CHAPTER – 1
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This chapter serves as an introduction and provides the necessary theoretical framework for developing proper perspectives of the subject. Quality of Work Life (QWL) is a relatively new concept which is defined as the overall quality of an individual's working life. QWL is sometimes considered as a sub-concept of the broad concept of quality of life, which refers to the overall quality of an individual's life. Quality of life includes factors such as income, health, social relationships, and other factors such as happiness and fulfillment. QWL being the main subject of the present study meaning, definition, scope of the QWL, and QWL in the Indian context, etc., have been discussed in this chapter. Quality of work life parameters which are adopted by the researcher has been discussed at the end of the chapter.

The pursuit for improved productivity through human resources has its foundation in the early nineteenth century with F.W Taylor developing Scientific Management Theory and creating a new awareness regarding human resources. Prior to the advent of Scientific Management, human resources were considered as a mere instrument of production with regard to work from dawn to dusk. The working conditions were paid scanty attention. The labour was motivated by the lure of money. The Scientific Management focused mostly on division of labour, hierarchy, close supervision and management principles. These have no doubt brought several benefits to the society. From then onwards continuous research and investigations have been undertaken to understand human behavior at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to work for better productivity with job and employee satisfaction. In order to achieve these twin objectives, different approaches have been developed and applied for improvement of quality of working life of workers.

1.1 Evolution of Quality of Work Life (QWL)

The Quality of Work Life refers to all the *organizational* inputs that aim at the employees' satisfaction and enhancing organizational effectiveness. Walton R.E.

(1973)[1] attributed the evolution of Quality of Work Life to various phases in history. Legislation enacted in early 20th century to protect employees from risks inherent in job and to eliminate hazardous working conditions, followed by the unionization movement in the 1930s and 1940s were the initial steps. Emphasis was on 'job security, due process at the work place and economic gains for the worker'. The 1950s and the 1960s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity, and the possibility that improved human relations that would lead to enhancement of productivity. Attempts at reforms to acquire equal employment opportunity and job enrichment schemes also were introduced. During 1970's, the idea of QWL was evolved, according to Walton, as a broader concept than the earlier developments, and something that includes the values, human needs and aspirations.

An international conference was held at Arden House, New York in 1972. It dealt in detail with the practice and theory of democratization of work place. In this conference the term "Quality of Working Life' was introduced, and the International Council for Quality of Working Life (ICQWL) was formed to facilitate research on and action for Quality of Working Life. During 1972 to 1980 the concern for QWL gained momentum, and assumed the proportion of a movement. Some of the members of ICQWL wanted to hold another International Conference, during the 1980s. In Canada, QWL researches were gaining attention; and a weekend meeting was organized in Toronto in 1980 to discuss ICQWL's proposal. The first open International Conference was organized in Toronto in August 1981 on Quality of Work Life. A large number of managers, union representatives and academicians, attended the conference. Jenkins (1981)[2] observed that the Toronto conference demonstrated that the Quality of Working Life is becoming an important issue of the ongoing organizational reality to enhance the Quality of Work Life of employees.

1.2 Meaning and Concept of QWL

The phrase 'Quality of Work Life' (QWL) connotes different meanings to different people. Some consider it an industrial democracy or co-determination with

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[1] Walton, Richard E. (1973), Quality of Work Life: What is it? *Sloan Management Review*, Vol. 15 (1), pp. 11-21.

[2] Jenkins, D. (1981), QWL: Current Trends and Direction, A series of occasional paper No.3, Ontario: *Quality of Work Life Centre.*

increased employee participation in the decision making process. For others, particularly managers and administrators, the term denotes improvement in the psychological aspects of work to improve productivity. Unions and workers interpret it as more equitable sharing of profits, job security, healthy and congenial working conditions. Still others view it as improving social relationship at workplace through autonomous work groups. Finally, others take a broader view of changing the entire organizational climate by humanizing work, individualizing organizations and changing the structural and managerial systems. Management considers it as a broader view of changing the entire organizational climate by humanizing work, individualizing organizations, and developing the structural and managerial systems.

QWL is the favorableness or unfavorableness of a job environment for people; it refers to the quality of relationship between employees and the total working environment. According to Harrison (1985)[3], QWL is the degree to which the working organization contributes to material and psychological well-being of its members. The QWL as "a process of joint decision making, collaboration and building mutual respect between management and employees"; it is concerned with increasing labour management co-operation to solve the problems, improving organizational performance and employee satisfaction. According to the American Society of Training and Development (1979), it is a process of work organization which enables its members at all levels to actively participate in shaping the organization's environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of the organization and improved quality of life for employees.

Broadly, the concept of QWL involves four major aspects: (i) safe work environment, (ii) occupational health care, (iii) suitable working time, and (iv) appropriate salary. The safe work environment provides the basis for a person to be happy at work. The work should not pose a health hazard for the person. The employer and employees are aware of their risks and rights, and could achieve a lot for their mutual benefit. The working time has been indicated by the State according to the legislation. The concept of QWL is based on the assumption that a job is more

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[3] Harrison T.M. (1985), "Communication and Participative Decision Making: An Exploratory Study; Personnel Psychology, Vol. (1), pp. 97-116.

than just a job; it is the centre of a person's life. In recent years there has been increasing concern for QWL due to the following factors:

- increase in education level and consequently job aspirations of employees;
- association of workers;
- significance of human resource management;
- widespread industrial unrest;
- growing of knowledge in human behavior, etc.

The concept of QWL is gaining increasing attention in the area of Human Resource Management. The QWL encompasses the sum of total healthy experience of individual's experience in various facets of the work life or life at work. The reaction of employees to work depends upon three factors:

i) the personality traits and individual characteristics such as need pattern, tolerance for ambiguity, locus of control, work ethics, values, abilities and skills of the employees.

ii) characteristics of the job, such as the amount of challenge it offers, the extent of autonomy one has in doing the job, the extent of skills used in performing the job, and the like.

iii) facilities offered by the organization at the work place such as reward systems and training facilities.

Nadler and Lawler (1983)[4] perceived that after the phase of 1979-82 when the QWL means everything, it would lose its impact and mean nothing. But, instead of losing importance, the QWL has been gaining momentum day by day. Whatever may be the interpretation, the QWL is the most debatable topic to both employer and employees. One of the reasons for the growing importance of QWL could be the realization on the part of employees about their rights and growing unionism. Workers are no more illiterate, they do not completely depend upon the mercy of the management for their existence. Most of the lower level workers also have primary education; thanks to the efforts of the government in this regard. They are more united now than ever. Each and every worker tends to join some union or the other for their own protection and well being. The Union makes efforts to educate its members to

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[4] Nadler, D.A., and Lawler, E.E. (1983), Quality of work life: Perceptions and Direction, *Organizational Dynamics*, Vol. 11(3), pp. 20-30.

realize their rights, and also make them aware of what they can expect from the management in return to what they contribute.

The QWL emerged to end exploitation and injustice on the part of employers. "QWL is an indicator of how free the society is from exploitation. By providing good quality of work life one can eliminate the exploitation, injustice, inequality, oppression and restrictions which ensure the continuous growth of human resource which in turn leads to its overall development." The evaluation of the concept QWL was mainly in three phases. (i) Scientific Management; (ii) Human Relations Movement, and (iii) Social-technical Movement.

