

Quality of Work Life (QWL)

Lloyd Suttle defines QWL as – “the degree to which members of a particular organisation are able to satisfy important personal needs through their experiences in the organisation”.

For example, providing ample opportunities to workers to directly participate in problem-solving and decision-making, particularly in their work related areas is considered to be a necessary condition for greater freedom at work and leads to self-development, self-control or self-direction, ultimately leading towards better QWL.

QWL includes the attempts to achieve integration among the technological, human, organisational and societal demands (the factors of work environments) so as to maximise the benefits for enriching the human factor.

Richard E. Walton explains quality of work life in terms of eight broad conditions of employment that constitute desirable quality of work life (QWL). He proposed the same criteria for measuring QWL. Those conditions/criteria include :

- Adequate and fair compensation.
- Safe and healthy working condition.
- Opportunity to use and develop human capacities.
- Opportunity for career growth.
- Social integration in the work force.
- Constitutionalism in the work organisation.
- Work and quality of life and
- Special relevance of work.

The factors that influence and decide the Quality of work life are:

1. Attitude
2. Environment
3. Opportunities
4. Nature of Job
5. People
6. Stress Level
7. Career Prospects
8. Challenges
9. Growth and Development
10. Risk Involved and Reward

Attitude:

The person who is entrusted with a particular job needs to have sufficient knowledge, required skill and expertise, enough experience, enthusiasm, energy level, willingness to learn new things, dynamism, sense of belongingness in the organization, involvement in the job, inter personnel relations, adaptability to changes in the situation, openness for innovative ideas, competitiveness, zeal, ability to work under pressure, leadership qualities and team-spirit.

Environment:

The job may involve dealing with customers who have varied tolerance level, preferences, behavioral pattern, level of understanding; or it may involve working with dangerous

machines like drilling pipes, cranes, lathe machines, welding and soldering machines, or even with animals where maximum safety precautions have to be observed which needs lot of concentration, alertness, presence of mind, quick with involuntary actions, synchronization of eyes, hands and body, sometimes high level of patience, tactfulness, empathy and compassion and control over emotions.

Opportunities:

Some jobs offer opportunities for learning, research, discovery, self-development, enhancement of skills, room for innovation, public recognition, exploration, celebrity-status and loads and loads of fame. Others are monotonous, repetitive, dull, routine, no room for improvement and in every sense boring. Naturally the former ones are interesting and very much rewarding also.

Nature of Job:

For example, a driller in the oil drilling unit, a diver, a fire-fighter, traffic policeman, tram engine driver, construction laborers, welder, miner, lathe mechanic have to do dangerous jobs and have to be more alert in order to avoid any loss of limb, or loss of life which is irreparable; whereas a pilot, doctor, judge, journalist have to be more prudent and tactful in handling the situation; a CEO, a professor, a teacher have more responsibility and accountability but safe working environment; a cashier or a security guard cannot afford to be careless in his job as it involves loss of money, property and wealth; a politician or a public figure cannot afford to be careless, for his reputation and goodwill is at stake. Some jobs need soft skills, leadership qualities, intelligence, decision making abilities, abilities to train and extract work from others; other jobs need forethought, vision and yet other jobs need motor skills, perfection and extreme carefulness.

People:

Almost everyone has to deal with three set of people in the work place. Those are namely boss, co-workers in the same level and subordinates. Apart from this, some professions need interaction with people like patients, media persons, public, customers, thieves, robbers, physically disabled people, mentally challenged, children, foreign delegates, gangsters, politicians, public figures and celebrities. These situations demand high level of prudence, cool temper, tactfulness, humor, kindness, diplomacy and sensitiveness.

Stress Level:

All these above mentioned factors are inter-related and inter-dependant. Stress level need not be directly proportional to the compensation. Stress is of different types - mental stress/physical stress and psychological or emotional stress. A Managing Director of a company will have mental stress, a laborer will have physical stress, a psychiatrist will have emotional stress. Mental stress and Emotional stress cause more damage than physical stress.

Career Prospects:

Every job should offer career development. That is an important factor which decides the quality of work life. Status improvement, more recognition from the Management, appreciations are the motivating factors for anyone to take keen interest in his job. The work atmosphere should be conducive to achieve organizational goal as well as individual development. It is a win-win situation for both the parties; an employee should be rewarded appropriately for his good work, extra efforts, sincerity and at the same time a lethargic and careless employee should be penalized suitably; this will motivate the former to work with more zeal and deter the latter from being so, and strive for better performance.

