CHAPTER – III
CONCEPTUAL FRAMEWORK

3.1 INTRODUCTION

Quality of Work Life (QWL) is being identified as a progressive indicator related to the function and sustainability of business organizations. To achieve the quality of work life, regular efforts are required by the organization which offer the employees more opportunities for their job effectiveness and collaboration on the overall effectiveness. Therefore every organization with optimal and influential effectiveness is looking for ways to cause the employees to reach a degree of ability that apply their own ability and intelligence which can be accomplished through appropriate QWL. QWL movement represents a sort of organizations culture or management approach in which employees feel ownership, autonomy, responsibility and self esteem.

Quality of work life (QWL) concerns about employee commitment, morale and skills during a period of downsizing, organization and rapid technological change recognizing the achievement of missions and goals requiring high performing employees to address work issues, balancing personal and professional life.

3.2 SYNTHESIS OF QUALITY OF WORK LIFE

Quality of work life is an approach concerned with the overall climate of work and the impact that the work has on people as well as on organizational effectiveness. Direct participation of employees in problem solving and decision making in areas related to their work, helps to upgrade the quality of life at work. Quality of work life represents the overall satisfaction derived by the people from their work. Improvements in human satisfaction and increase in performance are the functions of dynamic interaction between the nature and work system, content of work organization and work technology, management practices, knowledge, skill and employee attitudes.

Corporate excellence has become the current issue and has been keenly watched by many organizations. Managing people by their talent and improving quality of work life seems to be the new strategy in any organization. An organization’s effectiveness depends upon its special style and quality. An organization’s excellence now– a–days comes rather from the workers and their total working environment. It not only means how people can do better work but also on how to cause people to do better. The
changing values of the work force indicate that current employees are more interested in elevating their quality of work life. Beyond earnings, workers expect to gain benefits from their jobs such as challenge and achievement, career development and growth, balance between work and family life, a harmonious organizational climate and a supportive managerial style. (Tung Chun Huang, John Lawler, Ching – Yi Lei, 2007). The Companies offering better quality of work life and supportive working environments are likely to gain leverage in hiring and retaining valuable people. (May, Lau 7 Johnson, 1999).

3.3 OBJECTIVES OF QWL

The main objectives of the QWL are to

1. Improve employee satisfaction.
2. Improve physical and psychological health of employees which creates positive feelings.
3. Enhance productivity of employees.
4. Reinforce workplace learning.
5. Improve management of the ongoing change and transition and
6. Build the image of the company as best in recruitment, retention, and in general motivation of employees.

3.4 BENEFITS OF QWL

There are some benefits through the adoption of QWL, they are:

- Growth of the individual
- Better job satisfaction
- Self actualization of the individual
- Better employee performance for the organization
- Availability of intrinsically motivated employees to the organization.
- Less absenteeism, turnover and grievances for the organization
- Full use of human resources for society
- Effectiveness of the employees’ interpersonal communication skills, career counseling.
- Improvement of work place morale
- Encouraging employee commitment
- Enhancing productivity
3.5 ASPECTS OF QWL

3.5.1 ECONOMIC ASPECTS OF QUALITY OF WORK LIFE

Quality of work life is basically the quality of life that an employee experiences at his work place. Unless good quality of work life is provided to an employee, he cannot be motivated towards work. Quality of work life covers all aspects of employee’s work life like economic aspects occupy first place. Walton, promoter of QWL, also gives first place to the monetary benefits in his eight-point criteria measure QWL. The importance of monetary benefits prevail in both manufacturing as well as service oriented industries like banks.

Economic aspects of employee’s work life play a very important role in motivating the employees. It is so especially in countries like India, where most of the population is still under poverty line and most of the middle level employees are still striving for fair standard of living. But the other aspects like social and work culture are rapidly gaining importance. However, the monetary benefits still occupy first place in the list of employee’s preference.

