CHAPTER I

INTRODUCTION

“Niyatam Kuru Karma tvam karma jyayo hy akarmanah sarira —yatrapy ca te na prasiddhyed akarmanah”
- Srimad Bhagwad Gita, (III-8)

TRANSLATION

Perform your prescribed duty, for doing so is better than not doing at all. Work is extremely essential because without work, one cannot even maintain one's own body.

The Bhagwad Gita universally known as the jewel of India’s spiritual wisdom spoken by Bhagvan Sri Krishna. According to this scripture, everyone must engage oneself in some sort of activity in this material world. But action can either bind one to this world or liberate one from it. By working towards for the pleasure of the Supreme without selfish motive one can be liberated from the Law of Karma (action and reaction) and attain transcendental knowledge of the self and the Supreme. Therefore, without being attached to the fruit of action one should act as a matter of duty, for by working without attachment one attains the Supreme.

1.1 DEFINITION OF WORK

Work is use of physical or mental power with the purpose of doing or making something. Work is considered as the core of life. Work means autonomy, it pays off in success and it establishes self - respect or self - worth. Work plays a central role in life of people engaged in productive activities. Work remains in fore front of workers.

The concept ‘work’ in fact is not a new to India. It has been dealt with by our oriental masters from time to time. In Srimad Bhagavad-Gita which is around five thousand years old. Lord Sri Krishna has dealt with the concept of work in a very unique manner which has not been dealt with by any intellectual of the world till now in the doctrine of ‘karma yoga’. Sri Krishna deals with work, its qualities, its effects and many other related aspects in a very proper manner. According to him, “No one can ever remain even, for a moment without performing action”. He also explained that the who, restraining the organs of action, thinks of the sense objects, is a hypocrite.
while he who engages himself in action without expecting any reward, is superior he called such a person ‘karma yogi’ because a karma yogi, regarding the body as belonging to the world uses it in rendering services to the world i.e. he has no sense of ‘mineness’ with it.

Sur Ritu (2007) says that work is a highly complex phenomenon in our present stage of technological development. To better understand, it needs to recognize this rather than assume our oversimplified push-button concept. Work may be a task, a duty or an accomplishment. It may be mental, physical or both. It may be repetitive or creative by nature. Further, it may be drudgery or personally rewarding and its results may be oblivious or subtle, while its end product is often evaluated differently by different people. So, we can say that work takes on different shades of meaning and most important is the intrinsic meaning that it has for the individual performer and the group with whom he identifies himself.

Gilbreths (1980), is of the opinion that many theories have been advanced to explain work that how work could be made pleasant. While Henry ford on the other hand believes that it was basically unpleasant and that therefore the hours of work should be as short as possible and the pay as high as possible. What in general point of view we must recognize the important values and attitudes which are attached to the many needs expressed and fulfilled in work. Mastery of the job and the importance of self expression are two such values.

Lloyd Robin (2007), Vice-President and General Manager, Lions Bridge India Shares says that it is difficult not to be excited about work as there are always new challenges, new surprises and the satisfaction of watching the growth and achievement of my team. By staying sufficiently grounded in my non-work life, work pressures do not start to take on life or death importance. Pressure will always be there as it is a high velocity, highly competitive market place, but keeping it all in proper perspective is essential. To alleviate stress when it does start to pile up, I turn to books, exercise and outdoors.

Ahuja K.K. (1980), says that work of any role can be objectively described in terms of prescribed and discretionary contents. Thus, work can be defined by the occupants of role which he must play to avoid a charge of negligence or in subordination. In these days as we see the nature of work is fundamentally changing. Work itself is becoming increasingly knowledge based and work is cognitively complex, more
dependent on social skills and technological competence and more time pressured. Work is proved to be an instrument for satisfying ego by gaining power and exerting it on others. Work provides fellowship and social life. Work is a source of status both formal and informal. The information material social rewards which industry has in its power to grant to its employees are really valuable for them.

**Sharda S.R. (1995),** while telling about work, says that by action one comes to know the reality of life and secrets of nature. By working, one learns things, one's efficiency is increased and one's confidence is built up. Man's worth is not determined by his wealth or power, but by his work and his contribution. Work makes man's life useful and gives meaning to it. Man's function is to manifest his latent potentials as his contribution or service to the world order and in return he gets enjoyment. This happiness by manifestation as contribution to the world order constitutes the fulfillment of beings.

**Neanderthals (1992)** analyzes that work or any role can be objectively as well as distinguishably described in terms of prescribed and discretionary contents. Thus, work can be defined by the occupants of role which he must play to avoid a charge of negligence or in subordination. These days, as we see, the nature of work is fundamentally changing. Work itself is becoming increasingly knowledge-based and work is cognitively complex, i.e. more dependent on social skills and technological competence.

**Wagen Heer, Kelly and Kampschroer (2007)** according to their findings, say that finally the tools available to execute the work are changing with rapid rise of internet and various other communication tools. These tools have made work more mobile and less geographically dependent. In general, they, who divorce happiness from work, seek happiness elsewhere in leisure, wine and sex and avoid work, fail to get happiness and are not able to do justice to their assignments and to their commitment to the family and children. Idleness dulls even the creative intelligence of an individual. Work heals even the grief sticks. Without work one feels bored and find it difficult to pass time. Work is the panacea of many if not of all worries and gives man his fulfillment. Discriminate between self assumed and nature assigned function or target. For an order of peace and justice, the role of an individual has to be isomorphous with the whole. Living beings are enjoyment embodiment from within and they seek enjoyment outside too. For this they need from the environments three
things, viz. physical maintenance, harmonious environments and satisfaction of fulfilment. All these three require the individual to be useful to the society. Thus, his enjoyment bracketed with his contribution to the whole.

Hart K. (2007) says that "Work is the opportunity to imprint what is unique about us upon the outside world. Human beings have the imperative need to leave the stamp of them on the world." He studied that each one of us has an incredible ability to do something better than 100,000 other people. Brain scientists have found that on average an adult actually uses only about 1/10,000 of his or her potential intelligence over a lifetime. People have vast reservoir of untapped potential within. These competencies, if exploited, can lead to each one of us doing something unique and better than 100,000 other people.

Stanford Research Institute and Gallup Organisation (2005) has also conducted studies on more than 2,50,000 successful men and women. It indicates that everyone has a unique potential which defines our destiny. When one ignores that focus on our perceived inadequacies and weaknesses, we individual feel trapped and dissatisfied with their lives and work. Few organisations take those facts into account when devising operational strategies or conducting business. Thus to be successful, focus should be on recognizing and developing the strength and talents of people while monitoring and managing rather than on fixing their vulnerabilities. It is also seen that academic research supports the fact that mastery of personal and inter-personal skills is the single biggest factor contributing to an individual's success.

Why do people work?

(Blum L. Milton 1956), while talking about industrial psychology and its social foundations, says that life whatever it is, can be characterized as an activity and during the course of it people are continually active even when they sleep (every one turns and moves during a normal night’s sleep). Work is a form of activity that has social approval and satisfies a real need of the individual to be active. To produce, to create, to gain respect, to acquire prestige and incidentally to earn money; these are some of reasons why people work.

Hart K. (2007) is of the opinion that in our society there are few instances of forced idleness, but when these occur, these are usually characterized by unpleasantness. People in jails or hospital and the unemployed are examples of forced idleness.
Almost everyone in jail wants to come out, even the hospital patients, who have all there wants attended to and who receive tremendous attention from attractive nurses, beside their family over-abundant concern, want to get back on the job. Similarly, the average worker waits an entire year for his two week vacation and plans how he will do nothing but rest. In some cases, the vacation results in a need for a real vacation, but the employee handles this somehow when he is back. On the job within a month he starts making plans for resting up on his next vacation.

Roslow Sidney (1935) has given opinion on the attitude of 98 relief workers toward work relief. He found that although the money received by these two groups of people on relief differed, by no stretch of imagination could either be regarded as financially affluent. Everyone in the entire group preferred work-relief to home-relief because it allowed him to maintain his self-respect. Only three percent based their preference on the fact that work-relief paid more, 43 percent preferred it because of the effect it had on their morale and 50 percent preferred it because they were paid for working or they preferred working to being idle.

Weiss Morse and Griggs (2000) - observed that work has a double function in the life of a person. Firstly, it gives gainful employment, which enables people to earn money to support their families and themselves and secondly, work also relates one to society. It gives people a feeling of “place” or “role”. In other words, work not only allows a person to exist, but also tends to stabilize his place in the society. The “place” or “role” that a worker perceives is determined not only individual values drives, motives and sentiments, but also the manner in which the worker relates to his group.

Weiss Morse also explains that a man at work, regardless of his job level, is part of a social structure in and outside the plant, factory or office. He is a member of an informal group of colleagues or co-workers and possibly a member of a formal group and he is also a part of the company structure. Some organisations already recognize this and encourage feelings of an individual of group identification and company.

Sabu P.C. (2006) is of the opinion every individual is having different kinds of goals in life i.e long-term goals and short term goals. A person has long-term goal, to acquire money. While short-term goals of money are then meaningful characteristic of such a persons is saving and not spending. Another individual has as his long-term
goal e.g. relaxation and recreation as offered by boating, golfing, country club life and cruises. The short-term goal of money is effective only as a means of having enough to take the cruise and the opportunity to make money at the time of vacation is desired, it may be rejected on a somewhat economic level, man may want to work and save, but may only want to work so that he or she just meet his or her expenses. So, work plays a different role in the life of different people. Work is closely related to quality.

1.2 DEFINITION OF QUALITY

Quality is a disciplined effort that closely examines a company’s repetitive processes for product designs, production supplies, services and organisations.

Deafeo A Joseph (1999), in his article "Quality Six Sigma – Road map for survival", published in HR focus July 1999, says that six sigma is the revolutionary management approach that measures and boosts quality. It is a data driven method for achieving near perfect quality. It is different from other quality efforts because it catches mistakes before these happen. It is also a statistical method of translating a customer’s needs into separate tasks and defining the optimum specification for each depending on how all of the tasks interact. Based on what is revealed, the steps that follow can have a powerful affect on quality of products, performance of customer services and in professional development of the employee. The human element, moreover, is finally taking advantage of an era of technological development to create a discipline based on reality that higher levels of unbelievable quality at lower cost are urgently required to compete in a challenging and tough global economy. Six sigma is in fact a road map for survival.

Sophia Sharon (2005), analyzes perception about “Quality” that has changed dramatically over the past few years as customers are more demanding and sophisticated. As a result, companies are forced to look at it from a strategic perspective. A firm should not just be judged by the prices it offers but also by the quality of the product or services it provides.

“Quality” is easy to measure and manage in some contexts and extremely difficult in others. Business people have a pretty good of idea how to judge the manufacturing process that yields a snazzy new hand held device for example but about the retail employee’s attempts to sell the gadget. By John H. Fleming, Curt Coffman and
James K Harter (2005) on the call center’s employee’s efforts to help the customers to navigate its eccentricities? Businesses aren’t especially good at measuring and managing the quality of those processes or indeed of more work done by non-manufacturing business and units.

1.3 CONCEPT QUALITY OF WORK LIFE

The term quality of work life (QWL) is used in much broader perspective after the Arden House meet in New York in 1972, which led to establishment of international centre of QWL. The first international QWL conference was held in Toronto. Several QWL projects, which were launched in early seventies matured and began to bear fruit especially in certain high visibility initiatives.

Malhotra Meenakshi (2008) is of the opinion that the phrase quality of work life (QWL) was introduced in 1950’s to stress the prevailing poor quality of life at the workplace. Over the last four decades, both the term and meaning attributed to it have undergone a considerable change and development. The present working definition of QWL is the way of thinking about people, work and organisation. It has two distinct elements:-

(i) Effectiveness and (ii) the promotion of employee participation in important work related problems and decisions.

This definition differentiates QWL from other approaches to organisational improvement. First, the focus on the joint outcomes of employees’ well-being and organisational productivity that separates quality from methods limited mainly to one or the other outcome. For example, personal programmes traditionally attended to personal outcomes only like health, safety, etc. Conversely, most engineering improvements are intended to enhance productivity. Second, the idea of employees’ participation in important decisions that separate QWL from other programmes either fostering full participative management or neglecting employees’ involvement altogether.

According to Aswathappa K, the term “quality of work life” means different things to different people. For example, to a worker on an assembly line, it may just mean a fair day’s pay, safe working conditions and a supervisor who treats him with dignity. To a new entrant, it may mean opportunities for advancement, creative tasks and a
successful career. To an academician, it means the degree to which members of the
work organisation are able to satisfy important personnel needs through their
experience in the organisation. There are many factors, which contribute to quality of
work life. These can be the following:

1. Adequate and fair compensation.
2. A safe and healthy working environment.
3. Jobs aimed at developing, using employee’s skill and abilities.
4. Growth and security jobs aimed at expanding employee’s capabilities rather
   than leading to their obsolescence.
5. In an environment in which employees develop self-esteem and sense of
   identity.
6. Protection and respect for employee’s rights to privacy, dissent equity etc.
7. A sensible integration of job, career and family life, and leisure time.