Challenges:

The job should offer some challenges at least to make it interesting; That enables an employee to upgrade his knowledge and skill and capabilities; whereas the monotony of the job makes a person dull, non-enthusiastic, dissatisfied, frustrating, complacent, initiative - less and uninteresting. Challenge is the fire that keeps the innovation and thrill alive. A well-accomplished challenging job yields greater satisfaction than a monetary perk; it boosts the self-confidence also.

Growth and Development:

If an organization does not give chance for growth and personal development it is very difficult to retain the talented personnel and also to find new talent with experience and skill.

Risk Involved and Reward:

Generally reward or compensation is directly proportional to the quantum of work, man-hours, nature and extent of responsibility, accountability, delegated powers, authority of position in the organizational chart, risk involved, level of expected commitment, deadlines and targets, industry, country, demand and supply of skilled manpower and even political stability and economic policies of a nation. Although risk is involved in every job its nature and degree varies in them; All said and done, reward is a key criteria to lure a prospective worker to accept the offer.

Conclusion:

A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent.

Quality circle

A **quality circle** or **quality control circle** is a group of workers who do the same or similar work, who meet regularly to identify, analyze and solve work-related problems.

It consists of minimum three and maximum twelve members in number.^[1] Normally small in size, the group is usually led by a supervisor or manager and presents its solutions to management; where possible, workers implement the solutions themselves in order to improve the performance of the organization and motivate employees.

Quality circles were at their most popular during the 1980s, but continue to exist in the form of Kaizen groups and similar worker participation schemes

The quality circles are formed to fulfil any of the following objectives:

- To contribute towards the development of an organization.
- To create a healthy work environment such that employees find the place worthwhile to work

- To explore the hidden potential of the individuals and drawing out the infinite possibilities.
- To improve the product quality and the productivity of the organization.
- To improve the team skills, capabilities, confidence and creativity through education, training, and participation of volunteers in the circles.

Often, six to twelve personnel from the same work area come together to form these circles. These members receive proper training in problem solving, group process and statistical processes.

What is Job Satisfaction?

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. This implies that the employee is having satisfaction at job as the work meets the expectations of the individual.

Importance of Job Satisfaction

A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

Importance of job satisfaction can be seen from two perspectives:

For Employees

Job satisfaction from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities.

For Employers

For an employer, job satisfaction for an employee is an important aspect to get the best out of them. A satisfied employee always contributes more to the company, helps control attrition & helps the company grow. Employers needs to ensure a good job description to attract employees and constantly give opportunities to individuals to learn and grow.

The positive effects of job satisfaction include:

1. More efficiency of employees of workplace if they are satisfied with their job.
2. Higher employee loyalty leading to more commitment.

3. Job satisfaction of employees eventually results in higher profits for companies.
4. High employee retention is possible if employees are happy.

Job Satisfaction Factors

Job satisfaction is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company. The elements & factors which contribute to job satisfaction are:

1. Compensation & Working conditions

One of the biggest factors of job satisfaction are the compensation and benefits given to an employee. An employee with a good salary, incentives, bonuses, healthcare options etc. is happier with their job as compared to someone who doesn't have the same. A healthy workplace environment also adds value to an employee.

2. Work life balance

Every individual wants to have a good workplace which allow them time to spend with their family & friends.

Job satisfaction for employees is often due a good work life balance policy, which ensures that an employee spends quality time with their family along with doing their work. This improves the employee's quality of work life.

3. Respect & Recognition

Any individual appreciates and feels motivated if they are respected at their workplace. Also, if they are awarded for their hard work, it further motivates employees. Hence recognition is one of the job satisfaction factors.

4. Job security

If an employee is assured that the company would retain them even if the market is turbulent, it gives them immense confidence. Job security is one of the main reasons for job satisfaction for employees.

5. Challenges

Monotonous work activities can lead to dissatisfied employees. Hence, things like job rotation, job enrichment etc can help in job satisfaction of employees as well.

6. Career Growth

Employees always keep their career growth part as a high priority in their life. Hence, if a company helps groom employees and gives them newer job roles, it enhances the job satisfaction as they know they would get a boost in their career.



