4.1 Introduction
Days are gone when employees were treated as part of the machine. Today, a new awakening has emerged. Organizations have now realized that employees are human beings and if they treated well and their talent is developed, they can be of immense help to them in fostering organizational growth. This has given rise to the emergence of a new relationship between employees and management. When an organization wants to sustain its position and flourish in the most competitive and lucrative business world, it gets a very big responsibility of keeping its men under satisfactory level, because a satisfied employee is a full employee and he contributes his best to the organization. The organization can be successful only when the efforts of various individuals are integrated into teamwork.

The term Quality of Working Life was probably coined originally at the first international conference on QWL at Arden House in 1972 (Davis and Cherns, 1975). Quality of Work Life is the extent of relationships between individuals and organizational factors existing in the working environment. It is the extent to which, workers can satisfy important personal needs through their experiences in the organization. It focuses strongly on providing a work environment conducive to satisfying individual needs.

4.2 Quality of Work Life in BHEL and HUL
BHEL is one of the largest organizations in India which is serving our nation in the field of engineering and manufacturing of related energy and infrastructure field. It is a profit making company since 1971-72 and paying dividend since 1976. This large organization is manufacturing more than 180 products under 30 major products groups and playing a vital role in Indian economy. This great organization raising the flag of India in whole world in the field of science and technology. BHEL is catering in the field of power generation, telecommunication, transmission, industry, transportation and renewable energy.

The first subsidiary company of Unilever was set up in 1931 and after some time their three companies Lever brothers India Limited in 1033 and united traders Limited in
1935 were merged and came into existence as HUL in November 1956. This company has offered its 10% equity to the Indian public.

The basic concept underlying the QWL is “humanization of work”. It involves the development of an environment of work that stimulates the creative abilities of the workers; generates cooperation and interest in self-growth.

The employees of both the organizations are into the three cadres namely executive, Supervisory cadre and last Workman cadre. Employees according to their position in their organizations are as shown in the pyramid.

The main objective of these companies is 360 degree development of their employees and to improve their life with the life of their family members also. This objective can be achieved by developing their knowledge, skills and efficiencies. To achieve this aim, the HR departments of both the organizations organize different – different types of programmes time to time.

Working environment: BHEL always tries to provide a fair and transparent environment to the every employee of the organization. They always welcome new
ideas of their employees from the every level of pyramid. They work in a cohesive unit like a family and support each other as and when require.

4.2.1 Various Steps Taken By The Organizations.

The Maharatna Company of India, BHEL makes very impressive efforts to develop its employees.

Opportunities for career growth

BHEL provides equal growth opportunities at every level in the organization. Although it is a heavy engineering based company, yet it provides equal growth and opportunities in the field of Human resource, Finance and Marketing.

In HUL, Job is a footstep of career building. Company provides an exciting opportunity to develop personally and professionally. It provides several benefits open, equality among people and transparent work culture. HUL sets up the growth path of their employees since beginning.

Salary and other benefits:

Salary structure in BHEL is developing according to the various cadres as mentioned in the pyramid. Their salary includes DA, HRA, provident fund, gratuity, medical facilities, death relief fund etc. Except these facilities, BHEL provides family pension scheme to their employees and their family after the death of employee as per their rules and regulations. Liability for Earned leave, half pay leave, Gratuity are accounted for in accordance with actuarial valuation. Liability towards contributory medical scheme is accounted based on the salary at the commencement of the calendar year. Adequate fringe benefits are provided such as insurance coverage, leave, travel concession facilities are available.

Salary paid is appropriate for the skill, knowledge, ability and experience. Salary is sufficient enough to fulfill the personal and family needs and able to accommodate the cost of living. Their salary is competitive with the market. Company also provides the facility of DA, HRA as per industry norms. Employees are also entitled of getting annual increments as per the industry norms. They provide adequate provident fund, gratuity and pension facilities to their employees.
Social Integration:

In both the organizations some practices are common such as they give equal respect to the employees at work place. Employees feel sense of belongingness in the organizations. Both companies encourage their employees to involve in community and cultural programs. They try to develop good relationship among senior and subordinates, good relationship among colleagues/peers.

Interpersonal relationship:

Both the organizations are making several efforts to develop the interpersonal relationship among employees. They get enough encouragement from the subordinate for the achievement. Management considers me as a member of the organization and is conscious about the needs and problems. The management takes stern initiatives to maintain a sound relationship with the employees. The organization takes enough initiatives for matching one’s own culture with the culture of the organization. Management is comfortable with the delegation of responsibility among the subordinates. Trade Union function is highly satisfactory.

