QUALITY OF WORK LIFE – AN OVERVIEW

INTRODUCTION

The total life space of human beings has classified into three: family life, professional life, and social life. These three divisions of human life are interrelated and interconnected. Failures of any one or two affect the quality of the other/others badly. So, the total quality of life of the people depends on the quality of family life, work life and social life. To improve the total quality of life of the people, a balance between family life, work life, and social life is essential.

The economic development of a nation lies in the improvement of the quality of life of its people. All economic activities are directly or indirectly meant at achieving a better quality of life. People spend a major part of their time in some economic activities viz. agriculture, industry, mining and fishing. The efficiency of each activity depends on the quality of work life of the people. Of all the factors of production, man is by far the most important. In fact, the success of every business enterprise depends on its human element. Materials and machines are inter factors, but an employee with his ability to feel, to think, to conceive and to plan is the most valuable. At the same time the most difficult to inspire, control and motivate. Human beings are observed as the dynamic factor of production. It has said that “behavior of people differs widely. It is tough to predict their behavior; especially in organization’s where they work in groups. Their behavior is neither consistent nor
predictable. Thus, the managers should recognise that individuals and not the organization create excellence. P.Subba Rao & V.S.P.Rao

Sheldon, Oliver2 The quality of the work life has a significant bearing on the total quality of the people. A high quality of work life leads to a better quality of life of the people and vice versa. Thus, quality of work life has been considered as a means and at the same time an end in itself. It is an end because the total quality of life can be achieved only through the quality of work life. As a means, the experience gained through work life helps employees to acquire excellence, high amount of civic competence and better skills which are necessary for the total development of manpower. An employee’s life cannot divide into two sealed compartments, one inside the company, and the other outside it. The two are intimately bound together so that the troubles and joys of off job life cannot be put aside when reporting for work in the morning, nor can company matters be dropped when returning home after work. Culture, customs and norms, images and attributes conferred by society on particular jobs, professions and occupations and the employee’s home life all play a strong motivational role.

THE CONCEPT OF QUALITY OF WORK LIFE:

The term quality of work life appeared in research journals only in the 1970s. It is not only monetary aspects that an employee concerns him with but also conditions of employment, interpersonal conflicts, role conflicts, job pressure, lack of freedom of work and absence of challenging work. Like the style of management

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2 Sheldon, Oliver, Philosophy of Management, Prentice Hall, Englewood Cliffs, 1923, p.27.
has changed from paternalistic to democratic, as the expectations of employees with an impending need to achieve more and more productivity and efficiency, employees look forward to the conductive and congenial working conditions and favorable terms of employment. As such productivity and efficiency of an organisation largely depend on upon the quality of work life provided by the organization.

The quality of work life of an organisation can be understood by the behavior of its employees. One way of measuring the quality of work life would be to focus on the behavioral outcomes such as rate of turnover, absenteeism, drug abuse, alcoholism and mental and physical illness resulting from the psychologically dangerous job. On the other hand, job involvement or self-investment of an individual at work may be a useful index of quality of work life experienced by the employees at work.

THEOREM

The necessary and sufficient condition for QUALITY OF WORK LIFE of employees are predicted from Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the workforce, Constitutionalism in work organization, Work and total life space and The Social relevance (Eminence) of Work Life.
**IF AND ONLY IF**

The employees are satisfied with QUALITY OF WORK LIFE, IF AND ONLY IF they are satisfied with Adequate Income & Fair Compensation, Safe & healthy working conditions, Opportunities to use & develop human capacity, Opportunity for career growth, Social integration in the workforce, Constitutionalism in work organization, work and total life space and The Social relevance (Eminence) of Work Life.
MEASUREMENT OF QUALITY OF WORK LIFE

Walton³ in an article, “Criteria for Quality of Work Life,” gives a comprehensive interpretation. He proposed eight major conceptual variables about the quality of work life are as follows

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 organisation,
6. Constitutionalism in the work organisation,
7. Work and total life space, and
8. The social relevance of the work life.

The eight-pointed criteria of Walton to measure quality of work life and other relevant factors determining quality of work life has discussed below:

1. ADEQUATE AND FAIR COMPENSATION

“Despite the importance gained by the other factors now a day, compensation plays a greater role in employee’s satisfaction. Particularly in a country like India, where the employee welfare programs take back seat, compensation is the largest source of appreciation of the employee. Anitha, B., &

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Rao, Subba 4 Compensation package includes wages and salaries and all other fringe benefits and social welfare programs. In IT industry employees are compensated in the form of following advantages:

- Monthly salaries or total pay including basic wages, house rent allowance, dearness allowance, and city compensatory allowance.
- Bonus at the end of the year,
- Economic benefits such as paid holidays leave travel concession.
- Contribution towards insurance premium,
- Contribution towards retirement benefits such as employees’ provident fund, and
- Transportation and medical facilities.

The most important part of compensation is wages and salaries. The two terms often used interchangeably are ‘salaries’ and ‘wages’. Normally the term wages is used to denote the payment made to blue collar workers irrespective of whether they are daily rated or monthly rated, 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 salaried employees were still very recently considered to be the elite group in the industry. Blue collar workers used to aspire to salaried positions.

