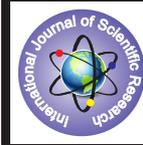


A study on perception of Non-managerial employees about Quality of Work life, in Neyveli Lignite Corporation, Neyveli



Management

KEYWORDS : Quality of Work life – NLC – Non-Managerial employees

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ABSTRACT

Changing composition of workforce in organizations and its ever rising aspirations has compelled management everywhere to be more and more concerned about the quality of life at the work place. Changes in economic policies, globalization of the economies of the world and the compulsion of facing competition both in domestic and international markets have been posing a serious challenge to all concerned viz., employees, employers and government. This coupled with ever changing technology and increased access to information has necessitated studying organizations with respect to their productivity, efficiency and quality of service rendered. NLC is one of the biggest public sector enterprises in India. If the public sector organization like NLC fails to respond to the demand for QWL enhancement of non-managerial employees, it will eventually be placed at a competitive disadvantage compared with private sector organizations. However, we have very little information at the grass root level to comprehend what QWL means in the Indian context and what its implications for research? There is no general consensus regarding the meaning of QWL. In organizational studies normally the focus is on high status managerial employees. This study attempt to the perceptions of the sample respondents towards the elements of Quality of Work life, in Neyveli Lignite Corporation.

Introduction:

Human capital is proposed as one of the key resources on which companies build their competitive advantage Becker and Gerhart, 1996; Boxall, 1996; Tyson, 1995¹. Since the beginning of the 1980s, a vast literature has been developed calling for a more strategic role for human resources Guest, 1987². The increasing interest in human resources is due to the assumption that employees and the way they are managed is critical to the success of organization and can be a source of sustainable competitive advantage. In many ways, quality of work life represents a blending of the very real concern for human values in today's society with an awareness that all individual devote the greater part of their mature lives to work, expending time, energy, physical and mental resources to this endeavor Subbarao, Neelima Alfred, 2003³. Employee satisfaction and the quality of work life directly affects the company's ability to properly serve its customers, and if it is not measured, it cannot be effective. The QWL Measurement will help to inflict an organizational change, which is most appropriate for the service organizations such as a bank. The need to initiate and change will place increasing emphasis on Management leadership skills (Rajesh Bagga, Garima Arora, Sanjeev Arora, 2008⁴).

Quality of Work Life in Large Industries

Large Corporation's employee great number of people of the society to fulfill their own organizational as well as national objectives. The principal task of the management is utilization of human resources to the optimum level for better results. The employees of large industries are required to be kept highly motivated.

In the present study the QWL among non-managerial employees in NLC have been measured with the help of 10 important factors namely wages and salary training and development, career development, recognition, security, safety measures, work schedule, inter-personal relationship, job content and working environment. The variables used to measure the above said 10 important QWL factors are given in the following table,

Variables related to QWL

| Sl. No. | Variables |
|---------|----------------------|
| I | Pay and compensation |
| II | Training development |
| III | Recognition |
| IV | Career Development |

| | |
|------|-----------------------------|
| V | Job Security |
| VI | Job Content |
| VI | Safety Measures |
| VIII | Work Schedule |
| IX | Inter-Personal relationship |
| X | Work Environment |

Objectives of the Study:

To study on perception of Non-managerial employees about Quality of Work life, in Neyveli Lignite Corporation, Neyveli.

Review of Literature:

(Rethinam and Ismail, 2008) Quality of work life is the subjective perception of their working environment and continuously evolves due to ever growing needs of each and every employee. **Klatt, Murdick and Schuster (1985)**. They are: (1) Pay and Salary of employment, 2) Occupational stress 3) Organizational health programme 4) alternative work schedule 5) Participate management and control of work 6) recognition 7) superior subordinate relations 8) grievance procedure 9) adequacy of resources 10) Seniority and merit in promotion and 11) development and employment on permanent basis. **Walton (1974)** proposed eight major conceptual categories relating to QWL as (a) adequate and fair compensation b) safe and healthy working condition c) immediate opportunity to use and develop human capacities d) opportunity for continued growth security e) social integration in the work organization f) constitutionalism in the work organization g) work and total life space and h) social relevance of work life.

Walton, R.E., 1975 proposed eight major conceptual categories relating to QWL as adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization, constitutionalism in the work organization, work and total life space and social relevance of work life. Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs. **Sethu (2004)** identified quality of work life dimensions, namely, nature of work, management special utility, meetings, efficiency and atmosphere. **Walton (1980)** mentioned eight conceptual categories of quality of work life, namely, adequate and fair compensation safe and healthy environment, development of human capacities, growth and safety, social integration and constitutionalism total life space and social relevance and responsibility.

