

**CHAPTER 2**

**RELATED CONCEPTS AND THEIR  
DEFINITIONS**

Any effort to initiate or examine a QWL programme should consider some related concepts which is deeply concerned with it. QWL denotes all the organizational impute which aim at improving the employee's satisfaction and enhancing the organizational effectiveness. Quality of work life (QWL) and some related concepts to QWL are defined in this chapter for better understanding of the present study.

### **2.1.1(a) Quality of Work Life (QWL)**

Quality of work life (QWL) covers almost all aspects of employee's organizational life and significantly affects the performance levels of employees. Quality of work life represents a concern for the human dimensions of work and it recognizes work as the chief determinant of an individual's freedom, growth and self-respect as well as his or her standard of living. Quality of work life also represents a real concern for human values with an awareness that all individuals devote valuable part of their lives to work. The term quality of work life has become well known not only to social scientists, but to layman as well.

Nadler and Lawler (1983; p. 26) defined QWL in the following lines "Quality of work life is a way of thinking about people, work and organizations and its distinctive elements are: (1) A concern about the impact of work on people as well as on organizational effectiveness and (2) The idea of participation in organizational problem solving and decision making". In a wider usage, the quality of work life may embrace all the possible aspects of work related life, including wage and hours, work environment, benefits and services, career outlook, human relations etc, that are relevant to employees satisfaction and motivation.

Boisvert and Theriault (1977) discerned a variety of views concerning QWL. Fig 1 illustrates these views.

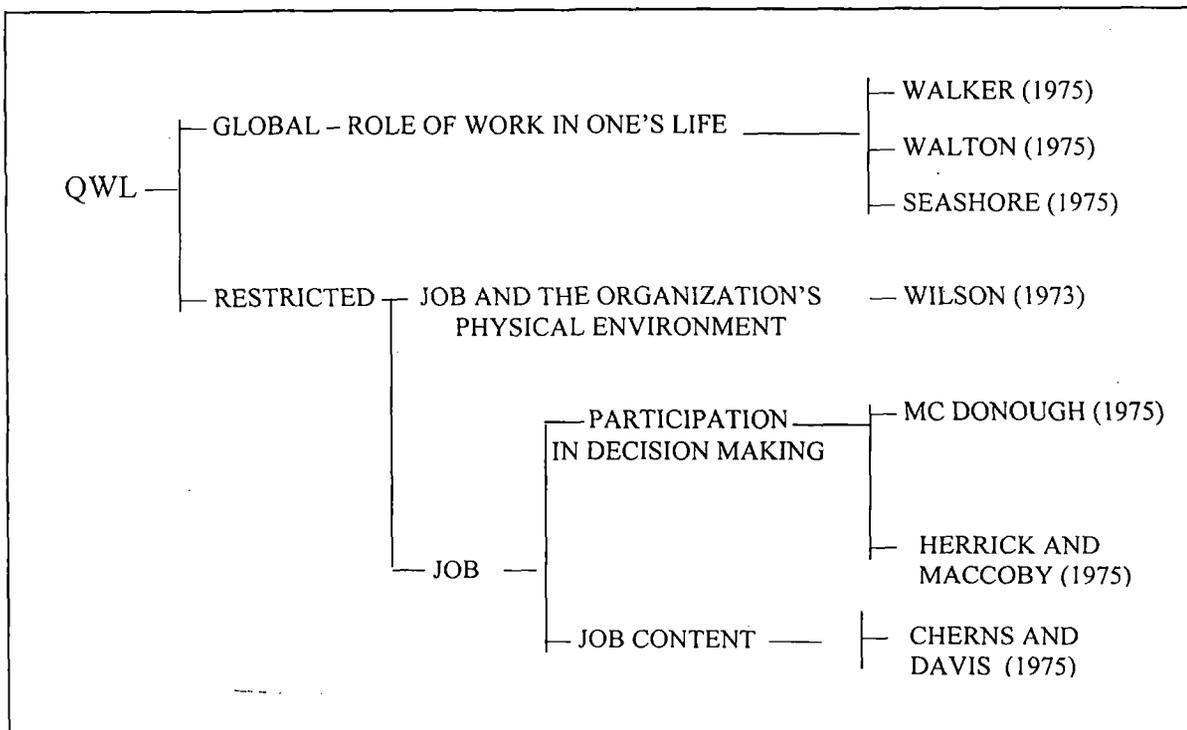


Fig 1 : Quality of work life concept.

Source: Boisvert, M. and Theriault, R. (1977), "Importance of Individual Differences in Intervention and Design for Improving Quality of Working Life", *Commerciales de, Montreal*, 223-239.

Mahapatra (1992) made an attempt to link the Quality of work life (QWL) with Quality Circles (QC) and concluded that QWL covers a number of components as shown in Fig 2 .

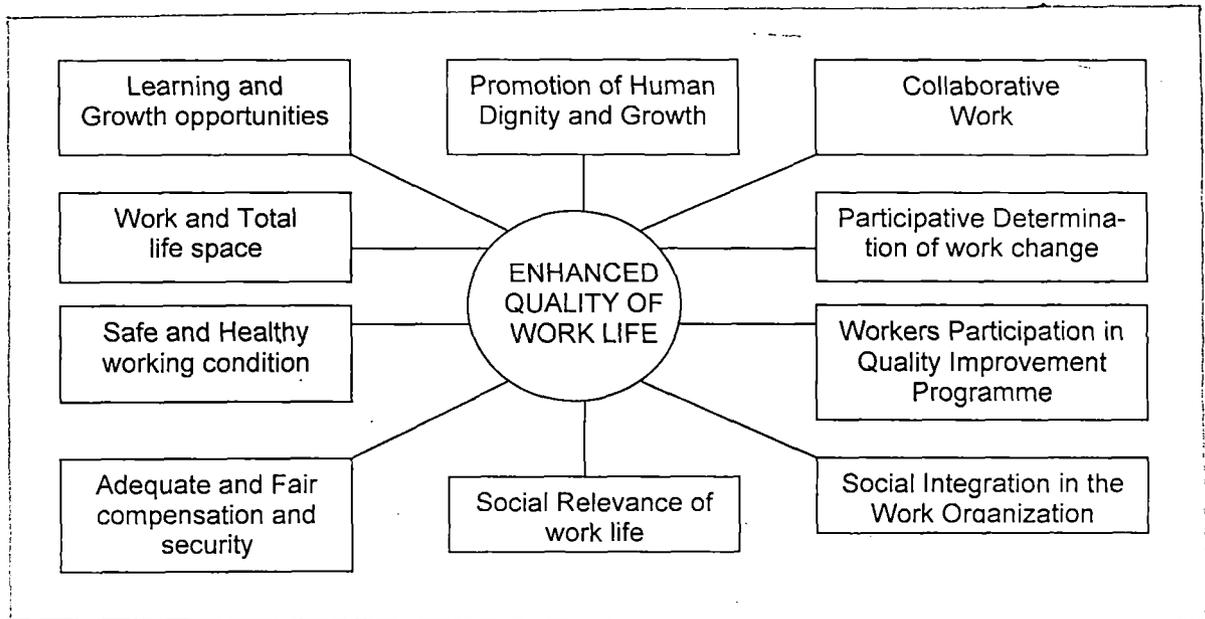


Fig 2 : Components of quality of work life.

