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A Study on Measuring the Quality of Work Life among the Power Sector Employees with Special Reference to Orissa Hydro Power Corporation Limited, Bhubaneswar, Odisha, India

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Abstract: *Quality of work life refers to the relationship between employees and their total working environment. It considers people as an asset to the organization rather than cost. This approach believes that people can perform to their best if they are given enough autonomy in managing their work and make decision. And, so quality of work life is viewed as an alternative to the control approach of managing people. The success of any organization to a great extent depends on its people. Proper investment in human resources can multiply human capability. The sample size taken to conduct the research is 120 employees in various departments at OHPC, Bhubaneswar. For this study, the sampling technique chosen is convenient sampling. Structured interview schedule was used for primary data collection. Secondary data was collected from earlier research work, various published journals, magazines, websites and online articles. The research has pointed out that the major factors that affects to the Quality of Work.*

Keyword: *Employee, Job, Work Place, Satisfaction, Organization, Quality of work life*

I. INTRODUCTION

Warret al. (1979) defined quality of working life as indicative of variety of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. Direct participation of employees in problem solving and decision making particularly in areas related to their work is considered to be necessary condition for providing greater autonomy and opportunity for self direction and self control. This will result in upgrading the QWL. In today's work environment, organizations need to be flexible, and adopt a strategy to improve the employees 'Quality of Work Life' to satisfy both the organizational objectives and employee needs. Effective quality of work life practices in organizations makes its impact on employee performance and the overall organizations performance. The Quality of Work Life (QWL) has assumed increasingly interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It is also means to facilitate the gratification of human needs and goal achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working.

Quality of work life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life. Quality of work life is viewed as an alternative to the control approach of managing people. The quality of work life approach considers people as an asset to the organization rather than as costs. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people

by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

II. IMPORTANCE OF THE STUDY

The study is aimed at establishing perception of the employees towards the "Quality of Work Life" of the organisation. As the quality of work life is a major tool of the retention strategy and organisational effectiveness, it must be given more importance. Before establishing a proper administration of quality of work life, a company should examine its philosophy and policy.

III. REVIEW OF LITERATURE

Datta (1999) studied that Quality of Work Life: A Human Values Approach|| say that in a deeper sense, quality of work life refers to the quality of life of individuals in their working organizations commercial, educational, cultural, religious, and philanthropic or whatever they are. Modern society is organizational society. Individuals spend much of their lives in organizations. Hence, the importance of quality of work life is unquestionable.

Normala and Daud (2010) highlighted that investigating the Relationship between Quality of Work Life and Organizational Commitment Amongst Employees in Malaysian Firms|| say that the quality of work life of employees is an important consideration for employers interested in improving employees' job satisfaction and commitment.

Taghi Shahr Ashoob (2006) concluded that there is a positive and significant relationship between quality of work life and organizational commitment.

Ali Najafi (2006) concluded that there's a positive and significant correlation between quality of work life and managers' profiting. This means that as the quality of work life increases, the profits of the organization will also improve.

Michael (1992) studied the impact of quality of work life on organizational commitment, and concluded that after providing quality of work life, changes also take place in commitment.

Davoodi (1998) in a research highlighted that "Study of The Impact of Quality of Work Life on Job Satisfaction among Operational Staff of Mobarakeh Steel Complex" concluded that involvement in decision making related to work and work conditions has a significant relationship with job satisfaction, and this relationship is direct moderate.

Maryam Fallah (2006) highlighted that "Study and Analysis of The Relationship between Quality of Work Life and Performance of Kosar Economical Organization Staff" concluded that there's a significant relationship between quality of work life and performance of staff.

IV. STATEMENT OF THE PROBLEM

Quality of Work Life in an organization is essential for the smooth running and success of its employees. The work-life balance must be maintained effectively to ensure that all employees are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as employees' timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the employees to feel secure and like they are being thought of and cared for by the organization in which they work. An organization's HR department assumes responsibility for the effective running of the Quality of Work Life for their employees. This being the real fact and since there was absenteeism and lack of job satisfaction among the workers.

V. OBJECTIVES OF THE STUDY

- » To Study the factors affecting quality of work life.
- » To study the quality of work life among employees.
- » To study the quality of work life in the organization.
- » To study the satisfactory level of Physical surroundings.
- » To identify Job Safety of the employees in the organization.
- » To study current status of quality of work life in the organization.

VI. METHODOLOGY

A systematic method was adopted for the collection of data .Both primary & secondary data were collected for the smooth and successful completion of the study.

- a) **Primary Data** : Primary data directly collected from the respondent with the help of research tool (Questionnaire).
- b) **Secondary Data** : From Management related Books, Published Journals and Internet etc.

VII. DATA ANALYSIS AND INTERPRETATION

- a) **Sample Size:** 120 Employees from various departments of OHPC, Bhubaneswar, Odisha.
- b) **Sample Collection Tool:** In this study a Structured Questionnaire was used as data collection tool. This Questionnaire was designed based on the attributes and variables of Quality of Work Life reviews and questionnaire from previous studies.

