CHAPTER - I

INTRODUCTION
1.1 INTRODUCTION

The growth, development, prosperity and progress of any organisation depends on the strength of its potential human resources. These are the most important assets of any organisation. The other three 'M's like Money, Material and Machine are created and managed by human forces. Human resource is the total knowledge, skills, creative abilities, talents and aptitudes of an organisation's work force, as well as values, attitudes and beliefs of the individuals involved. Many societies have emerged rich with a greater potential for growth and development because they have people rich in drive, vision, ingenuity, creativity and the
spirit of enterprise. The depreciation that results in all other factors of production in long run doesn't result in the case of human resources.

1.2 HUMAN RESOURCES - ITS IMPLICATIONS

Human resources have attracted the attention of economists, planners, business administrators, sociologists etc., as a vital resource for allround development of a nation. Perhaps, for its varied contributions to various branches of activity 'human resources' are interpreted variedly by various thinkers. Gunnar Myrdal\(^1\) has emphasised that "lack of human resources of right quality is largely responsible for the backwardness of the other rich countries. The key element in this process is that the values, attitudes, general organisation and quality of the people of a country determine its economic development".

According to Jucius\(^2\), "the human factor refers to a whole consisting of inter-related, inter-dependent and interacting physiological, psychological, sociological and ethical components. The human aspects are subjective and changeable, qualitative and dynamic varying with cultural
and personal backgrounds, economic events and with passage of time; indeed a complex of perplexing forces. Human factor in organisations also gained significance due to the fact that most of the problems in the modern organisations are human and social in nature rather than the physical, technical or economic. It is people who can make a difference and who can have an everlasting impact on the survival and functioning of organisation".

To quote Oliver Sheldon\(^3\) who saw modern organisation as a sea of humanity, "no industry can be rendered efficient so long as the basic fact remained unrecognized that it is principally human. It is not a mass of machines and technical processes but a body of men. It is not a complex of matter but a complex of humanity. It fulfills its functions not by virtue of some impersonal force, but by human energy. Its body is not an intricate maze of mechanical devices but a magnified nervous system".

Curle Adam\(^4\), an economist said that "if underdeveloped countries have remained underdeveloped it is largely because the people are underdeveloped, having has no opportunity to realise their maximum potentialities". Drucker\(^5\) said, the major problem in developing countries is
the problem of under management of resources, particularly the abundant human resources in a country like India.

As Meier and Baldwin have put it, "development does not occur spontaneously as a natural consequence when economic conditions are in some sense a 'right' catalyst or agent is needed, and this requires people with the drive and vision". Therefore, human resources are to be developed, nurtured and properly organised in order to bring about prosperity in any country. It should be noted that development is a reflection of the quality and potential of the human force. Among the various factors of production, human resource is the critical and crucial factor. Nothing can be turned out until the other factors of production are galvanized into action by the human resource.

Peters and Waterman identified that productivity through people is one of the important attributes that characterised the most excellent and innovative companies in the United States. They have suggested a philosophy which centres around, - "treat people as adults; treat them as partners; treat them with dignity; treat them with respect. Treat them - not as capital spending on automation - but as
the primary source of productivity gainer". Psychologist, Mc Gregor too has asserted that many managements would agree that the effectiveness of their organisations would be at least doubled if they could discover how to tap the unrealised potential present in their human resources.

It is true that productivity is associated markedly with the nature of human resources and their total environment consisting of inter-related, inter-dependent and interacting economic and non-economic factors. Human resources assume importance from economic standpoint at national level and at the level of individual enterprise. They have been viewed as a form of capital and as the product of investment whereby production is acquired. As Ginzeberg points out, human resources are the way to economic development. In addition to providing value to the physical resources, the human resources provide a dynamic character to the economy and to the individual enterprise.

The human resources also become important from cultural and social view points. Cultural values and social system immensely influence human behaviour in work settings and provide a distinct value to them as compared to physical
resources. The human resources are also significant from psychological standpoint. They require a particular psychological environment to work. The essence of psychological environment is motivation which provides dynamism to these unique resources.