Source: Mahapatra, G. P. (1992), "Quality Circles and Quality of Work Life", *Management and Labour Studies*, 17(3), 126-136.

Delamotte and Walker (1974) hold that quality of work life invites attention particularly to the 'workers' need for meaningful and satisfying work and for participation in decisions that affect their work situation.

Walton (1973) defined QWL as a process by which an organization responds to the employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. He provided the following eight criteria to evaluate QWL programmes:

1. Adequate income and fair compensation: - Pay should meet socially determined standards of sufficiency and bear an appropriate relationship to pay received for other work.

2. Safe and healthy working conditions: - The employee should not be exposed to physical conditions or work arrangements that are unduly hazardous or unhealthy.
3. Immediate opportunity to use and develop human capacities: - To facilitate the development of human capacities, work should possess the following qualities – autonomy, skill variety, information and feedback about the total work process, whole tasks, and involvement in both planning and implementing.
4. Future opportunity for continued growth and security: - Work should provide opportunities for continued learning and development, organizational or career advancement and employment and income security.
5. Social integration in the work organization: - The nature of personal relationships in an organization is an important dimension of QWL.
6. Constitutionalism in the work organization: - A high QWL is characterized by adherence to the following institutional principles in the work organization – the right to personal prevailing, the right of free speech, the right to equitable treatment in all matters, procedure for due process, and access to appeals.
7. Work and the total life space: - Work should be balanced so that work schedules, career demands, and travel requirements do not take up leisure and family time on a regular basis.
8. The social relevance of work life: - The work organization should be socially responsible in its products, waste disposal, employment practices, marketing strategies and techniques, participation in political campaigns, and so on.

According to Levine, Taylor and Davis (1984: p. 86-88) the following are the possible QWL concept statements.

**QWL Concept Set According to Levine et. al.**

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|--|--|
| 1. Salary equities                         | 49. Recognition  |
| 2. Educational benefits                    | 50. Smoking  |
| 3. Lack of health benefits                 | 51. Company cares about people                           |
| 4. Salary and benefit equities             | 52. Attitudes of people                                  |
| 5. Discrimination                          | 53. Procedures and practices                             |
| 6. Inept management                        | 54. Parking  |
| 7. Autocratic management                   | 55. Travel time  |
| 8. Fair recognition                        | 56. Getting stuck for collections                        |
| 9. Spouse                                  | 57. Responsibility                                       |
| 10. Inefficiency                           | 58. Appropriateness of college credit for job            |
| 11. Unnecessary questioning                | 59. Money problems                                       |
| 12. People who don't care                  | 60. Regulations regarding work hours                     |
| 13. Work overload                          | 61. Management lack of faith                             |
| 14. Disagreeable management                | 62. Agreeable management                                 |
| 15. Challenge of work                      | 63. Work appreciation                                    |
| 16. Work freedom                           | 64. Dress code   |
| 17. Personal social interaction            | 65. Flexible hours                                       |
| 18. Communication                          | 66. Employee freedom regarding working hours             |
| 19. Surrounding environment                | 67. Vacations and time off                               |
| 20. Physical environment of building       | 68. Communication on all levels                          |
| 21. Atmosphere of work                     | 69. Job variety  |
| 22. Convenience of job location            | 70. Flexibility in job                                   |
| 23. Contributing to personal satisfaction  | 71. Involvement in planning and decision making          |
| 24. Lack of purpose in a five-day/week job | 72. Time benefits  |
| 25. Physical exercise                      | 73. Job design   |
| 26. Teamwork in job                        | 74. Pride in work  |
| 27. Cafeteria and gymnasium                | 75. Knowing why job is done                              |
| 28. Retirement                             | 76. Good travel connections                              |
| 29. Sick leave benefits                    | 77. Job guidelines                                       |
| 30. Methods and procedures                 | 78. Proper systems, tools and equipment                  |
| 31. Work cooperation of fellow employees   | 79. Self-accomplishment                                  |
| 32. Meeting a variety of people            | 80. Communication between managers and employees         |
| 33. Independent work and movement          | 81. Job security   |
| 34. Job opportunities                      | 82. Company stability                                    |
| 35. Repetition                             | 83. Home experience                                      |
| 36. Job training                           | 84. Work pressures                                       |
| 37. Task to enhance learning.              | 85. Job growth and development                           |
| 38. Restrictions                           | 86. Job enthusiasm                                       |
| 39. Autonomy                               | 87. Completing a problem                                 |
| 40. Daily personal annoyances              | 88. Helping a customer with a problem                    |
| 41. Mystery regarding salaries             | 89. Substitute help                                      |
| 42. Fair reviews and advancement           | 90. Balance of work to other life interests              |
| 43. Relations with supervisors             | 91. Triviality of work                                   |
| 44. Promotion                              | 92. Charity drives                                       |
| 45. Attitudes regarding promotion          | 93. Economic independence from other people              |
| 46. Compensation                           | 94. Company support in time of emergency                 |
| 47. Job openings and career paths          | 95. Evaluation of work product (quantity versus quality) |
| 48. Job transfers                          |  |

**Source:** Levin, M. F., Taylor, J. C. and Davis, L. E. (1984), "Defining Quality of Work Life", *Human Relations*, 37(1), 81-104.