TABLE NO. 1-The primary data collected from the following employees

<i>Employees</i>	<i>No. of Employees</i>	<i>Percentage</i>
Executive	54	45
Non-Executive	36	30
Contract Worker	30	25

Source: Primary data

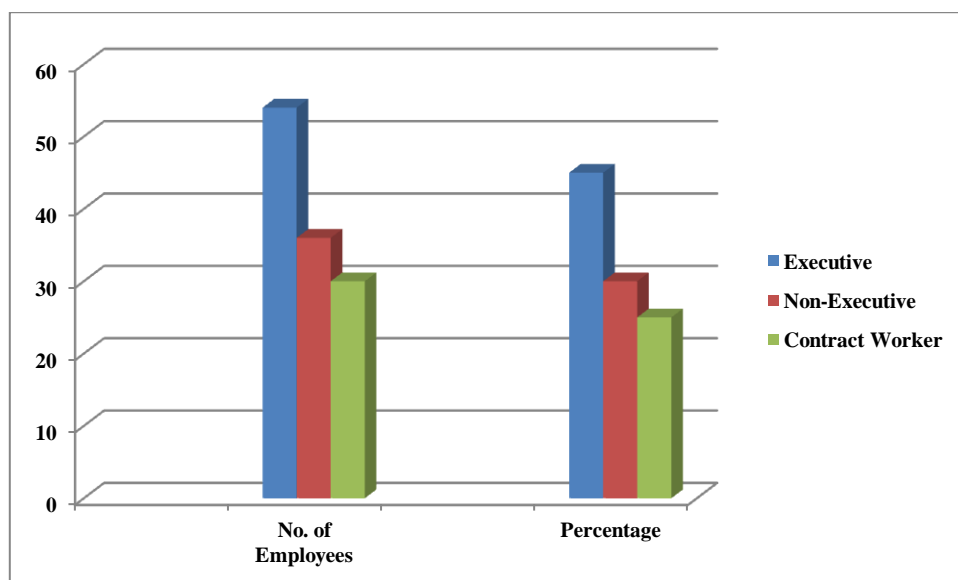


Fig.1. Employee category

Interpretation:

Table 1 shows that from 120 samples, out of which 54 responses are from executives and 36 responses from non-executives & 30 responses are from contractual workers. It means the report constitutes all type of employees working in OHPC, Bhubaneswar, odisha and reliable one. So the analysis constitutes 45% of facts from executive's view where as 30% & 25% views of facts from non-executives and contractual workers respectively.

TABLE NO. 2- Distribution of respondents according to their respective Departments

Departments	No. of Employees	Percentage
HR	45	37.5
Finance	10	8.33
Material	15	12.5
O & M	20	16.67
Erection	15	12.5
Civil Construction	15	12.5

Source: Primary data

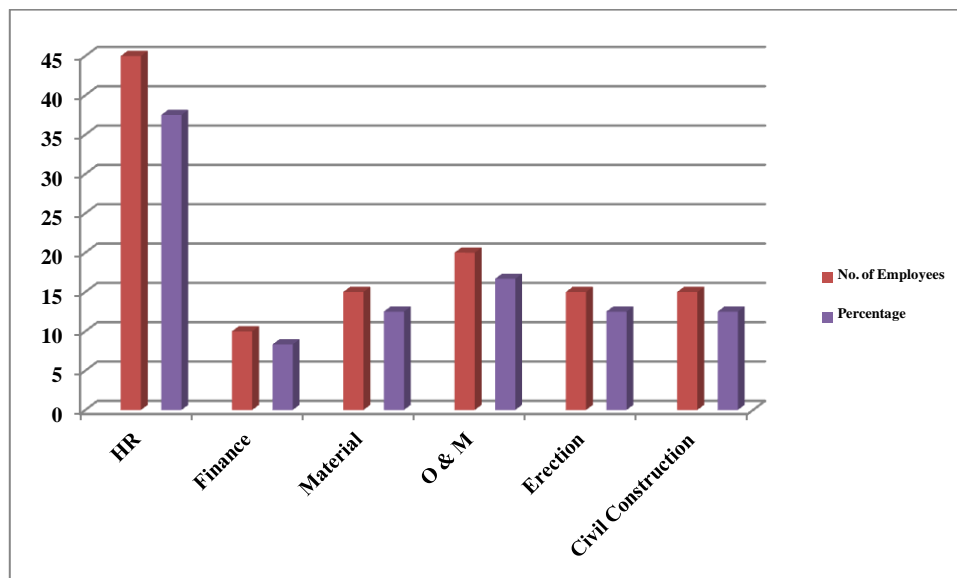


Fig.2. Total Sample Size

Interpretation:

Table 2 shows that maximum respondents are from HR and O&M Department i.e. 37.5% and 16.67% respectively and then other four departments have shown less interest because of their tight schedule.