There are several theories given which help in evaluating & measuring job satisfaction of employees at workplace. Some of them are:

- **Hierarchy of Needs** by Maslow
- **Hygiene Theory** by Herzberg

These help in understanding the parameters or factors which influence job satisfaction of employees at workplace.

Job Satisfaction Examples

There can be several examples of job satisfaction as it is related to the psychology of an individual. A particular job can be satisfying for one employee based on the salary, location, workplace, responsibilities, job level etc. and the same be lead to dissatisfaction to some another employee. Consider an employee who has joined an organization 1 year back and has been awarded for his good work with bonuses and incentives.

Also, the company has chosen him for an exclusive training program which would help in boosting his career. Also, the employee is entitled for a sabbatical leave as well to pursue his own dream. Hence, all these factors and HR policies would lead to job satisfaction.

Employee Morale

Definition:

The mental and emotional condition (as of enthusiasm, confidence, or loyalty) of an individual or group with regard to the function or tasks at hand

Morale is the general mood of a person and whether he is confident, motivated and willing to perform tasks.

"Morale is a mental condition or attitude of individuals or groups which determines their willingness to co-operate.

Morale is the term usually applied to armed forces during war time, and to sports and athletics teams. It refers to team spirit and togetherness of people for a common purpose. It indicates evident commitment that is exhibiting the behavioural symbols and symptoms of personal commitment.

"Morale is a mental condition or attitude of individuals or groups which determines their willingness to co-operate. -Edwin B. Flippo

The other features of morale are as follows:

- (i) It is composite of feelings, attitudes and sentiments of the employees.
- (ii) It is the degree or enthusiasm and willingness with which the employees contribute their efforts towards the organisational goals.
- (iii) It is different from job satisfaction because morale refers to group concept while job satisfaction is an individual concept.
- (iv) The degree of morale can be estimated through labour absenteeism and turnover.
- (v) It is both an individual and a group phenomenon. The high moral is reflected in good team and team spirit in case of group morale.
- (vi) Morale is the primary concern of the management because high production and productivity of workers are the direct result of high morale.

Factors Affecting Employee Morale

Employee morale is a complex phenomenon and depends on various factors. Here is the different criterion that affects employee morale:

1. Organization Itself: While it may sound surprising, but the organization itself is one of the biggest and most important factors that affect employee morale. An organization influences an employee's attitude towards his/her work. The reputation of an organization can certainly build up for better or worse, their attitude towards it.

2. Type of work: The nature of work an employee is performing at his/her workplace also is greatly responsible to determine the morale. If the employee is expected to perform the same task day in and out, there is going to be boredom associated with it sooner or later. It can make situations worse for an employee. Unorganized organization structure also affects employees, if the employee feels that he/she is just a cog machine in a factory line, instead of a real person, this too may adversely affect their morale.

3. Personal attributes: Mental and physical health play an important role in determining employee morale. If the employee is not physically or mentally fit, this can be a potential obstacle in their progress and learning at their workplace. There are also other important factors that concern their progress and in turn their morale: age, education qualification, years of experience, occupational levels, reward perception, and similar factors.

4. Supervision and feedback: The level of supervision received by an employee is a tremendous factor that affects the morale. If the employees feel they have no direction or don't understand the organizational goals and commitments, then it the job of the superiors and the leadership in the organization to get them on the same page. But there should not be too much interference too if the employees are given the freedom to work their morale will be high.

5. Work-Life balance: Most organization fail to recognize the importance of a healthy work-life balance. It is important that the employees have some activities to relax while they are at work. It's not just about the foosball culture or an inventory stuffed with food. It is important that proper guidance and counseling is given to the employees whenever needed.

Ways to Boost Employee Morale

Employee morale is determined by how employees view their work environment and their overall level of satisfaction in their workplace. Employee morale has a direct effect on employee retention. A disinterested or unhappy employee will not stay for long in an organization that he/she cannot rationalize their goals and progress with.

Here are the 4 simple ways of boosting employee morale in your workplace as mentioned by HR leaders across the globe:

1. Streamline work based on skills: It is important for the Human Resources to recruit and assign people based on their skillset. You cannot hire a lawyer and expect him/her to carry out tasks that you would expect an engineer to do. Allowing people to work based on their competency is a win-win situation for both employees and employers.