Human resources harness all other resources effectively and appreciate with time whereas all other resources undergo the process of depreciation. A machine's maximum value reaches the day it starts producing. Man never reaches an ultimate value through the life-time at work, but is able to change, grow and enrich his value. Success of an organisation mainly depends on the quality of its manpower and its performance.

1.3 QUALITY OF WORK LIFE

The concept "Quality of Work Life (QWL)" appeared in USA in mid 1970's, in research journals, the concept was being given potential importance right from early 1950s. But it was not very clear and was ambiguous. Quality of work life is interpreted and viewed in different ways. The term invokes a sympathetic response among many. Even though
many people tried to define it in specific terms, a few among them are presented below:

Richard Walton\textsuperscript{10} who had taken up extensive research on Quality of Work Life made significant contribution for the conceptualization of the term Quality of Work Life. According to him, "Quality of work life is the work culture that serves as the cornerstone". Hence work culture of an organisation should be recognised and improved to for providing quality of work life for any organisation. Infact, measuring QWL has become easy and practicable with the eight point criteria that he proposed.

Robert F. Craver\textsuperscript{11}, senior executive at the American Telephone and Telegraph Company (AT & T) says: "QWL is more than a fad, more than an attempt to pacify the growing demands of impatient employees. For the cooperation and increased productivity is at stake. For the managers QWL can offer new challenges opportunities for growth and satisfaction".

The comprehensiveness of the concept of QWL is reflected in the definition given by noted behavioural
scientist Robert, H Guest. For him, the quality of work life is a generic phase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and its intrinsic meaning in a person's life.

By the term "Quality of Work Life" Van Beinum means "The quality of the relationship between man and his task - as simple and as complex as that" Enhancing QWL, therefore, means improving the quality of the relationship between a person and his work environment. Similar is the opinion by Trist who says that the quality of work life is both an end and a means. It is an ending itself, because it is a highly significant component in the quality of life in general and it is a means by which employees can acquire civic competence and skills.

J.R. Richard and J. Lloy defined QWL as "the degree to which members of a work organisation are able to satisfy important personnel needs through their experience in the organisation."
According to N.N. Chattarjee, QWL simply means better designed jobs making workers more satisfied and nothing else - from his state we can understand that there is some confusion exists in India over QWL. But this view which has not found much support of many experts of this field this we find in his book "Management of Personnel in Indian Enterprises".

In 1983, Nadler and Lawler defined "Quality of work life is a way of thinking about people, work, and organisations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organisational effectiveness and (2) the idea of participation in organisational problem solving and decision making.

For Mansell and Rankin "Quality of work life is the concrete expression of a particular set of beliefs and values - about people, organisations and ultimately about society".

N.R. De writes that QWL is an indicator of how free a society is from exploitation, injustice, inequality,
oppression and restrictions on the continuing growth of human beings, leading of their fullest development. According to Majumdar\textsuperscript{20} the quality of work life directly affects the output of an individual.

According to Suttle\textsuperscript{21} the quality of work life aims to heal their more satisfied and more productive employees and more efficient, adaptive and profitable organisations. Its importance among workers against tedious and monotonous jobs that did not give them any responsibility, the evident strains of a fast-changing society, and the realisation that providing for peoples' control over jobs is part of the social responsibility of the Government.

G. Best\textsuperscript{22} in the journal QWL focus on the topic "Understanding of QWL" argues that quality of work life means "democratization of the work place". He goes on to say that democracy in the work place means that all workers are considered to be capable of making responsible and thoughtful decision about how the task is to be completed. He takes this assumption a step further by dictating that the workers have right to participate in the decision making process concerning the work they do. He further argues
that, QWL also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. They also require the opportunity for personal growth in the jobs they do.

