



QWL - AN NEW TECHNIQUE IN HRM

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Abstract

The management of human resource plays a key role in opening up new opportunities for promoting the growth of the both individual and organization. Organizations are made of people who possess skills, ability, aptitudes that create competitive advantage for it. Various functions of an institute is planned, executed and controlled by human resource. In the present scenario, it's is essential for the institution to do proper management of human resource in order to achieve its objectives efficiently and effectively. Through 'Quality of work Life' the institute works in the same direction. Indian people are in fact, hardworking, industries, painstaking, knowing fully their duties and responsibilities and ambitions. They have a high morale and group orientation compared to other countries. However, these qualities mainly remain at home by a large section of employees. They do not carry these qualities to the work place. They cannot be blamed wholly for this shortcoming. The managers do not use these qualities in their organizations. A proper understanding of the work force will help the organizations achieve the desired goals. Further the employee productivity in India is considerably low compared to other Euro-Asian countries. Hence, QWL seeks to create such a work environment where the employees work co-operatively and make positive contribution in achieving organizational objectives. This paper presents the QWL strategies to improvement of QWL in organizations.

INTRODUCTION

The management of human resource plays a key role in opening up new opportunities for promoting the growth of the both individual and organization. Organizations are made of people who possess skills, ability, aptitudes that create competitive advantage for it. Various functions of an institute is planned, executed and controlled by human resource. So it's is essential for the institution to do proper management of human resource in order to achieve its objectives efficiently and effectively. Through 'Quality of work Life' the institute works in the same direction. Now-a-days, jobs are so demanding that it imbalance the family and work life due to job pressure and conflicting interests. So it is essential for the institution to develop quality relation between its employees and working environment. In order to attract and retain employees, an organisation ahs to develop a high quality of work life. Organisations by adopting QWL programmes ensure to create excellent work condition and job for its employees. Hence, QWL seeks to create such a work environment where the employees work co-operatively and make positive contribution in achieving organizational objectives.

STATEMENT OF THE PROBLEM

The QWL is gaining increasing attention by all organization all over the world. QWL encompasses the sum total of healthy experiences that individuals experience in various facets of life. The implementation of QWL costs much to the organization. But it is not so as improvement over the existing salary working conditions and benefits will not cost of QWL. Thus, increase in QWL results in increase in productivity. But continual increase in QWL eventually leads to reduction in productivity due to increase in cost of output. This is because of the worker's output does not increase proportionately after a certain level, even though QWL increases. Improved QWL leads to improved performance. Performance means not only physical output but also the behaviour of the worker in helping colleagues in solving job related problems accepting orders with enthusiasm, promoting a positive team spirit and accepting temporary unfavourable work conditions without complaint. Hence, it is clear that the QWL is an innovative technique in human resource management for the friendly work environment and their involvement in achieving the organisational goals.

Quality of work life is broader than motivation and all human resource management related activities affect quality of work life, some examples are:



HR Activity	Effect on Quality of Work life
Job Analysis	Analysis the job in such a way that human needs like Freedom, challenging work, autonomy can be satisfied
Selection	Selecting the right man and placing him in the right position. This satisfies his needs for reward, interesting work etc,
Job Enrichment	Satisfies higher order needs like pride, ego
Job Evaluation	Equitable wage

OBJECTIVES OF THE STUDY: The following are the main objectives of the study;

1. To analyse the Quality of Work Life practices in India,
2. To present the various issues in implement of QWL and
3. To study the strategies to improvement of QWL in organisations.

RESEARCH METHODOLOGY

The method of exploratory research is adopted for the study to know detailed information on Quality of Work Life is an innovative technique in human resource management. All information is collected through secondary data. Data available on websites, magazines and research papers referred.