Talent management is complex, yet necessary. If you cannot manage your employees and assign them tasks that they are hired to carry out then it's time to rethink your strategies because clearly, they will not yield the expected results. Therefore, make sure you invest in a competent human resources team, so the talent that is acquired performs well and stays happy.

2. Train them well for professional development: Most organizations fail to understand the importance of training their staff. Be it employee onboarding or any other formal training process, employees should be well-equipped to perform their tasks at work and achieve their goals. There should be a budget assigned at the start of the financial year that facilitates the training and development program.

These training will help employees sharpen their skills, which will not only benefit them but also the organization. A well organized and self-sufficient workforce is every organization's dream, so pay for these courses that ignite imagination and spark curiosity, build confidence and leads to a high morale workforce.

3. Recognize and reward employees: Employee recognition and reward keeps your workforce motivated. When, as a leader, you create an environment where good work is appreciated, employees feel empowered and take a personal interest in the tasks they are assigned to them.

The purpose of employee recognition should be to reinforce what an organization wants an employee to do more. When an employee performs well to make sure to applaud his/her hard work and achievements. This will bring confidence to them to align their personal goals with that of the organization's goals.

4. Be open to feedback: Many organizations today, promote the open door policy, where an employee is free to express what they feel to their superiors or their reporting authority because they are open to feedback. If your employees know their voice is being heard and they are considered as an integral part of the organization, this will reflect in their confidence.

If the employees feel they cannot share information with you, there are greater chances that the information will never be conveyed to you rather will just make rounds within the team and you will be alienated from whatever is happening in your own team. Instead be receptive to feedback, transparency is the need of the hour for most organizations and so it should be.

Finally, employee morale is not just the employee's responsibility or attitude. It is a collective responsibility of the employees and the organization to provide a conducive working environment and a workplace culture that exudes positivity and goodwill. Work culture is because of the employees and they should know the importance of values and morale. To achieve the best, it is important to first be the best.

Labour Welfare: Definitions

Labour welfare has been defined by different authors in different ways but every definition has its own significance.

The Oxford dictionary explains labour welfare as efforts to make life worth-living for workers. Chamber's dictionary explains welfare as a state of faring or doing well; freedom from calamity, enjoyment of health, prosperity, etc.

According to International Labour Organization (ILO), "Labour welfare may be understood and including such services facilities and amenities which may be established in vicinity of undertaking to perform their work in healthy and congenial environment and to avail of facilities which improve their health and bring high morale."

In the Encyclopedia of Social Sciences, welfare is defined as – "the voluntary efforts of the employers to establish, within the existing industrial system working and sometimes living and a cultural condition of the employees beyond what is required by law, the customs of the industry and the conditions of the market."

Labour Welfare: 5 Different Categories of Labour Welfare

Some of the major categories of labour welfare are: (1) Intra-mural Facilities (2) Extra-mural Facilities (3) Statutory Facilities (4) Mutual Facilities and (5) Voluntary.

It is very difficult to classify the welfare activities into certain broad categories.

(1) Intra-mural Facilities:

The facilities provided inside the factory are known as intra-mural facilities. These facilities include activities relating to minimisation of industrial fatigue, provision of safety measures like fencing and covering of machines, good layout of the plant and machinery, sufficient lighting conditions, provision of first aid appliances etc. Provisions of such facilities are also obligatory in all industrial establishments all over the world.

(2) Extra-mural Facilities:

Facilities offered to the workers outside the factory are known as extra-mural facilities. They include better housing accommodations, indoor and outdoor recreation sports, educational facilities etc. The provision of these facilities is voluntary. Earlier, due attention was not given to the provision of extra-mural facilities to the workers but now it is realised that these facilities are very important for the general welfare and upliftment of the workers.

(3) Statutory Facilities:

Under this category, welfare facilities are provided according to the labour legislations passed by the Government. The nature and coverage of these facilities vary from country to country. Again these facilities may be either intra-mural facilities or extra-mural facilities. These facilities must be provided by all the employers and cannot be ignored. Any contravention of the statutory provisions shall render the employer punishable under the Act concerned.

1. Facilities which have to be provided irrespective of the size of the establishment e.g., drinking water.
2. Facilities which are to be provided subject to the employment of a specified number of persons, e.g., creches.