Boisvert and Theriault (1974), while reviewing the relevant literature, have identified a variety of views concerning QWL and have presented those in a structured manner as follows:

**QUALITY OF WORKING-LIFE (QWL) Concept**

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QWL
  └── Global Sense -
      ├── Restricted Sense
          └── Role of Work in one's life
              ├── Physical environment
              └── Job of job and organisation
                  ├── Participation in decision-making
                  └── Job Content
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Chart-I

In a way, any conscious effort that is aimed at improving working conditions, work content, and its
attendant conditions like safety, security, wages and benefits can legitimately qualify on quality of work life activity. Ultimately, quality of work life is concern not only to improve life at work, but also life outside work. These afterall, the two cannot be linked. One notices from this Chart-I, the widely divergent views of quality of work life varying from global view of the role of work in one's life to as narrow concern as job content.

14 IMPORTANCE OF QUALITY OF WORK LIFE

The quality of work life (QWL) has assumed increasing interest and importance in all the countries of the World. Quality of work life is not just labour legislations enacted to protect the employees, but its scope includes various factors like economic, social and psychological. The task-force established by American Society of Training and Development has defined QWL as "a process of work organisations which enables its members at all levels to actively participate in shaping the organisation's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced
effectiveness of organisation and improved quality of life at work for employees". Cohen and Rosenthal describes it as an "internationally designed effort to bring about increased labour management cooperation to jointly solve the problem of improving organisational performance and employee satisfaction". Quality of work life refers to the favourableness or unfavourableness of a job environment for people.

Quality of work life is very significant in the context of commitment to work motivation and job performance. It is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation. Managerial expectations are strongly linked with the organisational QWL and it is a means to facilitate the gratification of human needs and goal-achievement. Improvisation and change in QWL is, thus, sought, when the existing QWL frustrates human efforts towards self-actualisation and advancement.

This leads to a greater concern for gratification of higher order needs and greater concern for gratification of socio-psychological needs is likely to generate a strong
desire for a better QWL. QWL plays a significant role in work motivation and commitment to work; it has ceased to be an issue for debate. The growing preference for satisfaction of socio-psychological needs to that of economic ones indicates a concern and demand for a better QWL.

The essence of QWL is the opportunity for employees at all levels in an organisation to have substantial influence over their work-environment by participating in making of decisions related to their work and, thereby, enhancing their self esteem and satisfaction from their work. It is a process by which positive performance of the people can be accentuated and they can be turned on to the organisation. More specifically, goals of the QWL process are not simply extrinsic, focusing on the improvement of productivity and efficiency. They are also intrinsic, i.e., what the employee sees as self-fulfilling and self-enhancing ends in themselves.

The quality of work life is concerned with what is required from their work environment. So that their needs as people, not just as workers or members of the managerial
A component of any QWL - improvement programme is the existence of real and ever-present opportunities for individuals or task groups at any level in the organisation to influence their working environs. QWL calls for a partnership between managerial people and representative chosen from the non-managerial levels for planning, developing and implementing agreed-upon programmes.

Quality of work life ultimately results in a large variety of improvements in the design, structure and process of organisation of work. Proponents of QWL - improvement programmes contend that, under those conditions, the changes relating to QWL, with respect to a particular situation, will have support and commitment at the grassroot level.

From the unions' point of view, the major task in developing a viable QWL process is to create a climate that promotes employees job-satisfaction. The focus is not on improved productivity or reduced labour costs, but on creation of an atmosphere in which workers can take part in making decisions on matters that effect them and do this in such a way that expands their opportunities for job-satisfaction. And, such an environment is likely to
result in productivity improvement also. Many Managers, however, feel that productivity gains should be a major objective of QWL - improvement and not just a by-product. QWL - improvement process is a democratic one in a psychological rather than a socio-political sense. It encourages employees from all departments / sections, at all levels, to have a say in what they do which, in turn, makes for a sense of 'part ownership in any change that may result in organisational success. Thus, it enhances self-esteem and reduces the feeling of powerlessness that all too often arises in a typical organisational setting.