Frederic, W. Taylor (1974)[5] was the advocate of Scientific Management Movement. As a result of Industrial Revolution, there arose a great need to increase productivity of the organization. Taylor attempts to achieve this, with the idea of 'Scientific Management, of 'Time Study' and Work Study'. He viewed that the burden of planning and designing the work should be removed from the shoulders of workers. They should be given specific task and clear instructions before hand as to how a particular job should be done. He also advocated "Division of Work" which means that instead of assigning a work entire job, divide it into two parts, and assign each part to a different worker. As such, each worker will have to do only a part of the total job, thus specializing in that work. Taylor hoped that such specialization would quicken the production process. He further advocated various incentive-schemes which would enable a worker, who achieves a particular level of production, to earn certain percentage of incentive.

Taylor, through his time-and-work study, division of labour and incentive schemes, tried to improve the quality of work life of employees. Through incentive schemes and division of labour, Taylor contributed towards Quality of Work Life. With the help of time-work study and motion study, Taylor viewed that workers can be briefed exactly on what is to be done, when, where and how, leaving practically

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[5] Frederick, W. Taylor. (1974), The Principles of Scientific Management, *in Scientific Management*, Harper and Row, New York, pp. 24-25.

nothing to their discretion. Taylor has put his thoughts in print in his book "the Principles of Scientific Management" in 1911 which was the most popular work of that period, and influenced not only the American Industry, but Industry all over the world.

Henry Fayol was another pioneer of a similar approach with his fourteen principles of management. But he concentrated on general management unlike Taylor who concentrated his research only on shop-floor management. Fayol tried to improve through some of his principles like division of work, unity of command, direction, remuneration and *e-spirit de-corps*.

Taylor's work was the most popular as the well as most criticized one. Production levels started increasing with the application of principles of scientific management. But elimination of human elements by Taylor started showing its effect soon. The general feeling of workers was that the best judges on how and to whom to do their work were they themselves and not supervisors or managers. They further felt that with their sole objective of increasing the production, the management tends to set up strict and rigid standards which cannot be reached always by an average worker. Apathy on the part of employers drove workers to think that they were being cheated and exploited. The application of incentive schemes only worsened their human relation.

A quick and skilled worker could earn more whereas a below-average worker couldn't even earn normal wages. This resulted in groupism, back-biting and spoiled the general environment of the organization. The worker attributed all this to Scientific Management.

As the realization of human potential grew, criticism on scientific management grew. This resulted in researchers paying more attention to human approaches in industry. The industrial unrest and constant bickering among management and workers also stressed the need to think of a different approach which can overcome the drawbacks of Scientific Management, and give due recognition and importance to human elements, which finally resulted in 'Human Relation Movement'.

Taylor was not only targeted to the criticism by workers, but also, other groups like academicians, researchers, and anthropologists. They felt that Taylor considered human beings as just another factor of production. He fixed standards, time limits, and work schedules to workers as management do to machines. As such Taylor's was mainly a mechanical approach. This negative approach towards human beings was criticized.

The 'Human Relations' movement became popular in 1940s when much attention began to be paid to the workers' needs and in realizing the importance of human beings in total productivity. This approach was a significant departure from the "Taylor's Scientific Management" approach. Human Relations movement was mainly concerned with inter-personal and group-relationship among workers and advocated participatory and democratic style of supervision to achieve work effectiveness.

The concept of QWL has historically roots in the research on Socio-Technical system. The basic feature of Socio-technical system is "the design of the organization which has to be compatible with its objectives in order to adopt to change and be capable of using the creative capacities of individual. A system should provide to the people with an opportunity to participate in the design of the jobs, they are required to perform (Chins 1979)[6]. The objective of specification of task, allocation of a task to a job or to roles, the specification of methods of obtaining them should be minimum. The employees having been given specific objectives should be able to plan and design their own activities. There should also be variance control, the employees should be able to recheck and inspect their own work. This enables them to learn from their own mistakes.

The Socio-Technical Approach rests on two premises (Davis and Trist, 1979)[7]. The first is that in any purposive organization men are required to perform activities which are performed in the context of social as well as a technical system. These systems are so overlapping that the achievement of the output becomes a function of

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[6] Chins (1979), "Using the Social Science," Routledge and Kegan Paul, London.
[7] Davis, L.E. and Trist, E. (1979), Improving the Quality of Working Life: Socio-technical Case Studies, In L.E. Davies and J.C. Taylor (Eds.), Design of Jobs, *Goodyear Publishing Co*, California.

their joint operations. The crucial point is 'joint' influence. As a result, the Socio-Technical Approach departs from the more widely held view in which the social system is thought to be completely dependent on the technical compulsions. On the contrary, optimization of the confluence of social and technical systems is crucial for the new approach. The second point is that the Socio-Technical System is embedded in an environment which is influenced by the culture, its values, and a set of generally acceptable practices. This environment permits certain roles for organizations, groups, and the individuals. In order to understand a work system, one must understand the environmental forces that are operating on it. This suggests that Socio-Technical Approach falls within the larger body of 'open system' theories. In other words, the approach assumes that there is a constant interchange between what goes on in a work system, in an organization and in the environment. The boundaries between environmental, organizational and social systems are highly permeable.

1.3 Theories of Motivation and Quality of Work Life

The 'Quality of Work Life, (QWL) is a philosophy, a set of principles, which holds that people are the most important resources. Straw, R.J., and C.C. Heckscher, (1984) [8] started that in an organisation, people are trustworthy, responsible and capable of making valuable contribution, and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, physical work environment, social environment within the organization, administrative system and relationship between the life and job (Cunningham, J.B. and T. Eberle (1990)[9]. The QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employers based on labour management cooperation. People also conceive of QWL as a set of methods, such as autonomous work groups, job enrichment, and high involvement aimed at boosting the satisfaction and productivity of workers (Feuer D, 1989) [10] The task requires employee commitment to the organization and an environment in which this commitment can flourish (Walton,

[8] Straw, R. J and C.C. Heckscher (1984), QWL: New Working Relationships in the Communication Industry, *Labour Studies*, Issue. 9, pp. 261-274.
[9] Cunningham, J.B. and T. Eberle (1990), A Guide to job enrichment and redesign*, Personnel*, Vol. 67, pp. 56-61.
[10] Feuer, D. (1989), Quality of Work Life, A cure for all ills? Training: The Magazine of Human Resource Development, Issue. 26, pp. 65-66.

R.E., 1975).[11] Thus, QWL is a comprehensive construct that includes an individual's job related well-being and the extent to which work experiences are rewarding, fulfilling and devoid of stress and other negative personal consequences (Shamir, B. and I. Salomon, 1985)[12].

The theories of motivation and leadership provided a sound base for the concept of QWL. Maslow (1954)[13] has depicted the complexity of human nature by describing various levels of human needs and satisfaction. Maslow's approach is general, direct, simple and practical. There are five need clusters. They are: (i) Physical needs (ii) Safety needs (iii) Social needs (iv) Esteem needs and (v) Self actualization needs. The theory propounded by Maslow is known as need hierarchy theory. As the name suggests these needs are arranged in a lowest to the highest hierarchy. Unless the lower order needs are first satisfied, the physiological needs have to be satisfied before one move up to the social needs, and so on. As soon as the lower-order needs are satisfied, people seek the satisfaction of higher-order needs. But what really motivates the worker? Herzberg (1968)[14] went a step further, to describe Hygiene Factors (Job Context) and Motivating Factors (Job Content). The hygiene factors include company policy, supervision, and interpersonal relationships, working conditions, salary, status and security.