(4) Mutual Facilities:

These facilities are usually outside the scope of the statutory facilities. These activities are voluntarily undertaken by the workers themselves for their own interest. As such the employer has no say in it.

(5) Voluntary: The facilities which are voluntarily provided by the employers come under this category. Hence these are not statutory. No doubt, the activities under this category ultimately lead to increase in the efficiency of workers.

The scope of Labour Welfare is very broad because it covers different industries and activities.

1. Working Environment:

Conducive working environment helps to improve efficiency of workers and includes proper lighting, temperature, ventilation, safety, sanitation, transportation, cleanliness, seating arrangement and canteen facilities. Workplace sanitation and cleanliness is very important for making workplace helpful for workers to work.

Following activities are important to make it conducive for working:

- a) Proper ventilation using cross windows and doors, adequate lighting, controlled temperature, regular cleanliness, seating/standing arrangements for working, etc.
- b) Proper safety measures for lift, elevators, ropes, cranes, electric and dangerous operating.
- c) Sufficient urinals separate for gents and ladies, lavatories and bathing facilities with regular proper cleaning.
- d) Proper gardening with watering facilities and cleanliness of surrounding regularly.
- e) Pure drinking water facilities with purification and cooling facilities.
- f) Well maintained canteen services with good quality of food at nominal rates.

2. Health Facilities:

Health is wealth. To maintain good health of the workers, the required health facilities should be maintained up to required standard.

It includes the following facilities:

1. Health centre for regular check-up for workers and their families should be provided within factory or nearest place.
2. Availability of ambulance service at telephone call itself should be provided in case of emergency.
3. Free and regular medical check-up of workers and counselling regarding health and diet to workers.
4. Availability medical staff and of doctors inside the factory for emergency.
5. Welfare facilities for women and children such as – crèches, checking for pregnancy, etc.
6. Suitable sports and recreation facilities in the premises.

3. General Welfare Facilities:

- a) Housing facilities for workers near to the work facilities.
- b) Cleaning and sanitation facilities in housing facilities.
- c). Schooling, vocational training facilities and library services
- d) To and fro transportation facilities for workers and their children going for schools
- e) Sports facilities of indoor and outdoor in the residential location.
- f) Family planning and family care counseling.
- g) Entertainment facilities in the campus for workers and their families.
- h) Transport facilities for tours, picnics and festival celebration.

4. Economic Welfare Facilities:

- a) Subsidized consumer goods including grains, vegetables, milk, oil and other daily requirements through cooperative stores.

- b) Banking, postal, services and credit facilities through credit society.
- c) Health insurance schemes by employers free of costs.
- d) Regular basis bonus and profit-sharing schemes.

What is social security?

According to the ILO's World social protection report 2020-22, social protection is defined as a "set of policies and programmes designed to reduce and prevent poverty, vulnerability and social exclusion throughout the life cycle".

Social protections are comprised of nine main areas: child and family benefits, maternity protection, unemployment support, employment injury benefits, sickness benefits, health protection (medical care), old-age benefits, invalidity/ disability benefits, and survivors' benefits.

Social protection systems address all these policy areas by a mix of contributory schemes (social insurance) and non-contributory tax-financed benefits, including social assistance."

Social Security refers to a system of social insurance and welfare programs established by governments to provide financial support and security to individuals or families in various circumstances. It is typically designed to protect against risks such as old age, disability, unemployment, and the death of a wage earner.

The primary goals of a social security system are to alleviate poverty, promote social well-being, and ensure a basic standard of living for individuals and families.

Significance of social security for worker

Social security plays a crucial role in providing significant benefits and protections to workers. Here are some key aspects highlighting the significance of social security for workers:

Retirement Income: Social security programs often include retirement benefits that ensure workers have a stable source of income after they retire. These benefits can help maintain a decent standard of living and prevent poverty among elderly individuals who may no longer be able to work or have limited savings.

Disability Protection: Social security provides disability benefits that offer financial support to workers who become disabled and are unable to work. This ensures that they have a safety net and can meet their basic needs despite the loss of income resulting from their disability.

Survivor Benefits: In the unfortunate event of a worker's death, social security survivor benefits provide financial support to their dependents, such as a spouse, children, or other eligible family members. This helps safeguard the economic well-being of the surviving family members during a difficult time.