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In a country like India, the role of salaries and wages as a primary tool for motivating workers cannot be over emphasized. In this context, the First Plan recommended the introduction of incentive schemes to promote a more efficient working of industries with a due safeguard for the interest of workers with the guarantee of a minimum wage and protection against fatigue and undue speedup.

Recently, the concepts, fringe benefits, and social security measures are gaining importance in Indian. Free transportation, Medical facility, Parent Insurance, Interest-free loans and retirement benefits are some of the important welfare programs.

**SALARY ADMINISTRATION**

The salary management comprises of a set of guidelines outlined by the organization. Decisions should be made on the apparent material of individual cases rather than by established policy. These policies are made by organization’s management team over an extended period of time. It is quite evident that they will not be stable decisions. Even if the salary situation is sound at the beginning, it is not very long before it begins to fade.

The Salaries to be paid to employees depend on upon the following factors

- Demand for and supply of employment
- Ability to pay
- Cost of living
- Productivity of employees
- Principal wage
The above factors are an application to influence the Salary. Also, there are several factors which do affect the individual differences in salary rates. They are:

- Employee capacity
- Educational qualification
- Work experience
- Promotion possibilities
- Onsite opportunity
- Stability of employment
- Demand for special skills, and
- Profit or surplus earned by the organization.

Mamoria and Gankar⁵, wage and salary administration should be controlled by a proper team. This responsibility has to be entrusted to the personnel department or some job executive. Since the problem of salaries is delicate and complicated, it is usually entrusted to a committee of high-ranking executives representing major line organizations. The major functions of such committee are:

1) Recommendation of job evaluation methods
2) Review and recommendation of salary
3) Periodically reviews on wages and the performance
4) Salary revision based on the Performance of the employee
5) Coordination and consideration of relative departmental rates to ensure conformity; and

6) Consideration of budget estimates for wage and salary adjustment and increase.

So, it can be concluded that fair compensation for the employees towards their services is an important responsibility of HR. Every organisation must offer a good salary to attract and retain talented employees to the organisation. The Organisation should offer that are not competitive as compared to other organisation's; the efficient workers may leave the organisation, and inefficient workers may continue with the organisation which is not suitable for the organization in the long run.

FACTORS TO BE CONSIDERED FOR MEASURING ADEQUACY AND FAIRNESS OF COMPENSATION

From the above discussion, it can arrive that for measuring adequacy and fairness of compensation, following variables can be considered:

- Acceptable salary in comparison with cost of living,
- Fair salary as compared with other organisations,
- Fair salary compared to employees’ ability,
- Fair overtime benefits,
- Adequate incentives,
- Adequate contribution to provident fund,
- Fair gratuity and group insurance,
- Advance payment of wages in times of emergency,
• Prompt payment of salary, and
• The mental attitude of employees to continue in the present job regardless of pay.

2. SAFE AND HEALTHY WORKING CONDITIONS

Irrespective of legal provisions, every enlightened management, should be concerned with the employees’ health and provision of safety while they are at work. Due to compliance 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 boost of the employee’s morale and loyalty.

In recent years working condition has gained more attention of the managements of business and other organizations because of enlightened management realizes the significance of better-working facilities to the employees for achieving greater productivity and efficiency in the organisation. An employee spends about eight hours at the place of work during the business day. The employee must provide with such type of facilities which will maintain his health and keep him interested in his work.

WORKING ENVIRONMENT

The working environments classified into three categories which are as follows:

Physical Environment: It consists of natural factors prevalent within the factory such as lighting, ventilation, temperature, humidity, the layout of machines
and noise. Inadequate light causes strain in the eyes of the workers. Poor ventilation and absence of fresh air make the people uncomfortable at work which leads to decrease in the efficiency of employees.

**Mental Environment:** Mental Environment is concerned with the psychology of employees. Fear, anger, nervousness and tension are elements of the dangerous mental environment. Such dangerous mental environment may adversely affect the efficiency of employees. Therefore, the favorable mental environment should be created for the satisfaction of the employees and to boost their morale.

**Social Environment:** Every individual’s attitude determined by the society in which he lives and works. His thinking, feelings, belief, and preferences are affected by his social environment. Constituting the groups of persons, he associated with it.

**HEALTH CARE MEASURES**

Business health service is concerned with the care of the individual employee. Its aim is to prevent infections and to enable each employee to remain a productive, happy individual for the longest period. The primary objective of business health service is to ensure that the amount of time lost by illness will reduce to the minimum. An excellent health service will help to ensure the development of job satisfaction and productivity.

A healthy employee is a basic requirement of the organisation. It is, therefore, 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.

**Cleanliness:** Sanitary and orderly conditions are necessary to conserve the health and happiness of employees. Management needs to make sure that the uppermost possible standards of cleanliness are laid down and maintained.

**Disposal of Waste and Effluents:** The adequate and sterile preparation must be present for the disposal of waste and sewages.

**Airing & Temperature:** Airing & Temperature are vital factors for peaceful and safe working conditions. Deficient ventilation is detrimental to the health of the workers.