The quality of work life (QWL) represents a concern for human dimensions of work.
It is a worldwide issue concerned with improving life at work since 1960’s. The
European approach to QWL involves industrial democracy by legislative
arrangements for employees and labour involvement in work related decision-
making. However, the approach in USA has been voluntary in nature jointly
undertaken by the management and the worker as the mutual responsibility. The
European and American QWL efforts to develop principles and methods of
organisational design, aimed at democratizing the work place, have been well
documented by the Publications of International Council for Quality of Work Life
established in the year 1972.

As early as 1960’s researchers have begun to study and connect the dots between
work and family. Numerous works on work life thereafter proves that what happened
in the workplace have significant impact on individuals and their families. & (Beutell
Greenhaus, 1985; Kossek & Ozeki, 1998; Lewis & Cooper, 1987). The
combination of a fluctuating work environment with competing job and family
commitments has negatively affect employees in the form of lowered morale and
motivation, reduced productivity, and increased burnout and turnover (Galinsky &
Besides items relating to organisational climate, the level of support offered by the organisation was also measured as an indication of the work-life quality at an institution. Perceived Organisational Support (POS) is defined as the extent to which employees perceive that the organisation values their contributions and cares about their well-being. POS is a key factor in influencing employee commitment to the organisation, job satisfaction, and general quality of work life. Many researchers have studied the relationship between perceived organisational support and work-life quality of workers and have found it to have a positive impact on organisational commitment, employee performance as well as job satisfaction (Rhoades & Eisenberger, 2002; Dixon & Sages, 2007).

The relationship of job satisfaction with work life quality is another aspect of work life that is often investigated by researchers. Job satisfaction is one of the central variables in work and is seen as an important indicator of work life quality. (Cohen, Kinnevy & Dichter, 2007; Aryee, Fields & Luk, 1999). This study utilized instrument developed by Aryee (1999), which contained items to determine the extent to which the employee is satisfied or is enthusiastic about his job. This part of feeling enthusiastic or having sense of enjoyment in one’s work is reflective of Herzberg’s Hygiene factors in his theory of motivation. (Herzberg, Mausner & Snyderman, 1967; Herzberg, 1968.)

Some of the elements that are relevant in determining an individual’s quality of work life would include the task, the physical work environment, social environment within the organisation, administrative system and relationship between life on and off the job (Rose Che, Beh, Uli and Idris, 2006).

In mid-seventies, it was estimated that more than two thousand public and private sector enterprises in the United States were engaged in some formal change programmes aimed at improving the quality of work life. It represented a direct response to the problem of increasing unemployment and decreasing levels of productivity. This concern is high and wide spread throughout the world. However, there exist contrasting viewpoints exist over the issue of growing concerns.

On the other hand Hackman and Subtle (1960) describe QWL from various other viewpoints. From a professional viewpoint, it refers to industrial democracy, increased worker participation in corporate decision making or a culmination of the
goals of human relations. In terms of the management perspective, QWL relates to a variety of efforts to improve productivity through improvements in the human, rather than the capital or technological inputs of production.

Hackman and Oldham's (1980) further highlight the constructs of QWL in relation to the interaction between work environment and personal needs. The work environment that is able to fulfill employee's personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized the personal needs are satisfied when rewards from the organisation, such as compensation, promotion, recognition and development meet their expectations. Parallel to this definition, Lawler (1982) defines QWL in terms of job characteristics and work conditions. He highlights that the core dimension of the entire QWL in the organisation is to improve employees’ well-being and productivity. The most common interaction that relates to improvement of employees’ well-being and productivity is the design of the job. Job design that is able to provide higher employee satisfaction is expected to be more productive. However, they accept the fact that QWL is complex, because it comprises physical and mental well being of employees.

Heskett, Sasser and Schlesinger (1977) define QWL as the feelings that employees have towards their jobs, colleagues and organisations that ignite a chain leading to the organisation’ growth and profitability. A good feeling towards their job means the employees feel happy doing work which will lead to a productive work environment. This definition provides an insight that the satisfying work environment is considered to provide better QWL.

Proceeding to previous definitions, Lau, Wong, Chan and Law (2001) operationalised QWL as the favorable working environment that supports and promotes satisfaction by providing employees with rewards, job security and career growth opportunities. Indirectly the definition indicates that an individual who is not satisfied with reward may be satisfied with the job security and to some extent would enjoy the career opportunity provided by the organisation for their personal as well as professionals growth.

This review on the definitions of QWL indicates that QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration.
to conceptualize and measure. It is associated with job satisfaction, job involvement, motivation, productivity, health, safety and well-being, job security, competence development and balance between work and non work life as is conceptualized by European Foundation for the Improvement of Living Conditions (2002).

Whereas Lehrer (1990) describes QWL as a process of labour management collaboration, as he suggests, in joint activities to improve QWL are frequently based on assumptions that workers should have greater participation in achievement of goals, particularly with efforts of both the union and management.

**BENEFITS OF QUALITY OF WORK LIFE**

Diwedi R. S.(1990) in his book on human relations and organisational behavior in general opines that, the benefits of QWL include:-

(a) healthier, satisfied and productive employees

(b) efficient, adaptive and profitable organisations

Specifically, following are the benefits of QWL:

1. More positive feelings towards one’s self (greater self-esteem).
2. More positive feelings towards one’s job (i.e. improved job satisfaction and involvement).
3. More positive feelings towards the organisation with stronger commitment to the organisations goals.
4. Improved physical and psychological health.
5. Greater growth and development of the individual as a person and as a productive member of the organisation.
6. Decreased absenteeism and turnover and fewer accidents.
7. Higher quality and quantity of output of goods and services.

Overall, QWL involves interaction of the individual and the organisation to satisfy each other’s needs and expectations. QWL improvements may also facilitate such social goals as greater economic prosperity or political stability. That may also provide remedies to social evils like mental health problems, unemployment, drug and alcohol addiction, among workers and their families. Working for a living is essential for human life.
Carlson (1981), is of the opinion that Quality of work is in extricable bound with quality of life. Efforts are being made to make work more and more satisfying. It is the changing meaning of work which leads to the development of the “Quality of working life” movement. Those interested in the welfare of human well being have been forced to examine quality of work life and judge its impact. Efforts are being made to make work a rewarding experience because people spend nearly half of their adult life in working in the world of work and the lives are organized around work and few things can contribute more to the quality of life than quality of work itself. Quality of work life can be said to be both a goal and an ongoing process for achieving it. As a goal it is the commitment of any organisation to work for improvement. The creation of more involving, satisfying and effective jobs and work environments for people at all levels of organisation. As a process quality of working life calls for efforts to realize this goal through the active involvement of people throughout the organisation.

Colsrud Kelly (2005), says that tell a man view in polishing automobile or drawing intricate plans for a house that he has done an excellent job and he will find reward in his work. Mastery of the job and pride in successful accomplishment are real reasons why people work hard. This applies to all jobs that are recognized as jobs, regardless of where they stand in the social hierarchy. The bar boy hopes some day to be a waiter; therefore, he likes to work with a waiter who will give him chance to learn. The plumber helper wants to be a master plumber and the college instructor wants to be a full professor. Although there are not many case studies of the average, typical, normal worker, the few that have been made indicate that the financial incentive does not play an over welcoming role in a man’s life. Prestige, social acceptance, pride in work, self-expression and the many related social drives are all equally or even more meaningful.

Social scientists, in general, and psychologists, in particular, in a bid to find out what it is which motivates people to work have gone through long twisted channels. The quest to search for what motivates people resulted in the filtering out the concept of quality of work life from a variety of studies conducted in industrial and organisational psychology and related disciplines Mali (1981).

Quality of work life has been differentiated from the broader concept of quality of life. To some degree, this may be overly simplistic, as Elizur and Shye, (1990)
concluded that quality of work performance is affected by quality of life as well as quality of working life. However, it will be argued here that the specific attention to work-related aspects of quality of life is valid.

The term of quality work life first, appeared in the early 1970s and has since increasingly found its way into professional literature. Improvement in quality of working life is becoming a catch slogan of today’s employers and employees. Nadler and Lawler (1983) are of the view that quality of working life is a way of thinking about people, work and organisations. Thus the focus of the quality of work life is not only on how people can do work better, but on how work may cause people to be better.

Cherns (1978), opined that quality of work life is the area of humanizations of the work place i.e. 'work place democracy’ work restructuring or job design’.

Mirvis and Lawler (1984) suggested that quality of work life was associated with satisfaction with wages, hours and working conditions, describing the “basic elements of a good quality of work life” as:

- Safe work environment
- Equitable wages,
- Equal employment opportunities and
- Opportunities for advancement

According to Reddy (1985), the term quality of work life though coined by David in (1972) at an international conference at Arden house New York, can be traced back to its general idea is one or other form to the 1950’s. The British Coal Mining industry and the Norwegian shipping industry carried out a lot of profound diagnostic work regarding the impact of job structures and technology and quality of work life in 1950’s—(Trist and Bramforth) (1951), Herbert (1954), Albert and Arner (1959) and Glaser (1976) opined that the term “quality of work life” has come to mean more than job security, good working conditions, adequate and fare compensations and more than even equal employment opportunities of job enlargement. The quality working life requires an organisational climate and structure that really encourage and facilitate regard, questions, challenges, or suggests ways to improve the existing modus operandi in any way. It also requires expeditious, respectful and appropriate response to such inputs.
A typical quality of work life philosophy contended Barnes (1979) revolves around creating trust, growth equity and excellence in the organisational settings.

Delamote & Takezava (1984), further added that the concept of “Quality of work life” and “Quality of life” emerged relatively recently in the industrialized nations, where English was the primary language. Several other industrial countries used synonymous like “Humanization of work” “Improvement of working conditions” “Workers protection,” “Working environment and democratization of the work place” for the term quality of work life.

Quality of work life is an indicator of how free the society is from exploitation, in justice, inequality operation and restriction in the continuity of growth of man, leading to his development to the fullest. Thus quality of work life and the quality of life, in society has a direct linkage.

Wyatt (1988), highlighted the usage of concept of quality work life in various countries. He said that quality of work life as a way of democratizing and humanizing the work place has been investigated and applied mainly in different parts of the Western world including Europe, Canada, Japan and Australia.

Wyatt also said that quality of work life has not however been given as much attention as in the South East Asia region. According to him quality of work life (QWL) is qualitative. It is a sense of overall well-being with the work process from the perspective of both employer and employee. In a very important way, quality of work life involves the notion of quality work experience. The very experience of work as well as the consequence of working may be desirable. Quality of work life means at the upper level a working experience that is physically and spiritually life enhancing. This life enhancing characteristic is from both the perspective of the employee and the organisation. Multinational organisations, should concern themselves, with what the local people conceive of quality of work life, given their total life work situation.
DIMENSIONS OF QUALITY OF WORK LIFE

The concept of quality of working life is essentially multi-dimensional. Some authors have identified various authors as dimensions of quality of working, of work life at the work place. Walton (1972) offered the following conceptual categories or criteria for quality of work life:-

(a) Adequacy in compensation.
(b) Safe and healthy working conditions.
(c) Immediate opportunity to use and develop human capacities.
(d) Opportunity for continued growth and security.
(e) Social integration in the work organisation.
(f) Constitutionalism in the work organisation.
(g) Work and total life space
(h) Social relevance of work life.

In India also, many researchers have worked in the area of quality of working life and have given various dimensions. Joseph (1978) gave four dimensions Viz, growth, mastery, involvement and self - control. Ganguli (1979) presented a somewhat different list Ghosh and Kalra (1982) delineated fifteen dimensions in their scale of quality of work life. These dimensions as are economic benefits, physical working conditions, career orientation, advancement merit, effect on personal life, mental state, union-management relations, self-respect, supervisory relationship, intra-group relations, sense of achievement versus apathy, confidence in management, meaningful development control influence and participation, employee commitment, general life satisfaction and organisational climate. The present study has also used the quality of work life inventory by Sinha and Sayeed (1980).
QUALITY OF WORK LIFE, PERFORMANCE APPRAISAL AND PRODUCTIVITY

Chadha K Narinder (1990), is of the opinion that productivity is the ratio of output of goods and services to input of human and material resources. It aims to achieve better quality and higher volume of output with the use of less and less resources by eliminating waste and optimizing the use of resources, improving productivity means getting more out of what is put in. It does not mean simply increasing production through use of additional resources, but doing better with what is already there. It does not mean working hard; it is working smarter. An organisation with higher productivity gains a competitive edge, because it does more with less, produces better quality and services with fewer people, less money, less space and fewer resources in general. Quality of work life refers to favorableness and un-favorableness of job environment for people. It may be viewed as a set up of organisation conditions and practices through which employees feel that they are safe, relatively well-satisfied and able to grow and develop as human beings. They have opportunity to make decisions about their jobs, design their work places, and get what they need to make products or deliver services most effectively. Managers treat their workers with dignity on the job; they become leaders and coaches, not bosses and dictators. There is openness and trust and management shares information with employees. Joint workers’ management and participation is the essence of quality of work life. Performance appraisal is systematic evaluation of employee’s performance in achieving organisational goals to the use of organisational resources. It is a strategic tool for improving organisational effectiveness by developing employees and making them more productive.