QWL seeks to create those conditions in the organization which: (1) Promote individual learning and development; (2) Provide individuals with influence and control over what they do and how they do it; (3) Make available to the individuals with influence and control over what they do and how they do it; and (4) Make available to the individuals interesting and meaningful work as a source of personal satisfaction and a means to valued personal rewards (Davis, Cherns, 1975). Glaser (1976) thought that the term QWL means more than job security, good working conditions, adequate and fair compensation, more even than an equal employment opportunity. QWL refers to the degree to which the work in an organization contributes to the material and psychological well-being of its members.

Maccoby (1984) defined QWL as a commitment or management and union to support localized activities and experiments to increase employee participation in determining how to improve work.

On the other hand, some experts viewed QWL as a much broader frame covering several aspects affecting the work – environment as well as the terms and contents of work. The term QWL in its broad sense refers to almost all aspects of work including a structure of work organization, relationships among members of an organization, participation of members in decision making, working conditions, pay systems, career ladders, employment security and so on (Walton, 1975).

QWL is both an end and means. It is an end in itself, because it is a highly significant component in quality of life in general and it is a means by which employees can acquire civic competencies and skills (Trist, 1975).

Beinum (1984: p. 133–134), described a general and an organizational approach to quality of work life. The general approach includes all those factors affecting the physical, social, economical, psychological and cultural well-being of workers,

while the organizational approach refers to the design and operation of organizations in accordance with the values of democratic society.

Michael Brower stated the following comprehensive description of QWL:

“Quality of working life is a philosophy of management, a process, and set of outcomes. It is a philosophy of management that accepts the legitimacy of existing unions, that believes cooperative relationships with those unions are worth developing, and believes that every employee has the ability and the right to offer intelligent and useful inputs into decisions at various levels of the organization. QWL is a process to involve employees at every level of the organization in decisions about their work and work places. QWL also refers to the intended outcomes of practicing this philosophy and process, with improvements in working conditions, environment, and practices and in the general climate or culture of the workplace. This same process also brings organizational benefits of cost reduction and quality improvement and personal development benefits, which are also integral parts of the QWL concepts” (cited in Vaidyanathan and Wason, 1991: p. 80).

In a way, any conscious effort that is aimed at improving working conditions, work content and its attendant conditions, like safety, security, wage and benefits can legitimately qualify as QWL activity. Ultimately, QWL is a concern not only to improve life at work, but also life outside work.

### **2.1.1 (b) Origin of QWL**

Originally quality of work life (QWL) activity occurred during the period 1969 to 1974, when a broad group of researchers, scholars, union leaders, and government personnel became interested in how to influence the quality of an individual's on-the-job experience (Nadler and Lawler, 1983: p. 21).

The term QWL was introduced by Louis Davis. The first international QWL conference was held in Toronto in 1972.

A series of national attitude surveys conducted at the University of Michigan in 1969 and 1973 helped draw attention to what was called 'the quality of employment', or the sum total of the effects of job experiences on the individual. The Department of Health, Education, and Welfare sponsored an investigation of this issue that resulted in the widely publicized book *Work in America* (MIT Press, 1973). At the same time, the pressures of inflation prompted the government to address some of the issues. It established a federal productivity commission, which in turn sponsored a series of labour management QWL experiments that were jointly managed by the University of Michigan Quality of Work Program and the newly formed National Quality of Work Center (Nadler, Lawler, III, 1983: p. 21).

In 1973, the first annotated QWL bibliography was developed, reviewing 15 years of empirical research on the correlates of a prior set of QWL criteria. This bibliography represents an early attempt to define the QWL construct, presenting an initial framework based upon an assumed set of QWL concepts (Taylor, Landy, Levine & Kamath, 1973). Many QWL activities were started during the early 1970s had matured and begun to make positive roles in the areas that were concerned. In particular, QWL activities that were initiated at General Motors (GM), USA, began to catch the public eye.

The origin of the phrase 'QWL' is uncertain. One of the earliest references to quality of life, as connected to work, occurred in 1973 at the Forty-Third American Assembly on the Changing World of Work held at Columbia University's Arden House (Gadon, 1984: p. 42-43).

### **2.1.2 Industrial Relations**

The concept of industrial relations has been extended to denote the relations of the state with employer, worker and their organization. The subject, therefore, includes individual relations and joint consultation between employers and workers at their places of work; collective relations between employees and their organizations and trade unions; and the part played by the state in regulating these relations (Encyclopedia Britannica, 1961: p. 297). Industrial relations is concerned with the systems, rules and procedures used by unions and employers to determine the reward for effort and other conditions of employment to protect the interests of the employed and their employers and to regulate the ways in which employers treat their employees (Armstrong, 1988: p. 557).

Specifically, industrial relations covers, collective bargaining, role of management, unions, and government, machinery for industrial disputes, individual grievance and disciplinary policy and practice, labour legislation, and industrial relations training (Aswathappa, 1997: p. 412).

Industrial relations is itself an interdisciplinary subject, drawing on labour history, labour and industrial economics, and to a lesser extent, political science and sociology. Its major contribution to the issues of quality of work life is to set them in the context of labour market realities and the system of collective bargaining (Cherns and Davis, 1975: p. 47).

### **2.1.3 Productivity**

Productivity is a function of a dynamic interaction between the nature of work system, contents of work nature of technology, management practices and employee attitudes, knowledge and skills (Suri, 1988). The ILO publication, 'Higher Productivity in Manufacturing Industries' has defined productivity as the

ratio between output of wealth and the input of resources used in the process of production. The organized labour has tried to interpret productivity, as the value of all out put divided by man-hours of work (Jain and Agarwal, 1995: p. 711). Per employee productivity is generally calculated from total value added dividing by number of employees.

Productivity means more goods in the market, more capital for investment, greater employment opportunities and lower prices (Ahuja, 1993: p. 123). Productivity is simply the ratio of out put to productive operations. The productivity in terms of mathematical concept is described as under: -

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

#### **2.1.4 Job Stress**

Stress refers to an individual's reaction to a disturbing factor in the environment. Stress is defined as an adaptive response to an external situation that results in physical, psychological and/or behavioral deviations for organizational participants (Luthans, 1989: p. 195).

In organizations, frequent causes of stress are task demands, role demands, interpersonal demands, organizational structure, organizational leadership, and the organization's life cycle (Aswathappa, 1997: p. 390). Stress can manifest itself in both positive and negative ways. Stress is said to be positive when the situation offers an opportunity for one to gain something. It is negative when stress is associated with heart disease, alcoholism, drug abuse, marital breakdowns, absenteeism, child abuse, and a host of other social, physical, organizational and emotional problems.