**Overcrowding:** The work area must not be overcrowded. Minimum space required is 500 cubic feet for each worker.

**Lighting:** Poor lighting will strain the eyesight. For maximum efficiency and production, lighting arrangement should be at the best. The employee must ensure that lighting is not only sufficient but that it avoid casting of shadows causing eyestrain or accidents. Bright and cheerful surroundings have a stimulating influence.

**Drinking Water:** Drinking water needs provided at the accessible point, for all workers in the organized. Water points must not be within twenty feet of any washing place, urinal or latrine.
**Latrines and Urinals:** Clean, neat and sufficient latrines and urinals are compulsory.

May organizations latrines are not kept in a clean and hygienic condition. There is a need to educate the workers about the proper utilization and maintenance of restrooms.

**SAFETY MEASURES**

Basic causes of accidents in the organisation can be attributed mainly to four categories such as supervisory responsibilities, the personal action of employees, unsafe equipment or materials, and unsafe working conditions.

It is the responsibility of the management to take all the necessary safety measures. Color can play a significant role in accident prevention. The safety color code adopted by American Standards Association indicates ‘red’ for danger, ‘yellow’ for caution or hazards, ‘green’ for safety or first aid equipment and ‘white’ for housekeeping and traffic working. Employees should educate on safety measures and rules. Every employee should advise about the safety devices. Safety in the organisation can achieve, only if the employees appreciate the need for them and understand the safety methods provided. Safety education is necessary to new entrants as well as old employees.

Following are the important factors of safety scheme of an organization.

1) Appointment of a full-time or part-time safety officer delegated with the work for the safety of employees and Careful and frequent inspection of the
work area to ensure that gangways are clear, passages adequately lighted and materials well stacked.

2) Instructions to all new hires on safe working methods through private talks, films, lectures, demonstrations, and pamphlets.

3) Safety first campaigns using posters, films, inter-departmental competitions, articles and notices in-house magazines.

4) Training in first aid and arranging refresher courses.

5) Ensure that even minor accidents were reported to the first aid room and keep full and accurate records of all accidents and maintain accidents analysis reports.

**FACTORS TO CONSIDERED FOR EVALUATING SAFE AND HEALTHY WORKING CONDITIONS**

It can conclude that following are the important variables to be considered for evaluating working conditions of an enterprise.

- Adequate rest period
- Good canteen & Lunchroom facilities
- Proper drinking water facilities
- First aid / medical facilities
- Facilities for sports and game
• Library and reading room
• Sanitary facilities
• Ventilation and air circulation facilities
• Facilities for disposal of waste and dust
• Condition of machines and equipment
• Good safety plan and
• Proper health cares measures

3. OPPORTUNITY TO USE AND DEVELOP HUMAN CAPACITIES

An employee is most pleased when he gave an opportunity to use and develop his capabilities. According to Maslow, people want to satisfy their higher order needs once they meet their basic needs like fair pay and good physical condition. These higher order needs include recognition and social status. Both in Organisational terms, and also for the benefit of the individual, the primary purpose of human development is to enhance skills, knowledge, qualifications and expertise so that a productive and fulfilling life can be lived, both in work and also in society as a whole.

For the development of employees’ capacities, a clear organisation structure is essential. It is the formal relationships among the individuals and segments within an organisation. It is a framework which shows the authority and responsibility relationships among people, the official communication channels, and the connection of each part of the company to the others. An orderly hierarchy in which people related in a meaningful sequence will result in individual responsibilities
known clearly and the authority to act would be defined. In case such employees will benefit from planned superior-subordinate relationship in which each employee receives essential support and direction.

Individual will be selected by ability to perform expected tasks. Similarly, simplification and specification of job assignment are possible in a more efficient way. Human capabilities can be developed only through effective communication. Communication is said to be perfect only when the receiver understands it in the sense the sender expected him to understand. The command and instructive function of communication serve to make the employee aware of his obligations to the organisation and provide him with additional guidance on how to perform his duties efficiently. Lee O. Thayer, Richard D. Irwin

Employees must be encouraged to give their suggestions to the management for novel changes, and their suggestions must be considered carefully and accepted if found suitable. Rewards must also give to those who make a constructive suggestion for changes. This boost the morale of the employee, who made such suggestion. It is also to provide opportunities to workers to participate in technical planning. They can provide creative ideas for operational work. Employees normally think of it as equivalent to co-decision or codetermination in the sphere of managerial functions. T.N.Chhabra

There will be some differences in the quality and quantity of work done by different employees even on the same job. It is necessary for the management to

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know these differences so that the employees with better abilities have to reward, and the wrong placement of the employees may rectify. For this purpose performance, an appraisal is essential.

The objective of performance appraisal fall in two categories:

- Administrative and
- Self-improvement.

Promotion, transfer, wage administration, training and development and personnel research are the administrative objectives. The performance appraisal brings out the deficiencies and shortcomings of the employees. A discussion between the boss and the subordinate conducted in a spirit of co-operation and mutual understanding gives the employees a chance to take suitable steps to improve their performance. More regulations and control mechanism by the management may dissatisfy the employees.