Arrangements for woman’s complaints at work place:

The sexual harassment cell is in working in both the organizations BHEL and HUL. This cell came into being after the notification of Indian government. And it follows very strictly the rules and regulations set up by the government for the safety of women’s at work place.

In BHEL, a committee has been constituted to acts against any type of harassment of women at workplace. They also organize various workshops to increase the awareness of women. The number of complaints they received in year 2013-14 out of which 75% were solved in same year and actions were also taken by the organization in the same year, being an active and strict organization against sexual harassment of women.

During the year 2014, two complaints with allegation of sexual harassment have been filed with the Company and the same had been investigated as per the provisions of the Act. More than 26 gender sensitivity workshops were conducted in the last one-year covering approximately 900 employees across the country. The workshops focus
on bringing deeper understanding of issues related to gender sensitivity at the workplace and create an inclusive work environment, one that is built on mutual respect. In addition to this, a web based training module on Gender Sanitization / Prevention of Sexual Harassment of Women at Workplace has been assigned as a mandatory training for employees. As a part of induction to new employees, Prevention of Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013 and its consequences are shared.

**Corporate Governance:**

BHEL has established a sound framework of Corporate Governance which underlines commitment to quality of governance, transparency disclosures, consistent stakeholders’ value enhancement and corporate social responsibility. BHEL endeavours to transcend much beyond the regulatory frame work and basic requirements of Corporate Governance focusing consistently towards building confidence of its various stakeholders including shareholders, customers, employees, suppliers and the society at large. The company has developed a framework for ensuring transparency, disclosure and fairness to all, especially minority shareholders. The Vision of BHEL envisages “being a global engineering enterprise providing solutions for a better tomorrow” and its Mission is “Providing sustainable business solutions in the fields of Energy, Industry & Infrastructure”. The Corporate Governance Policy of BHEL rests upon the four pillars of Transparency, Full Disclosure, Independent Monitoring and Fairness to all. To strengthen this, BHEL has signed a MoU with Transparency international to adopt ‘Integrity Pact’. Our corporate structure, business procedures and disclosure practices have attained a sound equilibrium with our Corporate Governance Policy resulting in achievement of goals as well as high level of business ethics.

BHEL’s Corporate Governance policy is based on the following principles:

i) Independence and versatility of the Board

ii) Integrity and ethical behaviour of all personnel

iii) Recognition of obligations towards all stakeholders— shareholders, customers, employees, suppliers and the society

iv) High degree of disclosure and transparency levels

v) Total compliance with laws in all areas in which the company operates
vi) Achievement of above goals with compassion for people and environment

The HUL company believes that conducting business in a manner that complies with the Corporate Governance procedures and Code of Conduct, exemplifies each of core values and establishes position to deliver long-term returns to our shareholders, favorable outcomes to our customers, attractive opportunities to our employees and making the suppliers our partners in progress & enriching the society.

In HUL, transparency and accountability are the two basic tenets of Corporate Governance. At Hindustan Unilever, employees feel proud to belong to a Company whose visionary founders laid the foundation stone for good governance long back and made it an integral principle of the business.

Responsible corporate conduct is integral to the way they do their business. Their actions are governed by their values and principles, which are reinforced at all levels within the Company. At Hindustan Unilever, they are committed to doing things the right way which means taking business decisions and acting in a way that is ethical and is in compliance with applicable legislation. Their Code of Business Principles is an extension of their values and reflects our continued commitment to ethical business practices across our operations. They acknowledge their individual and collective responsibilities to manage their business activities with integrity. Their Code of Business Principles inspires us to set standards which not only meet applicable legislation but go beyond in many areas of their functioning. To succeed, they believe, require highest standards of corporate behavior towards everyone they work with, the communities touch and the environment on which they have an impact. This is their road to be consistent, competitive; profitable and responsible growth and creating long term value for their shareholders; their people and their business partners. The above principles have been the guiding force for whatever they do and shall continue to be so in the years to come. The Board of Directors (‘the Board’) is responsible for and committed to sound principles of Corporate Governance in the Company. The Board plays a crucial role in overseeing how the management serves the short and long term interests of shareholders and other stakeholders. This belief is reflected in their governance practices, under which they strive to maintain an effective, informed and independent Board. They keep their governance practices under continuous review and benchmark ourselves to best practices across the globe.
The Board of Directors is entrusted with the ultimate responsibility of the management, general affairs, direction and performance of the Company and has been vested with requisite powers, authorities and duties. The Management Committee of the Company is headed by the Managing Director and Chief Executive Officer and has business / functional heads as its members, which looks after the management of the day-to-day affairs of the Company.

