CHAPTER III

QUALITY OF WORK LIFE – AN OVERVIEW
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Chapter III

QUALITY OF WORK LIFE – AN OVERVIEW

3.0. Introduction

The total life space of human beings can be classified into three: family life, working life and social life. These three divisions of human life are interrelated and interconnected. Failure 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. In order 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 aimed at achieving better quality of life. People spend a major part of their time in some economic activities viz. agriculture, industry, mining, fishing etc. 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 is depends on its human element. Materials and machines are inter factors, but man with his ability to feel, to think, to conceive and to plan is the most valuable and at the same time the most difficult to inspire, control and motivate. Human beings are regarded as the dynamic factor of production. It is said that, “behaviour of human beings differs widely. It is very difficult to predict their behaviour, especially in organisations where they work in groups. Their behaviour is neither consistent nor predictable. Thus the managers should recognise that individuals and not the organisation create excellence.”

Management of a business is responsible to co-ordinate human and material resources for achieving organisational objectives. It is very easy to handle material resources. But without efficient use of human resources, management can never accomplish objectives of the undertaking. Even in those industries where automatic machines have been introduced, labour is still regarded as a dominant factor for increasing the profitability. “No industry can be rendered efficient so
long as the basic fact remains unrecognised that it is principally human. It is not a mass of machine and technical processes but a body of men. It is not a complex of matter, but a complex of humanity. It fulfills its functions, not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical device but a magnified nervous system”.

The quality of the work life has an important 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 workers to acquire excellence, high amount of civic competence and better skills which are necessary for the total development of man power. A worker’s life cannot be divided into two watertight compartments, one inside the factory, and the other outside it. The two are closely 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 factory 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 workers home life-all play a strong motivational role.

Low productivity and growing discontentment among the employees at work are the two problems that most of the developing nations face today. The work has become unattached to the worker. It has never become a part and parcel of his basic nature and consequently he does not do justice to his work. The only panacea to the problem is improving the morale of the work force.

Morale refers to a feeling of enthusiasm, zeal, confidence in individual or groups that they will able to cope with the tasks assigned to them. A person’s enthusiasm for his job reflects his attitude to work, environment and to his employer, and his willingness to strive for the goals set for him by the organisation in which he is employed. Morale affects output, the quality of a
product, costs, co-operation, enthusiasm, discipline, initiative and other ingredients of success. It affects an employee’s or a group’s willingness to work and co-operate in the best interest of the individuals or groups and the organisations for which they work. One of the most interesting approaches to improve the morale of the workers is improving the quality of work life.

3.1. The Concept of Quality of Work Life

The term quality of work life appeared in research journals only in 1970s. It is not only monetary aspects that a modern employee concerns himself with but also conditions of employment, interpersonal conflicts, role conflicts, job pressure, lack of freedom of work and absence of challenging work etc. As the style of management 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 upon the quality of work life provided by the organisation.

According to Ranganayakulu, the term quality of work life means, “the favourableness or unforgetableness of a job environment for an organisation’s employee”, and the term quality of working life means, “programmes representing a systems approach to job design and job enrichment which will make job more interesting and challenging. Programmes are closely associated with the socio-technical systems approach.”

Rosow explains the importance of work more in detail and relates it to success and failure of a man in his society. According to him, “Work is the core of life considering the deeper meaning of work to be individual and to life’s values; work means being a good provider; it means autonomy; it plays off in success, and it establishes self-respect or self-worth. Within this frame work, the person who openly confesses active job satisfaction is virtually admitting failure as human, a failure in fulfilling his moral role in society.”
Richard Walton who had taken up extensive research on quality of work life made significant contribution for the conceptualisation of the term quality of work life. In fact, measuring the quality of work life has become easy and practicable with the factors/elements that he proposed. According to Walton, “Quality of Work Life is the work culture that serves as the corner stone”.

The American Society for Training and Development appointed a task force on the QWL in 1979. The task force defined quality of work life as, “a process of work organisations which enables its members at all levels to actively participate in shaping the organisations environment, methods and outcomes. This value based process is aimed toward meeting the twin goals of enhanced effectiveness of organisation and improved quality life at work for employees.” According to this definition, quality of work life is a process of work organisation designed to enhance the effectiveness of an organisation and improve the quality of work life of its employees.

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

Robert H. Guest, a toed behavioral scientist talks about feelings of an employee about his work while defining QWL. He further points out the effect of QWL on person’s life. According to him, “Quality of work life is a generic phase that covers a person’s feelings about every dimension of work, including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships, and its intrinsic meaning in a person’s life”, and “it is a process by which an organisation attempts to unlock the creative potential of its people by giving them participation in taking decisions which will affect their work lives”.

In the words of Mansell and Rankin, “Quality of working life is the concrete expression of a particular set of beliefs and values- about people, about organisations and, ultimately about society”.
In the development process, the term quality of work life has acquired many different definitions creating confusion. Nadler and Lawler brought out this confusion thus:

First Definition 1969-72  ➔ QWL = Variable

Second Definition 1965-75  ➔ QWL = Approach

Third Definition 1972-75  ➔ QWL = Methods

Fourth Definition 1975-80  ➔ QWL = Movement

Fifth Definition 1969 onwards ➔ QWL = Everything

Robinson and Richard Alston assert that the key determination of the quality of work life is whether an individual feels off and a contributor to the industrial environment in which he or she earns his/her living. They further observe that, “the quality of work life is related to the case with which people can undertake tasks they require to undertake and thus gives the performance necessary to the economic vitality of the business”.