All staff should be given maximum freedom in doing work. This gives the workers 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 the job. Equitable treatment and fair attitude of the boss can increase the morale of subordinate workers. 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.
FACTORS TO BE CONSIDERED FOR EVALUATING OPPORTUNITIES TO USE AND DEVELOP HUMAN CAPACITIES

Following variables are identified for evaluating opportunities to use and develop human capacities.

- Clear Organisational structure
- Appreciation of employee’s idea to bring new changes
- Employees’ participation in technical planning and Freedom in work
- Clarity and transparency in communication
- Provision of meaningful information about work process & its result
- Provision of self-improvement for members
- Equitable treatment and Appreciation of a good job.

4. OPPORTUNITY FOR CAREER GROWTH

The work should provide career opportunities for development of new abilities and expansion of existing skills on a continuous basis. Career development program, performance appraisal, joint consultation and workers participation in management are critical elements required for continued growth and security.

CAREER DEVELOPMENT

Career growth is indispensable for implementing carrier plans. It consists of activities undertaken by the individual employees and the organisation to meet career aspirations and job requirements. The most important requirement of career
development is that every employee must accept his/her responsibility for development. Career development involves the following steps:

1) **Challenging Initial Job:** Employees who receive challenging job assignment early in their careers do better of next jobs.

2) **Dissemination of Career Option Information:** Managers identify a career path. The successful employees should follow it. So, the management must disseminate the information to employees relating to the best way for career growth.

3) **Job Posting:** To provide information to all employees about current requirements management can use job posting. The posting lists are abilities, experience, and seniority requirements to qualify for vacancies. Job posting provides a channel by which the organisation lets employees know what jobs are available and what requirements they will have to fulfill to achieve promotion.

4) **Assessment Centers:** By putting people through assessment centers, managers can obtain observable evidence of their ability to do certain jobs.

5) **Continuing Education and Training:** The education and training is an effective career advancement program.

6) **Career Development Workshops:** By bringing together groups of employees with their supervisors and managers, problems and misconceptions can be
identified and resolved. These workshops include self-diagnostic activities for employees’ diagnosis of the organisation.

7) Periodic Job Changes: Job changes can take the form of vertical promotion, lateral transfer or assignment. Experience in different posts through transfer and promotion will certainly build confidence in the mind of the employees. This will lead the employees to accept new challenges.

PERFORMANCE APPRAISAL

Once the employee has been selected, trained and motivated, he is then appraised for his performance. Performance appraisal is the step where the management finds out how effective it has been at hiring and placing employees. In the words of Dale Yoder \(^8\), “Performance evaluation includes all formal procedures used to evaluate personalities and contributions and potentials of group members in a working organisation. It is a continuous process to secure information necessary for making correct and objective decisions on employees.”

Performance appraisal is a formal program in an organisation which is concerned not only with the contributions of the members who form part of the organisation, but aims at spotting the potentials also. A good system of performance appraisal should fulfill certain requirements. It should be uniform, fair, just and equitable. It must ensure that the appraisers are honest, rational and objective in their approach. The employee should be aware of the performance regarding goals, targets and behavior. Moreover, the appraisal plan should be planned in discussion

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with the subordinates. Which will increase their commitment towards the organisation and their understanding of expected performance?

**JOINT CONSULTATION**

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 industrial establishment to constitute joint consultation committee with a representative of managers and workers at the plant level.

Joint consultation has the following objects:

1) To provide channels for a regular exchange of views between all those engaged in industry;

2) To provide a means of consultation before managerial decisions are taken; and

3) To promote wider interest among the employees and foster assumption of greater responsibilities.

Joint consultation is designed to stimulate interest and draw out the best contribution that every employee can make to the joint effort. It helps in establishing mutual understanding and respect between management and staff atmosphere of joint responsibility. It is a pre-requisite for satisfactory working of wage incentive schemes.
EMPLOYEES’ PARTICIPATION IN MANAGEMENT

The subject of Employees participation has attracted notice, and it gained popularity in the last three or four decades. An industrial organisation requires the joint effort of all the people working together. In the initial stages of industrialization, management secured the services of workmen in the process of production more by creation than by co-operation. In the last few decades, the situation has changed significantly. With the increasing strength of the organisation of workmen and with their raising expectations, a stage has now been reached where the workers not only demand improvement in emoluments and status but also want to use the power of their organisation to secure co-partnership.

The concept of Employees participation in management rests on the principle of equality and co-operation between management and Employees. Employees will be motivated, and their morale will improve if they are involved in the process of decision making. The scheme has economic, psychological, social, and ethical objectives. Its economic objective is to increase workers’ productivity. The psychological aim of the scheme is to raise Employees level of motivation. Socially, the need for participation arises because the modern industry is a social institution with the interests of the capital owner, the employer, the community and the workers equally vested in it. The noble objective of participation is to develop workers’ free personality and to recognize human dignity.

Employees participation in management is recommended to achieve the following objectives viz.
• Increasing productivity for the general benefit of the enterprise, the employees and the community.

• Providing the employees a better understanding of their role in the organisation.