**Maternity and paternity leaves facilities:**
All the female employees of BHEL except apprentices under the Apprentices Act 1961 are entitled to avail the facility of maternity leaves. These benefits are available under the Act as passed by the government. The Acts is as under:-

- On full pay for a period of 180 days from the date of its commencement in case of female employees with less than two surviving children,
- Maternity leave to female employees with more than two surviving children will be restricted to 12 weeks (84 days). Also female employees are entitled for grant of Child Care Leave by the concerned Head of Department for a maximum period of two years (i.e. 730 days) during their entire service period. All male employees with less than two surviving children are entitled to paternity leave for a period of 15 days in one spell.

HUL had a best class maternity and paternity leave policy where the employees can avail paid six-month maternity leave and two week paternity leave. In addition to this, company supports their employees who are going on maternity leave by holding roles for them. HUL also launched an integrated online portal called MAPS (Maternity and Paternity Support) which helps employees and their line managers in this period of transition through various tools, guidance and resources. There is also a state-of-the-art day care facility at our Mumbai campus.

**Training and development:**
BHEL emphasizes on development of its employees on regular basis. The HRD department of the unit annually identifies the training needs of all employees through line managers. The calendar of the in plant program is formulated, based on the above needs and program on various topics are conducted in the financial year so as to meet the training requirement. If specific skill is required to be imparted to certain groups
of people, which cannot be organized within the unit; these employees are nominated to outside the institutes within the country or abroad. In addition to above, the training is imparted to Act Apprentices (Trade Apprentices and Technician Apprentices), Company trainees (Supervisory Trainees and Engineering Trainees) and Vocational Trainees from various institutes in fields such as engineering, MBA graduates, MCA graduates etc. In the year 2008 total 52 in plant training programs were conducted covering 125 executives, 142 supervisors and 374 workers. In addition, training was imparted to 210 trades Apprentices, 199 Technical Apprentices, and 198 Vocational Trainees. They provide different types of training such as computer training, out plant training, on the job training, apprentice training, management trainings etc.

HUL prepares a training and development program to cover number of trainees, existing staff. Training program includes the identification of resource personnel for conducting these programs. The design of their training and development program is based on their on the job requirement and analysis. Company provides training according to the requirement of man power. The internal training department includes the skill development like improving communication, E-mail programming, operation systems etc.

Trainers first decide the objectives of their training which they are going to provide. Objectives able them to achieve the organization goals of training. Before starting the training they judge various skills like technical, interpersonal, judgmental skill etc. and they provide good training climate to the trainees such as ambience, tone and positive feeling about training program etc. first they prepare a list of training schedule in order to from simple module to the toughest modules and on the basis of their importance. After the selection of modules they decide various methods and techniques of training which is based on the trainee’s background, allocated time, preference of trainer, availability and level of competencies.

The need of training and development program is calculated by applying following formula.

\[
\text{Training & Development Need} = \text{Standard Performance} - \text{Actual Performance}
\]
The Training Inputs are: • Skills • Education • Development • Ethics • Problem Solving Skills • Decision Making • Attitudinal Changes Carrier Development. Hindustan Unilever provide both vertical and lateral growth prospects for its employees in all the business units present in India. India is one of few countries where all the different business divisions – Research, Development, Testing, Consulting, Sales & Marketing, and Support – has a significant presence. Employees could move between the business units according to their areas of interest. Moreover, employees were provided with exposure to different business units by way of mentoring from senior employees of Unilever.

4.2.2 BHEL Policies to Improve Quality of Work Life

1. Induction Programme

In BHEL the levels are broadly categorized in 3 groups:

A. Executive Cadre,
B. Supervisory Cadre,
C. Workmen Cadre.

The Induction of workmen and supervisors is done at unit level; whereas, in executive cadre it is done at corporate level. Various board designations covered in the above 3 categories

However, the induction level in each cadre is defined and is done at the minimum level of the cadre. For example, induction in workman cadre is done at two levels i.e. at A01 for USW/SSW and at artisans. Induction of supervisory level id one at Charge Man (S1) scale and induction at executive level is done at engineer level (E1). In case of workman and supervisors cadres the names are obtained from local employment exchanges or through Act Apprentices. The written tests and personal interviews are conducted and the selected candidates are issued the offer of appointment in the regular scale.