Healthcare Coverage: Some social security systems include healthcare coverage or provide access to affordable healthcare services. This is particularly significant for workers who may not have access to employer-sponsored health insurance or who cannot afford private healthcare coverage. Social security healthcare programs can help ensure that workers have access to necessary medical care and protection against high healthcare costs.

Protection Against Economic Risks: Social security acts as a safety net, protecting workers against various economic risks such as unemployment, disability, and old age. It provides a degree of financial stability, reduces vulnerability, and mitigates the impact of unexpected events that can lead to income loss and financial hardship.

Social Welfare and Well-being: Social security programs contribute to the overall welfare and well-being of workers by promoting social equity and reducing inequality. By providing a minimum level of income and support, social security helps address poverty, improves living standards, and fosters social cohesion within communities.

Peace of Mind: Knowing that social security benefits are available provides workers with a sense of security and peace of mind. It allows them to focus on their work and career without the constant worry of financial instability due to unforeseen circumstances or retirement.

Overall, social security plays a vital role in ensuring workers' financial stability, protecting them from economic risks, and enhancing their overall quality of life. It provides a safety net that promotes social welfare, supports individuals and families during challenging times, and contributes to a more equitable and inclusive society.

Benefits and programs offered within a social security

The specific benefits and programs offered within a social security system can vary between countries, but they generally include some or all of the following components:

Retirement Benefits: Providing income support to individuals who have reached the eligible retirement age and have contributed to the social security system during their working years.

Disability Benefits: Offering financial assistance to individuals who are unable to work due to a long-term disability or impairment.

Unemployment Benefits: Providing temporary income support to individuals who have lost their jobs involuntarily and are actively seeking new employment.

Survivor Benefits: Offering financial assistance to the surviving dependents of a deceased individual who contributed to the social security system. This can include benefits for widows/widowers, children, or other eligible family members.

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Human Relations

In the words of Scott, "Human Relations is a process of an effective motivation of individuals in a given situation in order to achieve a balance of objectives which will yield greater human satisfaction and help accomplish company goals".

Davis observes: " Human relations is an area of management practice in the integrating of people into work situation in a way that motivates them to work together productively, cooperatively and with economic, psychological and social satisfaction]

Characteristics of Human Relations

The main characteristics of human relations are:

(a) Human relations are an integral process through which an individual's attitude and work are integrated with a view to effecting a willing cooperation on his part in the achievement of the interests of an organization as a whole.

(b) Members of the organization contribute their bit to get individual and group satisfaction, i.e., the producers must receive satisfaction in the same way as the consumers.

(c) The satisfaction desired by employee may be economic, social, and psychological.

Employee Grievance

A grievance is a sign of the employees' discontent with job and its nature. It is caused due to the difference between employee expectation and management practice.

Beach defines a grievance as, 'any dissatisfaction or feeling of injustice in connection with one's employment situation that is brought to the notice of the management.

Jucius defines a grievance as 'any discontent or dissatisfaction, whether exposed or not, whether valid or not, arising out of anything connected with the company which an employee thinks, believes or even feels to be unfair, unjust and inequitable'.

Steps in handling grievances

It is important that grievance must be handled in a systematic manner. The following steps should be taken in handling grievances:

1. Defining, describing or expressing the nature of the grievances as clearly and fully as possible;
2. Gathering all facts that serve to explain when, how, where, to whom and why the grievance occurred;
3. Establishing tentative solutions or answers to the grievances;
4. Gathering additional information to check the validity of the solutions and thus ascertain the best possible solution;
5. Applying the solution, and
6. Following up the case to see that it has been handled satisfactorily and the trouble has been eliminated.

Causes of Grievances

Grievances resulting from working conditions

- Poor physical conditions of work place.
- Lack of proper tools, machines and equipments.
- Frequent changes in schedules or procedures.
- Rigid production standards
- Improper matching of the worker with the job.
- Poor relationship with the supervisor.

Grievances resulting from management policy and practices

- Poor payment
- Lack of job security
- Inadequate benefits such as medical benefits, leave travel concession etc.
- Leave facilities
- Seniority
- Transfer
- Promotion
- Lack of career planning and development
- Hostility towards labour union
- Defective leadership style
- Communication gap

Grievances resulting from alleged violations of

- Violation collective bargaining agreement
- Violation of Central/State laws
- Violation of common rules

Grievances resulting from personal maladjustment

- Over ambition
- Excessive self-esteem

Methods of Identifying Grievances

The following methods can help the employer to identify the grievances:

1. Directive observation: Knowledge of human behaviour is requisite quality of every good manager. From the changed behaviour of employees, he should be able to sniff the causes of grievances. This he can do without its knowledge to the employee. This method will give general pattern of grievances. In addition to normal routine, periodic interviews with the employees, group meetings and collective bargaining are the specific occasions where direct observation can help in unfolding the grievances.