3.5.2 WORKING CONDITIONS

Quality of work life also depends on various aspects of employee’s work life. The first and the most important among them is the economical aspect. The second important aspect is the employment conditions. This order can be compared to Maslow’s hierarchy of work motivation. Abraham Maslow arranged a person’s motivational needs in a hierarchical manner. He believed that once a given level of need is satisfied, the next higher level of need has to be activated in order to motivate the individual (Fred Luthans). In physiological needs again which are explained as basic and primary needs of employee by Maslow, once the employee is satisfied with the monetary benefits, he aspires for a higher level of needs i.e., good working/employment conditions.

However, this hierarchical local need not be in the same way. Sometimes, higher order needs may emerge along with or prior to the lower level needs. This priority depends upon the requirements, culture and region where the employee works. As such physical working conditions may sometimes come prior to monetary aspect in order of preference of the employee.

Working conditions come under ‘Hygiene factors’ of Herzberg’s two-factor theory of motivation (Fred Luthans). As such, though they do not motivate an employee
but non-existence of good conditions do dissatisfy them. Physical Working conditions are for e.g., lighting, water, sitting facility etc. at the outset they may seem negligible, but bad working-conditions assumes importance as an employee spends 8 hours of the day at his work-place.

Hence, providing good working conditions play an important role in reducing employee dissatisfaction about the job. An impressive building with good furniture and other facilities impress employee more than anything else.

Employment conditions play more important role in service-oriented organizations like banks. The employee here has to constantly deal with customers of varying types. As such lot of patience and good reasoning is required. Comfortable sitting position, good lighting and ventilation, sufficient rest duration to relax are all the factors which keep the employee in good sprit throughout the day. With inadequate facilities an employee gets tired soon and cannot concentrate on his work.

3.5.3 SOCIAL ASPECTS OF QUALITY OF WORK LIFE

Social system plays an important role in the human work life of an employee. Social system is a complex set of human relationships interacting in many ways. Possible interactions are as limitless as the stars in the universe. Within a single organization, the social system includes all the people in it and their relationships to each other and to the outside world (Keith Davis and John. W.Newstorm).

The social system affects an employee’s work life. Social and work life of an employee are interdependent. For example, the work/job of an employee specifies his social peers. Since most of the employees are migrated to their work place, it is their colleagues and work-related people with whom they socialize. Social group of employees if formed is based mostly upon their job.

An employee plays many roles at his work place and in a social system. An employee plays the role of subordinate, boss, trade union member and secretary to a culture club etc. All these roles interact and influence his work life if all these roles correlate and interact positively. As such social aspects play a very important role in ‘Quality of Work Life’.

Social aspects influence ‘Quality of Work Life’ in four ways. One is social integration within the bank. Social integration is social/interpersonal relations that employees share at work place with his superiors and subordinates. If he has strained
relations with his boss, his work life is invariably affected. The opportunity for socialization with colleagues is an important aspect of ‘Quality of Work Life’.

The second aspect is social relevance of job. The social status that he enjoys outside, the respect his job commands in his social groups affects his work life.

The third part of social aspect is the influence of other institutions like family, trade unions and other informal groups of which the employee is a member. The demand of the family of an employee and that of trade unions affect the work life of that employee tremendously. If the family of an employee demands more and more of his time he cannot put in effective work, vice versa. As such positive coordination between his role in the organization and home and trade unions is a requirement for effective ‘Quality of Work Life’.

Constitutionalism is fourth important social aspect which an employee seeks for his organization. Basically constitutionalism is that all employees should be treated fairly and justly as humans without discrimination. Basic rights of an employee like protecting his privacy, giving him chance to present his view, whenever a conflict arises, etc. should be protected.

Banking is an industry which gains a lot of respect and goodwill in this society. As such a bank employee always attracts attention and importance. This recognition gives confidence and morale to the employees to put in hard work and sincerity into his job.

3.5.4 HUMAN RESOURCE DEVELOPMENT ASPECTS OF QUALITY OF WORK LIFE

An important phase of results of Quality of Work Life is Human Resource Development of existing employees. The physical improvement of QWL leads to the improvement of economic and employment conditions whereas improvement of social and psychological aspects of QWL provides conducive environment for development of human resources.