TABLE NO.3-Distribution of respondents according to their Age Group

Age	No. of respondents	Percentage
18-25	18	15
26-35	36	30
36-45	30	25
46-55	36	30
55 Above	00	00

Source: Primary data

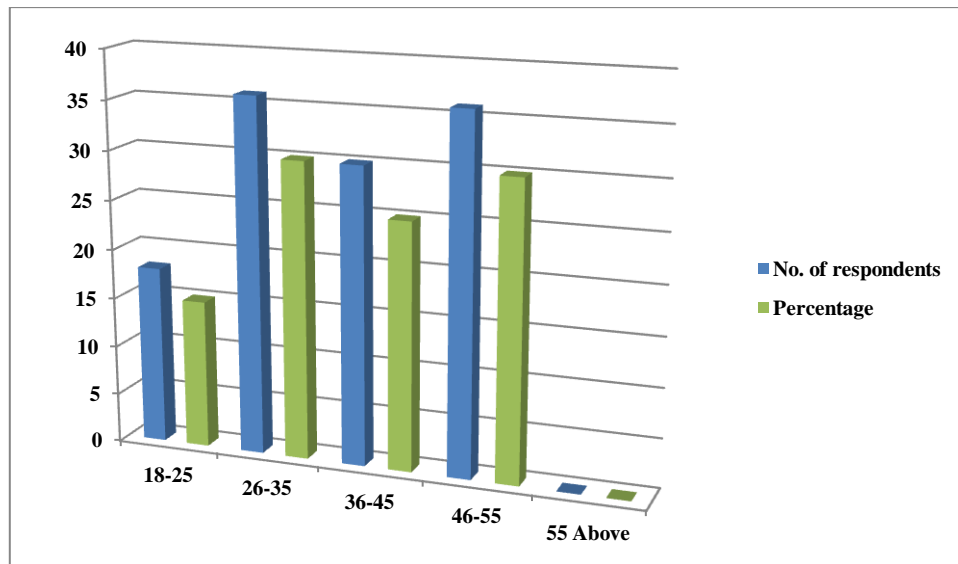


Fig.3. Age

Interpretation:

Table3 show that 60% employees are in the age group of 26-35 & 46-55 Years. Whereas 25% respondents are in between the age group of 36-45 Years and 15% i.e. the least belongs to age group 18-25. But no employees are above the age group of 55- above category.

TABLE NO. 4- Distribution of Employees by their work experience

<i>Year of Experience</i>	<i>No. of Respondents</i>	<i>Percentage</i>
Bellow 05	24	20
05-10	18	15
11-15	24	20
16-20	12	10
Above 20	42	35

Source: Primary data

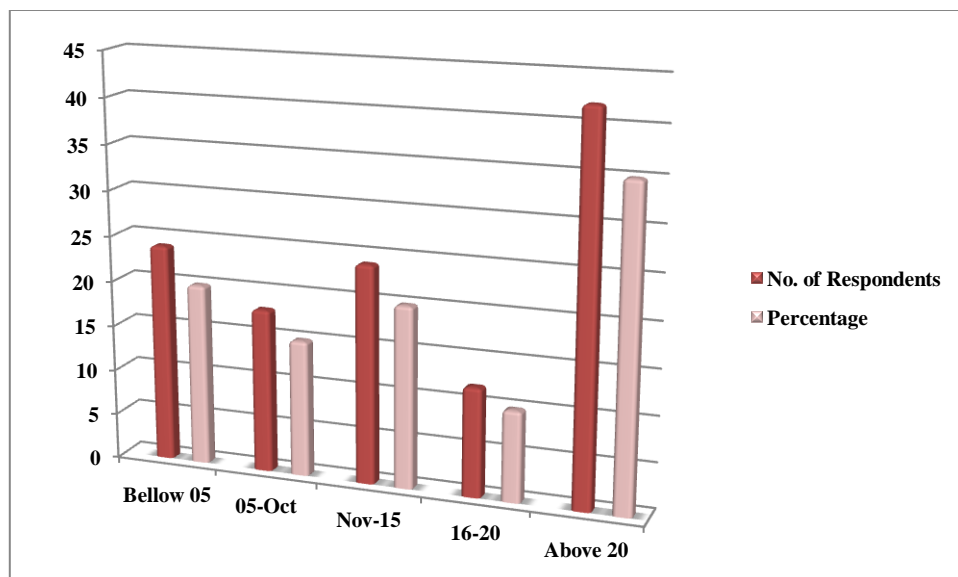


Fig.4. Experience

Interpretation:

Table 4 shows that 30% employees more than 20 years of experience in OHPC, Bhubaneswar, Odisha.

TABLE NO. 5 –Parameter test

No.	Parameters	Q. No.
P1	Physical Work Environment	01-02
P2	Interpersonal Relationship	03-10
P3	Employee Communication System	11-12
P4	Employees Training Initiatives	13-15
P5	Performance Management System	16-17
P6	Wages, Allowances and Benefits	18-19
P7	Welfare and Security Measures	20-28
P8	Union-Managements Relation	29-31, 34-36
P9	Grievance and Conflicts Management	32-33
P10	Outcome of Proactive Hr Programs and Quality of Work life	37-40

Scale

Strongly Disagree	1
Disagree	2
Undecided	3
Agree	4
Strongly Agree	5

TABLE NO. 6-parameter percentage

Parameters	1	2	3	4	5
P ₁	2.5	12.5	2.5	52.5	30
P ₂	6	9	8	59	18
P ₃	2.5	15	10	47.5	25
P ₄	3	14	15	51.5	16.5
P ₅	4	30	30	35	1
P ₆	3	10	3	40	44
P ₇	8	5.5	13.5	47.5	25.5
P ₈	5.5	13.5	28.5	41.5	11
P ₉	10	5	15	57.5	12.5
P ₁₀	7.5	6	7.5	40	39