Goodman observes that, “in recent years the term quality of work life has been used to refer to employee satisfaction and dissatisfaction with over-all condition of work”.

The quality of work life of an organisation can be understood by the behaviour of its employees.

One way of measuring 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 psychologically harmful job. On the other hand, job involvement or self investment of an individual at work may be a good index of quality of work life experienced by the employees at work. One way of getting the employees involved in organisational activities is to give
them more autonomy and freedom in the working life which is usually described as ‘democratization of work environment’. This has been the basic feature of quality of work life in American organisations.

According to Blue Stone, “the quality of work life means bringing to the workplace maximum democratic lifestyle and balancing the needs of production and needs of the employees for self-fulfillments”. So, the most accepted common denominator of quality of work life experiences is the joint worker management participation.

Quality of work life is a topic debated by both employers and employees. One of the reasons for its growing importance will be the realisation on the part of employees about their rights and growing unionism. Workers are no more illiterate. They do not completely depend upon the mercy of the management for their existence. Most of the lower level workers also have at least primary education. Each and every worker tends to join some union or the other for his own protection and well-being. Unions put all their efforts to educate their members to realise their rights and as to what they expect from the management in return of what they contribute. Though, still monetary benefits occupy the first place in the list of elements of quality of work life, other elements like physical working conditions, job restructuring and redesign, career development, promotional opportunities etc. are gaining importance rapidly. As such the workers expect the management to improve quality of work life by providing all these facilities.

The management ceased to adopt paternalistic approach as it followed earlier. They do not take care of the employees as a parent care of his child. There is no more understanding between employer and employee, except constant struggle for their own end. Employer always sees employ as a factor of production just like other factors. He always tries to exploit maximum advantage from this factor. But, the employees always expect more facilities and comforts from employer in return to what they contribute. This situation has resulted in constant struggle between employees and employers.
In addition to the above, there are other serious problems cropping up like job dissatisfaction due to meaningless repetitive or irrelevant jobs or authoritarian behaviour of the boss. As a result counterproductive behaviour of life, absenteeism, idling while on work and lack of concentration take place.

Because of poor design of socio-technical system, employees also experience alienation. Alienation is a feeling of powerlessness, lack of meaning, loneliness, boredom, lack of ego, involvement and lack of attachment to job. This job discontent and job pressures may in turn affect employee’s health giving way to general unhappiness. Hence, it is viewed that quality of work life should be designed along with all activities of human resource amusements.

### 3.2. Measurement of Quality of Work Life

Walton in an article, “Criteria for Quality of Work Life in Davis,” gives a comprehensive interpretation. He proposed eight major conceptual variables relative to quality of work life, namely:

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 are discussed below:

### 3.2.1. Adequate and Fair Compensation

“In spite of the importance gained by the other factors now a day, compensation plays a greater role in employee’s satisfaction. Especially in
country like India, where the employee welfare programmes take back seat, compensation is the main source of satisfaction of the employee.\textsuperscript{16}

Compensation package includes wages and salaries and all other fringe benefits and social welfare programme. In industry workers are compensated in the form of following benefits:

- Monthly wages and 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 etc.,
- 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 interchangeable 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 till very recently considered to be the elite group in the industry. Blue collar workers used to aspire for salaried positions. The situation has, however, changed drastically now. The so called blue collar workers have organised themselves into powerful trade unions and have achieved substantial gains in emoluments and facilities. Gradually the old distinction between the two groups is fading away and except for the managerial employees all others are getting integrated into one common group.

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 due safe guard for the interest of workers with the
guarantee of a minimum wage and protection against fatigue and undue speed-
up. The Second Plan recommended that the earnings beyond the minimum wage
should be relative to results and that workers should be consulted before a system
of payment by result was introduced in an establishment. The study Group of the
National Commission on Labour has recommended that “under our conditions, a
wage incentive in accordance with an effective utilisation of manpower which is
the cheapest, quickest and surest means of increasing productivity. The only
practicable and self sustaining means of improving man power utilisation is to
introduce incentive schemes and stimulate human efforts to provide a positive
motivation to greater output”.

The need for introducing a good system of wage for increasing the quality
of work life is felt on the following grounds:

- The efficiency of the Indian worker is very low, and needs to be
  increased. Wage incentives can play an important part in improving his
  efficiency.
- The average Indian worker is financially very poor. Financial
  incentives, therefore, are likely to tempt him to work better.
- India is at a low level of technology, and wage incentives can help in
  promoting the use of electronic devices.
- A proper application of wage incentives schemes can affect the prices
  so greatly that the community would be benefited.
- In the national interest, it is felt that wage incentive schemes should be
  applied to all economic activity.

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, group insurance programmes, retirement
benefits are some of the important welfare programmes.
What is adequate and fair is another question for discussion. What is adequate at one place may not be adequate in some other place. Similarly, what is adequate for a person may not be adequate for another person. Organisations at rural area can satisfy their employees with comparatively lower levels of compensation than urban based counterparts. The wage above the minimum but below the living is called fair wage. The levels of fair wages also change depending upon the cost of living. As the cost of living increases, the employees demand for more pay. Organisations fix pay ranges by different methods. They may fix wages comparing with other organisations in same region or similar organisations. They may fix wages taking the cost of living into account. They may also fix pay levels based upon their capacity to pay, but, majority of organisations consider all the above factors.