Constraints and demands can lead to potential stress. When they are coupled with uncertainty and importance of the outcome, potential stress becomes actual stress. Stress is high when there is uncertainty of outcome and hence outcome is significant.

### **2.1.5 Job Satisfaction**

Job satisfaction gives an individual a sense of enjoyment or accomplishment in the performance of his work. The term job satisfaction was brought to limelight by Hoppock (1935). Job satisfaction is an end-result of feeling, which may influence subsequent behavior. Sinha (1974) defined job satisfaction as a reintegration of affect produced by individual's perception of fulfillment of his needs in relation to his work and the situations surrounding it. Singh & Singh (1980) found in a study job satisfaction to be related to age, income, tenure, marital status, education and number of dependents. Sayeed and Sinha (1981) found in their study that there was a significant positive correlation between quality of work life (QWL) and job satisfaction. Locke (1970) defined job satisfaction as "the pleasurable emotional state resulting from the perception of one's job as fulfilling one's important job values, providing these values are compatible with one's needs". Job satisfaction serves as a part of QWL, any programme for studying QWL of employees should also have a consideration for their job satisfaction status. Attempts have been made by researchers to express the meaning of job satisfaction in different ways. But the meaning expressed in Locke's definition is perhaps most acceptable so far. Commenting on Locke's definition of job satisfaction Verhaegen (1979) claimed, "It seems to be impossible to arrive at any better definition because of the very nature of the subject". Smith (1995) defined job satisfaction as an employee's judgement of how well his job has satisfied his various needs.

One way to define job satisfaction may be to say that it is the end state of feeling (Saiyadain, 1988: p. 28).

### **2.1.6 Motivation**

Motivation is a process that starts with a physiological or psychological deficiency or need that activates behaviour or a drive that is aimed at a goal or incentive (Luthans, 1989: p. 231). Motivation is defined as an act of stimulating someone to achieve a particular objective in view. Motivation organizes human behaviour in such a manner that the action takes a definite direction. Authorities have referred motivation as a way in which needs, desires, motives, aspirations and drives direct and control human behaviour. Sociologists find motivation as a state of tension, which generates energy that impels man to take a desired course of action (Sharma and Agarwal, 1990). Another scholar defined motivation as a process where by needs instigate behaviour directed towards the goals and can satisfy those needs (Kelly, 1974: p. 303). Mamoria (1989) defined motivation as “a willingness to expend energy to achieve a goal or reward. It is a force that activates dormant energies and sets in motion the action of the people. It is the function that kindles a burning passion for action among the human beings of an organization”.

### **2.1.7 Employee**

Employment protection (consolidation) Act 1978 of UK defined an ‘employee’ as an individual who has entered into or who has worked under a ‘contract of employment’, which means ‘a contract of service or of apprentice-ship’ (Janner, 1979). The term ‘employee’ is used for the purpose of the present study, in wider sense and includes executives, clerks, supervisors, workers and others. In this

study employees are also grouped into executive, supervisor, skilled, semi skilled and unskilled.

The term 'employee' is defined in the Indian Employees Provident Fund Act, 1952 as, "any person who is employed for wages in any kind of work, manual or otherwise, in or in connection with the work of a factory and who gets his wages directly or indirectly from the employer, and include any person employed by or through a contractor in or in connection with the work of the factory." The definition is comprehensive and includes apprentices, operatives, clerks and even managers (The Employers Federation of India, 1963).

### **2.1.8 Quality Circles (QC)**

The concept of Quality Circles (QC) aims to tap the resources of workforce to give an employee maximum involvement in his work and give management optimum benefit.

Quality Circles were started in Japan to facilitate implementation of total quality control through group problem-solving and employee involvement. A quality circle is a group of employees that meets regularly and voluntarily, usually one hour every week to identify, analyze and solve work related problems of their work-area.

A quality circle is a group of employees that meets regularly to solve problems affecting its work area. Generally 6 to 12 volunteers from the same work area make up the circle. The members receive training in problem solving, statistical quality control and group process. Quality circles generally recommend solutions for quality and productivity problems. Facilitator, usually a specially trained member of management, helps train circles members and ensures that things run smoothly. Typical objectives of QC programs include quality improvement,

productivity enhancement, and employee involvement. Circles generally meet four hours a month or company time. Members may get recognition but rarely receive financial rewards (Lawler III and Mohrman, 1985: p.66).

### **2.1.9 Career Development**

Now a days many progressive organizations are carrying on systematic career planning and development activities for utilizing the talents and skill of their employees, to help them realize their career ambitions and to enhance their feelings of achievement and recognition.

According to Beach (1991: p. 328) the principal components of a comprehensive career programme within an organization are:

1. Human resource planning;
2. Communication of job opportunities and career path information to employees;
3. Career counseling both by the supervisor as part of performance appraisal and by the personnel department;
4. Provision for education and training of employees both within and outside the organization; and
5. Special broadening jobs assignments and job rotation.

In addition to these basic components some organizations have formal assessment centers to analyze and evaluate the capacities and potential of their personnel.

### **2.1.10 Quality of Life (QL)**

The term quality of life tends to cover a variety of areas such as physical, mental, psychological, social, spiritual wellbeing, personal functioning and general

limitations (Dubey, Padma, et. al. 1988: p. 75). According to them quality of life that contributes to the person and benefits to the society at large.

## 2.2 QWL and Socio-Technical System

A socio-technical system must also satisfy the financial conditions of the industry of which it is part. It must have economic validity (Rice, 1963). The main concept used to explain quality of work life is that of the 'socio-technical system'. It is based on the following logic—

Any productive system embraces a given kind of equipment, layout and a work organization, but the latter has certain social and psychological properties independent of the technology (Jain, 1991).

Organization is an interdependent social and technical system. Socio-technical system requires social and technical system to be jointly optimized. It is from this notion of socio-technical system that the quality of work life emerged. The basic feature of socio-technical system is—the design of the organization must be compatible with its objectives. In order to adopt to change and be capable of using the creative capacities of the individual a system should be provided to the people that gives an opportunity to participate in the design of the jobs they are required to perform: as Cherns (1979) puts it.

