



## Impact of Working Conditions on Quality of Work Life: A Comparative Study on Public and Private Sector Power Units

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### ABSTRACT

The world today is a world of revolutionary changes. It gives us a change to scan the 20th Century and foresee the 21st century new challenges in various field are being accepted. The world is moving with very high speed and managing an organization has become more complex than ever before. The advantage of the information technology along with the industrialization in India demands a highly motivated, skilled and goal oriented work force. There is a competition going on between companies to attract and retain quality human resource in order to be ahead of its competitors in a particular industry. At this backdrop, Quality of Work Life (QWL) has emerged as one of the most important aspect of Job that ensures long term association of the employees with the organization. It is found that there are few facilities which are unsatisfactory, and few facilities are to be provided by the organization in order to maintain, retain the employees as well the high productivity of the organization. Hence the management has to look upon the facilities that are not available and is the points where employees are dissatisfied with unavailability of the facility. Because of the facilities that are unavailable will lead for low productivity, stress, dissatisfaction, etc. At the same time it is observed that when the employees are provided with internal, personal, physical, spiritual working environments, will lead for higher productivity of the organization. Keeping this in view the researcher wishes compare the impact of working conditions on Quality of Work Life- With reference to Public and Private Power Sector Units.

### KEYWORDS

Motivation, Working Conditions, Productivity, Stress, Dissatisfaction, Working environment.

### Introduction

Quality of Work Life (QWL) is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect (Tabassum et. al, 2011; Rose et. al, 2006). Quality of working life is essentially a multidimensional concept and is a way of reasoning about people, work and its organization (Hsu and Kernohan, 2006). Quality of work life is important to organizational performance and it is an important factor that affects employee motivation at work. (Gupta and Sharma, 2011). Quality of work life is the employees' mental perception from the physical and psychological desirability in the work place. Quality of work life is related to the welfare of employees at work and it is quite different from the subject of job satisfaction.

Domain of quality of work life does not only affect the employees' job satisfaction but it is also influence the lives outside work of employees such as family, leisure and social needs. When the need of employees at work does not meet, likely they experience a lot of work stress that will have adverse consequences on the welfare of employees and job performance (Emadzadeh et. al, 2012). Most studies focus on the relationship of QWL with some of the variables such as job satisfaction, organizational commitment, job performance, turnover intention, and labor relations etc. which play a crucial role in determining the overall wellbeing of any industrial organization. However, there is lack of empirical evidence that relationship QWL and employee work engagement. Work engagement is fundamentally a motivational concept that represents the active allocation of personal resources toward the tasks associated with a work role (Christian, et. al, 2011). Recent efforts to improve organizational performance have begun to emphasize positive organizational behavior concepts and positive emotions.

QWL is generally associated with a series of organizational objectives, conditions and practices which enables employees of an organization to perceive that they are virtually safe, satisfied and have better chances of growth and develop themselves as individual human beings. In nowadays, QWL is globally drawing more attention. In our modern society people spend about more than one-third of their lives at their workplace. Hence, the eminence and importance of QWL is unparalleled and unquestionable (Ahmad, 2013). When organization offers quality of work life to their employees, it is a good indicator to boosts its image, consequently attracting and retaining employees. This is important as it indicates that firms are able to offer appropriate working environment to their employees (Noor & Abdullah, 2012).

### Review of Literature

Uttam Kumar Das, Dr. Jaya Krushana Panda (2015) says that Quality of work Life efforts are systematic efforts by organisation to give employees a greater opportunity to effect the way they do their jobs and contribution they make to the organisation's overall effectiveness. Radha Yadav, Ashu Khanna (2014) says that financial rewards, supervision, pay and benefits increase organisation QWL. Better rewards and compensation showed better involved of employees in organization. After securing good salary, the employees hope to develop their skills and get promoted to a higher position. Communication is a way of creating mutual understanding between the employee and employer, more organization uses an open door policy for the better performance of the organization.