Source: Primary data

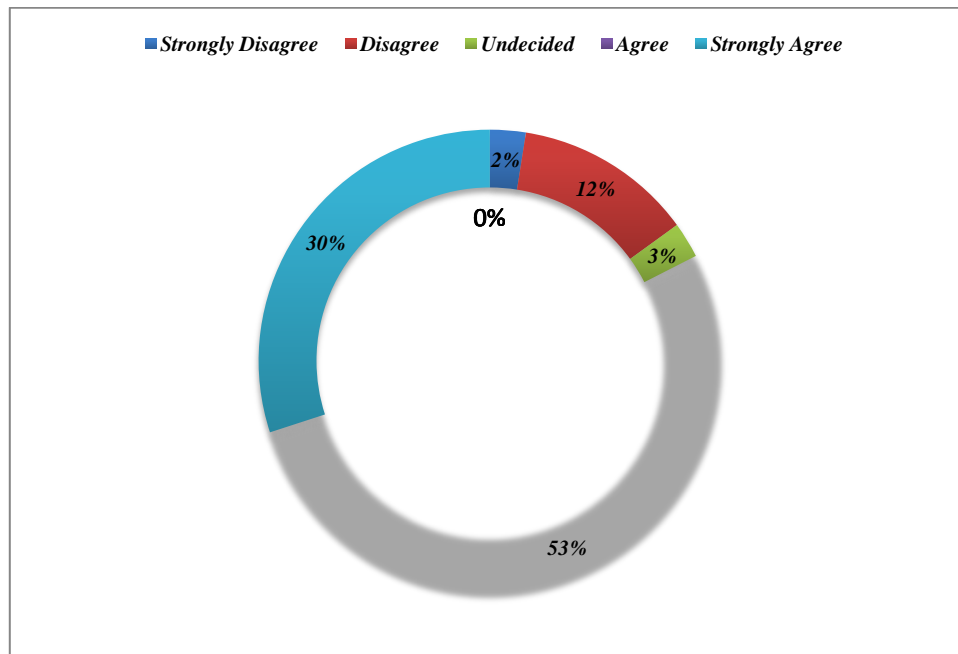


Fig.5. Physical Work Environment

The above pie chart shows that most of the employees taken as a sample i.e. 82.5% are satisfied with the physical work environment of OHPC, Bhubaneswar, and Odisha. Still 15% employees are not satisfied. It is generally reflected in employees who are in the lower level of the hierarchy. The contractual workers fall under the strongly disagree category i.e. 2.5%. Because their working environment is measurable and hazardous those who are working in the actual site of power production.

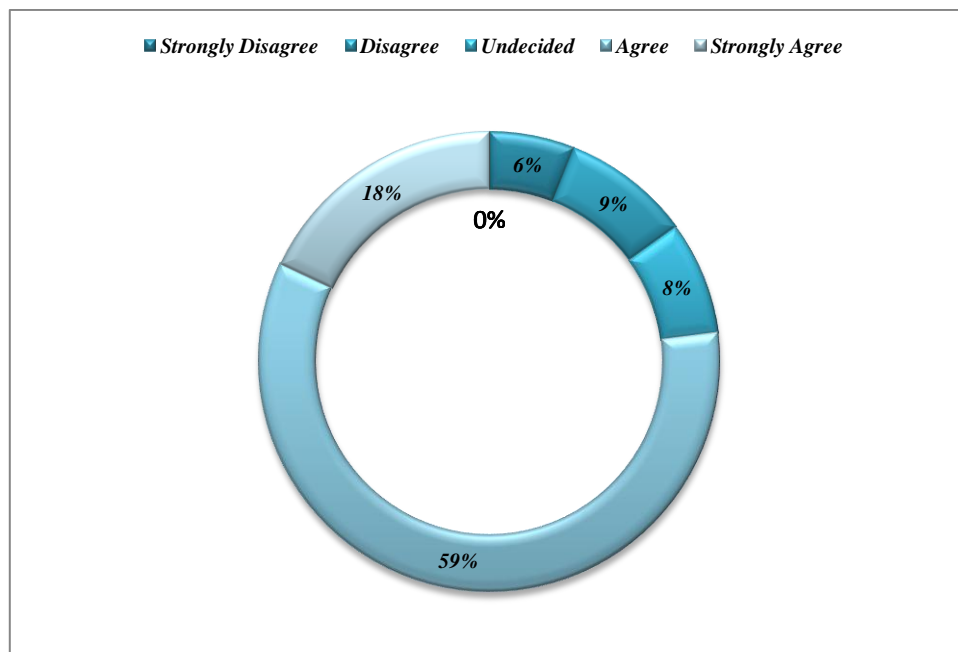


Fig.6. Interpersonal Relationship

From this above graphical representation it is observed that there is a good work culture exists in OHPC, Bhubaneswar, Odisha. There is a better interpersonal relationship among the employees. More than 75% employees are agreed that they have good affinity among their subordinates and superiors. But more than 10% employees are dissatisfied with this which is the result of communication gap.