The wages to be paid to different categories of workers depend upon the following factors;

- Demand for and supply of labour,
- Ability to pay,
- Cost of living,
- Productivity of workers,
- Labour unions,
- Government regulations, and
- Prevailing wage rates.

The above factors exercise a kind of general influence on wage rates. In addition, there are several factors which do affect the individual differences in wage rates. They are:

- Worker’s capacity,
- Educational qualification,
- Work experience,
- Promotion possibilities,
- Stability of employment,
- Demand for special skills, and
- Profit or surplus earned by the organisation.

### 3.2.1.1. Principles of Wage and Salary Administration

Wage administration should be guided by the following basic considerations:

1) Wage policies should be carefully developed, taking into account the interest of (a) management as the representative of the owners, (b) the employees, (c) the consumers, and (d) the community.

2) Wage policies should be clearly expressed in writing to ensure uniformity and stability.

3) Wage decision should be checked against carefully formulated policies.

4) Management should see that the employees know and understand the wage policies.

5) Wage policies should be evaluated from time to time to make certain that they are adequate for current needs.

6) Departmental performance should be checked periodically against the standards set in advance.

7) Job descriptions and performance rating should be checked periodically to keep them up to date. 17

### 3.2.1.2. Basis for Sound Wage Administration

The only firm basis for proper wage administration consists of a set of sound policies known to all members of the management and the conviction that it is just and equitable. Unless this condition-preval, wage administration is likely to be handled on the basis of expediency. Decisions are made on the apparent material of specific cases rather than on the basis of established policy. Since decisions are made by a number of different people over a long period, it is quite evident that they will not be consistent decisions. Even if the wage situation is sound at the beginning, it is not very long before it begins to deteriorate.
According to Mamoria and Gankar, wage and salary administration should be controlled by a proper agency. This responsibility may be entrusted to the personnel department or to some job executive. Since the problem of wages and salaries is very delicate and complicated, it is usually entrusted to a committee of high ranking executives representing major line organisations. The major functions of such committee are:

1) Approval and/or recommendation of job evaluation methods and findings;
2) Review and recommendation of basic wage and salary structure;
3) Help in the formulation of wage policies from time to time;
4) Co-ordination and review of relative departmental rates to ensure conformity; and
5) Review of budget estimates for wage and salary adjustment and increase.18

So, it can be concluded that compensation for employees for their services is an important responsibility of human resource management. Every organisation must offer good wages and fringe benefits to attract and retain talented employees to the organisation. The management should always remember the fact that if the wages offered are not competitive as compared to other organisations, the efficient workers may leave the firm and inefficient workers or those workers who have no other means may continue with the organisation unpleasantly which is not good for the organisation in the long run.

3.2.1.3. Factors to be Considered for Measuring Adequacy and Fairness of Compensation

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

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

3.2.2. Safe and Healthy Working Conditions

Irrespective of legal provisions, every enlightened management should be concerned with the employees’ health and provision of safety whilst they are at work. Due 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 India legislations such as the Factories Act 1948, and the Shop’s and Establishment Acts have made legal provisions with regard to employees’ safety, health, working conditions including matters such as sanitation, cleanliness, lighting, drinking water and rest rooms.

In recent years working condition has gained more attention of the managements of business and other organisations.

There are two basic reasons for this. Firstly, the growth of trade union movement has compelled the managements to provide better working conditions to the employees. Secondly, enlightened management realises 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 working day. He must be provided with such type of facilities which will maintain his health and keep him interested in his work.

3.2.2.1. Type of Working Environment

The factors which cause individual differences among people fall into two categories, viz., hereditary and environmental. Hereditary factors mainly
determine physical traits such as height, weight and strength, while environmental factors generally have a dominant influence on personality traits and interests. Environment is meant physical, mental and social surrounding in which a worker performs his task.

**Physical Environment**: It consists of physical factors prevalent within the factory such as lighting, ventilation, temperature, humidity, layout of machines, noise, etc. Inadequate light causes strain on 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 workers. Unnecessary noise distracts the attention of the workers which invite accidents.

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

**Social Environment**: Every individual’s attitude is greatly determined by the society in which he lives and works. His thinking, feelings, preference etc. are affected by his social environment constituting the groups of persons he is associated with. Management should try to create better relationship among the employees.

**3.2.2.2 Health Care Measures**

Industrial health service is concerned with the care of the individual worker as well as with the control of the environment which affects his health. Its basic aim is to prevent diseases and ill health and to enable each employee to remain a productive, happy individual for the longest period. The primary objective of industrial health service is to ensure that the amount of time lost by accident or illness is reduced to the minimum. A good health service will help to ensure sturdy improvement of job satisfaction and productivity. Industrial health service is both preventive and curative with more emphasis on the former.
A healthy worker is a basic requirement of the organisation. It is, therefore, incumbent on the part of the employer to look after the health of the workers and to provide such facilities and conveniences which would ensure minimum health standards. The Factories Act, 1948 deals with the provisions regarding health. It lays emphasis on the conditions inside the factory as an important factor in the health and safety of the workers.

