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K O L H A P U R

ORGANISATIONAL REJUVENATION THROUGH QUALITY OF WORK LIFE

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INTRODUCTION :

The mall of turning out hallmark organization never has been a soothing task. Today's learning organizations adopting competencies through reengineering, quality modules, benchmarking, supply chain management, ERP, employees training, development interventions etc. to survive in global competition.

'Change', to lead organizational development is becoming general phenomenon and people persuad with it to work with change. Passing through the early era of industrial revolution followed by classical era, the industry has extent and functioning in the behavioral era and heading towards knowledge era. Wherein people work in structural way with sophisticated technology and new management reforms effectively in given business environment to achieve the organizational goals. The behavior, knowledge and competency of people are concerning a lot towards fulfillment of objectives. Grabbing the advantages of different personalities and personal attributes organisation want the same to exploit for the organizational effectiveness. Both the people and technology has immense importance. But were the 'people' forgotten in the glamour of technology and management reforms which may cost to organisation in one or the other?

Quality of Work Life (QWL) could be one of the panaceas to rejuvenate organisation both keeping in mind balance between sophisticated technology, techniques and concern of people. The basic purpose of QWL is to develop jobs and working conditions that are excellent for people as well as for the economic health of organization. It works as a means of increasing productivity and reducing inflation and as a way of obtaining industrial democracy and minimizing labour disputes.

MANAGEMENT APPROACH :

Frederic W. Taylor developed the traditional approach to designing work. Taylor focused mostly on specialization and efficiency for the performance of narrow tasks. It used full division of labour, rigid hierarchy and standardization of labour to reach its objective of efficiency. The idea was to lower costs by using unskilled, repetitive labour that could be trained easily to do a small part of the job. Taylor argued that manual and mental work should be separated. Management should specialize in planning and organizing work and worker should specialize in doing it. This classical design gave inadequate attention to QWL; mainly difficulties developed like excessive division of labour and overdependence on rule, procedures and hierarchy. Specialized worker became socially isolate from their co-workers because their highly specialized work weakened their community of interest in the whole product. The result was

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higher turnover and absenteeism, quality declined and worker become alienated. Management response to this situation was to tighten controls to increase supervision and to organize more rigidly, these actions intended to improve the situation but they only made it worse. Because they further dehumanized the work. Today's workers become more educated, more affluent and more independent. They began reaching for higher order needs i.e. more than merely uneducated, often illiterate work force that lacks skills. Employees have two reasons for redesigning jobs and organizations for a better QWL (Bernardin et al: 1993).

1. Classical design originally gave inadequate attention to human needs.
2. The needs and aspiration of worker themselves were changing.

The scientific approach to management by Taylor gave inadequate attention to the any dimensions of QWL this is the reason QWL is a big step forward from the traditional job design.

The theme QWL is far lofty than the traditional theories of management and holds realistic in the present scenario on the magnitude of changing labour profile. The effort has been made by the researcher to diagnose the level of QWL in foundry and machine shop units through diagnosis research design and exploratory research design used for the model building. Article narrates the concept of QWL and the model to implement QWL in Indian scenario.

CONTENTS OF QWL :

The term QWL has defined by various scholars and management practitioners but did not find unanimous approach towards the definition. On the examination of definition we find a narrow concept vis-a-vis broader concept of QWL. The narrow concept of QWL explains workers participation in management or support localized activities and experiments to increase employee's participation. Where as, Richard E. Walton, states much broader concept of QWL proposing eight conceptual categories viz. adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacities, future opportunity for continued growth and security, social integration in work place, social relevance of work, balanced role of work in the total life space etc. It is rare to find work life situations that satisfy all eight of Walton's criteria but management of an organisation can view these eight features as goals to aim for (Ghosh Subrathesh : 1993). But one has to observe and find out the definition and contents of QWL in different economic scenario.

There are two facets of thinking as far as the implementation of QWL program is concern. Industrial experts opine that QWL determinants or factors are not something different which are used to implement in the organisation under different names. But equally the academicians counter that the QWL program is much more than just implementing either of the determinants or factors. It is a system or program as such which not only motivates people but also leads organizational effectiveness.

Worker occupies an important place in the production and distribution process and plays a significant role in raising industrial productivity. Productivity of labour depends on three sets of factors, viz. 1) the ability of the worker 2) the willingness of the worker and 3) the environments under which he has to work (Mehta M. M. : 1955). In the discussion by Mehta it reveals that the first factor i.e. the ability of worker is based on the personal traits of employee, second factor i.e. the willingness of the worker is used interchangeably includes personal traits and few QWL factors exist in the working environment and the third factor

converse about the working environment absolutely, which is not in the hands of the employees, but need to be provided by the employer. The QWL has an impact on the quality of life of people, which Pave way to developed society.