Economic and employment conditions are the basic needs of employees that are to be satisfied. After fulfillment of these needs, employees look forward for the fulfillment of social and psychological needs. Satisfaction of social and psychological needs of employee change the behavior of employees. The enhancement of employee’s
skills, capabilities and potentials lead to the employee development and his job-satisfaction.

Human Resource is the total sum of knowledge, skill creative abilities, talents, aptitudes values and beliefs. Abilities and talents play an important role in deciding the efficiency and effectiveness of an organization’s work-force. Enhancement of utilization value of human resources depends on the improvement of human resource aspects like skills, knowledge, creative abilities and talents and moulding of other aspects like values, beliefs, aptitudes and attitudes to suit the changing needs of the organization and employers.

Human Resource Development acquires all the more importance in service-organization like Banks where human resource plays a crucial role. The creative-abilities, capabilities and knowledge of human resource are significant in case of service-organizations where the very nature of functioning needs all these qualities of employees.

The aspects of Human Resource Development also assume importance in present day conditions where there is a severe competition among various organizations. The banks in particular are entering various innovative areas of service of their customers. This enlargement of jobs needs enhancement of capabilities and potentialities of employees. Improved performance of bank through enhanced capabilities of its employees also leads to the improved social-image of bank. This in turn satisfies social needs of employees.

From the adopted criteria, to find out the opinions of employees about various aspects like opportunity to develop human capabilities through various means, career-planning and growth, work itself and others like organization structure leads to the enhancement of capabilities and potentialities of human resource.
### 3.6 THE CORRELATE VARIABLES TO QUALITY OF WORK LIFE FROM RESEARCH STUDIES (2000 – 2011)

The following table has shown the correlate variables to quality of work life from research studies by researchers of 2000 to 2011.

<table>
<thead>
<tr>
<th>S.NO</th>
<th>RESEARCHER</th>
<th>CORRELATE VARIABLES TO QWL</th>
</tr>
</thead>
<tbody>
<tr>
<td>13.</td>
<td><strong>Skinner and Ivancevich (2008)</strong></td>
<td>Adequate and fair compensation, Safe and healthy working conditions, Opportunities to develop human capacities, Opportunities for continuous growth and job security. More flexible work scheduling and Job assignment, Careful attention to job design and workflow, better union-management cooperation and less structural supervision and development of effective work teams.</td>
</tr>
<tr>
<td>15.</td>
<td><strong>Salamzadeh and et al (2009)</strong></td>
<td>Productivity</td>
</tr>
<tr>
<td>17.</td>
<td><strong>Heinonen and Saarima (2009)</strong></td>
<td>Productivity, Job satisfaction, Output increase</td>
</tr>
<tr>
<td>18.</td>
<td><strong>Ansari, Aliabadi (2010)</strong></td>
<td>Productivity</td>
</tr>
<tr>
<td>20.</td>
<td><strong>Koonmee and et al (2010)</strong></td>
<td>Job satisfaction, Organizational commitment, Team spirit</td>
</tr>
<tr>
<td>No.</td>
<td>Authors (Year)</td>
<td>Criteria</td>
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### 3.7 CRITERIA TO MEASURE QUALITY OF WORK LIFE (QWL).

Various criteria are evolved in past two decades to measure quality of work life. Various researchers who carried on studies in this area came up with various criteria which are not entirely different from each other. Following factors are considered as most comprehensive criteria for measurement of QWL.

#### 3.7.1 NATURE OF JOB:

A dramatic change of workforce in contemporary work environment has revealed a significant amount of organization change (Watson et al., 2003). Organization change such as downsizing, rightsizing and outsourcing have adversely affected employees’ loyalty, morale, motivation and perceived job security. Job security, the central aspect of QWL represents strength of the organizations to provide permanent and stable employment regardless of the changes in work environment. Later, cognitive and behavioural components were added to this definition. The cognitive aspect represents an employee’s belief about his job or job situation. This means an employee may believe that his or her job is interesting, stimulating, or otherwise.