**Cleanliness**: Sanitary and orderly conditions are necessary to conserve the health and happiness of workers. Management must ensure that the highest possible standards of cleanliness are laid down and maintained.

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

**Ventilation and Temperature**: Ventilation is an important factor for good working conditions. Deficient ventilation is detrimental to the health of the workers. Work places must be properly ventilated.

**Dust and Fume**: Noxious fumes and dust in a factory, unless allowed to escape through scientific means, will ruin the health of the workers. Effective measures must be taken to prevent its inhalation and accumulation.

**Temperature and Humidity**: Humidity in the work place must be properly controlled. Provision must also be made for securing and maintaining reasonable temperature in work rooms. It is easier to work in moderate heat or cold than in externs. Temperature too high or too low causes physical discomfort and impair health and efficiency.

**Overcrowding**: Work room must not be overcrowded. Minimum space required is 500 c.ft. for each worker.
**Lighting:** Poor lighting will cause poor workmanship and strain on the eyesight. For maximum efficiency and production, lighting arrangement should be at the best. 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:** Sufficient supply of wholesome drinking water at suitable points conveniently accessible to all workers must be arranged. Such water points must not be within twenty feet of any washing place, urinal or latrine.

**Latrines and Urinals:** Provision for sufficient latrines and urinals is compulsory. In most factories latrines are not kept in a clean and hygienic condition. This is for want of education of the workers and proper attention of the management.

**Spittoons:** Sufficient number of spittoons must be provided in convenient places, and they must be maintained in a clean and hygienic condition. Spitting anywhere except in spittoons is an offence punishable under the Act.

Industrial workers need education on health matters. They must be taught that their welfare and safety, the welfare and well-being of their dependents and the progress of production depend largely on their physical well-being. Careless actions and haphazard jobs cause accidents, sickness and disability. It is the primary responsibility of the employer to educate the employees on health and safety consciousness and to provide all facilities necessary for their medical care.

### 3.2.2.3. Safety Measures

Basic causes of accidents in industry can be attributed mainly to four categories such as supervisory responsibilities, personal action of workers, unsafe equipment or materials and unsafe working conditions.²⁰

Supervisors can be held responsible for accident occurring on account of not giving proper safety instructions, rules, standards or instructions not properly enforced; safety devices and equipments not provided to the workers, inspection
of the equipment or jobs; inadequate and poor job planning; too much rush; confusing or conflicting type of supervision etc.

If accident is caused on account of workers’ own mistakes or indifference such as haste or shortcuts; safety guards such as goggles and other personal appliances not properly used; disregard or disobedience of safety instructions; ignorance of the job; lack of skill, excitement; physical fatigue; improper method of doing the job; loose clothing; inability to understand the language in which instructions are given etc., such causes can then be attributed to workers on lapses.

Accidents are caused by unsafe equipment, ineffectively guarded equipment, unguarded or improperly guarded defective materials, defective tools, poor designing, unsafe conditions of building etc.

Accidents can also be caused by unsafe working conditions such as poor and defective lighting, congestion or improper storage of goods, bad housekeeping, inadequate ventilators, unsanitary or slippery floor, fire explosion, dust and fumes, improper or inadequate exist or emergency escapes, faulty layout of plants or facilities, unsafe weather conditions etc.

It is the duty of the management to take all the necessary safety measures. Dangerous parts of the machines in a factory must be adequately fenced. Colour can play a large part in accident prevention. The safety colour 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.

Workers should be educated in safety measures and rules. Every employee should be advised about the safety devices. Safety in industry can be achieved 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 organisation.

1) Appointment of a full time or part time safety officer delegated with the work for safety of workers.

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

3) Careful and frequent inspection of work to ensure that gang ways are clear, passages adequately lighted, materials well stacked etc.

4) Inspection of machines and plant in co-operation with the technical staff to ensure that adequate guarding is provided, maintained and used and that proper lighting provided and good colour scheme introduced.

5) Provision of overall, special protective clothing, helmets, goggles and respirators, wherever necessary and ensure that these are properly used.

6) Accident prevention or safety committee which should investigate every accident and advice on measures to prevent recurrence.

7) Safety first campaigns by means of posters, films, inter-departmental competitions, articles and notices in house magazines etc.

8) Training in first aid and arranging refresher courses.

9) Ensure that even trivial accidents are reported to the first aid room.

10) Keep full and accurate records of all accidents and maintain accidents analysis reports.²¹

Accident prevention is one of the essential pre-requisites that help the creation of an industrial climate, wholesome and congenial.

3.2.2.4. Accident Compensation

The life of the industrial workers is full of risks and hazards. Every year lakhs of employees are injured in factories, mines, railways, ports, and docks leading to acute ailment or permanent handicaps. The injuries may be caused as a result of any unsafe activity or act on their part or chance occurrences or as a result of some unsafe work conditions or unsafe acts of employee themselves, or defective plant or shop layout, inadequate ventilation, unsafe and insufficient space for movement inside the plant or shop etc.
An accident causes a lot of suffering and loss to the employees, the employer, the government and even to society. It is particularly hard on the employee’s family especially when he is the only earning member. Every accident lowers the morale of the fellow-workers. They become pessimistic and think of their own condition. Compensation for accident can avoid such feelings of the fellow-workers to some extent.

