exist to help the people when they are unemployed and exposed to risks such as sickness, old age, maternity etc. According to ILO, “Social security is that security which furnishes through appropriate organization against certain risks to which its members are exposed. These risks are essentially contingencies against which the individual of small income and minimum resources cannot effectively provide by his own ability or foresight alone, or even in private combination with his fellows. These risks being sickness, maternity, old age and death, it is the characteristic of these contingencies that they impair the ability of the working man to support himself and his dependents in health and decency”.

The scope of social security is very broad. Social security schemes comprise health insurance, maternity benefit, compensation for employment injury, employees’ family pension, voluntary social insurance, provident fund schemes, etc.

India is a Welfare State as envisaged in her constitution. Social security is an important step towards the goal of Welfare State, by improving living and working conditions and affording people protection against various kinds of occupational hazards. Social security measures also help in industrial development through making employees efficient and productive and it also helps in reducing waste arising from industrial disputes. These measures help employee to feel social and economic security and put his heart and soul in increasing production. Employees’ State Insurance Act, Employees Provident Fund Act, the Maternity Benefit Act help to protect social security in India.
Organization makes use of resources of society. No organization can be successful in the long run if it ignores the interest of the society. The standing of an organization in the society can control an employees’ value of his work. Work should not only be a way of material and psychological satisfaction but a means of social welfare too. An organization that has better concern for social causes like consumer protection, pollution, national integration, employment, etc. can improve the quality of working life. QWL is worried about the establishment of social relevance to work in a socially advantageous manner. The organization’s lack of concern for social deeds like waste disposal and management, low quality product etc. in turn affects the self esteem of employees. The employee’s self esteem would be very high if their work is useful to the society at large and they feel proud about it. The social responsibility of the organization is an unavoidable determinant of QWL. As such, social relevance of work of each employee is very important for making working condition better.

2.6.9 Superior Subordinate Relationship

Improved superior - subordinate relationships give the employee a sense of social association, organizational belongingness, accomplishment of work etc. This leads to better QWL. So in organization employees should be free from excessive supervision and control and organization should not use undue pressure on employees to attain the scheduled target. An impartial treatment to all employees within the organization and sense of cooperation among employees and supervisors will help in shaping better quality of work life.

2.6.10 Welfare Facilities

Employee Welfare means doing well for employees. It refers to the physical, mental, moral and emotional well being of an individual employee. According to the Oxford dictionary, employee welfare means “the efforts to make life
worth living for workmen”. Labour welfare means taking care of the well being of employees by employers, trade unions and governmental and non-government agencies.

Welfare officers are educated and trained in such a way that they are in a better position to manage employee welfare. These officers are more concerned with compliance of statutory provisions than with the well being of employees. In organizations welfare measures should help to counteract the negative effects of the factory system. These measures should enable the employee and his family to lead a better life. Welfare facilities like housing, medical and children’s education, recreation and social well being, etc. help in improving QWL of the employees. For the organization, welfare measures lead to higher morale and better productivity.

2.7 Development of Quality of Work Life
Concept of QWL is not a recent phenomenon. It was always discussed by practitioners. There are a number of mechanisms for enhancing quality of life, starting with the ‘human relations’ movement Contributions by Mayo and McGregor, the job enrichment of Herzberg, the efforts to enhance work environment began in the early. The labour union activities with the help of collective bargaining and legislation led to improved conditions and improved QWL.

Employee aspirations for an improved work life go beyond continuous efforts to improve working conditions. Now a days employees with better education and high expectations are demanding better managerial ways and better ways to participate in the decision making process that affects their welfare and work life. Other aspects which influenced the rapid development of QWL is increasing recognition by management about social issues of the workforce, CSR and organization’s duty towards employees. Employee’s changing
attitudes towards authority, the unfriendly nature of organizations and a widening gap between the workplace reality and employees’ expectations.

Several schools of thoughts suggest that QWL has got some components of motivation. QWL enhancement initiatives are generally designed to satisfy the higher level of needs as given by Maslow in his theory of Need Hierarchy. Employees are not satisfied with better working conditions or better salary but they also need social integration. They work for achievements, freedom, reputation, recognition, attention, appreciation etc. They desire for continuous self-development for unleashing their potential and self fulfillment.

Quality of work life closely works with the organizational development. Organizational development is a planned, methodical, organized and collaborative effort where the knowledge of behavioral sciences and organizational theory, principles and practices are deliberately applied to increase the QWL which is reflected in enhanced organizational health, validity and enhancement of the individual and group competence.

Therefore, organizational development efforts are intended to enhance the quality of work life of the employees, but also to the effectiveness of the organization. Organizational development connotes the continuous planned efforts made to improve the structural process and people aspect of the system. Such systematic efforts ensure the organization’s survival and growth by enhancing the quality of work life.

The improvement in quality of work life doesn’t involve cost to organization. like wages, working conditions, benefits, work design, organizational structure etc. in quality of work life. Improved quality of work life leads to improved performance and yields better productivity and efficiency. Performance means mental output as well as the behavioral output of employees while helping the colleagues in solving job related issues, accepting orders with zeal and
enthusiasm, promoting team spirit and bearing with working conditions without complaints and the efforts for improving the life at work place but also the life apart from work.

2.8 Techniques for Improving Quality of Work Life

The concept of quality of work life has been realized through various systems such as job enrichment, job enhancement, employees’ participation in management, organization development, quality circles, employees’ welfare, worker’s participation in management etc. Efforts are required at Individual as well as organizational level to enhance the quality of work life for employees in the organization. HR professionals and experts in the area recommended several techniques for enhancing quality of work life. Some important techniques involve job redesigning and Job enrichment which helps to satisfy higher order needs by giving interesting, stimulating and challenging work. Opportunity for career development and growth increases commitment in employees.

Organization should meet expectations of achievement-oriented employees. In self managed teams employees are given the freedom of decision making. In such a group the employees themselves plan, coordinate and control their activities. The group is accountable for success or failure. Flexible working hours (flextime), spread out hours, reduced work week, sharing of job, part-time employment and other types of alternative work schedules give freedom to employees in scheduling their work. Employees want to contribute in deciding matters which affect their lives. Quality circles, management by objectives, suggestion schemes and other forms of employees’ participation in management help to improve QWL.

2.9 Conclusion

In nutshell, organizations do exist because of individuals and individuals exist for organizations. Without individuals, organizations cannot be managed.
Employees are investments for organizations and they help organization to realize organizational objectives. Employees of the organization should be inspired, encouraged and motivated. So that they can contribute to achievement of organizational objectives. And for this the organization must try to increase the quality of life of the employees in the organization. There is a continuous need for research and development in area of quality of work life. This chapter putforths the theoretical background related to the study undertaken by the researcher. Overview of Quality of work life Historical Development of QWL, Quality of work life definitions and related aspects, Measurement of Quality of work life etc. For the simplification the literature has been studied by classifying into various sections.