MODEL TO IMPLEMENT QWL :

The model given below is suggestive model to improve QWL in Indian circumstances. The attempt has been made to work out model in simple way on the magnitude of outcome of research undertaken on QWL in foundry and machine shop units. Nearly, 23 foundry units and 71 machine shop units were selected through proportionate stratified random sampling and studied. The sample units were taken from Kolhapur District of Maharashtra, India. The said geography is renowned in foundry and machine shop industry. This process of industrialization took almost four decades in which the industry geared up well and necessary momentum is available at Kolhapur as far as the said industry is concern. Nevertheless, location Kolhapur is ideal to study the said industry from any perspective. 27 executives and 47 workers from 23 foundry units were interviewed and 71 executives and 82 workers from 71 samples machine shop units were interviewed with the help of structured questionnaire to know the situation of QWL.

Initially the model of quantification of QWL has developed using eleven categories as mentioned in following table. Column No. 1 shows the serial number, column no. 2 devotes to categories, column number 3 specifies the number of variables used corresponding to the category and column number 4 and 5 mentioned the maximum weightage to the category and minus score respectively.

Table No. 1
Score Assigned to the Factors Reflecting QWL Activities

Sr.	Categories	Variables used	Maximum score	Minus score
1	2	3	4	5
A	National & International Quality Award.	01	2	-
B	Adequate And Faire Compensation	08	13	9
C	Safe And Healthy Working Conditions	22	22	5
D	Immediate Opportunity to Use and Develop Human Capability	16	16	1
E	Future opportunity for continued growth & security	06	6	1
F	Social Integration In the Work Organisation	09	9	-
G	Constitution In The Work Organisation	09	9	2
H	Balanced Role of Work in The Total Life Span	04	4	-
I	Social Relevance of Work	04	4	-
J	Management Perception	04	4	-
K	Collective Agreement Signed on Terms of Work	11	11	-
	Total	94	100	18

Every category mentioned above has its own independent variables (annexure - 1).

The independent variables were developed and weighted crudely on the basis of in depth interviews with workers, supervisors, office bearers, entrepreneurs and union leaders and pilot testing was done to check the validity of variables and questionnaire. The score were allotted to every variable under the category, which reflect on the QWL. In the developed quantification model the ninety-four variable carries hundred score i.e. weight. Besides assignment of weight, there is a scheme for negative scoring also. These negative score applied only on those factors, which are basic things - the needs of any employee in the work, irrespective of the work life improvement program. Non existence of these factors or any unsatisfied conditions carries negative score.

The outcome of the quantification of QWL gave adequate inside to researcher, the areas in which the sample units were lacking and have scope to improve on the magnitude of improvement in QWL. This necessarily strained researcher to develop the model to improve QWL in said industry.

Researcher suggested simple way to improve QWL. Certainly every new reform requires some sort of investment in it. QWL programs too require the investment in the employees and to improve working environment. Researcher suggests model to implement QWL in unit on the basis of the outcome of research recommends following steps :

1. It begins from the management's decision to improve QWL, which reveals the willingness of management to implement QWL program in the organisation with some specific goals.
2. To conduct research to improve QWL on the magnitude of shortcomings in present work life situation. It is suggested to have self-assessment test, with an object to find out shortcoming in present work life.
3. To find out remedies to overcome the present shortcomings in work environment. The model also exhibits some intervening aspects. While doing this exercise, employees noticed by the time continuation to step two mentioned above that some changes are occurring in the attitude of management, which may reveals oppose from the workers or union. Because every activity or move by top management will bicker suspicion in the mind of employees or union. Removing the suspicion from the mind of employees is very important. Few remedies can be suggested viz. increase in emoluments to satisfy the basic needs of employees, establishment of joint management committees. At this stage management get opportunity to counsels employees on QWL.
4. Construct strategies to develop and improve work culture for QWL, training and development activity for the awareness of the concept and attitudinal changes; implementation of labour law's and an effort to provide the job security. While going for this step the intervening variable could be lack of resources viz. inadequate finance and unavailability of faculty for the training. Most of the units will not be with independent HRM department that needs to be taken care of or at least one qualified graduate should be placed to take care of human aspects in the unit. This will also help to monitor the work life activities.
5. Collect and analyze the feedback of training and development and conduct QWL self-assessment test. Management might receive positive symptoms of improvement in work life.