S.Khodadadi et al (2014) investigated the QWL dimensions effect on the employees' job satisfaction. In this study independent variables were permanent security providing, salary and benefits payment policies, development and promotion opportunity, and job independence, job satisfaction as the dependent variables. 114 employees selected randomly for this study and two questionnaires of "quality of work life"

and "job satisfaction" were used for data collection and Data analysis was done by using SPSS and LISREL software. The results of the study showed that the salary and benefits' policies have a significant and positive effect on Shuhstar's Shohola Hospital employees' job satisfaction.

**Madhavi Challa (2014)** Quality of Working Life, an employee is said to be satisfied if he has quality life with better standard of living, better lifestyle and good work life balance. **Gayathri and Lalitha Ramakrishnan (2013)**, in their article an attempt is made to review the literature on quality of life to identify the concept and measurement variable along with linkage to satisfaction and performance. They discussed review of various authors about quality of work life-concept and dimensions QWL-job satisfaction and performance. Thus this paper the identification of measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee well being .

**Pallavi, Kulkarni (2013)** in his article examined about the literature review on training and development and quality of work life. They analysis various authors views regarding the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.

**Valarmathi and Hema Bhalakridhnan (2013)** in their study reckon the effects of quality of work life in textile sectors in

and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The Anova test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

**Objectives of the study**

1. To study the impact of working conditions on work life of the employees of the selected power sector units.
2. To suggest some measures to improve the working conditions thereby to improve the Quality of Work Life based on the findings that have been arrived.

**Methodology:**

To fulfil afore said objectives, the data were collected from both primary sources as well as secondary sources. The secondary data were collected from various journals, books, periodicals and web. The primary data were collected with support of well designed structured questionnaire. The questionnaire is designed based on the QWL parameters. Convenience sampling method is employed in selecting the sample. In this research study, two power units were selected, each from public and private sectors in Vijayawada of A.P. of India. The samples used in the study of different levels of employees in the two power units. The sample size is limited to 300 respondents from both the power plants in equal proportions. The opinions collected were analyzed by using SPSS package.

**Results and Discussions:**

**Table-1:One way ANOVA for Working Conditions Contributing for Quality of Work Life in Public and Private Sector Power Units (Age of the Employees)**

ANOVA when age is taken into consideration						
	Public			Private		
	Mean Square	F	Sig.	Mean square	F	Sig.
The safety of workers is a high priority in our organisation	1.322 1.419	.932	.447	.446 1.070	.417	.796
The employees are free from occupational hazards and accidents in our organisation	.262 .347	.754	.557	6.179 .844	7.321	.000
Employees are trained to do their work safely and competitively	7.172 1.025	6.996	.000	1.688 .923	1.828	.127
The physical working condition is conducive	.257 .246	1.044	.387	6.581 .863	7.624	.000
The management is always ready to introduce novel ideas and equipment	6.586 1.700	3.875	.005	13.443 1.655	8.121	.000
The fatigue in the concern is very low	4.218 1.356	3.111	.017	.615 .928	.662	.619
The employees are provided with adequate safety measures	.393 .243	1.617	.173	.262 .343	.765	.549
First aid facilities are excellent	2.060 .625	3.297	.013	.257 .481	.535	.710
Lighting drinking water and interior infrastructure of the workplace is good	.451 1.411	.320	.864	5.017 1.928	2.603	.038
Medical facilities are appropriate	1.435 .587	2.446	.049	2.462 1.811	1.360	.251

**(Source: Primary Data/ Structured Questionnaire)**

The information presented in the above **Table-1** reveals that in public power sector H03, H05, H06, H08, H10 (Employees are trained to do their work safely and competitively, The management is always ready to introduce novel ideas and equipment, The fatigue in the concern is very low, First aid facilities are excellent, and Medical facilities are appropriate) are significant at 5% level. It is observed that for H01 (The safety of workers is a high priority in our organisation), H02 (The employees are free from occupational hazards and accidents in our organisation), H04 (The physical working condition is conducive), H07(The employees are provided with adequate safety measures), H09 (Lighting drinking water and interior infrastructure of the workplace is good) there is no significant difference in perceptions of the employees regarding working

conditions contributing for quality of work while age is taken into consideration.