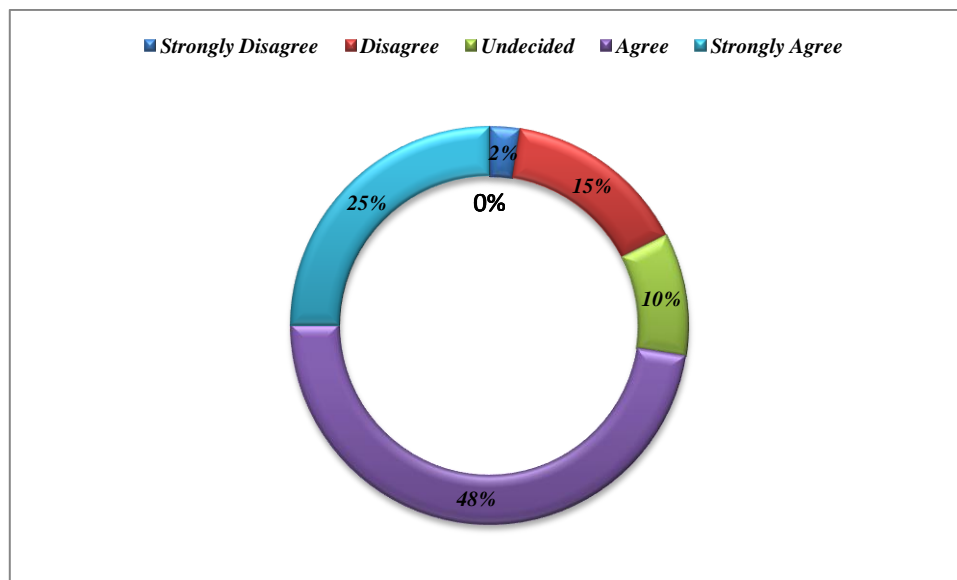


Fig.7. Employee Communication System

From this above graphical representation it is observed that most of the employees i.e. 72.5% are agreed with the communication system prevailing in OHPC, Bhubaneswar, Odisha. But almost 17.5% employees are dissatisfied and 10% employees are not aware about the system. These employees have no idea about to whom to communicate for any type of work.

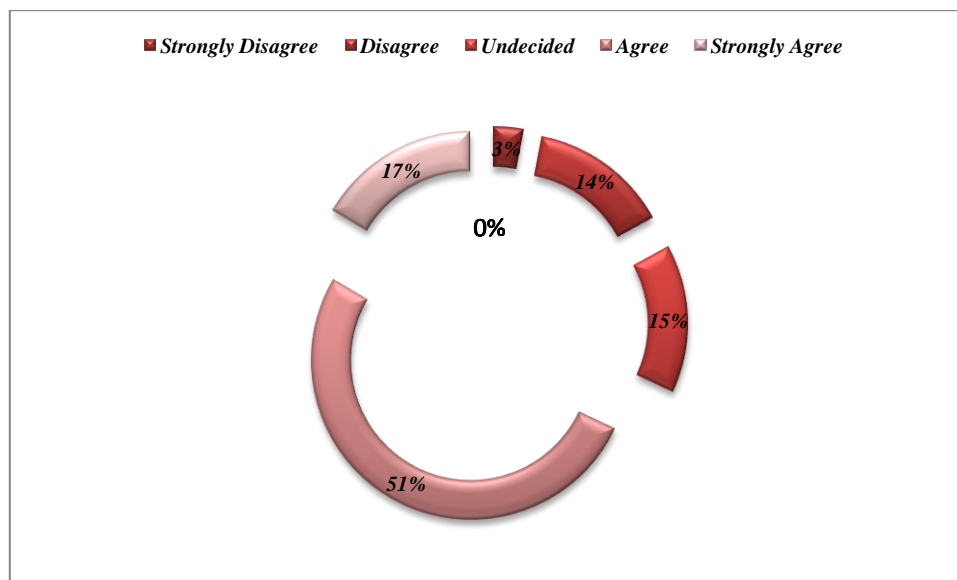


Fig.8. Employee Training Initiative

Proper Quality of Work Life also reflects in the training provided to the employees. Actually i have to see that need-based training programmes are being provided to the employees or not. From this above chart it is observed that more than 65% employees are satisfied with training system. Most of them are from the executive category. In case of non-executives some useful training initiatives should be taken to make them updated with the present changing scenario and make them competitive in their work OHPC, Bhubaneswar, Odisha.