15 DEVELOPMENT OF QWL PROGRAMMES

The political assumptions underlying the existing developed countries are highly favourable in the context of enhancement of the QWL of their people. However, laws, intended to ensure certain functions and protect certain rights, operate in unexpected ways, sometimes impairing the realisation of newer objectives. It is true that, for a developing country, the issues relating to the QWL are important ones because industrialisation has brought in with it the problems of change and adaptation to new ways of working and living.
The vitiated relationship between the management and the workers was a clear reflection of frustration, fear and mistrust. In the beginning of 1977, it was decided to launch QWL - improvement programmes on a massive scale with the objectives of improving the quality of work life by determining the plans and the functions of both the management and the union; and by acquiring problem-solving skills that are important for making the involvement effective. Those programmes resulted in improved labour - management relation, improved productivity and transformation of product - quality from the worst in the company to the best - clearly signifying important gains in organisational effectiveness.

Both the management and the union leaders believe that QWL - improvement projects are meant to strengthen their organisations. They feel that such a project requires team-work, trust, and co-ordination committees that manage the process but not the content. Union leaders have reported that the QWL - improvement projects require them to gain new skills and knowledge. They have also commented that intra-union rivalry hinders the process. Leaders in many organisations in the USA have been studying the issues
relating to QWL and seem to be serious about how to improve it. Quite naturally, productivity - improvement has drawn much attention in this connection. Among the concerned agencies and organisations are the National Centre for Productivity and Quality of Working Life (a federal agency) and some private organisations like the Work in America Institute and the American Quality of Work Centre. Scores of American (and also European) corporations have on-going projects in this field. Among these are General Fords, Corming Glass works, General Motors and Texas Instruments.

In the field of QWL - improvement programmes in the UK, early initiatives were taken during the first World War with the setting up of the Health of Munition Workers Committee whose job was to investigate into the influence of hours and conditions of work on the output and health of the workers. In the UK, the Work Resource Unit (WRU) has claimed that it has surveyed some schemes / arrangements in the work places relating to job rotation, job enlargement, job enrichment and autonomous work-groups. These schemes have been tried out in different types of industries like chemical, food and beverage, engineering, electrical paper and printing etc.
As an important step, major restructuring of job tasks was made in order to motivate the employees to work as a team. More decision-making power was delegated to the workers vis-a-vis their jobs as well as the overall running of the plant generally. And, that resulted in increased commitment and morale. Sickness and absenteeism declined by 50 per cent, off-plant testing time was reduced by 75 per cent, output increased to more than 70 per cent and reprocessing costs were saved to a significant extent.

Industry, unions, and also Federal Governments in West Germany have been increasingly concerned themselves with the problems of working conditions by initiating concentrated measure and programmes. This is because developments in the country in the early seventies, geared to increase the level of economic and technical efficiency, were accompanied by a considerable shortage of investment necessary to support the process of humanisation of work life.

Japan has effectively introduced various management concepts and techniques mostly developed in the West. But, Japan has also successfully operationalised some basic human
values in the managerial world e.g., love for the country, honesty, adherence to discipline, sincerity, loyalty towards the organisation, etc. The efforts made to improve upon the QWL in Japanese industries have come to be success due to:

* timely and continuous application of technological innovations;
* aggressive capital formation and investment policies;
* financial systems provided by the major banking institutions through market research product development;
* continuous refinement of production techniques, quality improvements and effective resource utilisation;
* careful cultivation of both domestic and foreign markets;
* effective and flexible management structure for decision making; and
* highly trained, motivated and flexible labourforce.

Moreover, the Japanese approach to QWL - improvement has two implications i.e., flexible employment of the
work-force and acceptance by the employees of technological changes. Because of job security in the large firms and the managerial philosophy that an employee is trained for the company rather than for the job, the possibility of developing a narrow occupational orientation is less. Now, in Japan, job integration and self-management in the area of work organisation are playing a vital role.

Thus, quality of work life programmes have won the increasing support from management, unions and Government agencies. These programmes emphasise the development of climate that is concerned about the impact of work on people as well as organisational effectiveness and emphasise participation in problem-solving and decision-making leading to the development of the economy.