The socio-technical system approach considers not only how inputs are transformed into outputs, but also how employees and the organization can develop interpersonal and social relationship for mutual gain. Both technical and social system receives high priority, and they are simultaneously managed for the best possible integration. This is a new set of values and a new way of thinking that goes beyond the concern for a high quality of work life (Newstrom and Davis,

1993: p. 357). According to Weisbord (1985: p. 17) the basic assumptions of socio-technical system include the following matters :

- Employees are resources that can and should be developed.
- Self-control and self-regulation by employees is desirable and possible.
- Collaborative relationships are easiest when organizational levels and status differences are minimized.
- Related tasks should be grouped and individuals should be given multiple tasks and broad responsibilities.
- Employee input is invited, expected and reinforced.
- The organization and its jobs are subject to continual evaluation and change.

The socio-technical systems approach to work design has two key significant characteristics. The first major emphasis of the approach is that organizations consist of both social (i.e., people) and technological components that any successful strategy of work design must concurrently take into account both components. The second characteristic of the approach is its emphasis upon organizations as open system i.e, systems that interact and are interdependent with the broader external environments in which they exist (Emery & Trist 1969, Trist et. al., 1963, Davis & Trist, 1974).

According to Newstrom and Davis (1993)—“The socio-technical systems approach seeks to provide complete employment enrichment through a balanced emphasis on both human and technical factors. Major experiments with these systems have been made by many firms, such as Volvo, General Motors/Toyota and Digital Equipment. There are costs as well as benefits, but results generally are favorable.”

It is most important that technology transfer programmes acquire an understanding of quality of work life factors. What has to be ‘transferred’ is not simply a

technology but a socio-technical capability adapted to the conditions of the host country. Indeed, the idea of transfer is in itself a misleading concept. Socio-technical remodeling would express what needs to be undertaken (Cherns and Davis, 1975).

### 2.3 Specific Issues of QWL

In an attempt to define quality of work life, Guest (1979: p.76) put it the following way: "Quality of Work Life is a generic phrase that covers a person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life." The workers and staffs expect management improve QWL by providing all these facilities like monetary benefits, job restructuring and redesign, career development, promotional opportunities, better physical working conditions etc. While the management and unions claim any improvement in facilities and financial benefits, the Personnel Managers task is to identify other specific issues of QWL pertaining in his own organization and work on them. The American authors Klatt, Mudrick and Schuster (1985: p.584) identified 11 (eleven) specific issues in general which we can also adopt. They are:

1. *Pay and Stability of Employment*: - Good pay still dominates most of the other factors in employee satisfaction. Though pay without stability of employment cannot satisfy the employee. The management should ensure its employees stability to make them part of the organization in its real sense. In an organization, stability can be provided by enhancing the facilities for human resource development.
2. *Occupational Stress*: - Stress is a condition of strain on one's emotions, thought process and physical condition (Davis, 1981: p. 273). Preferring all types of jobs inevitably causes stress, though the intensity may vary from job to job. As such job performance depends upon

effective management of stress in addition to the other factors which in turn depends upon identification of sources of stress (Rao and Anita, 1991: p. 263). Stress adversely affects employee's productivity. In an organization personal manager, in order to minimize the stress, has to identify, prevent and tackle the problem. He may arrange the treatment of the problem with the health department.

3. *Organizational Health Programmes*: - Organizational health programmes concept is to develop mental health by maintaining good physical health. These programmes cover drinking and smoking caution, hypertension control, cardiovascular risk reduction, birth control etc. Effective implementation of these programmes result in reduction absenteeism, hospitalization, disability, excessive job turnover and premature death (Klatt, Mudrick and Schuster, 1985: p. 586).
4. *Alternative Work Schedule*: - Work at home, flexible working hours, staggered hours, reduced work- week, part-time employment are alternative work schedules. Each employee may have his own preferences of working hours. Alternative work schedules provide the convenience and comfort to the employees for their betterment.
5. *Participative Management and Control of Work*: - Participative approach refers to sharing in an appropriate way the decision making power with subordinates. Trade unions and workers believe that workers' participation in management improves QWL. Participation in management is encouraged because it enhance the sense of control over the environment, increases involvement in the decisions, and makes implementation of decisions easy.
6. *Recognition*: - Recognition is a magic work, which changes anyone's attitudes towards anyone. Recognizing the employees as a human being rather than as a labourer improves the QWL. Recognition at an appropriate time can improve personal relations in the organization.
7. *Superior-Subordinate Relations*: - Superior-subordinate good relations gives the employees a sense of social association, belongingness, achievement of work results etc., which is important in improving total work culture, productivity and QWL of any organization.

8. *Grievance Procedure*: - Grievance procedure is a formal mechanism for upward communication. It presents a systematic attempt to listen to the problems of the subordinates and take necessary action. Employees bear a sense of good treatment when the organization gives them the opportunity to express their grievance and they represent their case succinctly rather than settling the problems arbitrarily.
9. *Adequacy of Resources*: - Resources should be available to the employees on work, otherwise employees will not be able to attain the objectives. Inadequacy of resources may cause dissatisfaction and stress to employees. This in turn leads to lower QWL.
10. *Seniority and Merit in Promotion*: - Either seniority or merits are usually considered for promotions. Management has to consider either one depending upon the category of employees. Sometimes they can also consider both. The promotional policies should be fair and clean because it is related to QWL.
11. *Employment on Permanent Basis*: - In an organization casual, temporary, probationary basis employees have a sense of insecurity towards job. On the other hand permanent employees always bear a sense of security towards their job and it leads higher order QWL.

**Source** : Klatt, Murduck and Schuster, (1985), *Human Resource Management*, Ohio : Charles E. Merrill Publishing Company.

#### **2.4.1 Linkage Between QWL and QL**

The term 'Quality of Life' is used to express human concern in the external environment-pollution, mental health, leisure and variety of concerns about the world we live in. In the similar fashion 'Quality of work Life' with the emphasis on 'Work' is used to express concern for human conditions with in organizations.

When we consider the concept of work life, we do not exclude life. When we show our preference and importance for quality of work life, we include quality.

Thus we accept that there is teleological justification for quality of life (QL). Starting from the premise that quality of life and quality of work life are systemically inseparable, particularly in face of problems like poverty, malnutrition, unemployment and inequitable distribution of wealth. A few propositions are set to show inter-penetrability of the two concepts (De, 1982: p.90).