Subramanian V (1990) observes that performance appraisal has a direct effect on productivity and the quality of work life. If the feedback of appraisal is negative and fault finding, employees may feel demotivated. Their productivity may suffer and they may have a feeling of alienation, but if it is used as a developmental tool managers may be able to encourage good performances. Even weak performers may be helped to upgrade their knowledge and skills to improve their performance. Through their periodic evaluations, managers identify areas of improvement so that use of resources is optimized. Wastage is reduced and productivity is improved. Participation of employees in setting performance standards identifying courses of
poor performance and setting fresh objectives for the next reporting period involves employees in the performance appraisal exercise, and allows free exchange of information with their manager’s clarified mis-understandings and makes mutual expectation known to all concerned. Employees may have the feeling of working for a caring organisation where their aspirations and potential are identified and rewards and punishments are fairly distributed.

**Blum L Milton (1956)** says that if you want a job done well, give it to a man who takes pride in his work. You may have to wait a little longer for it, but when you get it, it will be done right. We have got an example of an old tailor down home that has the reputation of being the best pants maker in seven countries, but you cannot rush him. A traveling man heard of his reputation and while he was in town, he ordered a pair of pants from this old tailor. The salesman left town and came back in two weeks and called up the tailor and the tailor says “your pants ain’t done yet, but I am working on ‘em”. A month later the salesman came back to town and his pants was not ready yet. Finally, on his fourth trip, he dropped at the tailor’s shop and found the old tailor had just finished the last stitch. The salesman was pretty mad. He turned to the tailor and he said, “it took six days to make the world and it looks you took you eighty days to make these pants?” The old tailor said, “Yes, but just take a look at the world and then take a look at the pants.” So the above mentioned description proves that the interest and commitment towards job makes QWL to work for development.

**Blum (1990)** also opines that a few people are able to continue a job that they regard as meaningless or that they really know they can do well. Considering one more example, near a certain station of a railroad was a gate tender whose job was to lower the gates when trains passed his station. It was worth considerable pride that this man day in and day out, lowered the gates and then stands where he could see the engineer. His behavior was so routinized that in many respects it was compulsive when a train was at a certain distance away he started to wave large circular motion, and the expression on his face change from pleasure to delight and finally to sheer ecstasy when the engineer came along side him his hand was upraised and his face was beaming, anyone could see that this man enjoyed his job. Apparently, the engineers enjoyed his antics too, because they took their whistles out at each passing train as interference in peaceful slumber and each engineer found it a nuisance. This example given by Blum 1980 shows that how individuals’ own performance grades or
degrades his own QWL.

The research done by Fingman John (1973) indicates that if you tell a man about your view in polishing automobile or drawing intricate plans for a house that he has done an excellent job there he will find reward in his work. Mastery of a job and pride in successful accomplishment are real reasons why people work hard. This applies to all jobs that are recognized as jobs, regardless of where they stand in the social hierarchy. The wash boy hopes some day to be a waiter; therefore, he likes to work with a waiter who will give him chance to learn. The plumber-helper wants to be a master plumber, and the college instructor wants to be a full professor.

Although there are not many case studies of the average, typical, normal worker, the few that have been made indicate that the financial incentive does not play an overwhelming role in a man’s life. Prestige, social acceptance, pride in work, self-expression and many related social drives are all equal or even more meaningful.

A working man does not separate his living from his work life. He is a human being embodying many motives and instincts and while his behavior is as unpredictable in the job as it is in life.

It is evident from history that, work occupies an important place in the life of human beings. How people have thought and felt about the working experience has also been an age-old concern for both workers and managers. The expression quality of working life (QWL) was probably coined originally at the first international conference on QWL at Arden House in 1972 (Davis and Cherns 1975). Mills (1978) probably coined the term quality of working life and suggested that it had moved permanently into the vocabulary of unions and management, even if a lot of people using it were not exactly sure what territory it covered. During the twentieth century, our social science conceptualizations regarding work have been labeled scientific management, human relations, socio-technical systems theory, and now possibly holistic learning organisations. In the present study, we are concerned with how an employee perceives a high-quality working-life experience in India. There are a number of reasons why investigation of the perceptions of quality of working life for employees requires thorough research.
EMPLOYEE SERVICES: CREATING OF WORK LIFE SETTING

It is now seen that most of firms also work hard to provide good quality of work life to their employees. Following are some of the examples:-

**Con Agra Inc of Omaha, Nebraska (2007)** provides a one home nurse for up to 12 hours to care for a sick child or elder parent. Lincoln National Corporation, a financial services company offers a “home work assistance help line”, staffed with teachers for children of employees and Eddie Bauer, an outdoor clothing and equipment supplier, offer its employees to take out dinners and one paid “balance day” off a year or a holiday for one particular day of the year. These organisations, like many others, are seeking to clear or make a work life atmosphere (also called family friendly) organisation and a right climate that allows employees to balance work and personal needs while working in one particular organisation.

The comment of **Regan Carolyn**, who says that quality of work life is very important for working as, “I love my career, but there are other things in life I want to take advantage of”, so I believe scenario for quality of work life is now changing. A national survey conducted by Hewitt Associates, a consulting firm, found that 95 percent of surveyed employers are offering some type of child care assistance to employees, in which 74 percent were offered some alternative work hours arrangement, 61 percent offered on site personal services, 50 percent were provided elder care programmes, 44 percent were offered group purchasing/discount purchase plans, 38 percent offered dependent care spending account and 33 percent offered resource and referral services. While each of these programmes helps employees to manage time, employees’ benefits through competitive recruitment and reduction in various employee hassles and interruptions that affect work place productivity. They have mentioned some of the more popular employer sponsored work life programmes and benefits, which help them to provide better quality of work life to their employees at the working place, like the following:

1. Child care / elder care referral services.
2. Time off for children’s school activities.
3. Employer paid on site and near site child care facilities.
4. Flexible work hours scheduling.
5. Employee accumulated leave days for dependent care.
6. Customized training programmes.
7. Subsidized temporarily or emergency dependent care jobs.
8. Extended leave policies for child / elder care.
9. Sick child programme (care giver on call)
10. Work at home arrangements / telecommunicating.
11. Partial funding of child care cost and customized care parts.
12. Customized career path.

So, by studying the above we can say that quality of work life deals with the positive and negative feeling of an individual for and toward his job and it also specifies that how an organisation satisfies the need and expectation of the employee working in the organisation. The quality of work life has an impact on the job undertaken. Impact of quality of work life on job satisfaction and organisational commitment will also be studied here.

**QUALITY OF WORK LIFE IN INDIA**

Reddy (1985), stated that there is a view in the third world countries where one hardly finds quality of life why should one speak of quality of work life ? Surrounded by innumerable problems like poverty, population, population explosion, pollution and low wages, the third world countries can hardly afford to think of quality of work life of their workers. Nevertheless, there is another view that by reversing the same logic that quality of working life (QWL) can be used as a launching pad for the improvement of quality of life. For the citizens of developing countries by way of higher productivity, better quality of marketable goods and thereby greater prosperity of these countries.

Sinha and Sayeed (1980) reported that in the Indian setting work has already been initiated on quality of work life by many, but a major headway is yet to be made. Here initially the orientation to quality of work life remained sociological, but lately there has been a gradual switch over to psychological aspects of quality of work life.

Baba and Jamal (1991) listed what they described as typical indicators of quality of work life, including:

- Job satisfaction,
- Job involvement
- Work role ambiguity
- Work role conflict,
- Work role overload,
- Job stress,
- Organisational commitment and
- Turn-over intentions.

Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of work life.

The distinction made between job satisfaction and dissatisfaction in quality of work life reflects the influence of job satisfaction theories on qwl. Herzberg et al., (1959) used “Hygiene factors” and “Motivator factors” to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested the Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

(Ganguli and Joseph (1971 De (1977 a, b) and Sinha (1977) were amongst the few, who tried to approach quality of working life from a psychological perspective.

1.4 QUALITY CIRCLES

According to Cartwright Darwin, a quality circle is a small group of employees doing similar or related work who meet regularly to identify, analyze and solve product quality problems and to improve general operation.

The concept of quality circle has emerged from quality control. Quality circles are quite popular in Japan. Looking at their success, many organisations in USA and India have also adopted to implement quality circles. It is believed that quality circles provide future oriented approach. They seek high quality product in the current and future production.

Cartwright Darwin opines that members of a particular circle should be from the same work area or who perform similar work so that the problems they select will be familiar to all of them. The ideal size of a group is from six to eight members. The
size of a group should not be too big to prevent members from interacting actively and contribute meaningfully in each meeting.

CONCEPT OF QUALITY CIRCLES

Mohr and Mohr (1983), opine that the concept of quality circles (QC) is a result of Japanese concern for statistical quality control and the establishment of the Japanese Union Scientists and Engineers (JUSE) in 1949. A sub-committee of JUSE, entrusted with the task of quality control encourages workers to organize QC circles with their respective supervisors to study quality control. In early sixties, it started a registration system to promote and co-ordinate the nation-wide institution of QC circles. This was the beginning of a movement. In the last 20 years, more than one lakh QC circles were registered with JUSE involving about 10 lakh workers Ingami, (1983).

Dey (1984), observes that Toyota Company alone receives five lakh proposals for quality control and saves more than 230 crore rupees. According to another estimate, QCs in Japan are reputed to solve three to four problems per year at an average cost saving to the company of about US $ 15,000 per year ($5000 per problem). With approximately one million circles in operation, Japan as a nation is saving about $5 billion per year. By 1978, when QCs in Japan would have been in existence for 16 years, it was estimated that the total cumulative savings were $50 billion.

Hamel Gary and Prahalad C.K. (1990), found that excellent companies do the right things but doing the right things today will not guarantee success in competing for the future and the creation of markets of tomorrow. Some practitioners draw distinction between the hard quality of installing and monitoring the quality system and the soft quality of encouraging cooperation and sharing. Quality can mean whatever we wish it to mean. Herein lies its utility for the future.

Quality may be viewed as a goal or as a combination of both. As an objective it could regard as but are step enroute to a broader and long term goal. In one context it could be defined so as to make obtainable while other might prefer to keep it as an aspiration that is just out of reach Hamel Gary (1990)

Stephens Robbins (1990), says that it is essential that organisation learns to measure and manage quality in all kinds of business settings, as manufacturing value is created on the factory floor. In sales and service firms, value is created when an employee
interacts with a customer, indeed the employee customer encounter is on the factory floor, of sales and services. If these organisations are going to achieve meaningful operational and financial improvements the employee customer encounter must be managed with great care.

The main features of a quality circle are as following:

1. **Voluntary group:** It is a group of employees’ members who join the circle on their own. There is no pressure from management.

2. **Manageable size:** Size of a quality circle varies from six to ten members generally from a particular work area.

3. **Regular meetings:** Members meet at periodic intervals to discuss quality related problems. They assemble during normal working hours, usually at the end of the working day. As a rule of thumb, meetings occur once a week and each meeting lasts for about an hour.

4. **Own agenda:** Each circle has its own agenda. It has its own items of reference, selects its own problems and offers recommendations for solving these.

5. **Exclusive focus on quality:** The quality circle by its very nature exists to identify, analyze and solve quality related problems. After studying the above mentioned features of quality circle, it is seen that the private companies are now a days, adopting a particular mottoes for their companies to attract large number of customers, for example the basic motto of pacific company is: “Quality, a way to life”. (Pacific company limited)

**QUALITY CIRCLES IN INDIA**

Quality circles originated in Japan after World War II. In order to rebuild economy, Japanese managers gave a lot of freedom to workers through the quality circles. Today, the Idea has spread to many other countries including India. Some of the companies, where the quality circle movement has found its way include **BHEL**, **TELCO**, **Bajaj Auto**, **Hindustan Aluminum**, **SBI** and **HMT**. The successful stories about how there circles operate, how the companies have gained through quality circles, are being published by the Quality Circle forum of India in its journal **Quality Circles India**. During the last few years, more and more companies in India have been publishing quality circle cases in their house magazines and journals.
PROBLEMS IN IMPLEMENTATION OF QUALITY CIRCLES

There are several pitfalls in quality circle. Despite their merits, they have failed in many companies. The common hurdles in initiating quality circles in India are as under:

(A) Negative attitude.
(B) Lack of ability.
(C) Lack of management commitment.
(D) Non-implementation of suggestions.

A. Negative attitude:

The employees and even managers may have, negative attitude towards the quality circle. Naturally they will resist its implementation. The wrong notions of the people about quality circles should be cleared. They should be properly informed about the concept of quality circle and its utility.

B. Lack of ability:

The workers in India have a low level of education and also lack initiative. To overcome this hurdle workers education programme should be initiated. It must educate the workers about quality circle.

C. Lack of management Commitment:

The top management may not be committed to the concept of quality circle. The employees may not be allowed to hold meetings of quality circles during the working hours. The employees will be least interested in devoting their personal time to the quality circle. Therefore the management should allow the workers to hold quality circle meeting periodically during the working hours. It should extend the assistance required by the quality circles for their smooth working.