16 RELEVANCE OF QWL IN INDIAN INDUSTRY

Sinha in the Indian context, observes that the hard realities like acute poverty, high unemployment, huge
foreign debt, high disparity between the poor and the rich sections of the society etc., make some people doubt the relevance of the concept. He further adds: "In India a man is seldom judged by what work he does. More often the criteria are: how he relates with others, e.g., family and friends, how willing he is to make sacrifices for his sons... . He would rarely more out where the work takes him. Rather, he would strive to bring his work nearer to his home so that he can shuttle back and forth between the place of work and the place to which he thinks he belongs. If that is so, a closer scrutiny is warranted for understanding the areas of overlap between the work life and the off-work-life and the way they tend to be interrelated. Sinha suggests that the most important indicator of QWL in India is the extent of fulfilment of the basic needs of man followed by reduction of the enormous economic disparity between the haves and have-nots. This ultimately leads to (1) more commitment to job and (2) resultant increase in productivity which we desperately need in order to meet the basic requirement of our society.

Ahmed²⁶, an expert in this field, has observed that the Indian workers prefer to find some positive actions from
the management-side so far as implementation of the ideas generated by them is concerned. And, that can certainly be done, if management means business. Minutes of meetings are not really the things about which the workers are interested. There is every reason to believe that in the Indian industrial sector (including the public sector also) it is definitely possible to react fast to the worker's ideas on work improvements and related matters. QWL programmes do not seem to take off unless unions are strong. In this connection, Ahmed has observed that most of the workers unions in India seem to have very little positive power, but they have tremendous negative and destructive power. He further felt that the Government should clarify its attitude vis-a-vis QWL programmes. In his opinion, as long as the Government is not an interfering one, things will more smoothly, but it will really require a determined (worker's / employees') union - management team committed to go through the entire QWL-process. Recent Governments have made some efforts to involve in maintainance of QWL through their legislations, even while some legislations are creating more problems than solutions. It seems that Ahmed prefers to depend more on managerial employees for
initiating and improving QWL-programmes in our industrial organisations rather than on the unions or the Government.

S.B.L. Bharadwaj argued that the quality of work life movement offers India a value-frame and a social technology of organisational change which can lead to task effectiveness in micro-industries through the full utilisation of the human potential. He further emphasised that the values, concepts and methodologies of QWL have to be adopted to suit our dreams of an evolving society; the details and modalities may be spelt out by "fellow travellers".

In the Indian Industries, the workers working on machine and employees are facing many problems that lead them to sense of frustration. In our country, the working conditions at work premises are not conducive for healthy and challenging nature of work. The wages are very poor and the treatment of the management there is has no understanding about human values and rights on the other hand the personnel in the executive cadre also feel frustrated because of alienation over their conditions of
employment interpersonal conflicts, role conflicts, job pressures lack of freedom in work, absence of challenging work etc.

Previously work was treated as worship; people evinced sincerity and commitment to work. But the values have now changed rapidly as the society is moving fast towards modernisation. The economic aspect is the main objective that too under the conducive and congenial work environment. The work-norms are changing from time to time.

Even though in our traditional agrarian society the modernisation is slow, the values are changing not so rapidly but in compare with other societies, nevertheless through the effective media the workers are getting more awareness of their life styles and bargaining. The bargaining is due to deterioration of their economic sources. Now-a-days, there is no balance between the family and work life due to job pressure and conflicting interests and over-socialisation that lead to too much of interest about the co-workers for satisfaction of their ego, creating problems in the minds of neighbours. The work-norms impose on workers too much of burden and control by their bosses.
And the rules are for workers or employees; they have to follow, and the employer has right to lay off the worker due to marketing and technological factors.

Employees are also experience alienation which may result from poor design of socio-technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, boredom, lack of ego involvement and lack of attachment to job. The workers are not satisfied at lower level with their work due to tight schedule of work, speed of machine, close supervision and less social interactions. Moreover, job discontent is due to the limited scope of the job, lack of opportunity to exercise discretion, initiative, existence of bureaucratic controls, low wages, poor working conditions.