2. Training and Development

The main emphasis of BHEL is on the training and development of their employees because trained employees can in their efficiency. Therefore, they organize various types of training and development program on regular basis. Training and
development programs are used to develop their human resource assets. They provide training to their employees on the basis of their requirement and the merits of various programs. In the end of any training program they also measure the success and utility of training program that was undertaken by them.

3. Performance Evaluation

BHEL, Jhansi has well established Performance Evaluation system for various categories in term of Annual Confidential Report (ACR). The various parameters of performance evaluation system are laid down in the ACR Forms with the marketing system. The total 100 marks are allotted for performance evaluation, based on marks; the grading of the individual performance is done in the following broad categories:

   Outstanding,

   Very good,

   Good,

   Fair,

   Poor

Based on the performance evaluation and on completion of the minimum eligibility period, the individual is considered for his promotion to next level by Department Promotion Committee (DPC). The unit is proposing to go for open appraisal system called as Performance Management System (PMS) for all executive categories. This system will broadly focus in target setting at beginning of the year, mid-term and annual review of the achievements, potential performance appraisal etc.

4. Participative Forum

BHEL has a unique system management implemented since more than two decades. Under this joint committee is the apex body at Corporate Level in which the representative of participative unions form all the units along with their Central Leader Participate on one side and Equal numbers of members form management side participate on other side.
They discuss all the matter related, to general policy concerning to workers, in all the units such as:

1) Productivity & Profitability,
2) Incentives,
3) Bonus,
4) Plant Performance Payment,
5) Wage revision,
6) Working Conditions,
7) Welfare facilities,
8) Environmental issues etc.

The next level to the Joint Committee is Plant Council which is the Apex Body at unit level. In this committee, equal numbers of worker representatives and management representatives participate and discuss the matters related to the workers in the unit.

The third level is the shop councils which is constituted at shop level to discuss all the tissues related to shops. In addition to above there are various bi-partite participative committees (statutory and non-statutory) such as PF trust, canteen committee, safety committee, cultural committee, medical advisory committee, sports committee etc. In all these committees, the participation of workers representative is ensured. Thrust is given in direct participation and involvement of workers at the shop level by introducing various schemes as suggestion scheme, quality circles, 5S**, Productivity, Special Facilities***.

** 5’S

Sort,

Straighten,

Sweep,

Standardize,

Self Discipline.
***Meal & Refreshment Rates

Tea - 10 Paisa,

Snack 20 – 30 Paisa,

Veg. Food – Rs. 3 – Rs. 5,

Non Veg. Food – Rs. 5.

5. Welfare Measures

BHEL has a strong belief that its human resource is an important asset and is therefore, committed for welfare of its employees and society at large. With this assumption the unit provides variety of employees benefits/ Welfare measures such as Leave, LTC, Loans & Advances, Awards and Incentives, Gratuity, Provident Fund, Death Relief Fund, Family Planning Incentives, Medical Facility, Transport, Education, Sport Uniform etc.

BHEL being the public sector, it also shoulders its responsibility for social development of nearby providing employment opportunities developing ancillary units. Extending help to worker sections adopting village the nearby locality etc.

6. In-Plant Training Program

All training program that are conducted in HRD department of BHEL come under the preview of in plant training. The kind of training cover program of all levels of personnel via, executive, supervisors, lab hours decided in advance according to availability of both faculty and trainee. Trainee’s calendar is intimated to all people concerned so that the program conducted smoothly and successfully. The trainees are also exposed to the visual media during their training program. There are video cassettes in HRD department, which cover different functional areas. Some of them have been specified below:

1) Category Computers

Provide training of computer for duration-30 days Database and DBMS duration-60 minutes. This training improves their IT skills. In present time computer skill is must of each and every employee. This training help them to establish a employee in organization.
2) **Category Management**

Introduction to marketing Programme duration-22 minutes. Time management Programme duration-25 minutes.

**7. Out Plant Training Programme**

As the name suggests, out plant training included all the training and development programs which are held outside the factory premises. In this type of training, employees of the unit are sent to other sister unit of BHEL, other institute and abroad from acquiring specific skills and knowledge, which cannot be imparted in the unit itself. After the training needs of the employees of the unit is identified, a detailed. The personnel department decides upon training calendar of in plant training. But sometimes, few of employees have to be sent outside the unit to fulfill their training needs due to some reasons stipulated below:

1. Unavailability of faculties.
3. The training program requiring an extra ordinary professional touch.

Through the out plant training program is expensive in comparison to in-plant training programs; the unit has to be opting for it if any of the above mentioned reasons are relevant to the problem in the hand.