D. Non-implementation of suggestions:

The workers will feel disheartened if their suggestions of each quality circle should be given due weightage. If they are likely to improve quality of products they must be implemented. This will enthuse the members of quality circle.
REQUIREMENT OF EFFECTIVE QUALITY CIRCLE

For increasing quality circles the effectiveness the following guidelines should be followed:

1. The employees who are concerned with quality should be encouraged to come forward on their own to suggest ways and means to improve upon it.

2. The quality circle members must be given full training in the areas of statistical analysis (graphics and table readings, histograms, scatter diagrams, stratification etc.) to facilitate information process.

3. Since the members of quality circle have to work in groups, an understanding of group dynamics is also necessary, additionally they should develop a problem solving approach.

4. The members should feel independent to choose any problem which they feel is most crucial. In addition they should be free to implement and monitor the results.

5. Each quality circle should have a number of meetings and discussion. Hence facilities for such meetings should be provided without any hindrance. In other words quality circle must have the support of top management.

1.5 DEFINING JOB SATISFACTION

“How can I know what I think till I see what I say?” Collins Foster. E.M.

dictionary explains ‘Job Satisfaction’ as the extent to which the desires and hopes of a worker are fulfilled as a result of his work.

Locke E.A (1976) is of the view that job satisfaction is an important technique used to motivate the employees to work harder. It had been said, ‘A happy employee is a productive employee”. A happy employee is generally that employee who is satisfied with his job. Job satisfaction is very important, because most of the people spend a major portion of their lives at their working place. Moreover, job satisfaction has its impact on general life of the employees also because a satisfied employee or worker has a better physical and mental well being. Though it is a debatable point as to which one is the cause and to which the effect, but those are correlated to each other.
Narchal Renu in (1984) says that job satisfaction consists of those outward and inward manifestations, which give individual a sense of employment.

Happock (1988) was the first industrial psychologist to provide the concept of job satisfaction. He defined job satisfaction as a combination of psychological, physiological and environmental circumstances that cause a person to say, I am satisfied with my job.

Yousuf (1990) writes that in constructing the scale for measuring QWL he considered seventy three medical doctors and find eight reliable factors, which affect their quality of social and work life, level of excellence and satisfaction with work, skill based improvement in work life, failure in work life, learning opportunity, good pay, job involvement and fast work life. He also finds one independent item --- past work life. The quality of work life (QWL) perspective does not advocate one particular job, design technique. Instead, QWL is more concerned with the overall work environment, work climate or culture. QWL may be described as a concern about the impact of work as people and organisational effectiveness combined with an emphasized participation in problem solving and decision-making.

According to Blum M.L and Naylor J .C (2004), Job satisfaction can be defined as collection of feelings which an individual holds towards his or her job. Job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to job and are concerned with such specified factors as wages, supervision, steadiness of employment, conditions at work, advancement opportunities, and recognition of ability, fair evaluation of work, social relations on job, prompt settlement of grievances, fair treatment by employer, and other similar items. However, a more comprehensive approach requires that many additional factors may be included before a complete understanding of job satisfaction can be obtained. Such factors as the employee’s age, health, temperament, desires and level of aspiration should be considered.

Minnesota Vroom 1964 and Watson (1939) Add that his family relationships, social status, recreation outlets, activity in organisations- labour, political or purely social contribution ultimately affect the level of job satisfaction of an employee. In short, Job satisfaction is general attitude which is a result of many specific attitudes in three areas namely specific factors, individual characteristics and group relationships
outside the job. It is generally seen that an attitude of an employee can be considered as a readiness to act in one way rather than another in connection with specific factors.

Happock (1988) considered job satisfaction as a result of various attitudes that the employee holds towards his job, towards related factors and towards life in general. Industrial moral is a byproduct of a group and is generated by the group. It has four determinants which affect the attitude of an employee towards his job and which changes his level of job satisfaction in different time periods. These are the following:

1. Feeling of group solidarity
2. Need for a goal.
3. Observable progress towards the goal.
4. Individual participation in meaningful task necessary to achieve the goal.

Industrial moral may be defined as the possession of a feeling on the part of the employee accepted by and belonging to group of employees through adherence to common goals and confidence in the desirability of these goals. Authors and experimenters have measured the employees’ reaction and concluded that attitude and moral affect the level of job satisfaction of an employee.

Tiffin and McCormick, are of the opinion that ‘Job Satisfaction is influenced both by the extent to which the work done by a person is intrinsically interesting to him and by his attitude towards the total work situation, including the company, his supervisor and his fellow workers’.

From the above definitions, we may say that job satisfaction is a complex phenomenon related with the whole matrix of job factor that makes a person like his work situation.

Mohimdeen Haja Om (2005) observes that employees tend to prefer those jobs which give them opportunities to use their skill and offer a variety of tasks, freedom and feedback on how well they are doing. They are concerned with their work environment for comforts and facilities. They get more out of the job than merely money or tangible benefits. Job satisfaction is influenced by the following factors, in general:
Dhanakkiam M. (2005) opines that ‘humanware’, in an organisation is more important than the software and hardware. Men at work are not workers alone. They are basically human beings with different whims and fancies, likes and dislikes, choices, preferences, and expectations and so on. But, they all do have one expectation in common i.e. they want to be happy not only at home but also at their work place. Man needs a sense of satisfaction at his work place.

Human life is in search of satisfaction. A satisfied employee works harder on his job and when he works hard he derives greater satisfaction. But dissatisfied workers initially express their problems through grievances and complaints. As their dissatisfaction grows in magnitude, the outcome takes the shape of go-slow tactics, strikes, etc. When it reaches the peak, they are forced to lose rationality, thereby indulging in anti-social behaviour like fighting, damaging the machinery / property, materials, etc.

Jones K. Lawerence (2003) In his survey on job satisfaction, says that of career key, job dissatisfaction is widespread among workers of all ages across all income brackets. The study finds that only half of all the workers are satisfied with their jobs. Worker satisfaction has declined across all income brackets over the last nine years. Surveys over the past forty years have shown that 40 percent to 50 percent of workers would change their line of work, if they could.

With worker dissatisfaction so high and increasing, how can you avoid it? Or, if you are working and dissatisfied, what can you do about it?

First, it is important to know that there are different kinds of job satisfaction. The surveys investigated the factor of overall job satisfaction. This is when a person
considers the whole job and everything about it. Overall job satisfaction is actually a combination of intrinsic job satisfaction. There are two types of job satisfaction—Intrinsic and Extrinsic.

1. **Intrinsic job satisfaction** is when workers consider only the kind of work they do, the tasks that make up the job.

2. **Extrinsic job satisfaction** is when workers consider the conditions of work, such as their pay, co-workers, and supervisor.

These two types of job satisfaction are different, and these help to look at jobs from both angles. For example, if you are dissatisfied with your current job, ask yourself, “To what extent is it due to the kind of work I am doing?” If it is primarily the kind of work you are doing, it is intrinsic job dissatisfaction. This calls for a different solution, than that if you dissatisfied. It is extrinsic in nature.

**Lawrence (2003)** further adds that if you want to recognize that job satisfaction is influenced by job expectations- what people look for or require from a job such as job security, pay, prestige or independence. And, that some people have higher expectations for work than others. What expectations do you have for your work and how strong are they?

What can you do to maximize your job satisfaction? Based on research the experience of professional career, specialists, have given the following eight recommendations:

1. **Know yourself.** Know what is important to you and what is not. What kinds of work tasks or activities attract you? Be clear about what you expect from or require of a job. Write your ideas down. Then, you will know what to look for when choosing among jobs or careers.

   Review the “ten job expectations” most frequently mentioned by workers and rank their importance to you. Are there others, not mentioned, like autonomy or prestige, which are important to you?

   Also, do the activities listed in learning more about yourself that you think will be most helpful.

2. **Learn about jobs that are most likely to meet your expectations.** A helpful step is to take the career key test. It will help you to identify occupations that fit your personality and get accurate information about each of them. The activities you learn about the world of work are highly recommended.
3. Consider consulting a professional career counselor.

4. Do not allow your job dissatisfaction to go unresolved for long. Job satisfactions and dissatisfactions are barometers of your adjustment to work. These may lead to something worse – job loss, accidents and, even mental illness. Depression, anxiety, worry, tension and interpersonal problems can result from, or be made worse by job dissatisfaction. In fact, job satisfaction was found to be the best predictor of how long you live ... better than a doctor’s rating of physical functioning, use of tobacco, or any diseases from genetic inheritance. So, it is important to work out a solution if your job is making you unhappy.

5. Have realistic expectations for work. Overall job satisfaction is a trade-off (like many things in life). You should not expect hundred percent satisfaction or zero percent dissatisfaction. There are usually dissatisfactions even in the best jobs. And, in today’s work world you cannot expect your company to look out for you; you have to take the initiative yourself.

6. Look separately at the kind of work you are doing versus the conditions of work (pay, supervisor, co-workers, company, physical working conditions). If you are becoming increasingly dissatisfied with the kind of work you are doing, you should consider a career change. If you are dissatisfied with the conditions of work, you might be able to set matters right by negotiating with your supervisor or your co-workers, or by changing companies.

7. Look down the road at your possible career progress. Present dissatisfactions might be worth bearing if you see your career progressing.

8. Examine your values—what is most important to you. You have to answer this question honestly; How important is your job, and your career to you? Only when this question is answered then you can put your job satisfaction or dissatisfaction in proper perspective.

Ahmed Abdul (1986) observes that job satisfaction is the result of the individual’s perception of what is expected and what is received from different facets of the work situation. The closer the expectation is to what is actually received, the greater the job-satisfaction. Job satisfaction some times refers to an overall feeling of satisfaction or satisfaction with the situation as a whole. At other times, job satisfaction refers to a person’s feeling toward specific dimensions of the work environment (facet
satisfaction). These dimensions of the facets of the worker encouragement refer to such things as pay, benefits, promotional opportunities, work conditions, supervision, the work itself, co-workers and organisational structure.

**Bullock (1952)** interprets job satisfaction as "an attitude which results from balancing and summation of many specific likes and dislikes experienced in connection with his job. In Herzberg' studies as well as those of (Brayfield 1955), significant negative co-relations found between job satisfaction and absenteeism and turn over. It can be said that job satisfaction is not only affected by the quality of work life variables, but also by the attitude and many other factors.

### 1.6 DEFINING ORGANISATIONAL COMMITMENT

Commitment can be defined as the individuals' feelings of identification with dedication to the organisation. Involvement refers to a person's willingness as an organisational "citizen" to go beyond the standard demand of the job. Several factors have been found to lead to commitment and involvement.

**Steer M. Richard** has suggested that commitment and involvement are enhanced both by personal factors such as age and years of tenure in the organisation and by organisational characteristics such as the degree of participation allowed in decision making and level of security employees perceive. Thus, managers can encourage commitment and involvement by allowing worker participation whenever possible and providing researchable levels of jobs security for employee.

Commitment and involvement can lead to several positive outcomes. Committed and involved employees come to work more regularly, are more likely to stay with the organisation and work harder. Thus, managers clearly should nurture and sustain these qualities.

**Kanodia Rahul (2007), CEO and Vice-Chairman, Datamatics Technologies Ltd,** says about commitment, "my being at the top job at work does not excuse me from my family obligations. That's why I ensure I spend as much time. I don't consider spending time with family or social gatherings an obligation. In fact, for me, it's a way of winding down, and I put such occasions on my calendar / schedule. I get to learn a lot from the stalwarts of other industries that I meet and interact with.

After this view in general we can say a commitment refers to any action taken in the
present that binds an organisation to a future course of action. Not all managerial choices qualify as commitments. A CEO’s decision to build a war chest of cash, for instance, is not binding because it does not commit the business to a particular course of action— the cash remains available for any kind of investment. If, by contrast the cash had gone toward erecting a specialized factory or building a brand, the company would have been making a commitment. An action becomes a commitment, in other words, if it restricts a company’s future options in a way that would be costly to reverse.

Commitments are essential to management. They are the means by which a company secures the resources necessary for its survival. Investors, customers, and employee would likely shun any company whose management refused to commit publicly to a strategy and back its intentions with investments. But, commitments are more than just necessities. Used wisely, they can be powerful tools to help a company beat the competition.

Shepherd, P, Brian (2000) is of the view that commitments provide important benefits inside an organisation as well. They give employees a clear sense of focus and help them prioritize and co-ordinate their actions. They’re also motivational. They can, in particular, create excitement and energy in difficult times, inspiring employees to preserve despite hardships and setbacks.

Michael O’Leary’s has a vision for Irish carrier Ryan Air— he has pledged to make it Europe’s biggest airline within five years by offering low-cost fares— motivates employees to excel even in the face of intense competition from entrenched rivals.