• Full filling the employees’ need for self-expression.

• Development of human personality.

• Development of leaders from within the industry.

Thus, workers’ participation in management is inevitable to Organisation’s. In the words of V.V. Giri⁹, “Such an association of labor and management at all levels would lead to the promotion of increased productivity for the general benefit of the enterprise, the employer and the community, giving employees better understanding of their role, in the working of the industry and in the process of production, satisfaction of the urge of self-expression in employees, thus leading to industrial peace. Better relations and increased cooperation will enable employers to win their confidence and collaboration. Such association of labor with management in a real way at all levels will break the barriers between labor and administration and do away with suspicious and mistrust and replace antagonism with cooperation.”

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FACTORS TO CONSIDERED FOR EVALUATING OPPORTUNITIES FOR CONTINUED GROWTH AND SECURITY

Based on the above discussions and opinions of several authors in the subject following factors can be used for evaluating opportunities for continued growth and safety.

- Assignment of work by abilities and Facilities for individual creative work,
- Work contains elements of Organizational planning, research & development,
- Assignment of work within the limits of workers ability,
- Facilities for using new knowledge for further work assignment,
- Opportunities for improvement of job,
- Proper training and Job rotation
- Promotion opportunities and Performance appraisal based on objective assessment,
- Appreciation of idea to make new changes, and
- Willingness to continue in the present organization until retirement.
According to Khat, Murduck, and Schuster\(^1\) a satisfying identity and self-esteem is influenced by five characteristics of the workplace: freedom from prejudice, egalitarianism, upward mobility, supportive work groups and community of feelings, and interpersonal openness. Social integration is a process of adaptation by which employees can understand the core values, norms and customs for becoming the current members of the organization and assuming Organizational roles. People who do not learn to adjust to the culture of the organisation are labeled as rebels and may turn out of the organization. Social integration will have a large influence on the attitude and behavior of people at work. Because, people are usually socially oriented, the attitude and values of Organizational peer groups, family members, off-the-job friends, and others to whom they may socially relate will influence their perception and actions heavily.

The idea of viewing Organization’s as culture is a relatively recent phenomenon. Until the mid-1980’s Organization’s were simply thought of as rational means by which to coordinate and control a group of people. They can be rigid or flexible, unfriendly or supportive, innovative or conservative. When an Organization becomes institutionalized, it takes on a life of its own, apart from its founders or any of its members. Institutionalization operates to produce common

understanding among members about what is appropriate and meaningful behavior

Stephen, P. Robbins\(^1\).

**HUMAN RELATIONS**

An organization is composed of people who come from different walks of life and who are different from one another in their psychological make-up. The performance of human beings and their behavior, when engaged on a particular job, is influenced by intangible psychological and social factors. Such as family breeding, education, personal likes and dislikes, emotions, employment conditions, the welfare facilities, recognition of their work, salary or wages, they received and above all job satisfaction and the mental reward or punishment they receive.

Modern management has been increasingly aware of the fact that human factor is the most important of all factors of production. Knowledge about people their urges and behavior is the first step in developing human relations. In the words of Kenith Davis\(^2\), “Human relations in an area of management practice in the integration of people into work situation in a way that motivates them to work together productively, cooperatively and with economic, psychological and social satisfaction”.

**ORGANIZATIONAL RELATIONS**

The term organizational relation refers to all types of relationships between all the parties concerned with industry. The parties related to industry are the

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workers and the management representing the owners. Thus, organizational relations connote a vast complex of relationships created between management and employees, union and management, union and employees and between employees themselves. The primary objective of organizational relations is to maintain safe and healthy relations between workers and the management in the enterprise. This protects the interest of the employee as well as management by securing the highest level of mutual understanding and goodwill among them.

**FACTORS TO CONSIDERED FOR EVALUATING SOCIAL INTEGRATION IN THE WORK ORGANIZATION**

It has concluded that following factors can use for evaluating social integration in the work organization.

- Identification of a member purely by skill and potentialities without regard to race, sex, age.
- Members’ interaction regarding ideas and feelings and Easiness in working as a group,
- Preference to work collectively than individually,
- Attention of grievances raised by junior staff favorably by seniors,
- Consideration of workers views in resolving operating problems,
- Encouragement of organization in mutual help,
- Employee acceptance of rapid changes in technology in the organization,
- Employee cooperation for expansion and diversification of the Organization,
- Participation in decision-making process which is affecting employees in future,

- Good co-workers relationship, subordinate-supervisor relationship and management-worker relationship.

6. CONSTITUTIONALISM IN WORK ORGANIZATION

Bias on the part of management, lack of privacy, the improper process of discipline, tampers with the constitutionalism of an organization. The constitutionalism can consider as a hygiene factor. Though it may not satisfy or motivate the employees considerably, the absence of it is felt by the employees and may have adverse effects.

An average employee is simple-minded, even gullible and suspicious. He keeps himself at a distance from his superiors. He is sensitive, doubtful and undecided. This attitude of suspicion and frustration changes when he is assured of equal treatment for all employees and have the feeling that the organization is taking care of workers belonging to different age group, education group, and income group in equally. If he has assured of equal treatment, he will do the best for him and will work whole heartedly.