1. Within the organization itself there is scope for extending critical consciousness of the members from work place to their immediate environmental context. There are examples in support of this proposition. Workers at the grassroots, participating in work system redesign, picking up the key lesson from their experiences, showed interest in the company-run school system for children so that the quality of education can improve. Large number of welfare services, healthcare, food supply, immediate environment and the worker's residential colonies could be looked upon with a new perspective. There is also an array of examples from Norway, Scotland, Spain, Canada and USA where there have been productive spillover of interest to the community life by employees who started redefining their role as actively involved citizens of the community. There is a message of hope for extension possibility.
2. Employees of productive organizations can become leading parts in influencing the quality of decision-making, planning process and implementation machinery by their productive intervention. It is suggested that in political democratic system it is possible for the members of productive organizations as is evidenced in Poland, to put across determinedly. The alternatives that exist in the style of functioning of the ruling elite of a party, or the government of the day, in order that a sick social system including its economic parameters can reach the viable alternatives. It is not conceivable that such efforts will invariably be crowned with success.
3. The likely positive impact of the experiences of productive workers on the style and the ethos of functioning of burgeoning government agencies can bring about transformation in their organizational goals and priorities. The public consisting of members of productive organizations can focus on the habit-encrusted and traditional-hallowed bureaucratic inertia so

as to arouse public conscience. Experience lends testimony to limited efficiency if not futility, of the Parliamentary Investigation Commissions to bring about any effective change, worth the name, in the bureaucratic citadel. Structure does not change in a fundamental way because the perception of reality of the functionaries in bureaucracy remains unaffected. They are adequately trained to domesticate the Commission and Committee Reports. It is, therefore, postulated that one way to make impact on the intransitivity of bureaucratic functioning either at the local level or at the metropolitan level is to bring forth the collective experience and wisdom of productive employees who have incorporated in their life-style the core message of the quality of work life.

4. Quality of work life in micro-organizations can derive its substance and broaden its horizon by drawing upon the insights of the quality of life movements. The popular Chipko movement in Gorbhal region to revive the decimated forestry, the resurrection of Jamestown urban area by collective citizen effort in New York State, the Rost Island upswing in Norway and by now the well-acknowledged Mondragon comprehensive co-operative coverage in the Basque country in Spain provide discernible lessons on building blocks for laying firm footholds for newer designs of human organizations which can set to course the knowledge-based applied behavioral science interventions in micro-economic organizations.
5. Need to perceive the life-sized burning problems, which cast deepening shadow of threats upon quality of life and work. Though slated in the end, we emphatically maintain that this proposition is of utmost urgency to the contemporary world. The context of the globalization of economic, political and cultural malaise can no longer remain unquestioned and unexamined.

**Source :** De, N. R. (1982), "Interlinkage Between Quality of Work Life and Quality of Life", *Productivity*, XXII (4), 89-90.

Perception of economic factors and hard objective economic factors emerge as linking variables between a sense of life satisfaction and work satisfaction. This

also provides a linkage between quality of life in general and the quality of work life (Mehta, 1982: p.88).

It is only a reminder to ourselves that we accept that the two are systemically inseparable, particularly when the third world has to deal with innumerable internal problems such as poverty, malnutrition, unemployment, inequitable distribution of wealth and anaemic developmental organizations set up as delivery system for the target groups.

Studies also showed that four indices of socioeconomic conditions namely, level of education, salary status, housing and occupational status of the employees were correlated with various aspect of work related satisfaction. Such findings suggested a significant link between objective conditions of life and sense of happiness or unhappiness at the work place and a link between the some objective conditions and a general sense of life satisfaction. This suggests an important hypothesis regarding the carry over of life satisfaction to place of work and to the work itself (Pierce et. al., 1976).

Now, improvement in the quality of life (QL) has become a fundamental aspiration of modern man, it is clear that satisfaction of this aspiration cannot stop at the factory gates. In the light of close linkage between QWL and QL, both management and union should take decisions simultaneously to work for a better social policy.

Industrial relations and productivity are the fundamental issues for a better QWL and consequently for better QL. QWL has emerged as the main thrust of productivity movement. An overall improvement of QWL is an important process of building a new model of industrial society, which will emphasize the nature of work at office and factory, human resource development and quality of life on the basic of equity and participation. Goodale et. al., (1975) showed the relationship between quality of work life and other components of quality of life. Sharing the

increasing general concern for the development of methods to monitor social change and to diagnose society's well-being, the two factors are emphasized: the individual's perception of his quality of life and the person in his various contexts, for example, work, family, community and recreation.

QWL has an intimate relation with the quality of life which the organizations can not afford to ignore any more (Monappa & Saiyadain, 1996: p.379). They also expressed that "Quality of work life and quality of life cannot be seen as two independent entities. Both depend on each other. The questions that arise here are whether one lives to work or works to live? Can QWL be detached from the quality of life outside the work field? Ultimately, what determines the quality of life itself? If QWL accommodates the definition of satisfaction gained from the job, then quality of life must be satisfaction in life. If so, what are the variables, which bring about satisfaction to life. One can say that it varies culturally". The term QWL may be conceptualized as a sub-set of the quality of life which is all inclusive notion of life and living conditions (Gani and Ahmad, 1995).

#### **2.4.2 QWL and Quality Circles**

Quality circles, like QWL programmes generally, rest on employee participation in decision making. The circles share the basic characteristics of QWL initiatives. The structural characteristics of quality circles and the development circles are noted by the Japanese as dual-purpose agencies that enhance both economic and work life benefits (Bradley and Hill, 1987: p. 69). In order to establish the benefits and pitfalls of QWL initiatives by applying quality circles, the role of management in any organization is very important factor. Quality circles influence managerial cooperation and establish a significant participation of employees. In this way the proponents of quality circles advocated QWL generally. Quality circles are different from other approaches of improving quality of work life as their

concentration is essentially on quality improvement. They do not look for comprehensive job redesign, though once in a while it might have to be examined and they do not generally cover the welfare plans (Saiyadain, 1998: p.336).

Ishikawa (1984), the father of quality circles (QC), defined QC as a small group of five to ten workers voluntarily performing quality control activities within the workshop to which they belong. According to him three main objectives of QC are:

1. Workers contribute to the improvement and development of an organization;
2. Workers develop respect for human relation and induce job satisfaction; and
3. Workers deploy human capabilities to the fullest extent and draw out their infinite potential.