An employee would not experience long term satisfaction from favorable hygiene factors but unfavorable hygiene factors would lead to long-term dissatisfaction. Which can improve employee performance.

McGregor, D. (1960)[15] in his famous theory X and theory Y exposition presented two opposite seats of assumption. Theory X is based on assumptions and beliefs which are based on the study of many people at work and the nature and structure of many organizations and their styles of supervision. These assumptions

[11]Walton, R.E. (1975), *Criteria for Quality of Working Life, in L.E. Davis, A.B. Cherns and* Associates (Eds*.), The Quality of Working,* New York; The Free Press Life, Vol. 1, pp. 91-104.

[12] Shamir. B and Salomon, I. (1985), Work at home and the quality of working life, *Academy of Management Review*, Vol. 10, pp. 455- 464.

[13] Maslow, A.H. (1954), Motivation and Personality, *Harper*, New York, p. 91.

[14] Herzberg, Frederick (1968), One more Time: How do you Motivate Employees', *Harvard Business Review*, (Jan- February), Harvard, pp. 53-64.

[15] Mc Gregor, D. (1960), The Human Side of Enterprise, *McGraw Hill*, New York.

imply that the supervisor has low opinion of the workers and still lower expectations from them. Such beliefs reduce the superior's efforts to enhance satisfaction. Theory Y puts forward the opposite's assumptions which provide a totally different picture of human nature and therefore call for a different managerial strategy. McGregor in his theory 'Y' assumed that, under proper conditions, people have the potential to work with responsibility.

Employees at the grass root level experience and feel a sense of frustration because of low level of wages, poor working conditions, unfavorable terms, of employment, and inhuman treatment by their superiors; whereas managerial personnel feel frustrated and alienated with the job because of poor conditions of employment, interpersonal conflicts, job pressures, lack of freedom in work, and absence of challenging work.

The Quality of work life refers to the relationship between the worker and his environment adding the human dimension to the technical and economic dimensions within which work is normally viewed and designed. De (1975)[16] stated in his book 'Contents and Discontents' contended that quality of work life is a major determinant of quality of life. Life without work has no meaning; quality of life refers to the life of an individual outside or away from his work. Working life is regarded as part of a larger ecological complex of human environment and human resources. Psychologists have extraordinarily tried to concern themselves with the quality of working lives of the people as a whole, and fitting the worker to the job and fitting the job to the worker". Beinum (1974)[17] in his study of QWL says that "the quality of the content of the relationship between man and his task". The different viewpoints of different authors and the relevant researches lead us to the conclusion that "quality of working life is the degree of excellence brought about by work and working conditions which contribute to the overall satisfaction and performance, primarily at the individual level and finally at the organizational level".

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[16] De, N.R. (1975), "Contents and Discontents of Work Commitment", *Lok Udyog*, Vol. 9 (1), April, New Delhi, pp. 23-28.
[17] Beinum. (1974), As Quoted in Quality of Working Life in Indian Setting, A paper by J.B.P. Sinha, A.N.S. *Institute of Social Studies,* Patna.

Certain values rule the sincerity of working in the past. In the olden days, work was worship and people had sincerity, and commitment to work. But now-a-days, employees do not have belief in such values of work. They work only for salary, work hard if the conditions of work are useful and agreeable, and the terms of employment are favorable to them. Due to these reasons, the work norms have been changing dynamically.

The QWL is very significant in the context of commitment to work, motivation and job performance. It is the degree of satisfaction the members of a work organization are able to provide to meet the needs through their experiences in the organization. Management expectations are strongly linked with the organizational quality of work life, and it is a means to facilitate the gratification of human needs and goal-achievement. Improvisation and change in QWL arise, when the existing quality of work life frustrates human efforts towards self-actualization and advancement.

Robert H. Guest (1979)[18] a noted behavioral scientist expressed the feelings of an employee about his work while defining QWL. He further pointed out "the effect of QWL on a person's feelings about every dimension of work including economic rewards, and benefits, security, working conditions, organizational and interpersonal relations, and its intrinsic meaning of a person's life." It is the process by which an organization attempts to unlock the creative potential of its people by involving them in decisions affecting their work lives. Walton. R.E. (1979)[19] who has taken up extensive research on measuring the Quality of Work Life has made it easy and practicable with the eight factors/elements proposed by him.

1.4 Definitions of Quality and Quality of Work Life

Quality is defined by several authors Dedhia Navin, S. (1998)[20] stated that "quality is about behaving in a way that reflects on individuals and organization understanding of the fundamental inter-connectedness of structure, process and

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[18] Robert H. Gust. (1979), Quality of Work Life–Learning from Terry Town, *Harvard Business Review*, July-August, Harvard, pp. 28-39.

[19] Walton, R. E. (1977), Criteria for Quality of Work Life, in Davis L., et al., *The Free Press, London*, pp. 91-112.

[20] Dedha, Navin S. (1998), Quality from many perspectives, *Part I, D.L., Shah Trust*, p.1, Mumbai.

outcome". There are many aspects of quality and they fall into categories such as consumer view point of quality, producer view point of quality, personnel, behavioural quality, quality practices, reliability, education, training, team work, communication and other such topics are always included in 'quality' discussion. Quality is the totality of the features and characteristics of a product, service or a person that bear on its or his ability to satisfy stated or implied needs.

Walton. R.E, (1973)[21] who had taken up extensive research on QWL can be considered as a major contributor to the concept of productivity and human resources. He devised an eight point criteria to measure the 'Quality of Working Life'. The categories are: (i) adequate and fair compensation, (ii) safe and healthy working environment, (iii) opportunity to develop human capabilities, (iv) growth and security, (v) Social integration, (vi) constitutionalism, (vii) total life space and (viii) social relevance.

According Lippitt, G.L. (1978)[22] the term QWL broadly referring to the degree to which work provides an opportunity for an individual to satisfy a wide variety of personal needs to survive with some security, to interact with others, to have a sense of personal usefulness, to be recognized for achievement and to have an opportunity to improve one's skills and knowledge.

Nadler, D. A. and Lawler, E.E. (1983)[23] defined QWL as an individual's perception of and attitudes towards, his or her work and the total working environment. In simple words, QWL can be defined as an individual's evaluative reactions to satisfaction with his/her work and the total working environment. Beukema, L. Groningen *et al.* (1987)[24] expressed that QWL is defined as the degree to which employees are able to shape their jobs actively, in accordance with their options, interests and needs. It is the degree of power an organization gives to its

[21] Walton. R.E. (1973), Quality of Work Life: What is it? *Sloan Management Review*, 15 (1), pp. 11-21.
[22] Lippitt, G. (1978), Quality of Work Life: Organizational Renewal in Action, *Training & Development Journal*, No. 7, pp. 4-10.
[23] Nadler, D. A. and Lawler, E.E. (1983), Quality of Work Life; Perspectives and Direction, *Organizational Dynamics*, Vol. 11, No 3, pp. 20-30.
[24] Buekema, L. Groningen *et al.* (1987), Quality of reduction of working hour, *Groningen: Karstapel*.

employees to design their work. Havlovic, S.J. Scobel, D.N *et al*. (1991)[25]expressed that the QWL include job security, better reward systems, higher pay, opportunity for growth, and participative groups among others.

Knox, S. and J.A Irving (1997)[26] stated that the QWL practices and policies of the QWL determine the organization environment, and organization development and interventions operationalise the constructs. Individual employee's perceptions concerning strengths and weaknesses in the total work environment and what is or is not desirable in the workplace are other foci for research.