A patient hearing of an employee’s grievance and an expression of sympathy and consideration can win the confidence of a worker. A good and fair system of grievance procedure gives the workers a feeling of security and social justice. There should not be any room for favoritism or nepotism or injustice. Every personal problem should handle carefully and cautiously. The future of a worker, security of
his job or his promotions and increments should not be at the whims and fancies, or the likes and the dislikes of his immediate boss. It should base on the sound principles of equity, fairness and social justice. Sharma, et.al. \(^{13}\)

Though the employees consider workplace as their second home, they may not want to disclose or discuss their private life at the workplace. So the management should take steps to maintain its employees’ privacy unless he comes out with their problems, where the management can offer some counseling or any other help. So in the case of bias, it is most dissatisfying to an employee to find out that his colleague is being treated differently from him which will hurt his quality of work life.

**FACTORS TO CONSIDERED FOR EVALUATING CONSTITUTIONALISM IN THE WORK ORGANIZATION**

Regarding the evaluation of constitutionalism in the work organization, following factors can be used.

- Equal treatment of all employees and taking care of the welfare of workers of all ages,
- Different approaches to work according to the nature of job and ability of the employee,
- Maintenance of privacy regarding workers personal matters, and
- Well-functioning conflict resolution mechanism.

7. WORK AND TOTAL LIFE SPACE

For better quality of work life, a balance between work life and family life of employees is needed. If the employee has a constant worry in his mind, whether connected with his workplace, home or society, it will eventually affect his work. He may become dissatisfied with his job or with the firm, and he wishes to leave a chronic absentee, a poor or difficult employee, a person with a permanent grievance against his superiors and fellow employees and thereby always become a problem employee. The management must always regard the personal or family problem of the employee with a sense of urgency. Otherwise, it will affect his attitude and morale.

An employee’s well-being inside as well as outside the organization is mainly an employer’s concern, because it has a direct bearing on the efficiency of his work. Unhappiness at home often affects a man’s conduct at work. It is the duty of the employer to secure the employee proper human conditions of work and living. Organization conditions create an artificial environment of dust, noise, excessive temperature. These conditions impose a strain on the human body and if uncontrolled may lead to the grave early. The hazards should have minimized, and the task should be made reasonably safe.

Every person’s way of doing things is to a large extent affected by the society in which he moves. The employee should not have a feeling that the time and energy spent in the workplace is a waste. The management should try to create a sense in the employee that his effort in the organization is indispensable. Similarly,
he should have the sense that he is receiving enough compensation for the time and energy spent for the organization.

**FACTORS TO CONSIDERED FOR EVALUATING WORK AND TOTAL LIFE SPACE**

Following factors can be considered in evaluating work and total life space.

- Satisfaction of employees’ needs by the job,
- Awareness of health despite the nature of the job,
- Social and individual requirements, and
- Effect of energy and time spent on the job on workers life.

**8. THE SOCIAL RELEVANCE OF WORKING LIFE**

The employees feel a need to relate their jobs socially. For example, those in service-oriented Organization are who directly relate their jobs socially and can gain immediate recognition in a group are most satisfied. If his organization was attacked /criticized by the government or public on any aspect, the employee develops stress and is frustrated.

**SOCIAL RESPONSIBILITY**

Profit maximization is not the sole aim of business. The society has helped by the firm in getting goods and services at prices which consumers are willing to pay. The sense of responsibility of company owners changed a lot for the good of the society during the second quarter of the 20th century. It has felt that besides the
interest of the owners, business should evolve a balance in the benefit of employees, customers, suppliers, government and the general public. At present, there is a feeling that business should help in overcoming social problems.

It should try to help society even at the cost of its profit. Now, it is believed that it is the society consisting of workers and consumers which enable the business to earn a profit. Entrepreneurs must try to improve their image in the eyes of the public by understanding social welfare measures. Some social issues requiring business attention has discussed below.

- **No Discrimination in Employment**: Women and minorities have discriminated against as far as careers and professions are concerned. Everybody should be given equal opportunity for getting a job and prosper. By avoiding discrimination by caste, creed, age, sex, etc. business can help in creating a balanced social structure.

- **Support for Educational Institutions**: Business should provide funds for the development of educational facilities in the country. For example, the Tata group has many professional educational institutions in India. Even though such institutions do not provide any direct benefit, it provides many indirect benefits.

- **Modernizing Facilities**: Entrepreneurs must always be ready for modernization. Modernization contributes to making a new variety of quality products a cheap rate. So modernization is helpful to the society by providing
quality products at cheap rate. Modernization activities should also help a concern to reduce pollution.

SOCIAL SECURITY MEASURES

The term ‘social security’ was originated in the USA. The need for social protection measures arises to help the people when they are unemployed and exposed to risks such as sickness, old age, invalidity, and maternity. According to ILO\textsuperscript{14}, “Social security is that security which furnishes through appropriate organization against certain risks to which its members are exposed. These risks are primarily contingencies against which the individual of small means and meager resources cannot effectively provide by his ability or foresight alone, or even in exceptional 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.”