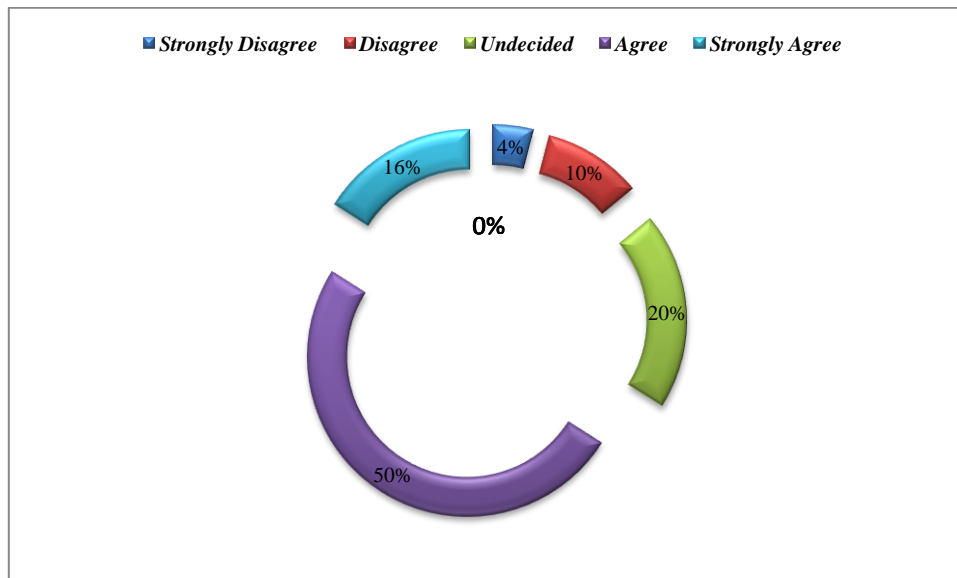


Fig.9. Performance Management System

The above chart shows that 36% of employees are satisfied with the performance management system while 34% of employees are dissatisfied which reveals the information that employees performance are not properly appraised from time to time. In OHPC, Bhubaneswar, Odisha. Generally annual appraisal is made to know their performance efficiency. 30% employees have no knowledge about the PMS. It is because of the ignorance of the management. 360⁰ appraisal may be introduced to make them aware about the PRP system.

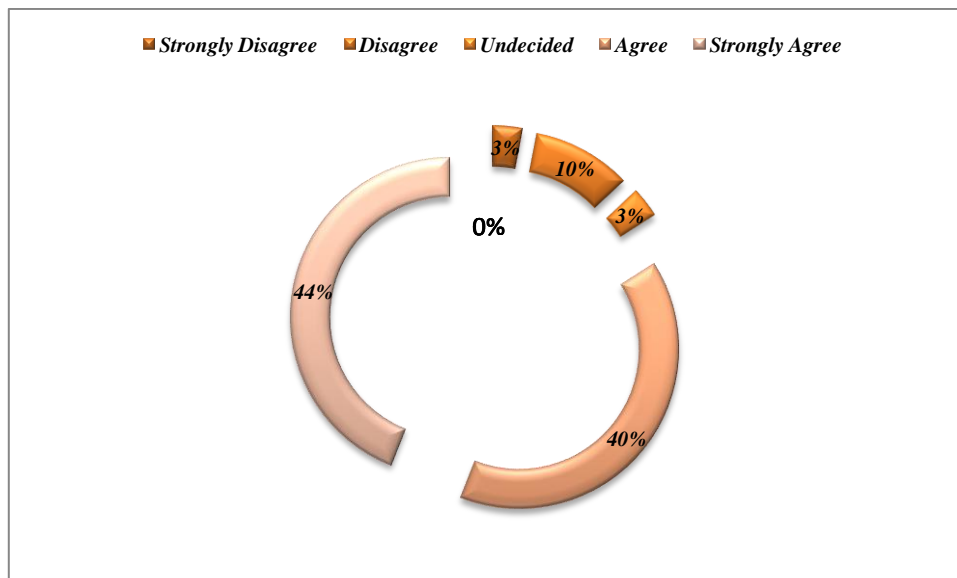


Fig.10. Wage, Allowances & Benefits

The above Chart shows that 44% employees are satisfied while 40% employees are highly satisfied with the wage, salary and allowances. But some % of employees are not satisfied with their salary which in case of contractual workers. They are not paid in time by contractor.

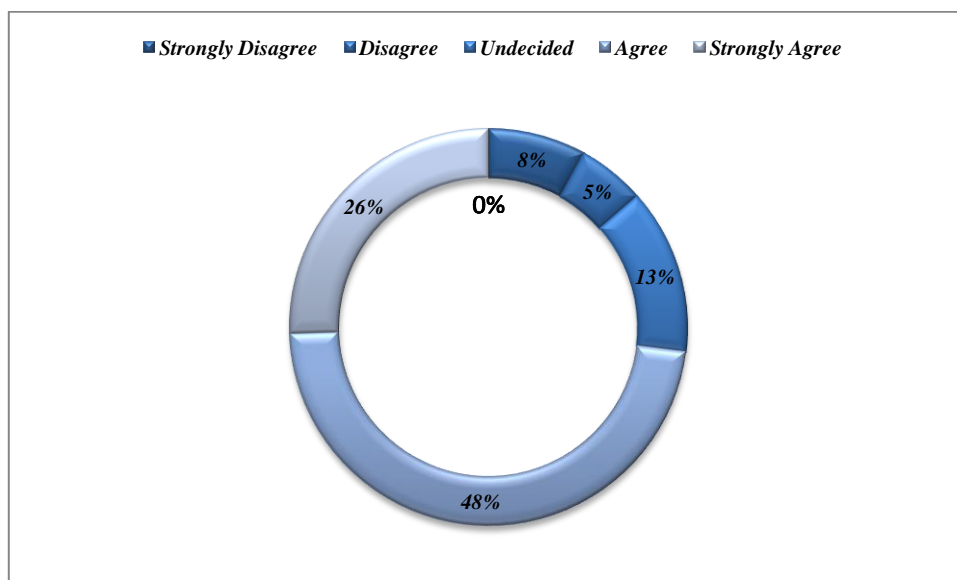


Fig.11. Welfare & Security Measures

The above chart show that more than 70% employees are satisfied with the welfare and security measure should be taken for the other 30% employees to make them satisfied.