QUALITY OF WORK LIFE: THE INDIAN SCENARIO

Indian people are in fact, hardworking, industries, painstaking, knowing fully their duties and responsibilities and ambitions. They have a high morale and group orientation compared to other countries. However, these qualities mainly remain at home by a large section of employees. They do not carry these qualities to the work place. They cannot be blamed wholly for this shortcoming. The managers do not use these qualities in their organizations. A proper understanding of the work force will help the organizations achieve the desired goals. Further the employee productivity in India is considerably low compared to other Euro-Asian countries.

The basic reasons for this state of affairs are:

Indian is a country, still in a developing stage; undergoing tremendous economic transition what matters most in human resources is the availability of educated and skilled workers. Employees need to have of educated and skilled workers. Employees need to have the skills and technological know-how to handle and operate sophisticated machinery which would, in turn, produce quality goods to compete with international market. This calls for appropriate equation and vocational training. The educational system, which Indian provides is quite inadequate at the primary and secondary school levels, though it is quite impressive at higher level. Dropout rates are very high in such schools. The area still remains neglected.

In India the industrial workers have their roots in villages. Quite a large member of them have left their traditional occupation and have migrated to the cities in search of employment either permanent or temporary employment. Most of them still retain their attachment to the land and the periodic migration from town to the village is a common characteristic of our industrial labour. Only in recent years, a new class of industrial labour, without root in agriculture is emerging in our towns and cities. Further, industrial labour is mostly uneducated. As a result they cannot understand the problems the industries confront and they also land up in problems, thanks to the weak trade unions and corrupt leaders whom they obediently follow.

Added industrial labour is not but is divided, sub divided on the basis of regions, religion, and language, cast and so on. Moreover the Indian workers do not remain in the same job for a considerable amount of time. Though there is high turn-over, absenteeism, indiscipline etc are quite common. This state of affair is mainly due to the fact that they originally from rural areas where people are comparatively, free, lack of education or love for leisure. Indian culture has not been able to utilize the collectivism of employees in work places as managers are



not able to, or at times not reviling to, incorporate this cultural train in their industries. This is because Indian employees remain highly dedicated to their in-groups consisting of their extended family, friends, clan and culture and treat the work place as one group.

In India social stratification is reflected within the organization which would naturally govern the growth. Managers and other senior officers generally come from high castes and the manual workers from lower ones. In the industrial sector, western style middle class working class division is super imposed on a highly divested caste system. As a result, there exists a fundamental, conflict interest the two classes of the industry, which in turn, contributed to a confrontational and hostile worker management relationship.

ISSUES IN QUALITY OF WORKING LIFE

Trade unions claim that they are responsible for the improvement in various facilities to workers, whereas management takes credit for improved salaries, benefits. However, HR manager has (identified) specific issues in QWL besides normal wages, salaries; fringe benefits etc., and take lead in providing them so as to maintain higher order QWL.

1. **Pay and stability of employment:** Good pay still dominates most of the other factors in employee satisfaction. Various alternative means for providing wages should be developed in view of increase in the cost of living index, increase in levels and rates of income tax and professional tax. Stability of employment is guaranteed to a certain extent in India. However, stability to a greater extent can be provided by enhancing the facilities for human resources development.
2. **Occupational stress:** Stress, in a condition of strain on one's emotions, thought process and physical condition. Stress is determined by the nature of work, working conditions, working hours, pause in the work schedule, worker's abilities and nature should match with the job requirements. Stress is caused due to irritability hyper excitation or depression, unstable behaviour, fatigue, stuttering, trembling, psychosomatic pains, heavy smoking and drug abuse. Stress adversely affects employee productivity. The P/HR manager, in order to minimize the stress, has to identify, prevent and tackle the problem. He may arrange for the treatment of the problem with the health unit of the company.
3. **Organizational health programmes:** Organizational health programmes aim at educating employees about health problems, means of maintaining and improving health etc. These programmes cover drinking and smoking cessation, hypertension control, other forms of cardiovascular of these reductions, family planning etc. Effective implementation of these programmes results in reduction in absenteeism, hospitalization, disability, excessive job turnover and premature death. This programme should also cover relaxation, physical exercise, diet control etc.
4. **Alternative work schedules:** Alternative work schedules including work at home, flexible working hours, staged hours, reduced work week, part time employment may be introduced for the convenience and comfort of the workers, as the work schedule which offers the individual the leisure time, flexible hours of work is preferred.
5. **Participative management and control of work:** Trade Unions and workers believe that workers' participation in management and decision- making improves QWL. Workers also feel that they have control over their work, use their skills and make a real contribution to the job if they are allowed to participate in creative and decision-making process.
6. **Recognition:** Recognizing the employee as a human being rather than as a labour increases the QWL. Participative management, awarding and rewarding systems, congratulating the employees for their achievement, job enrichment, offering prestigious designations to the jobs, providing well furnished and decent work places, offering memberships in clubs or associations, providing vehicles, offering vacation trips are some means to recognize the employees.