6. Apply further strategies viz. incentive system, job redesigning, natural work units, flexi time, implementing safety policy etc. Before applying the further strategies the environmental variables, preferably external environmental variables may play role as hindrances. At this stage of model when it requires more investment in employees for further strategy implementation and may require investment in the technology the environmental analysis needed to be done.
7. Finally analyze workforce on the magnitude of productivity, production rejection percentage, industrial relations, employees' attendance, accident level, improvement in the quality of life of employees etc. If it is possible with the help of experts moral and motivational level of employees can be tested. performance appraisal can also be done and should be compare with the performance prior to implement quality of work life model. Besides, various tests can be taken to check the results of model.

Improvement in quality is endless process. Therefore, improvement in the QWL is also endless on the magnitude of speedy technological developments, new management reforms and unlimited wants of employees. The technological developments and management reforms facilitate organizational intervention as change agents and the process of change never ends, regardless of how successful you are, there is always room for improvement in quality. It is thus, necessary to develop series of QWL models, where every enriched model should supercede the previous one.

LIMITATIONS OF THIS MODEL :

This model does not go into details at the micro level to see how independent variables of QWL act since this is a sample survey of the engineering industry. This model is not the ultimate, but it is for beginners who wish to improve QWL in an organization.

The researcher percept few parameters, which create an unfavorable environment in the organization; for that a provision of negative score is made. Perception and attitudes differs from person to person, hence, the level of attainment of QWL may differ slightly.

CONCLUSION :

An attempt has been made to develop model which leads to identify the determining parameters of QWL in the Indian scenario, with reference to small and medium scale engineering units. The management of unit needs to develop a questionnaire on the basis of parameters which determine QWL. It also needs to conduct an in house survey. This exercise will help to understand the shortcoming in the work environment, which ultimately leads to propose a better way for improving the working conditions in the organization.

The present model may be of some help to the medium and small- scale engineering units in India and the units offshore, who are having cross cultural and socio-economic similarities to India. @

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ANNEXURE - I

VARIABLES USED FOR THE CATEGORIES

1. Quality Award - National and international quality award viz. ISO9000, QS9000, CII, Baldrige award, Deming award etc.
2. Adequate and Fair Compensation - organization pays workers according to minimum wages act, organization pays office bearers according to Minimum Wages Act., Payment of Bonus as per Bonus Act., overtime pay at double rate, productivity based incentive, provision of provident fund, provision of medical fund or E.S.I., any employees welfare schemes.
3. Safe and healthy working conditions - arrangement or scheme for employees safety, work in non-stress conditions, work in positive environment, workers do not feel work dangerous, work do not leave unimpaired in performing other tasks in life, work do not degrade humanity, adequate light arrangement, ventilation, safety limit marking, safety space between machine, safety guard on machines, safety goggles and shoes, sanitary and drainage cleanness, floor cleanness, site development, dinning and rest room, drinking water, first aid box, industrial uniform, canteen facilities, formal safety training, fire fighting equipment's.
4. Immediate opportunity to use and develop human capability - top officials perception, redesigning job appeals to workers, management practiced redesigning, management evaluated effects of redesigning, management diagnose job before redesigning, management consult workers before redesigning, workers participation in decision making, existence of quality circles, employees feel job challenging, assign task to job get meaningful at redesigning, workers know the use of product, workers know the importance of use of product, workers require multiple skill to do the job, workers perform complete job, regular feedback about work to employees, workers enjoys autonomy at work, moderate delegation of authority to workers.
5. Future opportunity for continued growth and security - career planning system/policy, arrangement for employment security, availability of raining & development program internal, availability of training & development program external, employed job rotation system, suggestion scheme.
6. Social integration in the work organization - existence of natural work units, executives interaction with other organization, top executives meeting, workers meeting, top executives involved in socio-cultural activities, workers receive humanized treatment, workers meeting with top officials, workers meetings with owners/directors, joint management committee.
7. Constitution in the work organization - recruitment procedure, promotion policy, disciplinary procedure, grievance procedure, training & development policy, performance appraisal policy, provision for decision making, documented work assignments, documented job description system.
8. Balanced role of work in the total life space - equality in work, work is commensurable

with qualification, skill and pay, worker spare time for family balancing his work, worker spare time for society balancing his work.

9. Social relevance of work - employees enjoy weekly off, employees avail Government declared holidays, and employees enjoy pay leaves, communication facility for employees.
10. Management perception - perception about impact of QWL on productivity, perception about impact of QWL on quality of product.
11. Collective agreement signed on terms of work - salary or wages, incentive, welfare activities, promotion policy, recruitment policy, grievance policy, medical claim, bonus, hours of work, productivity based incentive, and working conditions.