Gilgeous, (1998)[27] says that the Quality of life could be defined as an individual's satisfaction with his or her life dimensions comparing with his or her ideal life. Evaluation of the quality of life depends on individual's value system and on the cultural environment where he lives. Lau, Wong, Chan and Law (2001)[28], it describes that QWL is the favorable working environment that support and promote satisfaction by providing employees with rewards, job security and career growth opportunities.

Hagerty, M. R., *et al*. (2001)[29] state that the QWL implies the quality of a person's whole life, not just a separate component. Hanna Sutela (2006)[30] opines that the Quality of work life is evaluation about four categories, namely, physical work environment, psychic and social factors in the work environment, health and stress symptoms, labour market position, and family background variables.

[25] Havlovic, S, S .J. Scobel, D.N *et al.* (1991), Quality of Work Life and Human Resource Outcomes. *Industrial Relations*, Vol. 30, No. 3, pp. 469-479.

[26] Knox, S. and J.A Irving (1997), An Interactive Quality of Work Life Model Applied to Organizational Behavior Transition, *Journal of Nursing Administration*, Vol. 27, No.1, pp. 39-47.

[27] Gilgeous (1998), The Quality of Work Life, *Integrated Manufacturing System*, Vol. 9, No.1, pp. 173-181.

[28] Lau, Wang, Chan and Law. (2001), Information Technology and Work Environment- Doers it Change the way People Interact at Work, *Human System Management*, Vol. 20, No.3, pp. 267-280.

[29] Hagerty, M. R., *et al*. (2001), Quality of life Indexes for National Policy: Review and Agenda for Research, *Social Indicator Research*, Vol. 55, No. 1, pp. 1-96

[30] Hanna Sutela (2006), Correlate with the Definition of QWL, *Statistical Journal of the United Nations*, No. 23, pp. 57- 67.

Elisaveta, S. (2006) [31] is of opinion that the QWL has the correlative relationship between quality of work life and satisfaction with definite job attributes in regard to job contents and work environment.

1.5 Factors Influencing the Quality of Working Life

Many different factors influence the quality of an individual's working life. These factors include working conditions, workplace-stress and job satisfaction.

1. Job satisfaction refers to how far the individuals are satisfied with their position of employment. Factors such as workplace environment, peers, income and work duties influence how satisfied an employee is with the job. When job satisfaction is positive, this contributes to a better quality of working life. An individual who is satisfied with their job is more likely to experience a higher quality of working life than an employee who is dissatisfied or even resentful of the work.

2. Workplace-stress refers to the amount of stress experienced by an employee in the work environment. Workplace-stress is caused by numerous factors, including what duties an individual must perform, or their peer group in a company, and their overall workload. An employee who has stressful work related duties, such as an emergency room doctor who is responsible for the lives of countless people each day, is more likely to experience workplace stress. An employee, who has a heavy workload, is also more likely to experience workplace-stress. Workplace-stress often leads to the stress outside the workplace due to the attending to other items of work in an individual's daily life. This stress is the cause of experiencing lower quality of work life.

3. Other factors which influence quality of working life are: (i) individual employees wage, (ii) their working hours, (iii) workplace conditions, (iv) fairness in the workplace, (v) personal characteristics such as anxiety or depression.

    i) An individual who is receiving a low wage, especially in comparison to how difficult their job is, will have a lower quality of working life.

    ii) The working hours can also influence the overall quality of working life. Employees who work for too many hours, too few hours or

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[31] Elisaveta, S. (2006), Relationship among Perception of Quality of Work Life and Job Satisfaction. *Management and Organizational Review*, Vol. 2, No.3, pp. 459- 460.

unusual hours are more likely to report that they have a lower quality of working life. An individual who has very few working hours at the work place is not likely to receive enough money to maintain his standard of living, while an individual who is working for too many hours is likely to experience workplace stress and decline in social relationships. The unusual hours can cause a decline in the quality of life due to the fact that individuals with unusual hours are more likely to see a decline in social relationships as well as experience difficulty in attending to normal activities.

iii) The wage of the individual employees should be related to the job they perform, through fair compensation.

iv) Work place conditions are influencing the performance of their work, and it consists of all the factors which act and react on the body and mind of an employee. Working conditions refer to these as properly maintained as per the norms of Factories Act and other enactments.

v) Fairness in the workplace refers to how fair a workplace is and how fairly it is maintained. When a workplace is not managed fairly, it generally means that every individual in the workplace is not treated equally. For example; if a certain employee is continually late for work but does not receive a reduction in pay or any other warning or punishment, while other employees are punished for being late to work even once and their pay is cut for these days, then this is considered unfairness in the workplace. When a workplace is considered unfair, this leads to a decline in the quality of working life because an individual worker may feel resentment at being unfairly punished or fired due to the workplace unfairness.

vi) Quality of working life may be affected by personal characteristics exhibited by an employee. Personal characteristics can affect a workplace through how it is perceived, or how job duties are performed. An individual who is anxious in social situations, for example, will report a lower quality of working life if this situation requires constant, daily interaction with other people. Other personal characteristics such as shyness, depression and general happiness can

also affect the overall quality of working life as these characteristics influence the way the individual performs the duties sincerely.

1.6 Dimensions of Quality of Work Life

A number of attempts have been made to identify various dimensions of QWL by the "Philosophers and Research Scholars". Some have emphasized the importance in working conditions leading to better quality of work life while others feel a fair compensation and job security should be emphasized" (Mirza, S. Saiyadain, 1995)[32].

Hackman and Suttle (1977)[33] described the QWL from various viewpoints: (i) from a professional viewpoint, it is an industrial democracy increased worker participation in corporate decision-making, or a culmination of the goals of human relations; (ii) from the management perspective, it is a variety of efforts to improve productivity through improvements in the human, rather than the capital or technological inputs of production, (iii) from the stand point of the characteristics of individual workers: it refers to the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization, (iv) from union's perspective: it is a more equitable sharing of the income and resources of the work organization and more human and healthier working conditions, (v) as a philosophy, it means the quality of the content of relationship between man and his task in all its diversity; (vi) the relationship can be approached from divergent view points, including the man, the organization and the society, embracing job design work organization basic human needs and values and societal concepts.

Gadon (1984)[34] suggested that the QWL efforts include the areas of personal and professional development, work redesign, building of teams, work scheduling, and total organizational change. Michall Maccaoby (1984)[35] identified four factors to

[32] Mirza S. Saiyadain (1995), "Human Resource Management", *Tata McGraw-Hill Publishing Company Limited*, New Delhi, p. 310.
[33] Hackman J.R. and Suttle J.L, (1977), "Improving Life at Work", *Good Year Publishing Company*, Santa Monica, California pp. 1-29.
[34] Gadon, H. (1984), Making Sense of Quality of Work Life Programs, *Business Horizons,* January-February, pp. 42- 46.
[35] Michael Maccoby, (1984). "Helping the Labour and Firm set up a QWL Programme". *Monthly Labour Review*, Vol. 107, No. 3, Shimla, pp. 28-32.

measure the QWL, such as (i) Security (right to work and working conditions), (ii) Equality (distributive justice), (iii) Democracy (autonomy and opportunity to use abilities) and, (iv) Individualization (perception of uniqueness).