**8. Technician Apprentice Training Program**

This program is concerned with the training of technician apprentices. These training programs are those students who have done their diploma in various fields of engineering

While the trade apprentices are exposed to related instruction classes, the technical apprentices are not. They in turn have more exposure as far as the practical experience is concerned.
4.2.3 HUL Policies to Improve Quality of Work Life

1. Code of Business Principles

The Code of Business Principles (CoBP) is the Company’s statement of values and represents the standard of conduct, which all employees are expected to observe in their business endeavors. It forms the benchmark against which the world at large is invited to judge the Company’s activities. The Code reflects the Company’s commitment to principles of integrity, transparency and fairness. The Code of Business Principles of the Company, among other things, sets out the rules for dealing with conflict of interest situations. The proposal for appointment of any Senior Management Personnel of the Company to serve as Director, Supervisory Director, Trustee etc. on outside Board, whether for commercial ventures or for non-profit making bodies, is subject to prior internal approvals.

The Chief Executive Officer (CEO) through the Management Committee and Business / Unit Heads is responsible for ensuring that the Code is understood and implemented throughout the Company. The Code is also applicable to everyone with whom the Company is associated. The complaints, issues and concerns received under CoBP framework are duly investigated and reviewed by the CoBP Committee(s). Appropriate actions are taken after completion of investigation. The Company periodically cascades the principles embodied under CoBP across the organisation.

2. Preventing Conflict of Interests

The Board of Directors is responsible for ensuring that rules are in place to avoid conflict of interest by the Board members. The Board has adopted the Code of Conduct for the members of the Board and Senior Management Team. The Code provides that the Directors be required to avoid any interest in contracts entered into by the Company. If such an interest exists, the Directors are required to make disclosure to the Board and to abstain from discussion, voting or otherwise influencing the decision on any matter in which the concerned Director has or may have such interest. The Code also restricts the Directors from accepting any gifts or incentives in their capacity as a Director of the Company, except what is authorized
under the Company’s Gift Policy. The members of the Board and the Management Committee annually confirm the compliance of the Code of Conduct to the Board. The Code is in addition to the Code of Business Principles of the Company. In addition, the members of the Board also submit, on an annual basis, the details of individuals to whom they are related and entities in which they hold interest and such disclosures are placed before the Board. Transactions with any of the entities referred above are placed before the Board for approval. Details of all related party transactions are placed before the Audit Committee on an annual basis.

3. Whistle Blower Policy

The Company has adopted a Whistle Blower Policy to provide appropriate avenues to the employees to bring to the attention of the management any issue which is perceived to be in violation of or in conflict with the fundamental business principles of the Company. The Company has provided dedicated e-mail addresses whistleblowing.hul@unilever.com and cebp.hul@unilever.com for reporting such complaints. Alternatively, employees can also send written communications to the Company. The employees are encouraged to raise any of their concerns by way of whistle blowing and none of the employees have been denied access to the Audit Committee. The Company Secretary is the designated officer for effective implementation of the policy and dealing with the complaints registered under the policy. All cases registered under the Code of Business Principles and the Whistle Blower Policy of the Company, are reported to the Committee of Executive Directors and are subject to the review of the Audit Committee.

4. Share Dealing Code

In accordance with The Securities and Exchange Board of India (SEBI) (Prohibition of Insider Trading) Regulations, 1992, as amended, the Company has established systems and procedures to restrict insider-trading activity and has framed a Share Dealing Code. The Share Dealing Code of the Company is an important governance code to prevent any insider trading activity by dealing in shares of the Company. The Code restricts the Directors of the Company and other specified employees to deal in securities of the Company based on any unpublished price sensitive information, available to them by virtue of their position in the Company.
The objective of this Code is to protect the interest of shareholders at large, to prevent misuse of any price sensitive information and to prevent any insider trading activity by dealing in shares of the Company by its Directors and employees. The Code also prescribes sanction framework and any instance of breach of code is dealt with in accordance with the same. A copy of the Share Dealing Code of the Company is made available to all the employees of the Company and the compliance of the same is ensured.

5. UN Global Compact

Unilever is a signatory to the United Nations Global Compact Programme and is fully committed to the principles of the UN Global Compact, which cover human rights, labour practices, environment commitment and prevention of corruption in the business organisations. The UN Global Compact is a symbol of leadership in a complex business world and provides a forward-looking forum in which the United Nations, companies and civil society organisations can come together in an open and transparent dialogue. The Company’s CoBP mechanism upholds these principles in all aspects of its business operations.