He observes that the benefits of commitments come at a cost. Because commitments prescribe certain future actions and preclude others, they limit a company’s flexibility. When a management team commits a company to a particular manufacturing technology, for example, it prevents the organisation from gaining deep expertise in other methods. When a chief executive officer announces her intention to lead an organisation to dominance in a particular market, she forecloses other strategic avenues. When a business head signs a long-term contract with a component supplier, he narrows his choices about which products his unit can make and sell. The gains in efficiency and focus that commitments provide may outweigh the costs of inflexibility for a long time, but when conditions change, a company may find itself locked into
outdated patterns of operation and competition. A commitment’s advantages may turn into liabilities.

**Brian (2000)** believes that commitments are, in short, double-edged swords, and their dual nature is apparent throughout a company’s life cycle. When an entrepreneur starts a business, he makes decisions about products, markets, competitors, and partners that imprint an identity on the organisation, defining what it can and cannot do. As the business matures, managers reinforce that identity through new commitments involving strategy, finance, personnel, and operations. At some point in the company’s evaluation, the original identity may prove insufficient or even counterproductive, requiring managers to transform the business through a set of new commitments that contradict the earlier ones. An ill-considered commitment during any of these three stages can doom a business.

The gains that commitments provide may outweigh the costs of inflexibility for a long time, but when conditions change, a company may find itself locked into outdated patterns of operation and competition.

A commitment is not an impersonal proclamation issued by a faceless bureaucrat. It is a highly visible action, promise, statement, or decision made by an individual and is closely associated with the person.

To succeed, a commitment must be consistent with the personal values and past actions. It is said that the right commitments made by the wrong person, by contract, often fail.

Commitments define individuals just as they do organisations. They enable and constrain. They provide continuity over time. They make us what we are. Understanding the link between personal ethos and professional commitment is, in the end, what allows good managers to become great leaders.

The complex problem before any organisation is to get an individual committed to behaviors which are right for him and right for the organisation. In other words, what is commitment? And how do people get committed? This factor also affects commitment and behaviors of the employees in the organisation.

**Kumar R. Renjith (2006)** is of the view that commitment is a vehicle for worker
motivation and it is a state of being in which an individual becomes bound by his actions and through these actions to beliefs that sustain the activities and his own involvement. Commitment is what makes us like, what we do and continue in doing it even when the payoffs are not obvious. Recently researchers have proposed that organisational commitment may take many forms. It is not simply loyalty to an organisation, but an ongoing process through which organisational factors express their concern for the continued success and well being of the organisation for which they are a part.

In any field of human activity, commitment is unavoidable for the success. Commitment of human resources leads to increased productivity and enhances effectiveness and efficiency. Commitment of employees seems to be increased over the years. It is a piece of note to appreciate the human resources that they become committed in the globalised market. It is focusing on the changes in commitment and the various factors that lead to increased commitment.

Henry (1995) is of the opinion that employee commitment is the key factor in achieving competitive performance. It is regarded as an immediate and perhaps the most critical outcome of human resource strategy. Commitment implies an “enhancement of the individual and his or her skills, and not simply what this can deliver to the organisation”.

Studies conducted by Hofstede (1994) and Deal and Kennedy (1982), conclude that commitment is a key aspect of HRM theory. Commitment to the mission and values of the organisation is a fundamental principle. As a concept, it is clearly related to that of ‘strong’ corporate culture. Commitment goes further than simple compliance: it is an emotional attachment to the organisation.

Mercer’s (2002) What’s Working Survey also identifies the key drivers that contribute most to higher levels of employee commitment. Following are the eight Key Drivers of Employee Commitment:

1. Employer’s confidence in their future with the organisation.
2. Employer’s confidence in achieving career objectives.
3. Employer’s confidence in the future success of their organisation.
4. Degree of teamwork and co-operation.
6. Chance to do challenging and interesting work.
7. Company’s commitment to quality.
8. Opportunities for continuous learning to improve skills.

According to Aon Consulting’s (1999) America @ Work (SM) Survey, states that there are 17 key factors or “drivers” for workforce commitment. The factor with the greatest impact on workforce commitment is: Management’s recognition that personal and family lives are important. The top factor is followed by the following:

- Opportunities for personal growth.
- Customer satisfaction.
- Communication for employee benefits.
- Skills for co-workers keeping pace with the skill demands of the job.

The 17 drivers of commitment fall into the following five categories;

   - Recognize the importance of personal and Family life?
   - Allow employees to balance the job and other parts of life?
   - Encourage co-workers to support an employee’s personal needs?

2. Organisational Culture, Leadership and Direction.
   - Is the organisation heading in the right direction?
   - Do employees get satisfaction from their every day work?
   - Do the jobs provide opportunities for personal growth?
   - Does the work environment permit open, candid communications?

3. Benefits and Compensation
   - Is pay equitable within the organisation?
   - Is compensation program understandable?
   - Are benefits competitive with other employees?
   - Are benefits communicated adequately?

4 Management of Change

Does the Management take the following steps?:

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- Encourage employee’s ideas for improving the way things are done?
- Involve employers in planning change?
- Stand ready to make the changes needed to stay competitive?

5. **Employee Selection, Training and Development**

How well does the organisation:

- Evaluate employee performance?
- Accurately appraise employee performance and contributions?
- Train employees?

It shows that the workforce commitment across population segments examined/proved that workers are more committed in the following different groups -- Older workers, married workers, higher income workers, rural workers, more educated workers, workers in finance/insurance, employees who have been on the job longer.

**Singh Nirmal (2003)** opines that the workplace in the new millennium has changed. Organisations must learn that their needs and the needs of their employees are interrelated and also realize the need for a close working relationship. Organisations must have committed productive employees who are satisfying customers and who are contributing to the bottom line. Loyal and committed employees do better work than uncommitted employees while uncommitted employees can do better work if supported financially. “Employee commitment used to equate with old fashioned loyalty to a career employer,” observed Pfau. “But today’s mobile workers look for an employer of choice, they can be proud to work and whose leadership they trust. This sense of trust in senior leadership is really a factor in commitment, which is a key factor in creating economic value for the organisation. So, it is imperative for the organisations to focus on human resource commitment by concentrating on its workforce, thereby maintaining a close relationship between employers and employees, for achieving mutual objectives.

**Moore and Feldman (1960)** state that the Concept of organisational commitment has been extensively used by scholars in human resource development as a tool for analyzing the problems involved in mobilization and adjustment of human resources in developing societies which are agrarian or have some other primary type of economy. Concept of commitment includes both actions as well as psychological
acceptance of the industrial way of life. A fully committed worker is he who has also internalized the norms appropriate to the new productive organisation.

Kerr et al (1960), another group of scholars have emphasized stability at the job as a major factor Kerr and his associates have argued that recruitment of labour to industrial occupation is not a problem but have such workers, who have severed their connections from the land is more difficult. Thus, a committed worker is he who has broken his links from the village economy has become a permanent member of urban industrial wage earners and does not hope to return to village. He has also psychologically adjusted himself to all that goes along with the industrial way of life. He hopes all his aspirations and expectations of life are going to be fulfilled through industrial job, looks towards management and he stays for social support rather than falling back on his kin or caste members at the time of need or social security.

Ramaswamy Uma (1990) is one such person, perhaps, whose study is the only one which realistically presents the worker’s life, their aspirations and their views on different aspect of industrial relations which keep on bothering the unions’ managements and the government. There has been a common belief that there is a conflict between traditional bond society and the industrial cultures, as a result of which the workers are not committed to industrial work Uma Ramaswamy has tried to study this aspect with reference to textile industry workers around Coimbatore. Her findings intimate that it may be true that the Indian workers have traditional commitments and bonds but this does not prevent their commitment to the industry or origination culture on the contrary organisations, which tried to follow the policy which represents such traditions may also get greater commitments of the workers.

While concluding we can say that there are important work related attitudes people in organisations form, attitudes about different things. For example, employees are likely have attitudes about their salary, promotion possibility, their boss, employee benefits, the food in the company cafeteria, and the colour of the company uniform. Of course some of the attitudes are more important than other. Especially, important attitudes are job satisfaction or dissatisfaction, organisational commitment and job involvement.

Organisational commitment is an attitude that reflects an individual’s identification
with an attachment to the organisation. A person with a high level of commitment is likely to see himself as a true member of the firm, for example, referring to the organisation in personal terms like “we make high quality products” to overlook minor sources of dissatisfaction with the firm and to see himself remaining a member of the organisation. In contract, a person with less organisation commitment is more likely to see himself as an outsider. (For example referring to organisation in less personnel terms like “they don’t pay their employees very well to express more dissatisfaction about things and they don’t see themselves as a long term member of an organisation. Research also suggests that Japanese workers may be more committed to their organisations than US workers. Now we can say both job satisfaction and organisational commitment are two very important factors which affect the quality of work life of an individual working in an organisation and while media is one of the most important and emerging sector which needs a good maintenance of quality of work life as it serves to large number of people.

1.7 MEDIA INDUSTRY – THE OVERALL SCENE.

The programming capability of man provided him with an edge over other species in animal kingdom and he succeeded in evolving various complex forms of media of communication for expansion of his resources as well as for having better control of his environment.

The human effort has been to discover nature, essence and dynamics of communication, to learn what communication is and how it works, to develop means of communicating more effectively. Over a period of time, there have been a number of formulations about communication. Some studied applied communications; others were interested in scientific accounts of human symbol using. The mixed material related to general explanation of communication process, some to definitional problems some to philosophical concerns and other to practice.
HUMAN COMMUNICATION – A CONCEPTUAL MOVE

According to the Encyclopedia of Mass Media and Communication, (1998), the word communication comes from Latin word ‘communico’ which means sharing and not just sending messages. Therefore, communication is a social process, and countless ways in which human beings keep in touch with one another. The communication may be verbal, non-verbal, written, audio-visual, etc. The act of communication suggests a sender (of message) and receiver. The message is what is communed between the two. The message is shared, reacted or non-reacted. When there is active communication, the effort is for interaction, interchange, dialogue and mutual understanding. Communication presupposes a shared symbolic environment, a social relationship among those who participate, leading to a social interaction.

So, communication is a dynamic interpersonal process and is an inevitable means of survival of human beings. Its very nature is a catalyst for good. It breaks down barriers between people. The media of communication, thus, acted as a mirror of society. But, at the same time, it has also been employed by man as an instrument of social and technological change. This is the reason that communication and information is power. Communication is for development, its prompted development is long lasting, more meaningful and is readily acceptable. No task of the world of today can be accomplished successfully and adequately without the media support. Arvind Kumar (1998) says that every social planner agrees that the only way to reach the majority of the population with development information in a quick and efficient way is the mass media. However, there is a need to properly harness the media of communication through media men and media organisations suitable to people’s need and aspirations so that communications get democratized for developmental process.

MASS MEDIA – AN AGENT OF CHANGE

As discussed in Issues of Mass Communication--- The Basic Concepts Ganesh Subbrayam 1998 of YWCA New Delhi, says that mass media can serve as change agents in bringing about social transformation of the Indian society. The various media of mass communication such as press, radio and television serve as change-agents in bringing about social transformation of the society. In a country like India change is required in a number of areas for betterment people’s lives. Each medium is
different from the other and has its own ways of bringing about betterment for welfare of the people and the nation as a whole. No one medium can replace another in the process as each has a specified role to discharge. In the process of positive development, the role to be played by these various media cannot be undermined. These Media can be complementary to each other. Indian society is full of diversified cultures, traditions and beliefs. Our mass media’s role as social reformer and representative of people has great significance in binding these complexities of culture and processes.

**Dua M. R. & Gupta V. S. (1998)** in their article,” Issues of Mass Communication and the People of the Society discussed that social development in traditional societies like India is not easy because of the close interrelationship that exists among technical, economic, cultural, religious and other social aspect. Even so social changes take place, which can be viewed as the aggregate effect of individual adaptations to some “new environment”

Thus, communication plays a significant part both in individual adaptation, their as well as creation of a new environment. Increased communication facilities are necessary, but not a sufficient condition for bringing about development and social change. The individual is important for his innovative behavior and participation in the development processes and social change.

From the communication perspective, human actions are seen as the process by which persons collectively maintain social reality. Human beings simultaneously live in symbolic universe (social reality) and with other people. They actively strive to create coherent stories drawing from the ‘resources’ of their social reality and from the practices in which they are engaged with others. They tell themselves stories that explain and guide their performance in practices and they enact stories that exemplify and ‘test’ their resources **Kumar Arvind (1998)**.

**MASS MEDIA PROVIDE ENTERTAINMENT, ENLIGHTENMENT, AND EDUCATION**

Subbrayam Ganesh (1998), while describing the functions of mass media says that the main functions of mass media are providing entertainment, education and enlightenment. Apart from these functions, the media correlate with the environment and provide socialization to citizens. We come to know about what is happening in our environment through mass media.
Mass media inform us on a number of topics of current developments that are taking place. For example, we come to know about new farming methods in a predominantly agricultural community not through anything else but through mass media.