Klott, Mundick and Schuster (1985)[36] suggested 11 major QWL issues. They are: (i) pay and stability of employment, (ii) occupational stress, (iii) organizational health programs, (iv) alternative work schedules, (v) participative management and control of work, (vi) recognition, (vii) congenial worker supervisor relations, (viii) grievance procedure, (ix) adequacy of resources, (x) seniority and merit in promotions and (xi) employment on permanent basis.

Havlovic (1991)[37] found in his study that the key elements of QWL include (i) job security, (ii) job satisfaction, (iii) better reward system, (iv) employee benefits, (v) employee involvement and organizational performance. Arts *et al*. (2001)[38] focused on job satisfaction, involvement in work performance, motivation, efficiency, productivity, health, safety and welfare at work, stress work load, burn-out etc. to improve the QWL.

Sangeetha Jain (1991)[39] viewed it as consisting of a "whole parcel of term and notions all of which really come under the quality of working life umbrella". she includes industrial effectiveness, human resource development, organizational effectiveness, work restructure, job enrichment, socio-technical system, group work concepts, labour management, cooperation, working together, workers involvement, workers participation and cooperative work statures. Saklani D.R (2003)[40] has chosen thirteen dimensions for analyzing the concept of the QWL, viz., (i) adequate and fair compensation, (ii) fringe benefits and welfare measures, (iii) job security, (iv) safe and healthy physical environment, (v) work load, (vi) opportunity to use and develop human skills, (vii) opportunity for continued growth, (viii) human relations and social

[36] Klott, Mundick and Schuster, (1985), human Resource Management, Chio Chapter, E. Merril Publishing Company, pp. 585-592.
[37] Havlovic, S. J. (1991), *Quality of Work Life and Human Resource Outcomes,* Industrial Relations, 30(3), pp. 469-479.
[38] Arts, E.J., Kerksta, J. and Vander Zee (2001), *Quality of Working Life and Workload in Home Help*, Nordic College of Caring Sciences, pp. 12-22.
[39] Sangeetha, Jain (1991), *Quality of Work Life*, Deep & Deep publications, p. 17, New Delhi
[40] Saklani, D.R. (2003), "Quality of Work Life: Instrument Design", *Indian Journal of Industrial Relations*, Vol. 38, No. 4, April 2003, New Delhi, pp. 480-503.

aspect of work life, (ix) participation in decision-making, (x) reward and penalty system, (xi) equity, justice and grievance handling, (xii) work and total life space, and (xiii) image of organization in the society.

According to Royela *et al*. (2007)[41], European Commission (EC) proposed ten dimensions for the QWL; They are (i) intrinsic job quality, (ii) skills, life-long learning and career development, (iii) gender equality (iv) health and safety at work, (v) flexibility and security, (vi) inclusion and access to the labour worker involvement, (vii) diversity and non-discrimination, and (viii) overall work performance.

Gnanayaudam and Dharmasiri (2007)[42] include the worker's sense of belongingness to a group, a sense of becoming oneself, and a sense of being worthy and respectable. Huang *et al.* (2007)[43] opined that the QWL is the favorable conditions and environments of the workplace that address the welfare and well-being of employees. Skinner and Ivancevich (2008)[44] focused that QWL is associated with adequate and fair compensation, safe and healthy working conditions, opportunities to develop human capacities, opportunities for continuous growth and job security, more flexible work scheduling and job assignment, careful attention to job design and workflow, better union-management cooperation, and less structural supervision and development of effective work terms.

Islam and Siengthai (2009)[45] explained the QWL as the favorable condition and environment of employees benefit, employees' welfare and management attitudes towards operational workers as well as employees in general. Benarjee and Roja Rani

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[41] Royuela, V., Tamayo, J. L., Suriñach, J. (2007), The Institutional vs. the Academic Definition of the Quality of Work Life, What is the focus of the European Commission? Research Institute of Applied Economics, Working   Papers 2007/13, Geneva: AQR-IREA Research Group, University of Barcelona.

[42] Ganayudam, J. and Darmasiri, A.S (2007), Quality of Work Life and its Influence on Organizational Commitment; A Study of the Apparel Industry, *The Sri Lankan Journal of Management*, Bumper Issue 12(3&4) & 13(1&2), pp. 399-408.

[43] Huang, T.C., Lawler, J., Lei, C.Y. (2007), The Effects of QWL on Commitment and Turnover Intention. *Social Behavior and Personality*, 35(6), pp. 735-750.

[44] Skinner, S. J. and Ivancevich, J. M. (2008), Business for the 21st Century, IRWIN*: Homewood, Boston.*

[45] Islam, M, Z. and Siengthai, S. (2009), Quality of Work Life and Organizational Performance: Empirical Evidence, from Dhaka Export Processing Zone, Proceeding of ILO, *Conference on Regulating for Decent Work. Geneva:* International labour Office.

(2004) [46] after careful examination have taken the following 11 dimensions as measures of the QWL. They are: (i) working conditions, (ii) autonomy, (iii) relation with the organization, (iv) pay structure, (v) work complexity, (vi) welfare facilities, (vii) Personal growth, (viii) group cohesiveness, (ix) workers' participation, (x) job stress, and (xi) job design.

Padala S.P. and Suryanarayana (2010) [47] have proposed that the QWL dimensions are broadly divided into: (i) Classical dimensions, and (ii) contemporary dimensions. Classical dimensions include physical working conditions, employees' welfare, employee assistance, job factors, and financial factors; whereas contemporary dimensions include collective bargaining, industrial safety and health, grievance redressal procedure, quality circles, work-life balance, and workers' participation in management. The QWL encompasses the characteristics of the work and work environment that influence employees' work lives.

1.7 Indian Approach to QWL

Indian philosophy advocates self-actualization as the goal of life, and the work as a way of life instrumental in achieving the ultimate goal. "Work-life, according to the Indian view, is itself a spiritual discipline. The process of refinement to realize this objective or the identity of the self is yoga or work". Swamy Yaktananda (1980)[48] says according to the traditional teachings, the work place is a temple and work is worship, "The basic philosophy - the central theme of Gita - is 'Karma Yoga'. Karma Yoga is concerned with multifarious development. The development of the self, the community, the society and industry is possible only through Karma Yoga. Karma Yoga means action, duty or work which is not prohibited, which is not harmful, and which is not performed with a selfish motive but with the object of serving humanity.

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[46] Benarjee D. B. R.N.K. and Roja Rani E. (2004), "New perspectives of Quality of Work Life", *The Indian Journal of Commerce,* Vol. 57, No.1, January-March, 2004, New Delhi, pp. 73-81.
[47] Padala, S.P and Suryanarayana, NVS. (2010), Industrial Safety and Quality of Work Life, Retrieved September 23, 2010, from http:// www.articlesbase.co./environment-articales// industrial-safety-and quality of work life 3108815.html.
[48] Swamy Yaktananda. (1980), Effective Human Resource Development: Some Indian insights. In Chakraborty S.K. (Ed.), Human Response Development: Exploring Transformational Values, New Delhi: *Wiley Eastern Limited,* pp 40-43.

To perform one's duty is to worship the Lord himself declares the Gita" (Srivastava A. K., 1990)[49].

Nishkama Karma proclaims the philosophy of performing one's duty without the desire for reward. Work in itself is considered as the reward. At this point, one starts, wondering as to whether the quint-essence of this philosophy applies to the employer as well or only to the employee, in the modern industrialized phase of recent history. There is another theory of Indian school of thought which can be called as 'Sacrifice - Chitta Suddhi' theory of work. As Radhakrishnan (1976) has so aptly remarked, Work is the worship of the supreme, man's homage to God.[50] It is the quiet nurturing of this attitude towards work, deep within, through all the ups and downs, successes and failures that can gradually stimulate movement towards perfection and progress in respect of the nature of work.