According to \textit{Kalra, Satish, Kumar and Ghosh, Sadhana},\textsuperscript{15} the scope of social security is broad, Social security schemes include health insurance, maternity benefit, compensation for employment injury, workers family pension, compulsory and voluntary social insurance, provident fund schemes, as also public health services. Social security measures have three characteristics in common.

1) Law establishes them;

\textsuperscript{14} ILO, Approaches to Social Security, An International Survey, 1942, p.80.
2) They provide some form of cash payment to individuals to compensate at least a part of the lost income that occurs due to such contingencies as unemployment, maternity, work injury, invalidism, industrial disease, old age, burial, widowhood, and orphanhood; and

3) The benefits have provided in three ways: a) social insurance, b) social assistance, and c) public service.

India is a Welfare State as envisaged in her constitution. Social security constitutes a major step towards the goal of Welfare State, by improving living and working conditions and affording people protection against various kinds of hazards. Social security measures also contribute to industrial development through making workers efficient and reducing waste arising from industrial disputes. These measures make a worker feel social and economic security and put his heart and soul in increasing production.

**FACTORS TO CONSIDERED FOR EVALUATING SOCIAL RELEVANCE OF WORKING LIFE**

From the above discussion, it is clear that social relevance of working life can evaluate by considering the following factors.

- Social responsibility of the organization,
- Nature of job and social prestige and effect of job to improve social security,
- Nature of Organizational goals i.e. whether too much production oriented or not,
• Matching of work life and social life,

• Nature of pricing goods and services by the organization from social point of view,

• Contribution towards the improvement of the culture of the society.

QUALITY OF WORK LIFE AND ORGANISATIONAL DEVELOPMENT

The quality of work life seems to have a close relationship with the organizational development. Organisational development is a planned, systematic, organised and collaborative effort where the knowledge of behavioral sciences and organisational theory, principles and practices are consciously applied to increase the quality of life. Which will reflect in increased organisational health, validity, and enhancement of the competence of the individual and group members and their self-worth and the overall wellbeing of in the society. Therefore, organizational development efforts are intended not only to enhance the quality of work life of the employees but also to the effectiveness of the organization and the quality of life for the society.

Organizational development connotes the continuous planned efforts that are made to enhance the fundamental process and people aspect of the system. Such systematic efforts ensure the organization’s survival and growth by improving the quality of work life.
QUALITY OF WORK LIFE AND PRODUCTIVITY

The general perception of improvement in the quality of work life is that it costs much to the organization. However, it is not so, as there could be many types of improvements – like wages, working conditions, benefits, job design and organizational structure, in the quality of work life – where the cost is not very high. In many cases, the rate of increase in productivity is greater than the expense of quality of work life improvements. Improved quality of work life leads to improved performance. Performance means not only physical output but also the behavior of the worker in helping the colleagues in solving job-related problems, accepting orders with enthusiasm, promoting team spirit and accepting unfavorable work conditions without complaints and the efforts for improving the life at work alone, but also the life outside work. After all, the two cannot be linked. Productivity must also pursue its contribution to a better quality of life.

QUALITY OF WORK LIFE AND QUALITY CIRCLES

Quality Circle is the most recent concept of participative management. The concept originated in Japan, and it had a miraculous impact on quality of work and products. The idea of quality circle has defined as “a small group of employees working in the same work area or doing a similar type of work and voluntarily meet regularly for about an hour every week to identify, analyse and resolve work-related
problems, to lead to improvements in their total performance and enrichment of their work life” Sunil Kumar\textsuperscript{16}

The key points in the quality circle are:

- It is a small group of employees in the same work area and doing a similar type of work.
- The membership of the quality circle is voluntary.
- They meet regularly for about an hour every week.
- Problems are identified, analyzed and resolved through different techniques and procedures.
- It leads to improvement in total performance and enrichment of quality of work life.

Both the concepts (Quality Circles and Quality of Work Life) are new additions to the management of human resource development and organizational behavior and are interlinked. The quality circle may be regarded as a new tool to improve the quality of work life.

The impact of quality circles can evaluate regarding goals and objectives for which they are set up. The results of quality circles in particular reference to improvement in the quality of work life in the Indian context has discussed below.

1) Self-Development: QC provides an opportunity to the participants through continuous training and education to enrich their knowledge about the affairs of the company and enhance their abilities and develop themselves to the fullest extent.

2) Mutual Development: QC is a team-work where participants put their efforts to find out the solution to a problem. Quality Circle is the training in co-operation and mutual understanding. Members of quality circles have learnt through their experiences to lead a life of mutual co-operation, mutual co-existence, and mutual understanding.

3) Improvement in Quality: Quality is the essence of a business enterprise upon which its survival in the competitive market economy depends on the maximum contribution of quality circles is undoubtedly the quality product with high potential for competing in the market.

4) Improvement in Communication and Attitude: Quality circles serve as an appropriate media of communication. Regular meetings and activities of quality circles act as a remover of misunderstanding and confusions due to different interpretations of a message. Poor communication causes undue tension among working people.