In private power sector H02, H04, H05, H09 (The employees are free from occupational hazards and accidents in our organisation, the physical working condition is conducive, the management is always ready to introduce novel ideas and equipment, and lighting drinking water and interior infrastructure of the workplace is good) are significant at 5% level. It is observed that for H01 (The safety of workers is a high priority in our organisation), H03(Employees are trained to do their work safely and competitively), H06(The fatigue in the concern is very low), H07(The employees are provided with adequate safety measures), H08(First aid facilities are excellent), and H10(Medical facilities are appropriate) there is no signif-

ificant difference in perceptions of the employees regarding working conditions contributing for quality of Work Life while age is taken into consideration.

**Table-2: One way ANOVA for Working Conditions Contributing For Quality of Work Life in Public and Private Sector Power Units (Education of the Employees)**

ANOVA when education is taken into consideration						
	Public			Private		
	Mean Square	F	Sig.	Mean square	F	Sig.
The safety of workers is a high priority in our organisation	.389 1.445	.269	.897	4.194 .967	4.337	<b>.002</b>
The employees are free from occupational hazards and accidents in our organisation	.880 .330	2.664	.035	1.539 .972	1.584	.182
Employees are trained to do their work safely and competitively	10.133 .944	10.740	.000	.871 .946	.921	.454
The physical working condition is conducive	.933 .227	4.102	.004	1.630 1.000	1.631	.170
The management is always ready to introduce novel ideas and equipment	2.089 1.824	1.146	.338	.814 2.004	.406	.804
The fatigue in the concern is very low	.940 1.446	.650	.628	4.148 .830	4.996	.001
The employees are provided with adequate safety measures	.760 .233	3.260	.014	.663 .332	1.997	.098
First aid facilities are excellent	.988 .654	1.510	.202	1.677 .442	3.796	.006
Lighting drinking water and interior infrastructure of the workplace is good	2.055 1.367	1.503	.204	6.025 1.900	3.171	.016
Medical facilities are appropriate	.152 .622	.245	.913	1.510 1.837	.822	.513

(Source: Primary Data/ Structured Questionnaire)

The information presented in the above **Table-2** reveals that in public power sector H02, H03, H04, H07 (The employees are free from occupational hazards and accidents in our organisation, Employees are trained to do their work safely and competitively, the physical working condition is conducive, and the employees are provided with adequate safety measures) are significant at 5% level. It is observed that for H01 ( safety of workers is a high priority in our organisation), H05(The management is always ready to introduce novel ideas and equipment), H06(The fatigue in the concern is very low), H08(First aid facilities are excellent), H09(Lighting drinking water and interior infrastructure of the workplace is good), and H10 (Medical facilities are appropriate) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of work while education is taken into consideration.

In private power sector H01, H06, H08, H09 (The safety of workers is a high priority in our organisation, the fatigue in the concern is very low, First aid facilities are excellent, and lighting drinking water and interior infrastructure of the workplace is good) are significant at 5% level. It is observed that for H02 (The employees are free from occupational hazards and accidents in our organisation), H03 (Employees are trained to do their work safely and competitively), H04(The physical working condition is conducive), H05(The management is always ready to introduce novel ideas and equipment), H07(The employees are provided with adequate safety measures), H10(Medical facilities are appropriate) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of Work Life while education is taken into consideration.