A beginning to the above in India was made when Workmen’s Compensation Act was passed in 1923 providing compensation to workmen and their families in case of industrial accidents or certain occupational diseases resulting in death or disablement. The Act prescribes separate scales of compensation for death, permanent disablement and temporary disablement. The object of the Act is to impose an obligation upon employers to pay compensation to workers for accident arising out of and in the course of employment. The purpose is not to compensate the workmen in lieu of wages but to pay compensation for the injury caused.

But actual position in the SSI units of Kerala is that a good number of workers (about 53%) are not aware of such statutory provisions and are not getting the legitimate compensation.\textsuperscript{22} In most cases, in an informal manner the workers get a compensation much less than what is payable under the Act.

\textbf{3.2.2.5. Factors to be Considered for Evaluating Safe and Healthy Working Conditions}

On the basis of available literature and above discussion it can be concluded that following are the important variables to be considered for evaluating working conditions of an enterprise.

- Adequate rest period,
- Good canteen facilities,
- Proper drinking water facilities,
- First aid / medical facilities,
Facilities for sports and game,
Library and reading room,
Lunch room,
Sanitary facilities,
Ventilation and air circulation facilities,
Facilities for disposal of waste and dust,
Measures for controlling pollution,
Condition of machines and equipments,
Good safety plan,
Proper health care measures, and
Normal health after days works.

3.2.3. Opportunity to Use and Develop Human Capacities

An employee is most satisfied when he is given an opportunity to use and develop his capabilities. According to Maslow, people want to satisfy their higher order needs once they satisfy 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 at large.

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 formal communication channels, and the relationship of each part of the company to the others. An orderly hierarchy in which people are related in a meaningful sequence will result individual responsibilities known clearly and the authority to act would be defined. In such case workers will benefit from planned superior-subordinate relationship in which each worker receives essential support and direction.
Individual will be selected on the basis of ability to perform expected tasks. Similarly, simplification and specification of job assignment is possible in a more effective way.

Human capabilities can be developed only through effective communication. Communication is said to be perfect only when the receiver understand 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. It is essential to encourage ideas and suggestions from subordinates for an improvement in the product and work conditions, for a reduction in the time or cost involved and for avoidance of the waste of resources. If an organisation is to operate as an integrated unit, it is necessary that the top management should keep the lower level supervisors and employees well-informed of its ultimate objectives and what it wants each person to accomplish towards their realisation. A good communication system not only ensures the transmission of information and understanding among individuals and groups, but unifies group behaviour, which provides the basis for continuing group cooperation.

Workers 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 be given to those who make constructive suggestion for changes. This will boost the morale of the employee who made such suggestion. It is also better to give opportunities to workers to participate in technical planning. They can provide creative ideas for operational work. Workers normally think of it as equivalent to co-decision or co-determination in the sphere of managerial functions.

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 know these differences so that the employees with better abilities may be
rewarded and the wrong placement of the employees may be rectified. For this purpose performance appraisal is essential. The objective of performance appraisal fall in two categories: 1) Administrative and 2) 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 cooperation and mutual understanding gives the employees chance to take suitable steps to improve their performance.

More regulations and control mechanism by the management may dissatisfy the employees. All employees should be given optimum freedom in doing work. This will give 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 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.

3.2.3.1. 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,
- Clarity and transparency in communication,
- Freedom in work,
- Provision of meaningful information about work process & its result,
- Provision of self improvement for members,
- Fair attitude of supervisor,
- Equitable treatment, and
- Appreciation of good work.

### 3.2.4. Opportunity for Continued Growth and Security

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

#### 3.2.4.1. Career Development

Career growth is indispensable for implementing career 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 later jobs.

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

3) **Job Posting**: To provide information to all employees about job openings, 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 programme.

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 etc.

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 encourages the employees to accept new challenges.

8) **Sabbaticals (Leave granted at intervals):** An extended leave can allow time for attending executive development conferences, uninterrupted reading, accepting a visit, lecturership at a university, or other such activities that may enhance one’s career development.

### 3.2.4.2. 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, “Performance appraisal 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 programme 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 helps the supervisor to evaluate the performance of his employees systematically and periodically. It also helps him to assign that work to individuals for which they are best suited. It can be used as a basis of sound personnel policy in relation to transfers and promotions. If the performance of the
employee is better than that of the others, he can be recommended for promotion, but if a person is not doing well on a job, he may be transferred to some other job.

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

3.2.4.3. Joint Consultation

Active involvement of workers in the decision making process is a pre-requisite 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 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 common effort. It helps in establishing mutual understanding and respect between management and workers in an atmosphere of joint responsibility. It is a pre-requisite for satisfactory working of wage incentive schemes.
In India, for every industrial unit employing 500 or more workers, there shall be a joint council for the whole unit. The chief executive of the unit shall be the chairman of the joint council. There shall be a vice-chairman who will be nominated by the worker-member of the council. The council shall meet at least once in a quarter. Only such persons who are actually engaged in the unit shall be members of the joint council. Every decision of the joint council shall be on the basis of consensus and not by voting and shall be binding to employers and workmen and shall be implemented within one month unless stated otherwise in the decision.