The behavioural component represents an employee’s behavioural tendencies toward his or her job. The action of attending work regularly, working hard and intending to stay in the organization for long period of time shows the positive behaviour which indicates job satisfaction. In contrast, negative behavioural outcomes reveal dissatisfaction in job. Job satisfaction of an employee differs in meaning and importance
in relations to the facets of work. Some may feel pay and fringe benefits that meet his expectations to be extremely important; to another, it may be essential to have a job that provides an opportunity for a challenging assignment.

### 3.7.2 COMPENSATION OF EMPLOYEES:

This is fundamental to QWL. Human beings work for livelihood. Therefore success of rest of the initiatives depends upon fulfillment of this. In spite of the importance gained by the other factors during last two decades, compensation plays a greater role in employee’s satisfaction. Especially in a country like India, where the employee welfare programmes take back seat, compensation is the main source of satisfaction of the employee.

Compensation package includes all other fringe benefits and social welfare programmes. A fringe benefit gives employee a feeling of gaining something extra. Recently, the concepts fringe benefits and social security measures are gaining importance in Indian industrial scene. Free transportation or transportation at minimum cost, hospital facility, and group insurance programmes, retirement benefits are some of the important welfare programmes.

Organizations at rural, semi-urban regions can satisfy their employees with comparatively lower levels of compensation than their urban based counterparts. The urban based organizations usually compensate the extra cost of living, through higher Dearness Allowances, keeping basic the same. As the cost of living increases, the employees demand more pay.

### 3.7.3 SAFE AND HEALTHY WORKING CONDITIONS:

Employees who spend a lot of time in their workplace consider the physical working conditions as an important factor. Unsafe and hazardous working conditions cause problem to both employers and employees. Especially chemical industries, engineering industries, fertilizer industries etc., where potential possibility of danger exists, the management has to take extra care to protect its employees.

But apart from above mentioned industries, others also have to take step to maintain proper physical conditions. Proper seating arrangement, water facility, fresh air and good sanitary conditions are important to the employees who engage themselves in desk work. Absence of such good conditions may result in ailments like back pain and
romantic pains which in turn frustrates the employees who may develop stress. A healthy/good physical condition at work places which is second home for employees is thus an important factor in measuring QWL.

### 3.7.4 OPPORTUNITY FOR GROWTH AND DEVELOPMENT:

This is related to career aspects of employees. Meaningful career paths must be laid down and career mapping of employees is to be followed. The provisions of advancement opportunities play a central role in QWL. An employee is most satisfied, given an opportunity to use and develop his capabilities. According to Maslow, people want to satisfy their higher needs once they satisfy their basic needs like fair pay and good physical condition. These higher order needs include recognition and social status.

More regulations and control mechanism by the management may dissatisfy the employees. This was the very reason why Taylor was criticized. An employee, provided optimum degree of freedom in work, can improve himself on the job which gives him immense satisfaction. Periodic discussions with the employees, calling for their suggestion, and framing work groups like Quality Circles helps employees in improving their capabilities on job. Proper training through various methods help an employee to improve his capabilities which in turn satisfy him.

The employees seek career growth more and more recently. Job security ceased to satisfy employees. Employees tend to drift from jobs which do not promise career growth. More and more organizations are helping employees in this direction by helping them to draw their career paths. The organization has a counsellor for this purpose, who helps the employees.

Prolonged employment in the same position may cause employee to develop stress. Care is to be taken to chart proper career charts for employees at some level so as a balance of human resource in the organization is maintained.

### 3.7.5 SOCIAL INTEGRATION IN THE WORK FORCE:

Relationships between and among the employees is an indicator of healthy work organization. Therefore, opportunities must be provided for formal and informal interactions. All kind of religions, races, crafts, and designations must be treated equally on a social platform. According to Walton, a satisfying identify and self-esteem are influenced by five characteristics of the work place: freedom from prejudice,
egalitarianism, upward mobility, supportive work groups and community of feeling and interpersonal openness (Klatt).