Hossain and Islam (1999) found eight factors of quality of work life to measure the QWL of nurses at hospital. They are security of employment, understanding of colleagues, job/role clarity, adequate training facilities, availability of materials understanding supervisors, promotion opportunity and social and welfare facilities to measure the QWL among employees. **Wadud (1996)** used the security of employment, safety at work, justice and fair pay, job/role clarity, social and welfare facilities, grievance redressed, promotion opportunities and training facilities to measure the QWL among the employees.

Winter et al., (2000) viewed QWL for attitudinal response among the employees which includes role stress, job characteristics, and supervisory, structural and social characteristics to directly and in directly shape academician is experiences, attitudes and behaviours. **Sirgy et al., (2001)** examined the quality of work life in terms of how their work lives satisfy seven basic needs of employees.

Research Methodology:

The total number of non-managerial employees in NLC is 7915. But the number of samples on the questionnaire among the non-managerial employees were selected only 10 per cent. Hence, these 792 non-managerial employees had been taken as a sample for the present study. The present study is based on the primary data and The secondary data collected from the books, journals and magazines and company records were used to write the conceptual framework of the study and also the review of literature. The primary data are collected with the help of structured questionnaire.

The questionnaire had been prepared on the basis of the objectives of the study. It is divided into two important parts. The first part of the questionnaire covers the personal, social and economic profile of the non-managerial employees. The second part of the questionnaire includes various dimensions of QWL among the non-managerial employees namely pay and compensation, training and development, recognition, career development, job security, job content, safety measures, work schedule, inter-personal relationship and work environment.

Overall view of perception score:

In order to determine the significance of ten categories of impact on QWL, mean and standard deviation have been calculated and the results are as are shown below.

Descriptive Statistics

| | Mean | Std Deviation |
|-----------------------------|--------|---------------|
| Pay and Compensation | 17.32 | 2.537 |
| Training & Development | 13.94 | 0.712 |
| Recognition | 12.90 | 4.192 |
| Career Development | 15.25 | 3.048 |
| Job Security | 11.14 | 2.068 |
| Job content | 15.74 | 4.175 |
| Safety Measures | 10.13 | 2.124 |
| Work Schedule | 8.08 | 2.429 |
| Inter-Personal relationship | 11.02 | 2.585 |
| Work Environment | 9.61 | 1.755 |
| Over all total | 125.12 | 7.666 |

The above table indicates that the perception of the sample respondents of pay and compensation (mean 17.32 and standard deviation 2.54) occupies the first place, followed by Job content (mean 15.74 and standard deviation 4.18), career development (mean 15.25 and standard deviation 3.05) has secured the third place and training and development (mean 13.94 and standard deviation 0.71) has obtained the fourth place recognition has taken the fifth slot (mean 12.90 and standard deviation 4.19) and Job security (mean 11.14 and standard deviation 2.07) has taken the sixth place Interpersonal relationship (mean 11.02 and standard deviation 2.59) secured the seventh place and safety measure (mean 10.13 and standard deviation 2.12) takes the next slot. Work environment (mean 9.61 and standard deviation 1.75) has obtained the 9th position and the last place goes to work schedule (mean 8.08 and standard deviation 2.43).

The opinions on non-managerial employees regarding the variables attaching QWL were sought and the findings from the analysis are as follows:

- Attractive pay package is offered to the employees as viewed by mark then 73 percent of respondents.
- More than 65 percent of respondent's percent that there was no tangible benefits from the training programme.
- 42 percent of respondents were appreciative of the recognition given by the management.
- About 60 percent of respondents perceived that there was no healthy competition in exhibiting skills among the employees.
- More than 50 percent of the respondents perceived that there was a threat to join security.
- 67 percent of respondents opened that there were challenges incorporated into their jobs.
- 70 percent of the respondents were concerned about the safety in the plant.
- More than 80 percent of respondents felt that they didn't have any key in the preparation of work schedule.
- More than 50 percent of respondents perceived that there were no crucial industrial relations within the plant.
- 64 percent of respondents were found concerned about the physical work environment.

Conclusion:

Any organization that boasts of having key result areas contributing to its long term interests, should not forget that it is the human asset that is more vital than the former. Quality of Work life has assumed significance as it is the right choice for the management to keep the employees in high spirits. As in the present study, there are several elements that cause Quality of Work Life in an organization and consistent and committed endeavor on the part of the management would take the organization to any way close to achieve it. For a big organization like NLC, it is a herculean task as the number of employees runs into several thousands. It has hence become essential to enhance their career prospects at NLC. Opportunities must be galore at NLC for the employees to exhibit their talents and their creative ideas must be lauded by the superiors. The sample respondents covered under the study expect autonomy in their job, though they appreciate the quality of supervision. The areas may clearly be demarcated to indicate the ones in which the employees can exercise autonomy, which would go a long way in helping the organization in realizing its goals of course, with the assistance of the labour.

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