The Industrial Dispute Act 1947 provides to set up a joint working committee. In the case of an industrial establishment in which 100 or more workmen are employed or have been employed on any day in the preceding twelve months, the Government may by general or special order require the employer to constitute a works committee consisting of representatives of employers and workmen engaged in the establishment.

But, in most of the SSI units of Kerala these committees do not exist. Only 9% of the SSI units of Kerala have such committee. Even in these units the committees are not willing to listen to the words of the workers in the day to day affairs of the organisations.

3.2.4.4. Workers Participation in Management

The subject of workers’ 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 industrialisation, 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 workers’ participation in management rests on the principle of equality and co-operation between management and workers. Workers 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 objective of the scheme is to raise workers’ level of motivation. Socially, the need for participation arises because 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 ethical objective of participation is to develop workers’ free personality and to recognise human dignity.

Workers 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.
- Giving employees a better understanding of their role in the working of the industry and of the process of production.
- Satisfying the workers’ urge for self-expression.
- Achieving industrial peace, better relations and increased co-operation in industry.
- Development of human personality.
- Development of leaders from within the industry.

Thus, workers’ participation in management is inevitable to industry. In the words of V.V. Giri, “Such an association of labour 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 cooperation. Such
association of labour with management in a real way at all levels will break the barriers between labour and management and do away with suspicious and mistrust and replace antagonism with cooperation."  

3.2.4.5. Factors to be 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 security.

- Assignment of work on the basis of abilities,
- Work contains elements of organisational planning, research & development,
- Assignment of work within the limits of workers ability,
- Facilities for individual creative work,
- Facilities for using new knowledge for further work assignment,
- Opportunities for improvement of job,
- Proper training,
- Job rotation,
- Promotion opportunities,
- Performance appraisal based on objective assessment,
- Appreciation of idea to make new changes, and
- Willingness to continue in the present organisation till retirement.

3.2.5. Social Integration in the Work Organisation

According to Walton, a satisfying identity and self-esteem are influenced by five characteristics of the work place: 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 are able to understand the basic values, norms and customs for becoming the accepted
members of the organisation and assuming organisational roles. People who do not learn to adjust with the culture of organisation are labelled as rebels and may be turned out of the organisation. Social integration will have a large influence on the attitude and behaviour of people at work. Because, people are normally socially oriented, the attitude and values of organisational peer groups, family members, off-the-job friends, and others to whom they may socially relate will influence heavily their perception and actions.

The idea of viewing organisations as culture is a relatively recent phenomenon. Until the mid-1980’s organisations 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 organisation becomes institutionalised it takes on a life of its own, apart from its founders or any of its members. Institutionalisation operates to produce common understanding among members about what is appropriate and basically meaningful behaviour\(^3\).

Freedom from prejudice, egalitarianism and upward mobility are the steps to be taken necessarily by the management whereas, supportive work groups and committees of feelings 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 organisation can possess supportive work groups and interpersonal openness. In other words, industrial democracy through establishing work committee intends 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. Good human relations and industrial relations are the preconditions for the success of the above facts.
3.2.5.1. Human Relations

An organisation 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 behaviour when engaged on a particular job is influenced by intangible psychological and social factors such as family breeding, education, personal likes and dislikes, emotions, job 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 behaviour is the first step in developing human relations. In the words of Davis, “Human relations in an area of management practise in the integration of people into work situation in a way that motivates them to work together productively, co-operatively and with economic, psychological and social satisfaction”. 32

Human relation is the art of getting along with the people either as individuals or as a group. Human relations are an integral process through which an individual’s attitude and work are integrated with a view to effecting a willing co-operation on his part in the achievement of the interests of an organisation as a whole. Members of the organisation contribute their mite to get individual and group satisfaction. Understanding of human behaviour assists the manager to give equitable treatment to the members of the organisation and identification of a member purely on the basis of skill and potentialities irrespective of race, sex, age etc. It helps an employee to develop an improved understanding of the problems of reconciling his own interest and capabilities with the needs and goals of the organisation of which he is a part.

3.2.5.2. Industrial Relations

The term industrial relation refers to all types of relationships between all the parties concerned with industry. The parties related to industry are the workers and the management representing the owners. Thus, industrial 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 industrial relations is to maintain good and healthy relations between workers and the management in the enterprise. This will protect the interest of the employee as well as management by securing the highest level of mutual understanding and goodwill among them. “Industrial relations are an integral aspect of social relations arising out of employer-employee interaction in modern industries, which are regulated by the state, the legal system, and the workers’ and employers’ organisations at the institutional level, and of the patterns of industrial organisation (including management), capital structure (including technology), compensation of the labour force, and a study of market forces – all at the economic level”.

3.2.5.3. Factors to be Considered for Evaluating Social Integration in the Work Organisation

It can be concluded that, following factors can be used for evaluating social integration in the work organisation.

- Employees’ feeling of sense of community,
- Identification of a member purely on the basis of skill and potentialities without regard of race, sex age etc.,
- Members’ interaction in terms of ideas and feelings,
- 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 working problems,
- Encouragement of organisation in reciprocal help,
- Workers acceptance with rapid changes in technology in the organisation,
- Workers cooperation for expansion and diversification,
- Participation in decision making process which are affecting workers in future,
- Consultation by the supervisor before taking decisions,
Good co-workers relationship,
Good subordinate-supervisor relationship, and
Good management-worker relationship.