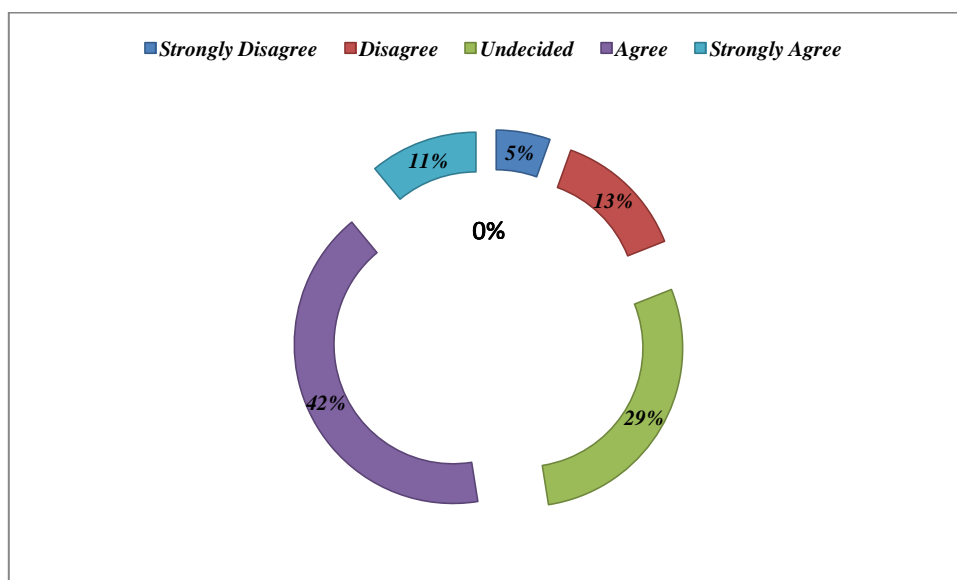


Fig.12. Union-Management Relation

The above chart shows that 53% employees are agreed that there exist a healthy union Management relation inside establishment.

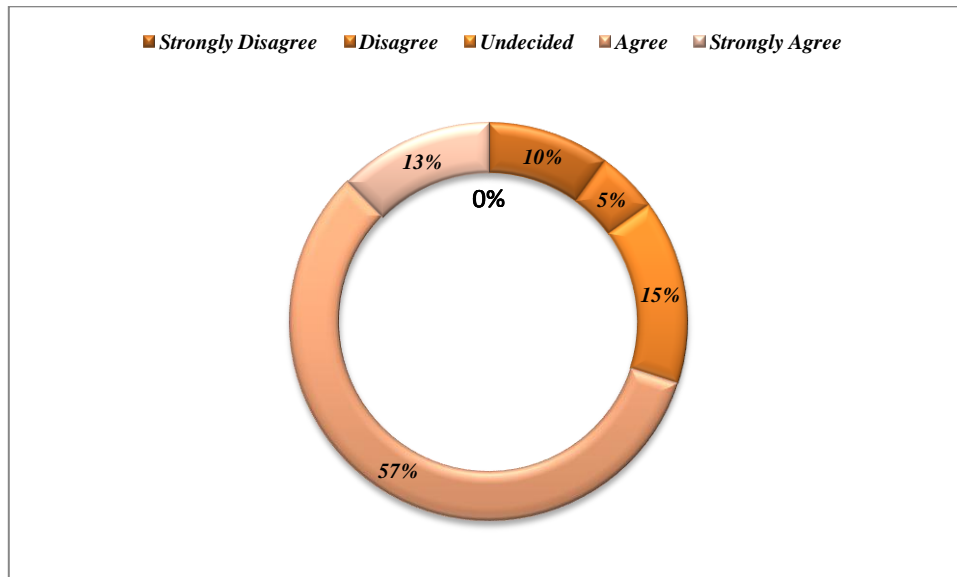


Fig.13. Grievance & Conflict Management

The above chart shows that 57.5% employees are agreed and 12.5% employees are strongly agreed with the grievance redressal system. While 15% of them are totally ignorant about such system and other 15% are not satisfied.