Job-discontent and job-pressures have their substantial effect on employees health in terms of reduction in general happiness, increase in smoking, drinking puffing on excess body weight etc. Frustration would further cause heart-disease, joint pains etc. Frustration also may be due to absence of recognition, tedious work, secondary relations with co-workers, poor working conditions, low
self-esteem, occupational stress, work-overload, monotony, fatigue time-pressures, lack of stability, security etc. In view of the contemporary managerial problems, the present day employees are much concerned about high wages, better benefits, challenging job.

In our country, recently many changes have introduced in the Government policies like provitization. The Government organisations are mismanaged incurring heavy loss on public money either due to corruption by bureaucrats, intervention of politicians and trade union leaders and their affiliated political parties with the motive of winning in the elections. The scope for transfer of technology has increased and inflow of investments from non-resident Indians allowed. The privatization created many avenues for many unemployed people by reducing severity of the problem. Hence, it is absolutely necessary to improve the work environment leading to an improvement in the quality of work life of our country.

The quality of work life approach received attention in India in the mid-seventies when the country was passing through a phase of intense labour unrest. However, it
failed to take roots despite the fact that its promoters received substantial support particularly from the Government and the public sector units. The interest in the approach was in fact only short-lived. Of late, however, there is an attempt to boost the efforts even though the factor that lead to its failure in the past have not substantially changed.

Substantial confusion seems to exist in India over the issue of what makes up QWL. For example, the feeling seems to have gained strong ground that QWL simply means better designed jobs making workers more satisfied and nothing else, a view which may not find the support of many experts in this field. Moreover, the approach has originated in the context of post-industrial society of western capitalist countries and the conditions there are substantially different from those that obtain in India and other developing countries. Consequently, the components of quality of work life which may appear to be important in the west may not be so in India.

There are several strands of thought which have been active in the continuous process of humanizing work; one
aspect of the concept of humanisation of work covers the physical working environment. A second aspect has been the wage work bargain. A third aspect has been the protection of workers against the hazards of illness and unemployment. Fourth, concern for the humanisation of work has also focused on protection of the worker against the exercise of arbitrary authority by the employer, including dismissal. Fifth, the protection and extension of human rights in society, enabling workers to have their interest represented by their own organisations, has been an important element. Finally, there is the strand of thought that draws attention to workers need for meaningful and satisfying work and for participation in decisions that affect their work situation.

This diversity of thought is, however, not unexpected given the fact that different people will have different perspectives on what makes for a high quality of working life. This implies that the different components of work life are interrelated and should be such as constituting an integrated whole rather than as separate, discrete ones, though the degree of integration may not be high for all the components.
The quality of work life includes values that were at the heart of the earlier reform movements, and it must include other human needs and aspirations, which have only now come to the fore, such as preference that one's employer be socially responsive.

In the industry, for understanding quality of life and quality of work the need for higher productivity also encourages greater automation, requiring better educated workers who must understand machines and be alert to problems before they develop. Increasingly, therefore, industry need a more qualified and versatile work-force, one which is less likely to accept the de-humanisation of work place. Second is the growing worker's dissatisfaction with work that is not interesting, which gives no opportunity to the worker to develop special abilities and which does not allow sufficient autonomy.

The Indian workers and their unions are now on the defensive. They are now more interested in the question of how to retain their jobs than in the question of how to improve their quality of life in the work-place. It is therefore not difficult to understand why the question of
improving QWL has lost its importance in our country. The QWL movement which draws 'attention to workers' need for meaningful and satisfying work and for participation in decisions that affect their work situation. And work is a major formative experience which can either promote or limit a man's growth in ways which affect the whole man and which therefore shape his life outside the job as well as within it.

The transition to post industrial era can be managed and how a new industrial society can be created without real loss of dignity and self-development; a society which will promote the values of individual and group autonomy, industrial responsibility and interpersonal interdependence could be created. The argument is that the restructuring of work organisations and jobs is the real answer to this there 'is growing evidence ...' that different organisational forms, distribution of power and job structure provide not only a richer a more rewarding life in the work place but greater organisational effectiveness as well as there are other means of structuring work organisations and jobs which possess opportunities for satisfying the society's goals and individual needs.
The restructuring of jobs and work organisations in QWL are, however, guided by an important assumption that underdeveloped countries have largely not been able to solve the question of social and economic justice and therefore the focus is not shifted to workers inner life, because that there exists high degree of inequality in these societies.