2. Grip boxes: The boxes (like suggestion boxes) are placed at easily accessible spots to most employees in the organisation. The employees can file anonymous complaints about their dissatisfaction in these boxes. Due to anonymity, the fear of managerial action is avoided. Moreover management's interest is also limited to the free and fair views of employees.

3. Open door policy: Most democratic by nature, the policy is preached most but practiced very rarely in Indian organizations. But this method will be more useful in absence of an effective grievance procedure, otherwise the organisation will do well to have a grievance procedure. Open door policy demands that the employees, even at the lowest rank, should have easy access to the chief executive to get his grievances redressed.

4. Exit interview: Higher employee turnover is a problem of every organisation. Employees leave the organisation either due to dissatisfaction or for better prospects. Exit interviews may be conducted to know the reasons for leaving the job. Properly conducted exit interviews can provide significant information about the strengths and weaknesses of the organisation and can pave way for further improving the management policies for its labour force.

DISCIPLINE

According to Earl R Bramblatt, discipline in the broadest sense means "orderliness, the opposite of confusion. It does not mean a strict and technical observance of rigid rules and regulations. It simply means working, cooperating and behaving in a normal and orderly way, as any responsible person would expect an employee to do".

According to Richard D Calhoun, discipline is defined as "a force that prompts individuals or groups to observe the rules, regulations and procedures which are deemed to be necessary for the effective functioning of an organization".

Causes of Indiscipline

- (a) Non-placement of the right person on the right job which is suitable for his qualifications, experience and training;
- (b) Undesirable behaviour of senior officials, who may have set a pattern of behaviour which they expect their subordinates to follow; but their expectations are often belied, and an infringement of rules follows;
- (c) Faulty evaluations of persons and situations by executives leads to favouritism, which generates indisciplined behaviour;
- (d) Lack of upward communication, as a result of which the thoughts, feelings and reactions of employees cannot be conveyed to the top management. This may lead to aggressive or rebellious behaviour;
- (e) Leadership which is weak, flexible, incompetent and distrustful of subordinates is often an instrument which makes for the creation of indiscipline among the employees, particularly when a decision is taken in haste and withdrawn under pressure;
- (f) Defective supervision and an absence of good supervisors who know good techniques, who are in a position to appreciate critically the efforts of their subordinates, who can listen patiently to them, who are capable of giving definite and specific instructions, and who believe in correcting their men rather than in uprooting them;

(g) Lack of properly drawn rules and regulations, or the existence of rules and regulations which are so impracticable that they cannot be observed; and the absence of service manuals and a code of behaviour;

(h) The 'divide and rule' policy of the management, as a result of which friction and misunderstanding are created among the employees which destroy the team spirit;

(i) Illiteracy and low intellectual level of workers as well as their social background: for example, there may be indebtedness, drinking habits, casteism and other social evils from which an employee may suffer;

(j) Workers' reactions to the rigidity and multiplicity of rules and their improper interpretation;

(k) Workers' personal problems, their fears, apprehensions, hopes and aspirations; and their lack of confidence in, and their inability to adjust with, their superiors and equals;

(l) Intolerably bad working conditions;

(m) Inborn tendencies to flout rules:

(n) Absence of enlightened, sympathetic and scientific management;

(o) Errors of judgement on the part of the supervisor or top management;

(p) Discrimination based on caste, colour, creed, sex, language and place in matters of selection, promotion, transfer, placement and discrimination in imposing penalties and handing out rewards;

Workers participation in Management

Participative management refers to the process of involving employees or employee representatives at all levels of the decision-making process. Participative management's more clear and comprehensive definition is:

Workers participation may broadly be taken to cover all terms of association of workers and their representatives with the decision-making process ranging from exchange of information, consultation, decision and negotiations to more institutional forms such as the presence of workers member on management or supervisory boards or even management by workers themselves as practised in Yugoslavia.'