**Dua M R (1994)** argues that an active role of media in development of human beings in national, regional or international spheres has to be endowed and fully acknowledged. The most important endeavor in development has to be accorded to human development. In fact, human development is a key to development in all other areas. Without adequately planned, skillfully executed and willingly received media support, human development will pose a difficult proposition and remain an unachievable goal. It is, therefore, imperative that before we plan any developmental activity, we ensure that the human power involved in the task is sufficiently communicated. Media inputs develop human upbringing, human nature and human personality in a number of ways.

**Rogers M. Everett (1990),** well-known sociologist and communication scholar, says that new ideas are diffused into a community through mass media and interpersonal communication. He argues that new ideas spread into a community slowly, and this follows a four steps process. In his social diffusion theory, Rogers postulates that a series of steps are adopted by people in the process of trying out new ideas. These are the following:

1. Knowledge, the stage in which an individual gains awareness.
2. Persuasion, the stage in which the individual gets persuaded about the new ideas.
3. Decision, the stage in which a decision to adopt or not to adopt is taken.
4. Confirmation, the step in which confirmation of earlier decision is taken.

Rogers has carried out a number of research studies regarding diffusion of innovation largely passed on third world contexts. His researches are particularly relevant to a country like India in the field of communication and social change.

The traditional concept of communication is that we use communication to express our inner purposes, attitudes, and feelings describe events and objects of the external world; and produce sharednesses between the speaker and the audience addressed. Another view is that patterns of social communication constitute the world as we know. It is a primary social process.
**Pearce (1989)** presents the premise that we live in communication rather than outside of communication and use communication for our own purposes in the era of communication revolution. Communication is far more important and central to human condition than ever before. There is recognition that multiple forms of communication exist in contemporary human society. These forms are not natural. They are alternative forms of being human. Each qualitatively different form of communication presents a particular array of opportunities and problems.

To communicate actively or passively is one of the basic needs. We talk of basic minimum needs (BMN) broadcasting media network of foods, clothing, shelter, education and health. But the ‘right to communicate’, whether actively or passively, the essential basic is social need. Human beings cannot survive without communicating.

Not only this, communication is the locus of forces through which persons create and manage social realities. Social reality includes concept of self, community, institutions, and cultures. Through communication, we create conceptions of self. Who we are. We create relationship within the community and build institutions. We communicate and act together to create or recreate community relationship. Relationship exists and is managed within a culture. Human communication notion is not always getting the accuracy of transmission, but a social reality creation.

An in-depth analysis of media effects shows that the mass media are effective whenever the contents are relevant and or of political significance and when the sources are considered credible. The interpersonal channels and folk forms of communication are fairly active and make up for the limited reach of the mass media in our society.

The major mass media such as press, radio, T.V., film and magazines do have to play their respective roles, whether they are in the public sector or private sector. Following are the general guidelines about the role the Indian mass media need to play in bringing about the social change:-

1. Media should provide accurate information on politics and culture to the people.

2. Media should not only provide information, but also motivate people to participate in its development oriented efforts.
3. They should mould public opinion and provide a forum to create public policy.

4. Bring into light the changes that are taking place around the people and telling them about their significance.

5. Media need to prepare people to take up challenges facing the nation.

6. In the time of crisis, media should become guardian of public morality and sentiments.

7. Media should educate the masses on new methods, new practices and new applications of technology.

8. Media should play its part in communicating messages on family planning, adult education and primary health care, etc.

9. On developmental planning, media have a role to discharge in informing about it to the people and getting their approval and participation.

10. When the country faces critical situation or internal or external emergency, the media should not only be objective, but helpful to the government.

11. Media should analyse and mobilize public support for various developmental projects undertaken by the government and non-government organisations.

12. Media should contribute towards eradication of illiteracy, and superstitions.

13. Media should mobilize public support for family planning, adult education and primary health care.

14. Media needs to be impartial and unbiased in reporting events of public importance where the government and others are involved in a controversy of some sort. They need not support the government but be factual, truthful and objective in its reporting.

15. During natural and man-made disasters and accidents, media should be the first to report these as fast as possible. The reporting they should not be sensational, what is required but fair and objective.

As a noted expert of communication media, Schramm Wilbur, has said, media has the power to initiate, stimulate, provoke and promote rural development by providing varied perceptions, interests, motivations, beliefs, faiths and ideas. In fact, communication media appropriately set in a process of, and determine the agenda for rural development quite often. It is the media which 'mediate in the production,
consumption and accumulation of goods and services, besides promoting, political, social, psychological and cultural processes.

Communication media and development are major domains of human pursuits, which are intimately interwoven. It is true that a particular kind of ‘development’ may call for a particular kind of communication media use. Planning appropriate communication media strategies is, therefore, vital.

Development has been defined differently by different people. Todaro (1977) has described it as a complex of social cultural attitudes and economic changes for which we should strive for the fulfillment of basic need of the people. He says “Development must be conceived as a multi-dimensional process evolving major changes in social structures. Popular attitudes and national institutions as well as the acceleration of economic growth, the reduction of inequality and eradication of poverty. Development must be turned to the diverse basic needs and desires of individuals and social groups.

According to Goulet (1971), there are three components of development. Life sustenance, self esteem and freedom. All the three components are equally important, but then first, life sustenance, is fundamental. Without the means of fulfilling primary needs such as food, clothing, shelter, health, education and employment, no human being can have self esteem. To a person, who is poor and has no self esteem, freedom will have no meaning. Rogers (1976) has defined development as a ‘Participatory process of social change in society intended to bring about both social and national advancement for majority of the people and through them gaining greater control ever their environment.

Thus, a development broadly entails and suggests a process of change that is multi-dimensional- social, economic, cultural, political, etc. It also entails a change in their structures and attitude. Therefore, development can be said to be an all embracing concept encompassing economic, social, cultural and political aspect of the society. It is the sum total of all-round balanced and planned growth.

**RADIO AS MEDIA INDUSTRY AND ITS DEVELOPMENT**

Since the beginning of human life on the earth the necessity of establishing a common link between man and man was felt and from the moment it was established that
human voice could be transmitted by electromagnetic waves over long distance without the help of wires. U L Baruah, (1983) says Radio has exercised a strong fascination over the minds of people. This is as true of India as elsewhere. Broadcasting caught on rapidly in the beginning of the twenties and captured the imagination of men and women, who saw in this new medium & a means of communication of unparalleled immediacy and power.

PRE AND EARLY HISTORY OF RADIO

According to Prasar Bharti, (2005) The pre-history and early history of radio is the history of technology that produced instruments which use radio waves. Later in the timeline of radio, the history is dominated by programming and contents, which is closer to general history. Various scientists proposed that electricity and magnetism while both capable of causing attraction and repulsion of objects, were linked.

In 1802, Gian Domenico Romagnosi suggested the relationship between electric current and magnetism, but his reports went unnoticed. In 1820, Hans Christian Ørsted performed a widely known experiment on man-made electric current and magnetism. He demonstrated that a wire carrying a current could deflect a magnetized compass needle. Ørsted’s experiments discovered the relationship between electricity and magnetism in a very simple experiment. Ørsted’s work influenced Andre-Marie Ampere to produce a theory of electromagnetism. In the history of radio and development of “wireless telegraphy”, several people are claimed to have “invented the radio”. The most commonly accepted claims are the following:

Jagdish Chandra Bose (1894) the Bengali Indian physicist, Jagdish Chandra Bose, demonstrated publicly the use of radio waves in Calcutta, but he was not interested in patenting his work. Bose ignited gunpowder and rang a bell at a distance using electromagnetic waves, proving that communication signals can be sent without using wires.

The 1895, public demonstration by Bose in Calcutta was before Marconi’s wireless signalling experiment on Salisbury Plain in England in May 1897.

In 1896, the Daily Chronicle of England reported on his UHF experiments, “The inventor (J.C. Bose) has transmitted signals to a distance of nearly a mile and herein lies the first and obvious and exceedingly valuable application of this new theoretical
Popov Stepanovich Alexander was the first man to demonstrate the practical application of radio waves.

In 1894, the Russian physicist Alexander popov built a Coherer. On May 7, 1895, Popov performed a public demonstration of transmission and reception of radio waves used for communication at the Russian Physical and Chemical Society, using his coherer: this day has since been celebrated in Russia as “Radio Day”. He did not apply for a patent for this invention. Popov’s early experiments were transmissions of only 600 yards. Popov was the first to develop a practical communication system based on the coherer, and is usually considered by the Russians to have been the inventor of radio.

Around March 1896, Popov demonstrated in public the transmission of radio waves, between different campus buildings, to the Saint Petersburg Physical Society. (This was before the public demonstration of the Marconi system around September 1896). In 1898, his signal was received six miles away, and in 1899 thirty miles away. In 1900, Popov stated at the Congress of Russian Electrical Engineers that, ‘the emission and reception of signals by Marconi by means of electric oscillations was nothing new, as in America Nikola Tesla did the same experiments in 1893.’

Later Popov experimented with shop-to-shore communication. Popov died in 1905 and his claim was not pressed by the Russian government until 1945.

Tesla Nikola, In 1891, begins his research on radio. He was the first to apply the mechanism of electrical conduction to wireless practices. He also initially used sensitive electromagnetic receivers that were unlike the less responsive coherers later used by Marconi and other early experimenters. Afterwards, the principle of radio communication (sending signals through space to receivers) was publicized widely. Various scientists’ inventors and experimenters began to investigate wireless methods. He was rewarded the patent rights, after holding them initially, for radio by the united States Supreme Court after his death.

THE DEVELOPMENT OF RADIO INDUSTRY IN INDIA

The development of broadcasting in the Western world as also in broadcast of special music programme in August, 1921, evoked interest in people and radio clubs like in
other countries were formed in India. In November, 1923, the Radio Club in Bengal, Calcutta, was given permission on temporary basis to transmit programmes on a small Marconi transmitter. A Radio Club was also formed in June, 1924 in Bombay and the broadcast of programme was started. Then on May 16, 1924, Madras presidency Club was formed with Goshen Viscount, Governor of Madras, as its patron. These clubs rendered valuable services as predecessors of broadcasting radio industry in India and paved a way for regular broadcasting.

In the year 1926, the idea of a regular broadcasting service in India took shape for the first time in the form of an agreement, between the Government of India and a private company called the India Broadcasting Company Ltd. Under that agreement a license was given for construction of two stations, one in Bombay and other in Calcutta granted. The Bombay Station was inaugurated on the July, 23, 1927, and the Calcutta Station on the August 26, 1927. Both of these were medium wave stations and had a power of 1.5 KW. Their effective range was 48 KW. When the Bombay station was inaugurated, the number of licensed listeners in India was less than 1,000.

In this way radio broadcasting started in India but after a short span of three years, the Indian Broadcasting Company went into liquidation on the March 1, 1930. However, to meet popular demand, the Government decided to acquire the assets of the company and run the two stations in Bombay and Calcutta. On an experimental basis, for a period of two years from April 1, 1930. Finally, the Government decided in May, 1932, to continue the India Station Broadcasting Service under their own management and placed it under the administrative control of the Department of Industries and Labour.

After this a period of steady expansion of radio began and it was run as a part of the Department of Industries and Labour. In March, 1935, the Government constituted a separate department under a Controller of Broadcasting Radio industry to work under the Department of Industries and Labour. The new controller of broadcasting Lionel Fielden, who was selected from the BBC, took over on August 30, 1935. A sum of two million rupees was sanctioned for the development of broadcasting in India.

FIELDEN'S MEMOIRS: While on leave in England in July, 1937, feelden wrote critical articles in The Times about development of broadcasting in India he writes in
his memoirs, “All India Radio grows and grows inevitably out of my control. I felt as if I were being slowly hoisted into a curtained howdah on the back of a swelling elephant. Pioneering days were over. I had done my utmost, with careful rules of promotion, to avoid the rise of clerks who know nothing about programmes, and to keep rewards and prizes for those who possessed originality and vigour, however intractable the personalities may be. But, I could not help the growth of red tape or the accumulation of a deadly routine. Gradually, I was myself swamped by problems such as the development of foreign broadcasts, the imminence of war and the attendant preparations, of parliamentary questions, the welfare, housing and pay of the increasing staff, and the printing and circulation of radio publications, the tenders for new stations, the purchase of land for studies and transmitters, the question of acoustics and the relationship of All India Radio with provincial governments. These and many more such kept me chained to the desk”.

June 1936, The “All India Radio” Replaced the earlier designation of the India State Broadcasting service. Besides increase in the number of broadcasting stations at important centers, the activities of the department also widened considerably.

DELHI STATION

The Delhi station of the Indian State Broadcasting Service went on the air on January 1, 1936, from the temporary studios at 18 Alipur Road. The 20 KW MW transmitters were located at Mall Road. By now, Controller Lionel Fielden, firmly in saddle, was able to persuade the Viceroy Lord Linlithgow to adopt the name ALL INDIA RADIO despite opposition from them the Secretariat. The new name was adopted from June 8, 1936. Fielden’s autobiography, The Natural Bent (1960; Andre Duetsch Ltd, London), reveals the travails of the formative years of Indian broadcasting. He was impatient of the leisurely way of the Imperial Secretariat in Delhi. Cecil Goyder, another BBC man, took over as Chief Engineer of the All India Radio on August 19, 1936. Charles Barnes, another Englishman, came as News Editor on September 9, 1937. Later in December, Lahore, the fifth station (5 KW MW) was commissioned.