5) Waste Reduction: Many quality circles have proved their effectiveness in reducing waste. In Indian context also many quality circles have offered suggestions for reducing waste and have also suggested some changes in work operations which have resulted in a waste reduction.
6) Job Satisfaction: Quality circles place utmost emphasis on the satisfaction of human needs and job enrichment resulting in job satisfaction. Quality circles provide opportunities to workers to use their ideas and their brain power. The assurance that their ideas are of value to the organization gives them a sense of pride and leads them to satisfy their recognition and achievement needs.

7) Cost Reduction: Cost reduction is an important issue in inflationary market conditions. Many companies in Japan have concentrated on cost reduction without a reduction in quality. Quality circles have succeeded in reducing costs through waste reduction, productivity enhancement, reducing absenteeism and employee turnover.

8) Improvement in Productivity: Productivity improvements are the key objectives of the quality circles. They have achieved some success in this area by reduction at the rate of rejections because of improved quality, prevention of errors and creation of a better working environment.

9) Improvement in Safety: Quality circles have done some excellent job in this area. The changes suggested by quality circles in work operation have resulted in improved safety conditions for employees.

10) Problem – Solving Opportunities: Quality Circle program provides ample opportunities to solve numerous problems that people face in their day to day life. Quality circles also provide unlimited opportunity to the participants to solve company related challenges, and this also provides a sense of belonging to their business.
11) Team-Building: Quality circles slowly but surely result in the creation of team spirit in the group. By constant meetings they know each other, start liking each other and thus, a feeling of togetherness is created in the group.

12) Improvement in Involvement: Quality circle operation results in increased degree of involvement and commitment to work and organization. It has proven that people engaged in quality circle activities get more interested in their jobs. They enjoy coming to work, they look forward to circle activities and feel more involved.

13) Promotion of Participative Culture: In essence, the quality circle is a modern participative style and technique. It has known that schemes of participative management have launched in Indian industries, but, they did not bring the desired results. Participation in the actual sense of the term can translate into reality only with the apparatus of quality circles.

14) Reducing Absenteeism: Quality Circle has helped many Organizations’ in reducing absenteeism and grievances. Many research findings have proved that introduction of the quality circle and its efficient functioning has reduced the rate of absenteeism in the department concerned.

15) Opportunities for Leadership Development: Leadership potential gets developed as opportunity exists for any member of the quality circle to become a leader. Every member is a potential leader.
Thus, the quality circles operation produces improvement in the quality of working life. It creates a congenial and tension free environment where each member of the quality circle likes undertakings and co-operates with others. The benefits accruing from the quality circles are long-term in nature which brings about an improvement in the working of the organization over a period. The efficient operation of quality circle brings tangible and intangible gains to the organization and the employees resulting in an enhanced quality of work life.

TECHNIQUES FOR IMPROVING QUALITY OF WORK LIFE

The concept of quality of work life has operationalised through various systems such as job enrichment, workers participation in management, organization development, quality circles and employees’ welfare. While some of these schemes have managed to improve the quality of work life, others are still to show results.

The quality of work life movement is of recent origin and has a long way to go. Individuals as well as organized efforts are required to improve the quality of work life for millions of workers in the country. Authors on this subject suggested several techniques for improving the quality of work life. Important among them are:

- Job Redesign: Narrow jobs need to combine into large units of accomplishment. Jobs should be redesigned to enrich them. Job enrichment helps to satisfy higher order needs by providing interesting, stimulating and challenging work.
Career Development: Opportunity for career advancement and growth personality improves commitment. Career planning and counseling second careers will help to meet expectations of achievement-oriented employees.

Autonomous Work Groups: In an autonomous work group, employees are given the freedom of decision making. In such a group the workers themselves plan, coordinate and control their activities. The team as a whole is accountable for success or failure. It is also called a self-managed work team.

Flexible Work Schedules: Flexible working hours (flextime), staggered hours, reduced workweek, job sharing, part-time employment and other types of alternative work schedules provide freedom to employees in scheduling their work.

Participative Management: Employees want to participate in deciding matters which affect their lives. Therefore, quality circles, management by objectives, suggestion system and other forms of employees’ participation in management help to improve QWL.

Job Security: Adequate security of a job is a high priority for employees should provide.

Administrative Justice: The principles of justice, fair and equity should apply in disciplinary procedure, grievance procedures, promotions, transfers, work assignment and leave.
CONCLUSION

To conclude, Organization’s exist because of individuals. Without individuals, industrial or business enterprises cannot be staffed and managed. They can play a major role in the realization of organizational objectives.

Human resources should be managed with utmost care to inspire, encourage and impel them to contribute their maximum to the achievement of the organizational objectives. For this purpose, the management must try to increase the quality of life of the workers in the organization. There is a continuous need for research on quality of work life improvement programme. The quality of work life movement in the Indian context has confined to the organized sector of industry and government which constitute a tiny percentage of the total working population. Which will not be able to contribute to its ultimate goal of enhancing the quality of life of the people in general? So, it is necessary to broaden its framework so as to encompass the vast majority of men and women who work either in un-organized sectors or an agricultural field in rural areas and to whom even some of the basic rights has denied.