Introduction of quality circles created in the workers a sense of commitment, enthusiasm and professionalism due to recognition of his contribution as one of the members of the team, assuring his continued co-operation as long as the conditions prevail. Quality circle is a people building process to improve the quality of work life. After the introductory phase quality circle requires considerable effort from the executives as the facilitators (Ratho, 1991: p. 210). Quality circles have created in the employees a sense of commitment and pride in the profession due to recognition of their contribution as members of small groups. Quality circles will definitely improve the quality of work life.

Singh (1991: p. 218) stated "Some of the important components of QWL programme involves job rotation, job enlargement and job enrichment. These enable the achievement of increased variety, more complete and meaningful jobs, increased responsibility and planning. When these changes are taken up with quality circles, the employees are able to experience autonomy, use of intellectual abilities, related to job satisfaction. Since quality circles do not represent a change in the authority structure, management tends to see quality circles as less

threatening than many forms of work restructuring. In fact, job enlargement and job enrichment do not represent an alternative to quality circles. They can take place and prosper along side or within the groups. Quality circles therefore add more meaning to the QWL programme and also catalyze improvement in quality and productivity”.

Quality circles resemble the well known ‘employee participation groups’ that management at GM’S Fleetwood plant introduced in order to give structure to its QWL activity. Some observers have objected that because the managerial motivation to introduce quality circles may be economic, circles are not part of QWL (Lawler and Mohrman, 1985).

### **2.4.3 QWL and Productivity**

‘Quality of Work Life’ (QWL) and ‘Productivity’ are like two wheels of a cart and they have to move in parallel. In the context of economic growth QWL and productivity must improve hand in hand. Deterioration of QWL may cause productivity stagnation, if not decline. Unless improvements in both dimensions progress simultaneously, both will have to suffer. If QWL is taken as an issue to be attended, it cannot be separated from the issue of productivity in the long run (Yoshida, 1991).

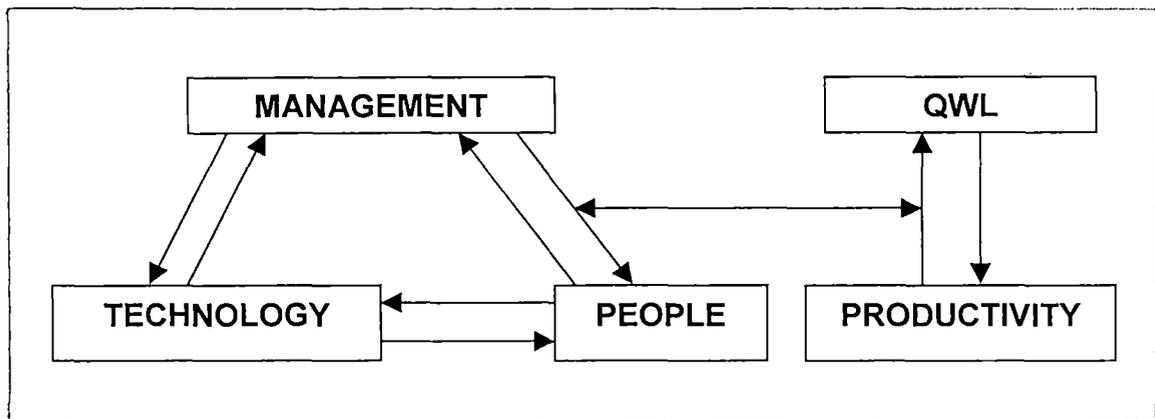
Organizations try to upgrade the standard of living and improve the quality of work life of their employees. It is evident that one of the key factors to achieve this organizational goal is productivity improvement. Therefore, initial efforts of an organization for better quality of work life will be through higher productivity.

The term ‘Quality of work life’ is based on the concept that improvements in human satisfaction and increases in performance. Productivity has so far been largely concerned with improving efficiency of investment and reducing costs. The core concern of quality of work life and productivity has been to humanize

work process, democratize authority patterns and increase organizational capabilities to adjust with the internal and the external environment (Emery, 1959).

The quality of work life may be improved when employees as well as employers are well concerned about the productivity and both parties take joint efforts for continuous improvement in the field of productivity.

Quality of work life and productivity include dynamic interaction and interchange between people, technology and management (Suri, Singh and Akhtar, 1991: p.9). According to them relationships between management, technology, people, QWL and productivity is shown below.



**Fig 3 : Relationships between Management, Technology, People, QWL and Productivity.**

Source : Suri, et al., (1991), *Quality of Work Life and Productivity*, New Delhi : National Productivity Council

Here, an organization consists of three sub-systems in co-ordinative interaction, influencing both quality of work life and productivity.

Quality of work life and productivity, essentially, are not two separate subjects. Productivity is closely interlinked with human resource development and hence with the quality of work life in the organization. Failure to motivate human

resources has been the main cause of the failure to achieve higher productivity (Natarajan, 1991: p.199).

Enhancing QWL will result in productivity improvements and gains from productivity improvements in turn will strengthen QWL (Walton, 1972).

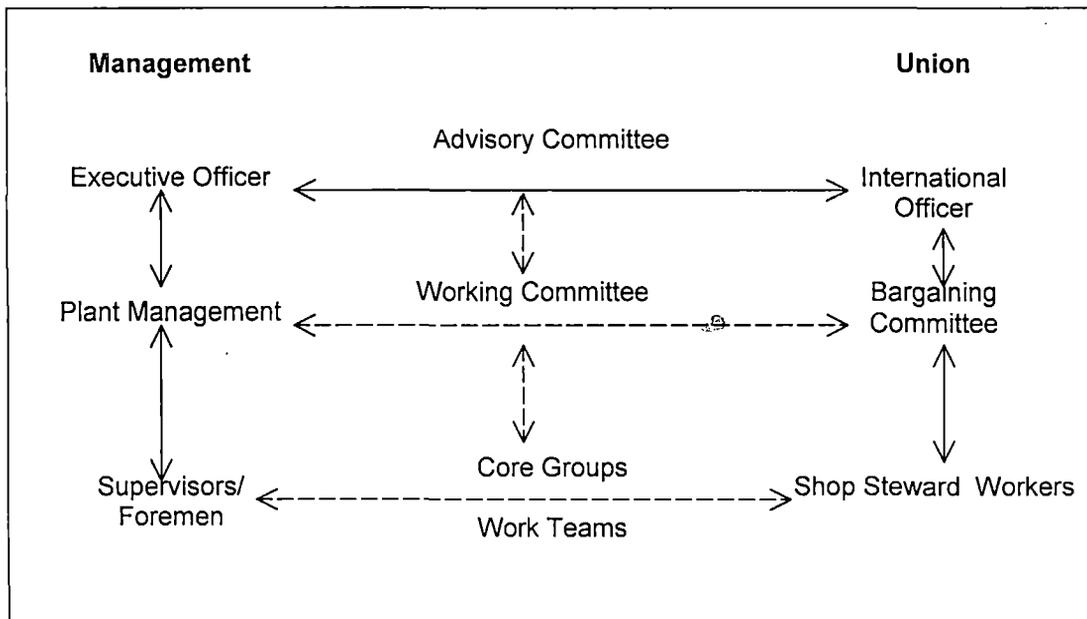
Productivity movement is a state of mind, which believes in and builds for the better future. Now it is the time to work together not only for a better quality of work life today, but also for tomorrow. The reality is that in the organization the sharing of social understanding and the participation of all parties concerned would constitute positive attitude for better QWL and higher productivity.