As stated earlier, the Delhi Station was opened on January 1, 1936; the staff at Headquarters was augmented. Some new departments e.g. the Installation
Department, Research Department and News Service Division were created. Broadcasting was transferred to the Department of Communication in November, 1937, and was later on transferred to the Department of Information and Broadcasting in October, 1941. This department was reconstituted as the Department of Information and Arts from the February 23, 1946; the name of the Department was again changed to the Department of Information and Broadcasting from September 10, 1945.

Some new radio stations were opened in quick succession at Peshawar, Lahore, Lucknow, Madras, Tiruchi and Dacca, besides establishment of additional short-wave transmitter in Calcutta, Bombay, Madras and Delhi.

**ALL INDIA RADIO AT A GLANCE**

At the time of partition, India had six radio stations (Delhi, Mumbai, Kolkata, Chennai, Tiruchi and Lucknow) and three radio stations went to Pakistan (Lahore, Peshawar and Dacca; Dacca is now in Bangladesh). In the year 1947, the All India Radio drew up an Eight-year plan for development of Broadcasting in India at an estimated cost of about Rs. 364 lakh as a part of Post-war Development Scheme. Under the phase of Development 14, new stations were set up at Allahabad, Amritsar, Ahmedabad, Calicut, Cuttack, Dharwar, Gauhati, Jammu, Jalandhar, Nagpur, Patna, Shillong, Srinagar and Vijayawada. Besides control of the five radio stations (Baroda, Hyderabad, Aurangabad, Mysore and Trivandrum), which had been functioning under the erstwhile Princely States, was taken over by the AIR during the period 1946-1950. Thus by 1951, when the first Five Year Plan was launched, primary broadcast service on the medium wave extended to about 12 percent of the year of the country serving about 20 percent of the population. The All India Radio has seen a very fast growth of AIR network since independence. The phenomenal growth achieved by the All India Radio through decades has made it one of the largest organisations in the world. Today AIR reaches out of 99.37 percent of the population spread over 91.42 percent of the area of the country with the help of 225 radio broadcasting centres around the country, including one in the capital of every state, a total of 384 channels and transmitters in 24 different languages and dialects. After completion of the tenth plan schemes, the radio coverage in the country...
would become 92, 92 percent by area and 99.49 percent by population. In this way, the All India Radio is reaching out to almost everyone in about every nook and corner of the country in the languages and dialects spoken by them. The strength of this medium continues to be undiminished and contrary to all expectation is indeed growing. While fulfilling its mandate as a Public Service Broadcaster, it has also been making concrete efforts to augment its revenue generation by way of considerable and aggressive marketing of its in house programmes and also producing customized programmes. It earned revenue of Rs. 150 crores in the financial year 2004-05.

Despite the growth of private radio channels since the 1990’s, All India Radio (AIR) remains popular media resource, being accessible even in the remotest parts of the country. It is also the most common means of gaining access to information and entertainment, as the radio receiver are relatively cheap and affordable.

**ORGANISATIONAL STRUCTURE OF ALL INDIA RADIO**

The Director General, All India Radio functions under the Prasar Bharati (Broadcasting Corporation of India). The Director General has been declared as the ‘Head of Department’. He is responsible for the overall administration and supervision of the entire AIR network.

In the performance of his duties and functions, the Director General is assisted by some of the following important wings:-

**PROGRAMME WING**

The Director General is assisted by Deputy Directors General in the Headquarters and Deputy Directors General in the regions. All these officers belong to the programme cadre of All India Radio. The Headquarter of the Regional DDGs are situated at Mumbai (WR), Lucknow (CR) and Guwahati (NER) Chennai and Bangalore (Southern Region), Delhi (NR) and Kolkata (ER).

**ENGINEERING WING**

In respect of technical matters of the All India Radio, the Director General is assisted by the Engineer-in-Chief and Chief Engineers, posted in the headquarters and the zonal offices. In addition, there is a Planning and Development Unit in the headquarters to assist the Director General in respect of Development Plan Schemes
of All India Radio. In respect of Civil Construction Wing, which is headed by a Chief Engineer., CCW also caters to the needs of the Doordarshan.

ADMINISTRATIVE WING

A Deputy Director General (Administration) assists the Director General on all matters of administration. A Director looks after the Engineering Administration of the All India Radio, while another Director (Admin. &Finance) assists DG in matters of administration.

FINANCE WING

An additional Director General (Fin.) assists the Director General on financial matters. Apart from regular officers attached with this wing two senior consultants also contribute by way of working as advisers to ADG (Finance).

AUDIENCE RESEARCH WING

There is a Director, Audience Research, to assist the Director General in carrying out surveys of audience research on the programmes broadcast by various stations of the All India Radio. Audience Research Unit of DG, AIR is supported by six Dy. Directors at the Regional Mobile Units located at Shillong, Kolkata, Chennai, Mumbai, Delhi and Allahabad and 38 Audience Research Units spread over the entire country. This is perhaps the largest media research organisation of the world.

NEWS SERVICES DIVISION

News Services Division works round the clock and broadcasts 360 bulletins both in the home and external services. The bulletins are broadcast in Indian and foreign languages. It is headed by Director General, News Service. There are 45 regional News Units. The bulletins vary from region to region according to news interest.

EXTERNAL SERVICES DIVISION

The External Services Division of the All India Radio broadcasts in 27 languages- 16 foreign and 11 Indian languages. These services are radiated for an aggregate duration of 72 hours daily and are projected to cover 100 countries.
CBS CENTRES AND VIVIDH BHARTI

There are 39 Vividh Bharti cum Commercial Broadcasting Service (CBS) Centres including three Exclusive VB Centres. The work relating to CBS is performed by two wings i.e. Sales and Production. A separate independent office known as Central Sales Unit along with 15 main CBS Centres looks after marketing of broadcasting time. There are two more Vividh Bharti Centres at Varanasi and Kochi.

NEW INITIATIVES OF ALL INDIA RADIO

PROGRAMME WING

It has been a constant endeavour of AIR to take innovative steps and explore possibilities in the area of programming, keeping in view its basic objectives i.e. information, education and entertainment. During the year 2009-2010 thrust/emphasis was given to programme areas like Farm and Home, Environment, Family Welfare, Children, Women, Educational Broadcast, Music, Drama, etc. Salient features of these are given below:

1. Activities undertaken on Broadcast of programmes on Farm and Home.

The commitment of the All India Radio to the rural audience dates back to more than 60 years. All stations of the All India Radio broadcast Farm & Home programmes directed at rural audience. In fact, special programmes were designed to cater to the day to day seasonal needs of the farming community. To broadcast the latest technology and information for agricultural output is a continuous process of its Farm & Home programme. These programmes have not only provided information about agriculture, but also created awareness about the ways and means to improve the quality of lives. The programmes were broadcast daily in the morning, noon and evening. The average duration of Farm & Home broadcast was 60 to 100 minutes per day. Farm & Home programmes also included programmes for Rural Women, Rural Children and Rural Youth.

Radio present extensive programmes on land and water conservation, sustainable agriculture, biotechnology, integrated pest management in crops, crop insurance schemes, environment protection, disaster management, role of panchayats and nutrition etc.
AIR has stepped up its activity of Agriculture Broadcast with the launch of exclusive Agriculture Channel “Kisan Vani” from February 15, 2004, in collaboration with the Ministry of Agriculture to inform local farmers about the daily market rates, weather and day to day activities in their area at micro level. Presently, “Kisan Vani” is being broadcast and relayed from 96 AIR FM Stations.

2. **Activities undertaken on broadcast of programmes on environment**

Keeping in view the importance of the subject, all the AIR stations were broadcasting a daily programme of Environment for five to seven minutes duration and a weekly programme of longer duration the year 2009-2010 on preservation of environment through development of forests, aorestation, social forestry, etc. These programmes were broadcast in different formats like talks, discussions, features, news items, spots, serials, etc by all AIR stations in their local languages.

There was a regular broadcast of programmes related to Environment & Forest Developmental Schemes, launched by the Central / State Governments. The All India Radio has adopted a multilingual approach for its broadcasts of programmes on environment, forestry, wildlife and ecology etc. These programmes were broadcast in major languages and local dialects, spoken by various smaller communities.

All AIR Stations gave wider publicity to the legal aspects of Environment and Forestry.

3. **Activities Undertaken on Family Welfare Programmes**

AIR stations broadcast more than 15000 programmes on Health & Family Welfare in each month for duration of about 25000 minutes. These were broadcast in general as well as special audience programmes like, rural, women/children and general audience programmes, in various formats. Apart from this, rest of AIR stations, including local radio stations also, mounted such programmes regularly. The themes covered were ideal age of marriage, delaying the first child, spacing children, birth control measures, maternal care, child survival, women empowerment, promotion of inter-spouse communication, male responsibility, neutralizing male preference syndrome, medical termination of pregnancy, promotion of institutional legal provisions, management of reproductive tract infections (RTIs) and sexually transmitted infections (STIs), pre-natal diagnostic techniques (Regulation and
Prevention of Misuse) Act- 1994, AIDS, drug abuse, breast feeding, child right, child labour, girl child, disability, T.B., leprosy and reproductive child health etc.

Central Health Education Bureau, Ministry of Health & Family Welfare was constantly in touch with AIR and provided background materials and expert advice from time to time. Each year Akashvani Annual Award is given to the best programmes on Family Welfare.

4. Activities undertaken on broadcast of programmes on children

All stations broadcast programmes for children on regular basis. In the programmes addressed to women and general audiences, stress was laid on health and care of mother and the child. Programmes dealing with immunization and primary health education formed a regular part of the broadcasts.

AIR broadcast programmes from almost all its stations for children of three categories, viz, programmes for children between the age of five to seven years and eight to fourteen year age for rural children.

Special programmes focusing on the status and importance of the girl child in various formats such as discussions, comparing, talks, short stories, jingles, spots etc. were broadcast during the transmission of a continuous basis at regular intervals, throughout the year to create greater social awareness about the issue.

5. Activities undertaken on broadcast of women programmes

All Stations broadcast programmes for rural as well as urban women at the times convenient for listening by the respective target groups.

The programme directed to women listeners covered subjects related to socio-economic development of women, health and family welfare, food and nutrition, scientific home management, women entrepreneurship, education including adult education, gender issues, etc. These programmes also aimed at creating wide social awareness about rights and privileges of women through the propagation of legal literacy. Different traditional folk forms were used to communicate specially with the rural women audience.

6. Activities undertaken on AIDS/ HIV Programmes.

The Ministry of Health & Family Welfare organizes family and health awareness
campaign from time to time among the general population on the problem of RTI/STI and HIV/AIDS infection and services for early detection and prompt treatment of RTI/STI. AIR disseminates these messages regularly.

All India Radio has adopted a multi-lingual approach for its broadcast of programmes on HIV/AIDS.

The theme and slogan ‘Live and let live’ was widely discussed during the broadcast of variety of programmes in health, youths, children’s, women’s, rural women’s, industrial workers and rural programmes.

7. **Activities undertaken on Educational broadcast**

Every Primary Channel of AIR stations all over India broadcast educational and science programmes on regular basis in fixed chunks. Apart from this, the IGNOU Programmes were broadcast from AIR stations covering various topics frequently. Educational broadcast for the students as well as teachers of primary/ middle/ secondary/ senior secondary schools in collaboration with NCERT. CIET also started its programmes through AIR stations. This a formal educational broadcast based on NCERT and supposed to be listened to by the students in their classrooms.

8. **Activities undertaken on Drama Programmes**

More than 80 stations of AIR broadcast plays in various regional languages. Radio adaptations of classics novels, short stories and stage plays are also some of the highlights of radio. Besides original plays, a large number of AIR stations regularly broadcast family dramas with the object or eradicating deep rooted social evils and blind beliefs prevailing in the society. Serials projecting current socio-economic issues like unemployment, illiteracy, environmental pollution problems of the girl child, anniversaries and festivals are broadcast on a regular basis. The National Programmes of Plays is broadcast on every fourth Thursday of the month in Hindi and other regional languages.

**ENGINEERING WING OF ALL INDIA RADIO**

The Engineering Wing of AIR has taken up new initiatives in 2005 by way of implementing special package for Jammu & Kashmir, North-East Region and Island Territories respectively. In addition, expansion of FM Services, Digitalization of
Programme Production and Transmission facilities, New Broadcasting House in Delhi, New Stereo Studio at Leh, Computer based Recording, Editing and play back system, Digital Captive Earth Station, Digital Downlinks. Digitalization of sound Achieves, Introduction of Direct to Home (DTH), Computerization Network, On line processing Software, AIR News on Phone Service, Interactive Studio Service (IRS), Staff Quarters at Metros, etc. were some of the major projects being implemented.

ALL INDIA RADIO CHANNELS AND PROGRAMMES

The phenomenal growth achieved by the All India Radio through seven decades has undoubtedly made it one of the largest media organisations in the world. Now in the new millennium, it has about 231 stations and 373 transmitters. To serve the communication needs of the plural society that India is, the network expanded gradually imbibing new technologies and programme production techniques. The All India Radio’s services are being digitalized.