Freedom from prejudice, egalitarianism and upward mobility are the steps to be necessarily taken by the management whereas supportive work groups and committees of feeling and interpersonal openness are the result of effort from both management and workers. Though the initiative is to be from management, the employees also should give their complete support and co-operation to make the efforts of management a success.

An organization can possess supportive work groups and interpersonal openness. In other words, Industrial democracy’ through establishing ‘work committees’-which intend to “promote measures for securing and preserving amity between employer and workmen and to that end to comment upon matter of their common interest or concern and endeavor to settle any material differences of opinion in respect of such matters’(Baldev R Sharma).

Another step in this direction could be setting up of Joint Management Councils’. These were first set up by industrial Disputes Act 1847, in 1958. ‘Joint Management Councils’ were meant to

(a) Improve working conditions, productivity and communication;
(b) Assist in the administration of law and collective agreement;
(c) Encourage suggestions from workers and
(d) Create a sense of participation.

Encouraging participative management schemes help in establishing industrial democracy in the organization which in turn encourages social integration in the organization.

3.7.6 CONSTITUTIONALISM IN THE BANKS:
This is related to organizational norms that affect the freedom of an individual employee. Efforts must be made to see whether right norms are formed in the organization. It means norms that accommodate the privacy of an individual employee, freedom of speech, equity and freedom to dissent on some aspects.

Bias on the part of the management, lack of privacy, improper process of discipline etc., tamper the constitutionalism of an organization. The constitutionalism can be considered as a hygiene factor i.e, though it may satisfy or motivate the
employees considerably. The absence of it is definitely felt by the employees and may have adverse effects.

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

3.7.7 OCCUPATIONAL STRESS:

Occupational stress is becoming increasingly globalized and affects all countries, all professions and all categories of workers, as well as families and society in general (Ahmad and Ahmad, 1992). Stress has become a part and parcel of human life and is more pronounced in corporate life. Stephen P Robbins (2006) defined it as: “Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important.” In short, it is nothing but what we feel when we think we have lost control of events. Stress has been spoken of as the plague of the 21st century.

Stress is necessary to keep one going, but overstress kills one’s ability and creativity. Overstress can cause a number of health-related problems like migraines, insomnia, high blood pressure, depression, burnout, nervousness, sleeplessness and the like.

Globalization and liberalization has made a rapid change in the banking sector and as a result of it, the employees in this sector have been facing so many challenges. The sizeable increase in the volume of banking business along with the inherent characteristics of job has given rise to a lot of stress and anxiety among banking personnel.

The main factors of stress in bank employees are role factor, role overload, role conflict, role ambiguity, lack of support, new technology, increased competition, handling with cash and outsourcing etc. It is the need of the hour that the management of bank must provide a stress-free work environment for enhancing the productivity and well-being of its employees.
3.7.8 PARTICIPATION IN MANAGEMENT:

"Participative management (PM) is known by many names including shared leadership, employee empowerment, employee involvement, participative decision-making, dispersed leadership, open-book management, or industrial democracy" (Steinheider, B., Bayerl, P.S. and Wuestewald, T.,2006)."The basic concept involves any power-sharing arrangement in which workplace influence is shared among individuals who are otherwise hierarchical unequals. Such power-sharing arrangements may entail various employee involvement schemes resulting in co-determination of working conditions, problem solving, and decision-making" (Locke and Schweiger, 1979).

Participative (or participatory) management, otherwise known as employee involvement or participative decision making, encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies, and implementation of solutions. Employees are invited to share in the decision-making process of the firm by participating in activities such as setting goals, determining work schedules, and making suggestions. Other forms of participative management include increasing the responsibility of employees (job enrichment); forming self-managed teams, quality circles, or quality-of-work-life committees; and soliciting survey feedback. Participative management, however, involves more than allowing employees to take part in making decisions. It also involves management treating the ideas and suggestions of employees with consideration and respect. The most extensive form of participative management is direct employee ownership of a company. Four processes influence participation. These processes create employee involvement as they are pushed down to the lowest levels in an organization. The farther down these processes move, the higher the level of involvement by employees. The four processes include:

1. Information sharing, which is concerned with keeping employees informed about the economic status of the company.

2. Training, which involves raising the skill levels of employees and offering development opportunities that allow them to apply new skills to make effective decisions regarding the organization as a whole.