Thus stress is not laid on the nature of work in the Indian school of philosophical thought. If one accepts the principle- work is worship of God, then automatically a good quality of work life prevails. For instance, there is a convention in the Ramakrishna order, a universally recognized voluntary organization, in the allotment of duties, e.g., a monk performing morning and evening puja in the temple is assigned on one fine morning to ledger posting work in a hospital, or a college teacher is sent out for prolonged relief work in a drought-stricken desert area. By this means, the Ramakrishna mission wanted its members to learn that satisfaction did not lie in the nature of work alone, but in the attitude of the workers.

Indian approach towards the quality of work life and work ethic is founded on the premise that a man has a spiritual metaphysical dimension too to his personality, a dimension inherently superior to that of his economic, biological and social dimensions. Bulk of the task of improving the quality of work life and work ethics has to be performed within the mind's empire of each worker. For this, an altogether different kind of education and training is required compared to what is corner-stone of QWL.

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[49] Srivastava A.K. (1990), Karma Yoga: Indian's response to the challenge of work ethics. In Chakraborthy S. K. (Ed.), Human Resource Development: *Exploring Transformational Values,* Wiley Eastern Limited, New Delhi, P. 82.

[50] Radha krishnan, S. (1976), The Bhagavad Gita, *Aurobindo Ashram*, Bombay, p. 36.

As a society, India has its roots in an agrarian culture; that in turn influences the Indian industrial work culture. In an agrarian culture, the workplace and home are not located far away. The work design provided space and time to take care of the family and children, and maintain healthy social relations. The social system perfectly matched the nature of work, festivals and celebration was related to harvests, which enabled the people to relax and enjoy the outcome of their hard work. In an industrialized society, the worker has to leave behind his home, sometime his village as well, to reach the workplace. Coming to it required considerable energy, and time. The industrialized society also demands a discipline, which is new to the people. Leaving aside the natural planning of a work culture, nearby work fields, peaceful and pollution-free atmosphere and self-disciplined working times, the industrial worker enters into a new unknown workplace and faces given tasks to be finished in a given time, and in a fixed way to doing it. Nishkama Karma opts for detachment from rewards while industrialization demands detachment from the family. The life the employee lives is highly determined by the nature of work life. His family life, social relations, even routing habits and hobbies revolve round his job. Suddenly after leaving the job, the employee considers himself a stranger to his family, and realizes that this would not have been so if only he could have spent some time in earlier years with the members of his family. Hence, the QWL has an intimate relation with the pattern of living and the job entrusted to the employee. The organization cannot afford to ignore these.

1.8   Quality of Work Life Parameters

In this research study the parameters of Quality of Work Life which influence the adverse effects of changes in work environment to QWL with implications for career development and human resource management are examined. Parameters of QWL are also called constructs of QWL, and Hackmen and Oldham (1980)[51] highlight the constructs of QWL in relation to the interaction between work environment and personal needs. This study extends and integrates the various parameters of QWL considered crucial in modern organisations, describing their importance and utility. In India, its scope seems to be much broader than the provisions of the labour legislation enacted to protect the workers. It is more than a sheer work organization movement which focuses on job security and economic

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[51] Hackman, J.R and Oldham, G. R. (1980), Work Redesign, Addison-Wesley, 1980, p.90.

growth of the employees. The basic idea is to develop work environments that are excellent for people as well as for the wellbeing of the organization. Based on the foregoing factors influencing the quality of work life, parameters like health and safety, welfare facilities, working conditions, compensation, career growth and development, grievance redressal mechanism, social integration and social relevance of work life are selected for this study. These parameters are discussed briefly in this section.

1.8.1 Health and Safety

The concept of health is a broader term. It may have both subjective and objective interpretations. According to Guyatt *et al.* (1993)[52], the concept of health includes various aspects of life, which may be evaluated either positively such as happiness, or negatively such as death. Health and safety of the workers are quite important in every organisation. In the Chapter IV of the Factories Act, 1948 its amendment 1987 has given several provisions in factories to maintain the health and safety of the workers. There are different aspects which enable health and safety of the workers in the workplace and are maintained in accordance to the provisions of the Factories Act, 1948. They include social security measures such as Insurance of workers, compensation on disablement or death, etc. The Factories Act also emphasized the different infrastructure such as Bathrooms, rest rooms, urinals, first aid boxes, medical facilities, etc. to the workers in industries. The laws also enable use of personal protective equipments, such as helmets, hard hats, etc in the work place. Occupational health and safety is an area concerned with protecting the safety, health and welfare of people engaged in work. A safe and hygienic working environment shall be provided, and the best occupational health and safety practice shall be promoted, bearing in mind the prevailing knowledge of the industry and of any specific hazards. Workers health and safety aim to protect the health, safety and welfare of workers at work and other people affected by the work. Quality of work life related to physical working conditions that ensure safety, minimize risk of illness and other occupational diseases and provides special emphasis on the well-being of the women and children. Industrial health and safety is one of the crucial contemporary factors that influence QWL of employees. There is no denying the fact

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[52] Guyatt, G.H., D.H. Feeny and D.L. Patrick. (1993), Measuring health related quality of life, Annals of Internal Medicine, Vol.118 (8), pp. 622-629.

that safety is the primary responsibility of management; it should be made a matter of high concern by all the echelons of management, namely, plant manager, safety and maintenance engineers, supervisors and the other authorities of concern. In tobacco processing units' work place environment is fully loaded with occupational stress like extreme heat, tobacco dust inadequate illumination, and noise vibration. Wali, B.S and Raut, P. D (2013)[53], their study pointed out the occupational stresses and hazards caused due to tobacco dust, indoor environmental factors like noise, vibration, poor ventilation, inadequate illuminated heat etc. and discuss various hazardous conditions due to unhealthy practices and workplace of female tobacco workers. The hazards of the workplace stress are coupled with poor living conditions, poor socio-economic conditions, malnutrition, lack of medical facilities, and violence at domestic which levels can affect physical and mental health of the body.

1.8.2 Welfare Facilities

The concept of 'labour welfare' is flexible and elastic and differs widely with times, regions, industry, country, social values and customs, the degree of industrialization, the general social economic development of people and political ideologies prevailing at particular moments. However, the Committee on Labour Welfare (1969)[54] defined the phrase to mean, "such facilities and amenities as adequate canteens, rest and recreation facilities, sanitary and medical facilities arrangements for travel to and from, and for accommodation of workers employed at a distance from their homes, and such other services, amenities and facilities including social security measures as contribute to conditions under which workers are employed."The concept of labour welfare has received inspiration from the concept of democracy and welfare state. Democracy does not simply denote a form govt. it is rather a way of life based on certain value such as equal rights and privileges for all. The constituents of labour welfare included working hours, working condition, safety, industrial health insurance, workmen's compensation, provident funds, gratuity, pension, protection against indebtedness, industrial housing, rest

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[53] Wali, B.S and Raut, P.D. (2013), Assessment of working Conditions and Physical Fitness of Female Tobacco Workers in different Tobacco Units at Jaysingpur City of Kolhapur District, Maharashtra, *International Journal of Pharmaceutical & Biological Archives 2013*; Vol. 4(1) pp. 1555-1559.Source: www.ijpba.info

[54] Government of India, ministry of labour and Employment (1969), Report of the Community on labour Welfare.

room, canteens, and crèches wash places, toilet facilities, lunch, cinemas, music, reading rooms, co-operative store, playground etc. Employee welfare measures promote the physical, social, psychological and general well - being of the working population. Welfare work in any industry aims at improving the working and living conditions of workers and their families.