**Table-3: One way ANOVA for Working Conditions Contributing For Quality of Work Life in Public and Private Sector Power Units (Salary of the Employees)**

ANOVA when salary is taken into consideration						
	Public			Private		
	Mean Square	F	Sig.	Mean square	F	Sig.
The safety of workers is a high priority in our organisation	.479 1.442	.332	.856	2.748 1.007	2.729	.031
The employees are free from occupational hazards and accidents in our organisation	1.604 .310	5.171	.001	.941 .988	.952	.436
Employees are trained to do their work safely and competitively	1.756 1.175	1.495	.207	3.207 .881	3.638	.007
The physical working condition is conducive	.719 .233	3.082	.018	2.846 .966	2.945	.022
The management is always ready to introduce novel ideas and equipment	2.008 1.826	1.100	.359	1.223 1.992	.614	.653
The fatigue in the concern is very low	.615 1.455	.422	.792	1.183 .912	1.297	.274
The employees are provided with adequate safety measures	1.575 .211	7.481	.000	.618 .333	1.855	.121
First aid facilities are excellent	4.202 .566	7.428	.000	.790 .466	1.695	.154
Lighting drinking water and interior infrastructure of the workplace is good	.440 1.411	.312	.870	21.277 1.479	14.385	.000
Medical facilities are appropriate	.204 .621	.328	.859	1.752 1.830	.958	.433

(Source: Primary Data/ Structured Questionnaire)

The information presented in the above **Table-3** reveals that in public power sector H02, H04, H07, H08 (The employees are free from occupational hazards and accidents in our organisation, the physical working condition is conducive, the employees are pro-

vided with adequate safety measures, and First aid facilities are excellent) are significant at 5% level. It is observed that for H01 (The safety of workers is a high priority in our organisation), H03(Employees are trained to do their work safely and competitively), H05(The management is always ready to introduce novel ideas and equipment), H06(The fatigue in the concern is very low), H09(Lighting drinking water and interior infrastructure of the workplace is good), and H10(Medical facilities are appropriate) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of work while salary is taken into consideration.

In private power sector H01, H03, H04, H09 (The safety of workers is a high priority in our organisation, Employees are trained to do their work safely and competitively, The phys-

ical working condition is conducive, and Lighting drinking water and interior infrastructure of the workplace is good) are significant at 5% level. It is observed that for H02 (The employees are free from occupational hazards and accidents in our organisation), H05(The management is always ready to introduce novel ideas and equipment), H06 (The fatigue in the concern is very low), H07(The employees are provided with adequate safety measures),H08(First aid facilities are excellent), and H10(Medical facilities are appropriate) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of Work Life while salary is taken into consideration.

**Table-4: One way ANOVA for Working Conditions Contributing for Quality of Work Life in Public and Private Sector Power Units (Length of Service of the Employees)**

ANOVA when service is taken into consideration						
	Public			Private		
	Mean Square	F	Sig.	Mean square	F	Sig.
The safety of workers is a high priority in our organisation	6.389 1.279	4.993	.001	2.003 1.027	1.950	.105
The employees are free from occupational hazards and accidents in our organisation	.286 .347	.825	.511	1.704 .967	1.761	.140
Employees are trained to do their work safely and competitively	.378 1.213	.312	.870	3.450 .875	3.944	.005
The physical working condition is conducive	.173 .248	.696	.596	.229 1.039	.220	.927
The management is always ready to introduce novel ideas and equipment	3.069 1.797	1.708	.151	13.661 1.649	8.283	.000
The fatigue in the concern is very low	5.637 1.317	4.281	.003	.851 .921	.923	.452
The employees are provided with adequate safety measures	.379 .244	1.557	.189	.875 .326	2.683	.034
First aid facilities are excellent	3.915 .574	6.825	.000	.203 .482	.421	.793
Lighting drinking water and interior infrastructure of the workplace is good	4.286 1.305	3.284	.013	1.521 2.024	.752	.559
Medical facilities are appropriate	.041 .625	.066	.992	7.154 1.681	4.255	.003

(Source: Primary Data/ Structured Questionnaire)

The information presented in the above **Table- 4** reveals that in public power sector H01, H06, H08, H09 (The safety of workers is a high priority in our organisation, The fatigue in the concern is very low, First aid facilities are excellent, and Lighting drinking

water and interior infrastructure of the workplace is good) are significant at 5% level. It is observed that for H02 (The employees are free from occupational hazards and accidents in our organisation), H03(Employees are trained to do their work safely and competitively), H04 (The physical working condition is conducive), H05 (The management is always ready to introduce novel ideas and equipment), H07(The employees are provided with adequate safety measures), and H10 (Medical facilities are appropriate) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of work while length of service is taken into consideration.