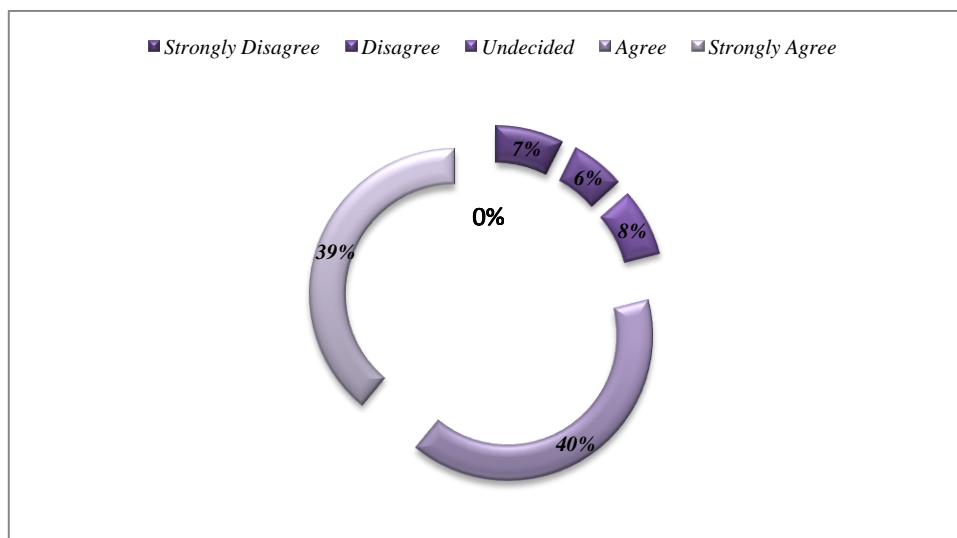


Fig.14. Outcome of Proactive HR Program

The above chart shows that 75% employees are agreed that a good working environment at the plant is the outcome of proactive HR program. Still some other programmes are to be taken for the employees as more than 20% employees are dissatisfied.

VIII. CONCLUSION

The main aim of this study is to find the executives and non-executives OHPC is providing good physical work environment. Because 82.5% employees are satisfied with such environment. While in case of contractual workers who are working in the hazardous process of power production, their work environment is not up to standard i.e. it needs to be developed. The training programmes are carried out for the executive only. But in case of non-executives some useful training initiatives should be taken to make them updated with the present changing scenario and make them competitive in their work OHPC, Bhubaneswar, Odisha. Because more than 15% of employees are totally ignored about the training system and 17% employees are disagree with the same. Quality of Work Life plays a vital role in Human Resource Management. Quality of Work Life creative awareness of workers in successful Organization. Quality of Work Life in India can be improved through a Variety of instrumentalities like education and training, employee communication, union Participation, research projects, and appreciation of changing environment. A good human Resources practice would encourage all employees to be more productive while enjoying work. Therefore, Quality of Work Life is becoming an important human resources issue in all organizations. So

Life Quality of work life efforts are systematic efforts by organization to give employees a greater opportunity to affect the way they do their jobs and the contribution they make to the organization's overall effectiveness.

IX. THE QUESTIONNAIRE GIVEN TO THE EMPLOYEES OF OHPC, BHUBANESWAR, ODISHA

1. You are satisfied with the working condition provided by OHPC.
2. Safe drinking Water and sanitation available at work.
3. Opportunity within the job to use on skills and abilities.
4. Proper autonomy & freedom is given you to take decision about the assigned task.
5. OHPC provides opportunity for individual growth and achievement
6. There is no discrimination on the basis of age, Sex Caste and religion.
7. You feel free to discuss personal problem with your immediate superior.
8. Encouragement and support for formation and development of team.
9. Appreciation, due to recognition and proper reward for achievement.
10. Well organised and self managed teams.
11. Regular communication of organizational policies and programs before implementation.
12. Use of informal channel for effective communication.
13. Training needs assessment at right time.
14. OHPC provides need based training program.
15. Trainers are highly competent in their respective areas.
16. Post appraisal feedback & encouragement provided to the employees to improve performance.
17. Supervisors provide informal advice to the employees regarding their career advance.
18. Salary structure of the organization is appreciable.
19. Incentive schemes are highly motivating.
20. Supply of food stuff in the canteen with subsidized price.
21. Educational facilities of the children at OHPC.
22. Recreation facilities like's parks, play ground, clubs and market complex within the township of OHPC.
23. Medical facilities for self and dependents.
24. Adequate compensation during accident.
25. Gratuity paid in time after retirement.
26. PF system is effectively done.
27. Management encourages the employee to suggest their opinion.
28. Satisfactory system of recognition & reward for creative and innovative suggestions.
29. Management is favourable towards collective bargaining.
30. Unions have compromising and collaborative attitudes to resolve the issues.

31. Management implements agreement of collective bargaining in due time.
32. Management is very much careful about employee's grievances.
33. Management adopts open door policy for grievance management.
34. Management does not interfere in union activities.
35. Management always discusses policies and decisions with the unions.
36. Trade union always extends their cooperative hands towards the management.
37. You are satisfied with present job.
38. Low absenteeism and low employees turn over in OHPC.
39. Hr programs have increased commitment and loyalty towards OHPC.
40. Proud to work for the organization.

a) All questions are measured by 5 point scale

1	2	3	4	5
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Strongly Disagree	1
Disagree	2
Undecided	3
Agree	4
Strongly Agree	5

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