Welfare is the provision and maintenance of the conditions of life for individuals by the community. Employee welfare is flexible and elastic and differs widely with time and region, industry, social value and customs, degree of industrialization the general social - economic development of the people and the political ideologies prevailing at a particular time. It is also molded according to the age groups, socio-cultural background, and educational level of workers in various industries. Industrial progress depends on satisfied labour force and in this connection the importance of labour welfare measures was accepted long back. Way back in 1931 the Royal Commission on Labour stressed the need of labour welfare primarily because of the harsh treatment meted out to the workers. This need was further emphasized in Independent India by the Constitution, (1950) which lays down the following articles in this regard, "Article 42 explained, The state shall make provision for securing just and humane conditions of work" "Article 43 The state shall endeavor to secure by suitable legislation or economic organization or in any other way, to all workers agricultural, industrial or otherwise, a living wage, conditions of work ensuring a decent standard of life and full enjoyment of leisure and social and cultural opportunities "Discussing the importance of the labour welfare" S.T. Edwards (1953) said, "One can buy a man's time, his physical presence at a particular space, even a few muscular movements, but enthusiasm, initiative, loyalty and devotion to duty cannot be bought. They will have to be created through right employer-employee relations, provision of constructive opportunities for satisfying the major motivating desires of human action".

Welfare facilities help to develop loyalty among workers towards the organisation. They tend to make the employee happy. These measures include convenience and comfort during work, provision for rest hours, provision of drinking water, canteen facilities, medical facilities, transport facilities, recreation facilities, health insurance, provident fund, gratuity and pension, rewards and incentives and

family assistance in times of need, housing accommodation and education facilities for the children.

Generally, it provides a psychologically satisfactory work environment. To meet the legal requirements one must provide labour welfare facilities. Labour welfare aims at providing such service facilities and amenities as would enable the worker in factories and industries to perform their work in a healthy congenial atmosphere to maintain good health and high morale.

1.8.3 Working Conditions

Quality of work life is dependent on various aspects of the employee's work life. The first and foremost important factor among them is economic aspects. The second important aspect is working conditions. Thus order can be compared to Maslow's hierarchy of work motivation. Abraham Maslow arranged a person's motivational needs in a hierarchical manner. He believed that once a given level of need is satisfied, the next level of need has to be activated in order to motivate the individual. Once the employee is satisfied with the monetary benefits, he aspires for higher level of needs to be fulfilled, i.e., good working and employment conditions.

However, the hierarchical model need not be in the same way. Sometimes higher order needs may emerge along with or prior to the lower level needs. This priority depends upon requirements, culture and region where employees work. As such physical working conditions may sometimes come prior to monetary aspects in order of performance of employees.

Working conditions come under Hygienic factors of Herzberg's two factor theories of motivation. As such, theories do not motivate an employee, non-existence of good working conditions do dissatisfy him.

An employee normally spends 6 to 8 hours at his work place which is significant part of the employee's time. Hence, providing good working conditions play an important role in reducing employee dissatisfaction about the job. A well

equipped building with good furniture and other facilities impact employees more than anyone else.

The conditions under which a job is performed can be different - from those completely comfortable to those very difficult and dangerous to employees' life and health. Different working conditions can be influenced by: i) external factors that influence climate-meteorological conditions, temperature, humidity, drafts, lighting in the workplace, noise and interference, gases, radiations, dust, smoking and other harmful factors; ii) subjective factors that influence gender and gas of the worker, fatigue, monotony, unfavorable posture during work, etc.; iii) factors related to the organization of production of production such as duration of the work shift, work schedule, working time, work pace, excessive strain etc.

Jobs with difficult working conditions may be performed only by those employees who meet specific requirement in terms of age, sex, qualification, health-physical and mental condition and psycho-physiological and psychological capabilities. Difficult working conditions influence employees' performances. It is, therefore, necessary to take measures to eliminate uncomfortable working conditions or, if not possible, to take appropriate safety measures. Safety at work is carried out to ensure working conditions without danger to life of health, or to avoid accidents, injuries, occupational diseases and, or at least mitigate their consequences.

In the context of safety at work reference is to the equipment that employees use in their daily work. Equipment (machinery, equipment, plant, tools, supplies, laboratory equipment, etc.) that employees use in their work has to be functional and correctly to avoid injuries at work or reduced performances. It is important that workers are trained how to work with the equipment because inadequate equipment handling care may result in accidents or deviations in performance, no matter how much equipment was proper. Training of employees should be also oriented to the proper use of protective equipment and protection (Buble, 2006)[55].

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[55] Buble, M. (2006), Management Ekonomski fakultet Split.

1.8.4 Compensation

Compensation and rewards are motivational factors. The best performer is given the rewards, and this builds competition among the employees to work hard and to achieve both organizational and individual goals. The economic interests of people drive them to work at a job, and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. Mirvis and Lawler (1984)[56] highlighted that Quality of working 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. Oshagbemi, Sloane and Williams, highlighted that differences in remuneration aspects received by the employee suddenly affect their work satisfaction and work performance. Drobnic *et al*. (2010)[57] suggest that employees who have secured jobs and pay would feel comfortable at the work place and this affects their quality of life. Meeting socially determined needs and fair compensation can create an appropriate work environment (Weisboard, 2007)[58]. According to Saraji and Dargahi, H. (2006)[59] the Nursing Work life Satisfaction survey results showed that Pay and Autonomy were the two most important components of nurses' quality of work life.

1.8.5 Career Growth and Development

A career is the evolving sequence of a person's work experiences over time. Career is typically defined as a 'sequence of work roles or a sequence of a person's work experience over time (Chen, T.Y *at al. 2004*)[60]. Career arises from the interaction of individuals with organizations and society. Career is not a primarily a theoretical construct but is used in meaningful ways, given meaning, and it

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[56] Mirvis, P. H., & Lawler, E. E. (1984). Accounting for the Quality of Work Life, *Journal of Occupational Behaviour,* Vol. 5, pp. 197-212.

[57] Drobnic, S., Behan, B., & Prag, P. (2010), Good job, good life? Working conditions and quality of life in Europe, *Social Indicators Research*, Vol. 99 (2), pp. 205-225.

[58] Weisboard, M. R. (2007), "Productive Workplace: Organizing and Managing for Dignity Meaning and Community", 5th edition, San Francisco, CA: Jossey Bass.

[59] Saraji, and Dargahi, H. (2006), "Study of Quality of Work Life (QWL)", *Iranian Journal public Health,* Vol. 35(4), pp. 8-14.

[60] Chen, T.Y., Chang, P.L., & Yeh, C.W. (2004), A Study of career needs, career development programs, job satisfaction and the turnover intention of R&D personnel, *Journal of Career development International,* Vol. 9(4), pp. 424-437.

creates meaning and also experience. More specifically, career is referred to as a succession of related jobs, arranged in a hierarchy of prestige, through which persons move in an ordered, predictable sequence. There is also another side of career which is linked to the individual's "moving perspective" on their life and its meaning. Career growth and development help employees expand their knowledge, skills and abilities, and apply the competencies they have gained to new situations. The opportunity to gain new skills and experiences can increase the employee motivation and job satisfaction, and help workers to more effectively manage job stress. By providing opportunities for growth and development, organizations can improve the quality of their employees' work experience, and realize the benefits of developing workers to their full potential.