## **2.5 Union Attitude Towards QWL**

Union attitudes towards the quality of work life may differ from one country to another, within a country from one enterprise to another and even within an enterprise from one plant to another (Delamotte, 1975: p.406). Union responses to quality of work life are shaped by their values, goals and practices. For example, developed countries unions are mostly involved in democracy programmes, but the under developed countries unions are mostly involved in monetary matters.

In the words of the Industrial Relations Ordinance, 1969, "trade union means any combination of workmen or employers formed primarily for the purpose of regulating the relations between workmen and employers or workmen and workmen or employers and employers for imposing restrictive conditions on the conduct of any trade or business and includes or federation of two or more trade unions" [section 2(lb)]. Flanders (1975) stated that trade unionism is an integral part of complicated yet on the whole smoothly working system of industrial relations.

Mener and Crane (1995) presented a model union management organization structure for a quality of work life project. The model structure to implement a joint quality of work life improvement programme is depicted in Fig 4.



**Fig 4 : Model Union Management Organization Structure for a Quality of Work Life Project.**

Source : Mener, J. B. and Crane, B. P. (1995), *Human Resource Management The Strategic Perspective*, New York : Harper Collins College Publishers.

According to them, in this model an advisory committee (company executive officer and union international officer, perhaps an outside consultant) reviews recommendations from the working committee (the plant managers and bargaining committee). The core groups of the supervisors and the union stewards make recommendations ranging from changes in the work process to group and individual problems—to the work committee, which secures the advice and/or approval of the advisory committee.

The importance of the union in implementing quality of work life programmes, numerous commentators have called for union-management collaborative programmes. Although the traditional stand of many unions and management on the issue of union management cooperation in quality of work life improvement programmes has generally been one of reluctance, much has been written on the need for these collaborative relationship (Bluestone, 1979; Davis and Cherns, 1975; Drexler and Lawler, 1977; Kochan and Dyer, 1976; Ponak and Fraser, 1979). As noted by Dyer, Lipsky, and Kochan (1977) many of these authors have been critical of unions for being hostile toward collaborative programmes and for being insensitive to workers' needs for psychic satisfaction from their jobs. Thus these commentators have generally called for more union management cooperation in establishing quality of work life programmes. Further, it has been argued that organizations can improve business results concomitantly with quality of work life (Walton, 1979).

In the past, management did not tolerate trade union interference in what they considered. The trade unions engaged themselves to economic demands or cases of punishments. Trade unions shown interest only when the question of payment of compensation came up. But now most of the problems of work conditions, like cleanliness, proper lighting, ventilation, canteen, housing, transport, safety, environment etc. are coming to the negotiating table. In the public sector units for most of these problems, joint committees are set up (Krishnan, 1991).

Thus the trade union activities are no more confined to only collective bargaining. The effects of technological revolution that have created the urge for workers' participation in management.

### **2.6.1 Economic Aspects of Quality of Work Life**

Economic aspects of employee's work life play a very important role in motivating the employees. It is especially in Bangladesh, where most of the populations are still around poverty line. Quality of work life is basically the quality of life that an employee experiences at his work place. Unless good quality of work life is provided to an employee, he cannot be motivated towards work. Quality of work life covers all aspects of employee's work life like economic, social, psychological and organizational. Among these aspects, economic aspects occupy first place. Walton, promoter of QWL, also gives first place to the monetary benefits in his eight-point criteria measure QWL.

Quality of work life is dependent on various aspects of employee's work life. The first and the most important among them is economic aspect. Abraham Maslow arranged a person's motivational needs in a hierarchical manner. He focused that once a given level of need is satisfied, the next level of need has to be activated in order to motivate the individual (In Fred Luthans *Organizational Behavior*, McGraw Hill).

Physiological needs which are explained as basic and primary needs of employee by Maslow, also consist of monetary benefits. The economic aspects play all the more important role in moulding the attitude of the employees towards their work.

The effort to improve the quality of work life affect economic performance both directly and indirectly, through their influence on the performance of industrial relations systems (Katz, Kochan, Weber, 1985: p.511).

### **2.6.2 Social Aspects of Quality of Work life.**

Social aspects influence quality of work life in many ways. An employee plays many roles at his work place and in a social system. An employee plays roles of subordinate, boss, trade union member, secretary to a cultural club, a husband and a father. All these roles interact and influence his work life. An employee can lead a qualitative and sound work life if all these roles correlate and interact positively. Social integration is interpersonal relations that employees share at work place with his superiors and subordinates. If he has strained relations with his boss, his work life is variably affected. The opportunity for socialization with colleagues is an important aspect of QWL (Anitha and Rao, 1998).

Social system plays an important role in the work life of an employee. Social system is a complex set of human relationships interacting in many ways. Possible interactions are as limitless as stars in the universe. Within a single organization, the social system includes all the people in it and their relations to each other and to the outside world (Davis & Newstrom, 1989).

Social aspects influence QWL in four different ways. One is social integration/inter-personal relations. Employees share their experiences, problems, happiness, opportunities etc., at work place with their boss and subordinates. The second aspect is social relevance of job. The social status, an employee enjoys outside and the respect his job commands in his social groups are naturally interactive. The third part of social aspects is influence of other institutions like family and trade unions. The demands of employees family and trade unions affect work life of employees tremendously. The fourth factor is constitutionalism which should take care of the rights of employee like protecting his privacy, giving him chance to present his view, etc. (Anitha and Rao, 1998).