Levels of Participation

Workers' participation is possible at all levels of management; the only difference is that of degree and nature of application. For instance, it may be vigorous at lower level and faint at top level. Broadly speaking there is following five levels of participation:

1. *Information participation*: It ensures that employees are able to receive information and express their views pertaining to the matters of general economic importance.

2. *Consultative participation*: Here workers are consulted on the matters of employee welfare such as work, safety and health. However, final decision always rests at the option of management and employees' views are only of advisory nature.
3. *Associative participation*: It is extension of consultative participation as management here is under moral obligation to accept and implement the unanimous decisions of employees.
4. *Administrative participation*: It ensures greater share of workers in discharge of managerial functions. Here, decisions already taken by the management come to employees, preferably with alternatives for administration and employees have to select the best from those for implementation.
5. *Decisive participation*: Highest level of participation where decisions are jointly taken on the matters related to production, welfare etc. is called decisive participation.

Forms of Workers' Participation in Management

The forms of workers' participation in management vary from industry to industry and country to country depending upon the political system, pattern of management relations and subject or area of participation. The forms of workers' participation may be as follows:

1. Joint Consultation Model
 2. Joint Decision Model
 3. Self Management, or Auto Management Scheme
 4. Workers Representation on Board
1. *Joint consultation model*: In joint consultation model the management consults with the workers before taking decisions. The workers represent their view through 'Joint consultative Committees'. This form is followed in U.K., Sweden and Poland.
 2. *Joint decision model*: In this form both the workers and management jointly decide and execute the decisions. This form of participation is followed in U.S.A. and West Germany.
 3. *Self management or auto management*: In this model, the entire control is in the hands of workers. Yugoslavia is an example to this model. Where the state industrial units are run by the workers under a scheme called 'Self Management or Auto Management Scheme'.
 4. *Workers' representation on board*: Under this method, the workers elect their representative and send them to the Board to participate in the decision making process.

The participation of workers may be formal or informal. In the formal participation, it takes the forms of formal structures such as Works Committee, Shop Councils, Production

Committee, Safety Committee, Joint Management Councils, Canteen Committee etc. The informal participation may be such as the supervisor consulting the workers for granting leave, overtime, and allotment of worked or transfer of workers from one department to another.

Employee empowerment

Employee empowerment is a technique of involving employees in their work through the process of inclusion. Empowerment encourages employees to become innovators and managers of giving them more control and autonomous decision-making capabilities. 'Empowerment' is a term which is currently in vogue. It is one of the most popular buzzwords in management today. Almost every approach to quality, meeting the competition, getting more out of employees, productivity enhancement and corporate turnarounds deals with employee empowerment.

The characteristics of an empowered organization are given below:

- (a) An assumption of competence.- the belief that people can be trusted and therefore minimal needs for checks, controls and directives.
- (b) Learning from others about how the company operates.
- (c) Empowerment requires a situation of high trust and high competence.
- (d) Togetherness - this means working in flexible teams regardless of members' status or position in the hierarchy and operating with shared goals and values.

Collective bargaining

In the words of Jucious, "collective bargaining refers to a process by which employers on the one hand and representatives of employees on the other, attempt to arrive at agreements covering the conditions under which employees will contribute and be compensated for their services".

The ILO has defined collective bargaining as "Negotiations about working conditions and terms of employment between an employer and a group of employees or one or more employee's organizations with a view to reaching an agreement wherein the terms serve as a code of defining the rights and obligations of each party in their employment, relations with one another; fix a large number of detailed conditions of employment; and, during its validity, none of the matters it deals with can in normal circumstances be given as a ground for a dispute concerning an individual worker".

The main objectives of collective bargaining are;

- (a) To maintain cordial relations between employer and employees by settling disputes/ Conflicts;
- (b) To protect the interest of workers through collective action and by preventing unilateral

Action on the part of the employer;

(c). To resolve the differences between employers and employees through voluntary Negotiations;

(d) To avoid the need for Government intervention in matters relating to employment.

(e) To ensure the participation of trade unions in industry;

(f) To promote industrial democracy.

Following are the steps involved in the process of collective bargaining:

1. Planning for negotiations
2. Determining the bargaining issues
3. Negotiation
4. Accomplishing the agreement
5. Passing the agreement
6. Monitoring the agreement