The workers are to be allowed to participate in decision-making at the job level, otherwise civic competence and skills by their workers may be affected in job involvement. The other components of work life is, differences in the wage payments or high income inequality causes hostility and resentment. The fruits of development are to be distributed among the workers. So, the re-designing jobs and organisations on socio-technical principles are to be adopted. The socio-technical approach to job design is concerned with the interface the harmony between personal, social and technological functioning.

The quality of work life becomes relevant in developing countries like India because "In a developing country the quality of work life can become both ends and means. It is an end in itself; it is a highly significant
component in the quality of life - the goal of all development. It is a means because the experience of participation in the decision-making at the work-place and of progressive learning-help, workers acquire the civic competences and skills on which a country developing in the social democratic mode must rely".

1.7 QWL - TEXTILE INDUSTRY

Quality of work life has various dimensions which include improvement in work conditions leading to a better quality of life, fair compensation, job-security etc. The conceptual categories that together make up the quality of work life are:

1. Adequate and fair compensation.
2. Safe and healthy working conditions.
3. Immediate opportunity to use and develop human capacities.
4. Opportunity for continued growth and security.
5. Social integration in the work organisation.
6. Constitutionalism in the work organisation,
7. Work and the total life space, and
8. The social relevance of work life.
The specific issues relating to QWL are pay and stability of employment, occupational stress, organisational health programmes, alternative work schedules, participative management and control of work, recognition, congenial worker-supervisor relations, grievance procedure, adequacy of resources, seniority and merit in promotions, employment on permanent basis. The managers in-charge of human resource have to build and maintain QWL by providing a wide range of fringe benefits and full security which will improve productivity and reduce absenteeism and alienation of employees.

The general perception is that improvement in QWL costs much to the organisation. But it is not so, as improvement over the existing salary, working conditions and benefits will not cost much, because, the rate of increase in productivity would be higher than the cost of QWL. Thus, increase in QWL results in increase in productivity. Improved QWL leads to improved performance. Performance means not only physical output but also the behaviour of the worker in helping his colleagues in solving job-related problems, team spirit and accepting temporary unfavourable work conditions without complaint.
The Quality of work life intends, to develop, enhance and utilise human resources effectively, to improve quality of products, services, productivity and reduce cost of production per unit of output, and to satisfy the workers psychological needs for self-esteem participation, recognition etc., and with a view to motivate them.

Improving the quality of work life is a process by which an organisation attempts to unlock the creative potential of its people by involving them in decisions affecting their work life.

In India, textile industry is highly labour-oriented having workers more than all other fields of industries but second after agriculture. The textile labour are the deciding factors in the labour union movements in India from the ancient periods, even these labour participated in the struggle for freedom. These textile labour has been playing major role in politics also.

The textile workers are facing many problems like poor working conditions; these workers are prone to many diseases due to dust, microbes attack etc. The workers
generally suffer from white-meal disease, special to textile workers, besides body pains, bronchitis etc. Regarding wages, the salaries are very low and recent problem is labour unrest due to various reasons due to lockouts, power failures, competition, lacking modernisation factor etc. The people in Rayalaseema region of Andhra Pradesh are having keen interest due to their own interest in cotton crop.

Textile industry has been confronted with several other problems including environmental pollution, industrial sickness, inadequate climate to improve the skills and capacities etc. Further, many textile units are fairly old; modernisation of these units has become very expensive and strenuous in view of their profitability and performance. As the result, privatisation of loss incurring units and closure of sick units has been proposed under the liberalisation programme in the New Economic Policy 1991.

In this context, it is necessary to stratify the employees in textile units to achieve new standards through providing them good quality of work life. Further, modernisation of these firms may be attempted to enhance
production and improve the quality of textile products to withstand global competition. Micro-level studies like the present one help the organisations and decision makers to identify the intensity and magnitude of the problems and thereby to design the suitable plan for improving the performance and productivity in the textile industries.
REFERENCES