3. Employee decision making, which can take many forms, from determining work schedules to deciding on budgets or processes.

4. Rewards, which should be tied to suggestions and ideas as well as performance.
3.7.9 GRIEVANCE HANDLING:

Grievance may be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about his job and it’s nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization. Grievances take the form of collective disputes when they are not resolved. Also they will then lower the morale and efficiency of the employees. Unattended grievances result in frustration, dissatisfaction, low productivity, lack of interest in work, absenteeism, etc. In short, grievance arises when employees’ expectations are not fulfilled from the organization as a result of which a feeling of discontentment and dissatisfaction arises. This dissatisfaction must crop up from employment issues and not from personal issues. Grievance may result from the following factors-

a. Improper working conditions such as strict production standards, unsafe workplace, bad relation with managers, etc.

b. Irrational management policies such as overtime, transfers, demotions, inappropriate salary structure, etc.

c. Violation of organizational rules and practices

The manager should immediately identify all grievances and must take appropriate steps to eliminate the causes of such grievances so that the employees remain loyal and committed to their work. Effective grievance management is an essential part of personnel management.

3.7.10 SOCIAL RELEVANCE OF WORK:

Employees must be given the perspective of how his/her work in the organization helps the society. This is essential to build relevance of the employee’s existence to the society he/she lives in.

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

As such social relevance of the work of each employee is very important in measuring his QWL.
3.7.11 WORK LIFE BALANCE

Work life balance is the maintenance of a balance between responsibilities at work and at home. Work life and personal life are two sides of the same coin. Creating and managing a balance between the work and personal life is considered to be a work life balance issue. Increasing work pressures, globalization and technological advancement have made it an issue with both the sexes, to all professionals working across all levels and to all industries throughout the world.

Work life and personal life are inter-connected and inter-dependent. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work – family conflict. Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paid occupations. Women’s employment outside the home generally has a positive rather than negative effect on marriage.

Spending more time in office, dealing with clients and the pressures of job can interfere and affect the personal life, sometimes making it impossible to even complete the household chores. On the other hand, personal life can also be demanding if you have a kid or aging parents, financial problems or even problems in the life of a dear relative. It can lead to absenteeism from work, creating stress and lack of concentration on work.

3.8 QWL AND JUDGEMENT METHODS

The following indices may be used to judge the quality of work life in an organization:

**Job Involvement**

It represents the degree of an individual’s identification with or ego involvement in the job. The more central the job is to the individual’s life, the greater is his involvement in it. Therefore, the individual spends more time and energy on the job. People with high job involvement are better motivated and more productive. Research reveals that skill variety, achievement and challenge helps to improve job involvement.

**Job Satisfaction**

It implies the worker’s satisfaction with the environment of his job. Environment consisting of nature of work, quality of supervision, pay, coworkers, opportunities for promotion, etc. Job satisfaction is related to job involvement and people involved in their jobs are satisfied with their jobs and vice versa.
Sense of Competence

It refers to the feelings of confidence that an individual has in his own competence. Sense of competence and job involvement reinforce each other. An individual acquires a greater sense of competence as he engages himself more and more in work activities. When he feels more competent he become more involved in his job and becomes better motivated.

Job Performance

When an individual’s job involvement, job satisfaction and sense of competence increase, there is a rise in job performance.

Productivity

When the level of job performance increases the output goes up. Thus, match between job characteristics and productivity traits of employees generally result in higher productivity.

3.9 SPECIFIC ISSUES OF QWL

While the management and unions claim any improvement in facilities and financial benefits, the Personnel Manager’s task is to identify other specific issues of QWL pertaining to his own organization and work on them. The American authors Klatt, Mudrick and Schuster identified 11 specific issues in general which we can also adopt (Klatt).

Pay and Stability of Employment

Pay without stability of employment cannot satisfy the employee. Though stability of employment is not a serious problem in India, the management should ensure its employees stability to make them part of the organization in its real sense.