3.2.6. Constitutionalism

Bias on the part of management, lack of privacy, improper process of discipline, etc. tamper with the constitutionalism of an organisation. The constitutionalism can be considered as hygiene factor. Though it may not satisfy or motivate the employees considerably the absence of it is definitely felt by the employees and may have adverse effects.

An average worker 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 workers and have the feeling that the organisation is taking care of workers belonging to different age group, education group, and income group in equally. If he is assured of equal treatment he will do the best for him and will work whole heartedly.

A patient hearing of a worker’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 must be handled 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 must be based on sound principles of equity, fairness and social justice.34

Though the employees consider work place as their second home they may not want to disclose or discuss their private life at the work place. So the management should take steps to maintain its employees’ privacy unless he himself comes out with their problems, where the management can offer some
counselling 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 have an adverse effect on his quality of work life.

3.2.6.1. Factors to be Considered for Evaluating Constitutionalism in the
Work Organisation

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

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

3.2.7. 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 continuous 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 worker, a person with permanent
grievance against his superiors and fellow workers and thereby becomes always a
problem worker. Personal or family problem of the worker must always be
regarded by the management with a sense of urgency. Otherwise it will affect his
attitude and morale.

A worker’s well-being inside as well as outside the factory 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 for the worker proper human
conditions of work and living. Factory conditions create an artificial environment
of dust, fumes, noise, excessive temperature etc. These conditions impose strain on the human body and if uncontrolled may lead to the grave early. The hazards should be minimised and task should be made reasonably safe.

Another responsibility of the employer is to add in a real way to the low earning of the worker. It is necessary to supplement the income of the workers by services such as housing, medical assistance, schools, co-operative stores, playgrounds, etc. for meeting employees’ personal and social requirements. The employer must try his maximum for meeting employees’ basic and reasonable needs.

Ability to understand and influence human behaviour postulates knowledge of the needs of man. Unsatisfied needs create tension. Every individual who work with others should identify his own personal needs and the needs and expectations of his colleagues.

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

3.2.7.1. Factors to be Considered for Evaluating Work and Total Life Space

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

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

3.2.8. The Social Relevance of Working Life

Article 43 of the Indian Constitution provides that “all workers should be given a living wage, conditions of work ensuring decent standard of life and fuller enjoyment to ensure social and cultural opportunities”.
The employees feel a need to relate their work socially. For example, those in service-oriented organisations who directly relate their jobs socially and can gain immediate recognition in a group are most satisfied. If his organisation is attacked /criticised by the government or public on any aspect, the employee develops stress and is frustrated.

3.2.8.1. Social Responsibility

Profit maximisation is not the sole aim of business. The society is helped by the business in getting goods and services at prices which consumers are willing to pay. The sense of responsibility of the business owners changed a lot for the good of the society during the second quarter of the 20th century. It was felt that besides the interest of the owners, business should evolve a balance in the interest 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 business to earn 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 are discussed below.

- **No Discrimination in Employment**: Women and minorities have generally been discriminated against as far as careers and professions are concerned. Everybody should be given equal opportunity for getting job and prosper. By avoiding discrimination on the basis of 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.

- **Help for Charitable Causes**: Business should spend for charitable causes from which no return is expected. There are institutions which help the needy,
the sick, the old etc. These institutions are run by generous donations from people. A business concern will have the satisfaction of contributing to a noble cause if such help is extended.

- **Modernising Facilities**: Entrepreneurs must always be ready for modernisation. Modernisation helps to make new variety of quality products at cheap rate. So modernisation is helpful to the society by providing quality products at cheap rate. Modernisation activities should also help a concern to reduce pollution.

- **Controlling Use of Hazardous Products**: there are some products which are harmful to the society. The products such as tobacco, alcohol, drugs etc. should be produced and marketed as per the guidelines of the government so that their use is restricted as far as possible.

- **Pollution Control**: Pollution control has become a major issue of the society. It is the responsibility of the enterprise to exercise control over its wastes. The toxic of wastes, excessive noise, chemical pesticides, automobile exhaust etc. need to be controlled. Business can control pollution by recycling its waste and by minimising the pollution in the first place.

- **Quality Product at Cheap Rate**: the type of product manufactured by the business is used by the consumers. The quality, design, safety, durability, and efficacy of the product have a direct effect on consumer satisfaction. The availability of quality products at reasonable price will enhance consumer satisfaction. Entrepreneur should take into account consumer preferences and their buying capacity while deciding its manufacturing policies.  

### 3.2.8.2. Social Security Measures

The term ‘social security’ was originated in the USA. The need of social security measures arises to help the people when they are unemployed and exposed to risks such as sickness, old age, invalidity, maternity etc. According to ILO, “Social security is that security which furnishes through appropriate organisation against certain risks to which its members are exposed. These risks are essentially contingencies against which the individual of small means and
meager resources cannot effectively provide by his own ability or foresight alone, or even in private combination with his fellows. These risks being sickness, maternity, old age and death, it is the characteristic of these contingencies that they impair the ability of the working man to support himself and his dependents in health and decency".36

The scope of social security is very wide. 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.37

1) They are established by law;
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 orphan hood; and
3) The benefits are 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 an important 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.