In private power sector H03, H05, H07, H10 (Employees are trained to do their work safely and competitively, The management is always ready to introduce novel ideas and equipment, The employees are provided with adequate safety measures, and Medical facilities are appropriate) are significant at 5% level. It is observed that for H01 (The safety of workers is a high priority in our organisation), H02(The employees are free from occupational hazards and accidents in our organisation), H04(The physical working condition is conducive), H06 (The fatigue in the concern is very low), H08(First aid facilities are excellent), and H09(Lighting drinking water and interior infrastructure of the workplace is good) there is no significant difference in perceptions of the employees regarding working conditions contributing for quality of Work Life while length of service is taken into consideration.

**Findings of the study:**

- As per the age of the employees, it is identified that there is a significant difference in the opinions of the

employees in public power sector regarding training programs, introduction of novel ideas and equipment, first aid and medical facilities.

- As per the age of the employees, it is identified that there is a significant difference in the opinions of the employees in private power sector regarding occupational hazards and accidents, physical working conditions, introduction of novel ideas and equipment and lighting drinking water and interior infrastructure of the workplace.
- As per the education of the employees, it is identified that there is a significant difference in the opinions of the employees in public power sector regarding occupational hazards and accidents, training, physical working conditions, and adequate safety measures provided to the employees.
- As per the education of the employees, it is identified that there is a significant difference in the opinions of the employees in private power sector regarding safety, fatigue, first aid facilities, and lighting drinking water and interior infrastructure of the work place.
- As per the salary of the employees, it is identified that there is a significant difference in the opinions of the employees in public power sector regarding occupational hazards and accidents, physical working condition, adequate safety measures, and First aid facilities.
- As per the salary of the employees, it is identified that there is a significant difference in the opinions of the employees in private power sector regarding safety of workers, physical working condition, and lighting drinking water and interior infrastructure of the work place.

- As per the length of service of the employees, it is identified that there is a significant difference in the opinions of the employees in public power sector regarding safety, fatigue, first aid facilities, and lighting drinking water and interior infrastructure of the workplace.
- As per the length of service of the employees, it is identified that there is a significant difference in the opinions of the employees in private power sector regarding training, introduction of novel ideas and equipment, adequate safety measures, and Medical facilities.

### Suggestions:

#### public sector power unit

- In public power sector the management should give priority to the safety of the employees.
- The management should give priority to the working conditions and first aid facilities and , lighting and drinking water at work place.
- Majority of the employees fear about their safety because there is chance to met with the accidents, so the management should concentrate on the safety measures to prevent the accidents in the work place.

#### private sector power unit

- In private sector the management should give priority to the safety of the employees
- They should take preventive actions for occupational hazards and accidents
- Majority of the employees feels that they need new technology; it will help the organisation to improve their productive.

### Conclusion

Working conditions and the organization culture play a decisive role in QWL. Relationship among the employees is an indicator of healthy work organization. The work environment has important bearing on the efficiency and satisfaction of the employees. A dimly lighting, poorly ventilated and crowded place of work hampers efficiency. The workers are faced to spend more energy to accomplish tasks which they can do with much lesser efforts if good working conditions are provided. Poor working conditions have been found to cause greater fatigue negligence, absentees, indiscipline and insubordination among the employees. If the organisations providing good working conditions it boost the quality of work life of employees which leads to enhance the productivity of the organisation and automatically it will be the competitive advantage to the organisation.

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