Occupational Stress

Stress is a condition of strain on one’s emotions, through process and physical condition (Keith Davis) Preferring all types of jobs inevitably causes stress, though the intensity may vary from job to job. As such job performance depends upon effective management of stress in addition to the other factors which in turn depends upon identification of sources of stress (P.Subba Rao and Anitha).
Organizational health programmes

Effective implementation of health programs results in reduction in absenteeism, hospitalization, disability, excessive job turnover and premature death. The idea behind such health centers is to develop mental health by maintaining good physical health. This can be done through encouraging employee take up physical exercises, games sports, relaxation, physical exercise and diet control etc

Alternative work schedule

Each employee may have his own preferences of working hours. The management can introduce schemes like work-at-home, flexible working hours, staggered hours, reduced work week and part-time employment.

Participative Management and control of work

Participative management is life blood to QWL which creates a feeling of commitment among the workers, thus improving their QWL.

Recognition

Appreciate an employee in public and criticize him in private. Recognition and appreciation is a magic work which changes anyone’s attitudes towards anyone. Recognition at an appropriate time can improve personal relations in the organization. Participating in management award and reward system, congratulating the employees for their achievement, job enrichment, offering prestigious designation to the jobs, providing well furnished and decent work place, offering membership in clubs or associations, proving vehicles are some of the means to recognize the employees.

Superior-Subordinate Relations

Relation between boss and subordinate is an important aspect in improving total work culture, productivity and QWL of any organization. Harmonious superior worker relations give the workers a sense of social association and a sense of belongingness. The impact of social relations shall not be ignored at the work place, the productivity being resulted from this.

Grievance Procedure

Grievance procedure is to be handled carefully, because between the two parties, one is bound to be dissatisfied. The management using empathy and concern should try to reduce this dissatisfaction as much as possible.
Adequacy of Resource

Adequate resources should be ensured to the employees on work. Inadequacy of resource may cause stress to employees who are prepared to work but cannot find resource. Thus Resources should match with the stated objective otherwise employees will not able to attain them, resulting in employee dissatisfaction and lower QWL.

Seniority and Merit in Promotion and Employment

Either seniority or merits are usually considered for promotions and employment. Management has to consider either one depending upon the attitudes of employees. Sometimes they can also consider both.

Employment on Permanent Basis

Stable employment is something which gives confidence to the employee which is prime factor for good employment. With given job security, the employee strives for the organization.

3.10 BARRIERS TO QWL

Though the positive effect of Quality of Work Life is already established, all parties of the organization still resist to any schemes or procedure to improve QWL. The management may feel that the QWL at present level is satisfactory enough and no steps need be taken to improve it. They fail to measure the impact of improved QWL on the psyche of the employee, though all employees basically aspire for satisfaction of employees.

Employees on the other hand resist to changes as discussed earlier, with a pre-conceived notion that any scheme, the management takes up would be to increase production without extra cost.

Another barrier to the improvement of QWL is lack of financial resource. The employer with his limited financial resources think twice before providing better working conditions, offering better remuneration and implementing other programmes of QWL.

However, the situation is slowly changing for good. All parties of organization, i.e. employer, employees and unions are realizing the importance of QWL. Employees also are taking up awareness programmes to educate employees in this regard and then implement QWL improvement programmes.
Strategies for improving Quality of Work Life, according to Subba Rao, are self-managed work teams, job redesign and enrichment, effective leadership and supervisory behavior, career development, alternative work schedules, job security. All the above steps depict the importance of managements’ efforts in this regard. By implementing such changes, the management can create a sense of involvement, commitment, and togetherness among the employees which paves way for better quality of work life.

Not only human resources managements aspects but QWL consists of a whole parcel of terms and notions.

- Industrial effectiveness
- Human Resource Development
- Organizational effectiveness
- Work restructure
- Job enrichment
- Social-technical systems
- Working humanization
- Group work concept
- Labor management co-operation

As such QWL enters into all major parts of HRM. Its significance is to be duly identified and should be given importance.