Several Acts were passed in India to ensure social security. Employees’ State Insurance Act, Employees Provident Fund Act, the Maternity Benefit Act, etc. are examples.
Factors to be Considered for Evaluating Social Relevance of Working Life

From the above discussion it is clear that social relevance of working life can be evaluated by considering the following factors:

- Social responsibility of the organisation,
- Nature of job and social prestige,
- Effect of job to improve social security,
- Nature of organisational goals i.e. whether too much production oriented or not,
- Matching of work life and social life,
- Organisation’s awareness of industrial pollution,
- Nature of pricing goods and services by the organisation from social point of view,
- Importance to quality of products and services, and
- Contribution towards the improvement of the culture of the society.

3.3. Quality of Work Life and Motivation

Some people are of the view that quality of work life is simply another name for some components of motivation. In fact quality of work life programmes are generally designed to satisfy the higher level of needs as envisaged by Maslow in his theory of Need Hierarchy. Employees are not satisfied only with better physical condition or good earning but also they want to have a social relationship with others; they long for achievements, freedom or autonomy, reputation, recognition, attention, importance or appreciation, they yearn for continuous self-development for realisation of their potentialities, self-fulfillment and creativeness. Many of the quality of work life programmes launched by the American organisations are designed to meet the higher-order need satisfaction of the employees. It would not be improper to regard quality of work life as a new method and approach to motivate employees. In fact, quality of work life improvement programmes help in creating a conducive motivational climate.
3.4. Quality of Work Life and Organisational Development

Quality of work life seems to have close relationship with the organisational development. Organisational development is a planned, systematic, organised and collaborative effort where the knowledge of behavioural sciences and organisational theory, principles and practices are consciously applied to increase the quality of life which is reflected in increased organisational health, validity and enhancement of the competence of the individual and group members and their self-worth and the overall well-being of the society. Therefore, organisational development efforts are intended not only to enhance the quality of work life of the employees, but also to the effectiveness of the organisation and the quality of life to the society. Organisational development connotes the continuous planned efforts that are made to enhance the structural process and people aspect of the system. Such systematic efforts ensure the organisation’s survival and growth by enhancing the quality of work life.

3.5. Quality of Work Life and Productivity

The general perception about improvement in quality of work life is that it costs much to the organisation. But, it is not so, as there could be many types of improvements – like wages, working conditions, benefits, work design, organisational structure etc. in quality of work life – where the cost is not very high. In many cases the rate of increase in productivity is higher than the cost of quality of work life improvements. Improved quality of work life leads to improved performance. Performance means not only physical output but also the behaviour 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 be pursued for its contribution to a better quality of life.
3.6. 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 concept of quality circle has been 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, leading to improvements in their total performance and enrichment of their work life”.

The key points in the quality circle are:
- It is a small group of employees in the same work area and doing similar type of work.
- The membership of the quality circle is voluntary.
- They meet regularly for about an hour every week.
- Problems are identified, analysed 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 organisational behaviour and are interlinked. The quality circle may be regarded as a new tool to improve quality of work life.

The impact of quality circles can be evaluated in terms of 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 Indian context is 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 a 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. The utmost contribution of quality circles is certainly 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 serve 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 waste reduction.

6) **Job Satisfaction**: Quality circles place utmost emphasis on 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 organisation 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 labour turn-over etc.
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 accidents and creation of 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 programme 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 problems and this also provides a sense of belonging to their company.

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 result in increased degree of involvement and commitment to work and organisation. It has been proved 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, quality circle is a modern participative style and technique. It is well known that schemes of participative management have been launched in Indian industries, but, they did not bring the desired results. Participation in true sense of the term can be translated into reality only with the apparatus of quality circles.

14) **Reducing Absenteeism**: Quality circle has helped many industrial organisations in reducing absenteeism and grievances. Many research findings have proved that introduction of quality circle and its effective 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 quality circle to become a leader. Every member is a potential leader.

Thus, the quality circles operation produces improvement in 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 organisation over a period of time. The effective operation of quality circle brings tangible and intangible gains to the organisation and the employees resulting in enriched quality of work life.

### 3.7. Techniques for Improving Quality of Work Life

The concept of quality of work life has been operationalised through various systems such as job enrichment, workers participation in management, organisation development, quality circles, employees’ welfare, etc. While some of these schemes have been successful in improving 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 organised efforts are required to improve the quality of work life for millions of workers in the country. Authors in this subject suggested several techniques for improving quality of work life. Important among them are:

- **Job Redesign**: Narrow jobs need to be combined 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, counselling second careers, etc. 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 group 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 work week, 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 job is a high priority of employees and should be provided.

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

3.8. Conclusion

To conclude, organisations exist because of individuals. Without individuals, industrial or business enterprises cannot be staffed and managed. They can play an important role in the realisation of organisational objectives. Human resources should be managed with utmost care to inspire, encourage and impel them to contribute their maximum for the achievement of the organisational objectives. For this purpose the management must try to increase the quality of life of the workers in the organisation. There is a continuous need of research on quality of work life improvement programme. The quality of work life movement in the Indian context is confined to the organised sector of industry and government which constitute a very small percentage of the total working population. This 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 unorganised sectors or in agricultural field in rural areas and to whom even some of the basic rights are denied.
References:

2. Sheldon, Oliver, Philosophy of Management, Prentice Hall, Englewood Cliffs, 1923, p.27.


34. Pylee, M. V., & George, Simon, op. cit., p.79.