OBJECTIVES

To provide information, education and entertainment, for promoting the welfare and happiness of the masses (Bahujana Hitaya Bahujana Sukhaya), All India Radio strives to do the following:-

a) Uphold the unity of the country and the democratic values enshrined in the constitution.

b) Present a fair and balanced flow of information of national, regional, local and international interest, including contrasting views, without advocating any opinion or ideology of its own.

c) Promote the interest and concerns of the entire nation, being mindful of the need for harmony and understanding within the country and ensuring that the programmes reflect the varied elements which make the composite culture of India.

d) Produce and transmit varied programmes designed to awaken, inform, enlighten, educate, entertain and enrich all sections of the people.

e) Produce and transmit programmes relating to developmental activities in all their facets including extension work in agriculture, education, health and
family welfare and science and technology.

f) Serve the rural, illiterate and under-privileged population, keeping in mind the special needs and interest of the young, social and cultural minorities, the tribal population and those residing in border regions, backward or remote areas.

g) Promote social justice and combat exploitation, inequality and such evils as untouchability and narrow parochial loyalties.

h) Serve the rural population, minority communities, women, children, illiterate as well as other weaker and vulnerable sections of the society.

i) Promote national integration.

THREE TIER BROADCASTING

To realize its objectives, AIR has evolved over the years, a three-tier system of broadcasting namely national, regional and local. It caters to the information, education and entertainment needs of the audience through its stations in this country of continental dimension and with a plural society. They provide news, music, spoken word and other programmes to almost entire population of the country, about 103 crore as per the 2001 census. Its vast reach, especially in the rural and tribal areas make it the primary and sometimes the only source of information and entertainment.

National channels broadcast national programmes, which are heard on the Medium Wave in most part of the country. Recently it has started airing on Short Wave also. The regional and sub-regional stations provide the second tier of broadcasting giving programmes in the regional languages and promoting regional cultural facets. In addition, FM Channels at Metros cater to the modern needs to the people primarily the youth. The Vividh Bharati has also been shifted to FM broadcasting system at 40 places. There are 81 stations on FM mode set up to cater to the needs and tastes of audience of small towns in various parts of the country. Recently in the last couple of years, community radio centres were set up at five places in the North Eastern India to serve the local tribal population.

F.M. RADIO (FREQUENCY MODULATION)

Armstrong pioneered FM in the 1930s with initial success in 1990 leading to
commercially sponsored pilot broadcasting services in New York and England in 1939. The process of modulation is the use of a higher frequency carrier signal to transmit a lower frequency information or modulating signal. This is done primarily to allow the information signal to be transmitted further and received more easily.

Frequency Modulation is a more complicated but otherwise for superior method of modulation. Its noise performance is two to three orders of magnitude higher than that of Amplitude Modulation, as wideband FM (Armstrong’s real innovation) has an inherently higher signal-to-noise ratio, while also increasing the quality of the information signal due to increased spectrum usage.

A known free lance designer Rachna Sehgal says about F.M Radio, “I never saw myself as a music freak, but since I discovered FM, I have discovered that I need music all the time, I work along at home and it can get too quite with the radio on however, I have music the radio jokey’s chattere, get traffic up dates in the evening and catch up with the latest songs and bands so I can make an informed choice whenever I update my CD collection. Radio has become a big part of my life.”

It shows that FM radio is very popular among the listeners these days because it provides entertaining content with no unnecessary jargon and no gimmicks whatsoever. It is also a medium that not only forms an instant connection with the listener, but is also available at a very low cost. It is a great source of advertising revenue. Radios these days, account as much as three to five percent of advertising revenues across all media.

“Radio has always been under estimated in India” says Tarun Katyal CEO of Big FM “But the medium has finally been given the opportunity to grow.” He further says,” Our shows are live and the emphasis is on making them interactive, because we believe that listeners would love to find their voice on the medium”.

For most FM radio stations, the largest audience is young people. “India is a very young country.- The majority of its population is under the age of 30”’, and as Prashant Pande Deputy CEO of Radio Mirchi explains, the hard fact of the Indian business is that most advertising targets young consumers. Since a radio station’s income depends upon its advertising revenues it has no choice but to focus on the youth.”
F.M. Radio expansion grew on the market considerably because of FM is not available to an ever larger piece of the population than ever before sixty-seven new towns in India have or will have soon FM radio because it is a great community builder. It can play in the background even if someone is engaged in any other activity like reading, or cleaning his cupboard. The listener is not restricted to a specific physical space. One can not move the TV around, but can move around a radio set. As Rachana Sehgal says that FM has settled her life into a comfortable routine. I wake up around 7:00 AM turn on the radio, get the house organized, settle down at computer around 9:00 AM to work, work steadily through the day, turn off the radio only in the evening when I go out to meet my clients and public or my friends. S. Keerthivasan business head of Fever 104, the FM channel that was launched in Delhi in October, 2006, says that the radio industry in India took off much later than that in the West but it has been growing in leaps and bounds.

It is true that when the Government first opened up the FM airwaves so many years ago, as the entertainment medium, most urban dwellers dismissed as ‘antiquated’ would be so very hot now. So hot that, when the information and broadcasting ministry announced a further round of deregulation in 2006, opening up the airwaves to yet more private players in yet more towns across the country, so many companies rushed in to bid the government collected Rs. 1,100 crore as license fees. So hot that, according to a report prepared by the Federation of Indian Chambers of Commerce and Industry (FICCI) together with price Waterhouse Coopers, the Indian radio industry stands to make about Rs. 1,200 crore in revenues by 2010.

**AIR FM-I CHANNEL (RAINBOW)**

FM-I is a 24 hour channel located at Delhi, Mumbai, Chennai, Kolkata, Bangalore, Lucknow, Panaji, Jalanadhar, Cuttack, Kodaikanal, Tiruchirapalli and Coimbatore catering to the teenage population. Its programmes are oriented primarily to the urban areas. They include pop music, film, songs, classical and devotional music, new headlines etc. Two more exclusive FM Rainbow channels at Hyderabad and Vishakhapatnam are launched recently and will be added to AIR FM Network. Delhi Rainbow is also relayed from Mussoorie, Kasauli, Hyderabad, Kurseong, Shillong and Panaji.
AIR FM II CHANNEL (GOLD)

FM-II Channel went on air on September 1, 2001, at Delhi as a niche infotainment channel with 30 percent of News and Current Affairs component and 70 percent of entertainment programming.

The total hours of transmission on FM-Gold 18 hrs and 10 meters.

From November 12, 2001, the programming of FM-Gold has been refurbished as a part of events making the celebration of Public Service Broadcasting Day at the Delhi Station.

The thrust of the change is to position FM-II as channel, which presents programming of a classic kind. This will be in its various genres of programme like music, news and spoken word.

This channel is trying to provide information interlinked with entertainment and bring information update on Traffic, Airlines, Railways, Weather, etc.

Radio as the tool of development communication in the past has played a successful role in bringing about a social change in the country. Encouraged by the past experience of AIR, FM and the response from the big and small cities, the Information and Broadcasting Ministry, in the first phase of FM policy, gave licenses to 29 private FM channels in the year 2000 and earned a sum of Rs. 37 crore from the auction.

The second phase of the liberalization policy of radio and in the process for reaching FM radio far and wide in the country began in 2006, when licenses for 250 FM radio station across 91 cities were sold, which brought the Government revenue of Rs. 1,100 crore. Major players who went in for aggressive bidding in phase II included the sum group. Anil Ambani controlled Adlabs, the time group and HT Music, etc.

Adlabs, in the first phase, launched Big 93.5 FM set up stations in Delhi, Hyderabad, Chennai, Kolkata, Bangalore, Mumbai, Jammu, Sri Nagar, Aligarh, Jhansi, and Bikaner. In the second phase, it took Big 93.5 FM to several mini-metros increasing the total count of FM stations to 45. According to Tarun Katyal, “The response from the cities, where we have launched the station has been very encouraging. With an investment of Rs. 400 crore dedicated to transmission equipment, infrastructure and
investment of Rs. 400 crore dedicated to transmission equipment, infrastructure and licensing the proposed network will be the largest among Private FM Radio”. Many other private FM radio Fever 104 FM, Radio Mirchi, Red FM, Radio City, Suryan FM, AMAR, POWER, GO, Amrutha VARSHANI etc. are entertaining the listeners and also making their minds receptive, to familiarize them with social and material changes that planned development brings and to develop local initiative for decision making.

Though AIR is a Government media, but it is considered by media authorities and researchers to have shown its worth and utility both as an informational channel and a development and cultural activist. Still more, it has provided healthy entertainment through its various light and humorous programmes. Extension research and other field surveys have already given great credit to radio as a credible promoter of a suitable climate for development and progress as also for having advanced farm educational and cultural renaissance. Its contribution in the form of transmitting useful and timely information, motivation and suggestions towards rural development is conceded. Its sponsors claim that radio is helping to create a climate of opinion in which social change can take place and people can be involved in the process. AIR will also provide an adequate communication umbrella to the integrated rural broadcasts, feedback interviews, ‘meet the activists and innovators’ and critics series, impacts, studies, etc. Thus, AIR FM and private FM radio has an activating role in furthering India’s culture, education, music and other practicing arts. The increasing number of walkman transistors and the growing popularity of listeners’ letters, phones are obvious indications, though one may concede that improvements and innovations know no bounds in this very challenging spoken word medium.

1.8 SUMMING UP

As has been discussed above, plenty of literature is available on quality of Work Life. This is a unique factor which makes the life of employees easy and comfortable. “Quality of Work Life” is a generic phrase that covers a person’s feelings about different dimensions of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationship and its intrinsic meaning in a person’s life. It is a process by which an organisation attempts to
unleash the creative potential of its personnel by involving them in decisions affecting their work life.

In this new world of technology fast changing attitudes, life styles and working styles of men are changing. The Human resource management consists of employees, both workers and managers of the organisation. The term “Human Resource Management” covers all activities by both line managers and the personnel department”. The term personnel/human resources management (P/HR) comprises of the managerial activities involved in planning of recruiting, staffing, training, developing, rewarding, utilizing and maintaining human resources.

The organisation may be private or public, small and simple or large and complex. All the concerned perform the related functions on the same degree and the same time. In this complex world, all require assistance and advice of specialists and highly developed skills in the personnel/human resources field.

The term quality of work life was coined in 1950s and 1960s. This term has come in usage in much broader perspective after the Arden House Meet in New York in the year 1972. After this meet an International Centre of Quality of Work life was established. The quality of work life represents a concern for human dimension at work. It is considered as world wide phenomenon and it is concerned with improving life at work. Most of the working personnel, now days demand five days and forty hours work a week. In the past decade the industry and the Indian Government have been considering an alternative work schedule to accommodate employees in the social conditions.

Job satisfaction is an attitude that reflects the extent of which an individual is gratified and feels fulfillment in his or her work.

It can be said that both the job satisfaction and organisational commitment are two very important factors, which affect the quality of work life of an individual working in an organisation. The media is one of the most important and emerging sectors in the Indian society. It certainly needs a good maintenance of quality of work life, as it serves a large part of society.
1.9 CHAPTER SCHEME OF THE STUDY

Chapter I: INTRODUCTION

The ‘Introduction’ highlights the research topic. Introduction starts with definitions of work, then it explains quality and finally the details of quality of work life and the dimensions of quality of work life have been highlighted. The parameters of quality of work life i.e. job satisfaction and organisational commitment is explained. After this detailed description about the media industry scenarios has also been discussed.

Chapter II: REVIEW OF LITERATURE

Chapter II Critically explores the wealth of literature available in studies, researches and opinions about the quality of work life. This chapter review on the variable of quality of work life i.e. job satisfaction and commitment is given on the dimensions underlying the elements of the topic of research.

Chapter III: Need of Study of Media Industry and Research Methodology

Chapter III provides details regarding needs of study and research methodology adopted for study of media industry, the scope of the study and objectives of the study are also stated in this chapter. It also contains the hypothesis, which has been collected for testing through this research work.

Chapter IV: Dimensions of Quality of work Life.

Chapter IV discusses measures of quality of work life in media industry scenario with the help of (Sayeed & Sinha 1980) inventory of quality of work life.

Chapter V: Quality of Work Life and Job Satisfaction.

Chapter V emphasis on impact of quality of work life and explains with its one variable of job satisfaction. The questionnaire of (Wood, Chuncko and Hunt) was used. This chapter presents the correlation between quality of work life and level of job satisfaction and also gives the results of T-test and variables of ANOVA test.

Chapter VI: Quality of Work Life and Organisational commitment.

Chapter VI studies the impact of quality of work life on organisational commitment. How the level of commitment changes with changes in the quality of work life and environment of the work place. In this chapter, the questionnaire of organisational
commitment (Allen and Meyer 1990) with quality of work life inventory has been used.

**Chapter VII:** present a pertinent summary, Conclusion, Suggestions and Recommendation based on the findings are included.