7. **Congential worker supervisor relations:** Harmonious supervisor worker relations give the worker a sense of social association, belongingness, achievement of work results etc. This in turn, leads to better QWL.
8. **Grievance procedure:** Workers have a sense of fair treatment when the company gives them the opportunity to ventilate their grievances and represent their case succinctly rather than setting the problems arbitrarily.
9. **Adequacy of resources:** Resources should match with stated objectives: otherwise, employees will not be able to attain the objectives and this result in employee dissatisfaction and lower QWL.
10. **Seniority and merit in promotion:** Seniority is generally taken as the basis for promotion in case of operating employees; merit is considered as the basis for advancement for managerial people, whereas seniority-cum-merit is preferred for promotion of ministerial employees. The promotional policies and activities should be fair and just in order to ensure higher QWL.
11. **Employment on permanent basis:** Employment of workers on casual, temporary probationary basis gives them a sense of insecurity. On the other hand, employment on permanent basis gives them security and leads to higher order QWL.

STRATEGIES FOR IMPROVEMENT IN QWL

The strategies for improvement in quality of work life include self-managed work teams, job redesign and enrichment, effective leadership and supervisory behaviour, career development, alternative work schedules, job security, administrative and organizational justice and participative management.

1. **Self-managed work teams:** These are also called autonomous work groups or integrated work teams. These work teams are formed 10 to 20 employees who plan, co-ordinate and control the activities of the team-with the help of a team leader, who is one among them. Each team has authority to make decisions and regulate the activities. Group as a whole is accountable for the success or failure. Salaries are fixed both on the basis of individual and group achievement.
2. **Job redesign and enrichment:** Narrow jobs can be combined into larger units of accomplishment. Jobs are redesigned with a view to enriching them to satisfy higher order human needs.
3. **Effective leadership and supervisory behaviour:** For effective leadership and supervisory behaviour “9-9” style “of managerial grid is suitable.”
4. **Career development:** Provision for career planning, communicating and counselling the employees about the career opportunities, career path, education and development and for second careers should be made.
5. **Alternative work schedule:** Provision for flexible working hours, part time employments, job sharing and reduced work week should be made.
6. **Job security:** This tops the employee’s list of priorities. It should be adequately taken care of.
7. **Administrative or organizational justice:** The principles of natural justice, should be taken care of in conducting disciplinary procedure and grievance procedures, similarly fair play and equality should guide decisions relating to promotions, transfers, demotions, work assignment, leave etc.
8. **Participative management:** Employees should be allowed to participate in management. Participative management may be of several types. The most sophisticated among them is quality circle. Implementation of these strategies ensures higher level of quality of work life.



CONCLUSION

QWL seeks to create such a work environment where the employees work co-operatively and make positive contribution in achieving organizational objectives. In the Indian scenario, failure to read to changes and complacent attitude on the part of the management costs the industries very badly. Many organizations have paid a heavy price for their failure to draw the right meanings from the signals. Quality of work life is not the sole responsibility of the management but enlarges on workers, Union Leaders, Government Officials and Behavioural Scientists.

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