The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999)[61]. Gallie (2003)[62] suggests that there is a comparison of employees' perceptions of the quality of working tasks, the degree of involvement in decision making, career opportunities, and job security to see whether the Scandinavian countries have a distinctive pattern from other European Union countries. Another empirical study was done to predict QWL in relation to career-related dimensions (Raduan Che Rose *et al*. 2006)[63] An empirical study was done to predict QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zone in Malaysia for both the multinational corporation (MNCs) and small-medium industries (SMIs). The result indicates that three exogenous variables are significant: career satisfaction, career achievement and career balance, 63% of the variance in QWL. In fact a high - quality work life was perceived to be one in which there was an opportunity to develop close personal ties and achieve career goals with an absence of excessive job stress. To the extent that when organizations have an understanding

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[61] Moses, B. (1999), Career planning mirrors social change, The Globe and Mail, Retrieved January 18, 2001 from the World Wide Web: http://www.bbmcareerdev.com/careerplan.html

[62] Gallie, Duncan. (2003), 'The Quality of Working Life: Is Scandinavia Different?', Oxford Journal, Vol. 19, pp.61-79.

[63] Raduan Che Rose, LooSee Beh, Jegak Uliand Khairuddin Idris. (2006), Quality of Work Life: Implications of Career Dimensions, Journal of Social Sciences, Vol. 2(2), pp. 61-67.

attitude toward employees who combine work and family roles (family responsive culture), employees are not likely to worry about career opportunities if they reduce their working hours due to family responsibilities (Thompson, Beauvais, and Lyness, 1999)[64].

1.8.6 Grievance Redressal Mechanism

Grievance is a disagreement between an employee and management on the rules, terms or conditions of employment. The causes for a grievance may include, but are not limited to, complaints concerning wages, hours of work, working conditions, performance evaluations, job assignments, or the interpretation or application of a rule, regulation or policy. According to the International Labour Organisation (ILO), "the grounds for a grievance may be any measure or situation which concerns the relation between the employer and worker or which affects or may affect the conditions of employment of one or several workers in the undertaking when that measure or situation appears contrary to provisions of an applicable collective agreement or of an individual contract of employment, to work rules, to laws to regulation or to the custom or usage of the occupation, branch of economic activity or country, regarded being faith". It means that an act of omission or commission on the part of the employer, which affects the morale of individual workers or a group of workers, gives birth to grievances.

Grievance is all about violation of the contract, practices, rules and regulations. As human beings are different, there are bound to be grievances among employees leading to conflicts at the workplace. To avert any kind of conflicts within the organization, there is need for a proper grievance redressal procedure so that the employees feel that their grievances are addressed and redressed. The grievance process must be clear and simple. It must be well-defined. It must conform to the current legislation without any prejudice. There should not be any delay in the grievance process it a might result into a crisis.

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[64] Thompson, C. A., Beauvais, L. L., and Lyness, K. S. (1999), when work-family benefits are not enough: The influence of work-family culture on benefit utilization, organizational attachment, and work-family conflict. Journal of Vocational Behavior, Vol. 54, pp. 329-415.

The sheer volume of grievances and disciplinary actions that arise will affect the costs of managing an organisation. To the extent that management and unions devote time and effort to these formal adversarial procedures, they limit resources available for training, problem solving, communications, and other activities linked to productivity, human resource management, or organisational development (Katz et al., 1983)[65]. Consequently, volume of grievances and disciplinary actions should be systematically related to other measures of the performance of an industrial relations system (Thomson and Murray, 1976)[66]. High degree of conflict between labour and management lead to lower efficiency, poorer quality and poorer organisational performance. Therefore, grievance and conflict resolution measures serve important and useful functions for labour and management for resolving the inevitable conflicts of employment relationships and for protecting the individual rights of employees.

Grievance is the seed of dispute and the management should give due consideration to the employees' day to day grievances. In order to maintain industrial peace and harmonious relations, the management should take proactive measures to settle the industrial conflicts and to avoid work stoppages. The performance of grievance redressal mechanism in both the organisations is well understood from. The grievance committee and multistage grievance handling machinery are very much effective in the organisations. It is also observed that the management is successfully handling grievances to prevent dissatisfaction and frustration as well as taking collaborative approach for quick and prompt resolution of conflicts.

1.8.7 Social Integration at Work

The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community interpersonal openness and the absence of stratification in the organisation.

The workers should be made to feel a sense of identity with the organisation and develop a feeling of self-esteem. Openness, trust, sense of community feeling,

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[65] Katz, H.C.; Kochan, T.A. and Gobeille, K.R. (1983), "Industrial Relations Performance, Economic Performance and Quality of Working Life Programs: An Inter-plant Analysis", Industrial and Labor Relations Review, Vol. 37, No. 1, pp. 3-17.

[66] Thomson, A.J.W and Murray, V.V. (1976), Grievance Procedure, Saxon House, London.

scope for upward mobility, equitable treatment etc. are essential for this purpose. Social integration in work organisation will definitely encourage workers to act as a unity; and it provides them a lot of team spirit.

Social integration in the work force can be established by creating freedom from prejudice, supporting primary work group a sense of community and inter-personnel openness, egalitarian and upward mobility. Social integration is social relations that employees share at work place with his superiors and subordinates. If he has strained relations with his superiors or his colleagues his work life is naturally affected. The opportunity for socialisation with colleagues is an important aspect of Quality of Work life.

1.8.8 Social Relevance of Work Life

Social relevance is a distinct concept that relates to an employee's desire to remain with an organization out of a sense of loyalty, emotional attachment and financial need (Meyer et al., 1989)[67]. Employees must be given the perspective of how his/her work in the organisation helps the society. This is essential to build relevance of the employee's existence to the society he/she lives in relationship between and among the employees is an indicator of healthy work organisation. Therefore, opportunities must be provided for formal and informal interaction. All kind of classes' religions, races, crafts, and designations must be treated equally on a social platform. In other words, it creates egalitarian environment. This leads to organizational commitment which can be defined as the relative strength of an individual's identification with and involvement in a particular organization (Porter and Smith, 1970)[68]. Employees' commitment can be characterized by at least 3 related factors: 1) a strong belief in and acceptance of the organization's goals and values; 2) a willingness to exert a considerable effort on behalf of the organization, and 3) a strong desire to maintain membership in the organization (Mowday *et al*., 1982)[69].

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[67] Meyer, J.P., S.V. Paunonen, I.R. Gellatly, R.D. Goffin and D.N. Jackson (1989), Organizational Commitment and job performance: It's the nature of the commitment that Counts, *Journal of   Applied, Psychology*, Vol. 74, pp.152-156.
[68] Porter, M. and T. Smith (1970) Organizational Commitment: A Case in the Private Sector, Symposium Paper, Harvard University.
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Porter and Lawler (1983) [70] identify two subscales: i) value commitment, (a commitment to support organizational goals), and ii) commitment to stay (a desire to retain organizational membership). QWL is positively correlated with organizational commitment, job involvement, motivation, organizational citizenship behavior, life satisfaction, mental health and job performance. It is negatively related to turnover, absenteeism and perceived stress (Judge *et al*. 2001[71]; Spector, 1997)[72].

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