

**Review of literature on Quality of work life in South Co
Utilities, Odisha, India**

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ABSTRACT

Quality of work life in an organization is a critical factor for deciding employee related outcomes in modern organizations. The main aim of this study is to investigate the relationship between the dimensions of the quality of work life and job performance reference to improve working conditions. Dimensions can be find out through a survey method using a questionnaire administered to a sample of more than 500 technical and non technical staffs who are employed at Southco Utility Services (power service provider) at southern part of Orissa. The employees of Power Sector have to work hard to solve the problems of the public. In this process they are unable to manage their work life balance. It is in this context the present study assumes significance. This study used descriptive statistics, correlation and regression analyses to examine the relationship between the two variables. The result indicates that there is a strong, positive and significant relationship between the two variables and are positive and significant associations among the measurement dimensions of the variables. Further, the quality of work life has a substantial influence on job performance. The paper has of importance as it contributes to the existing body of knowledge originally and the contributions have been specified.

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Keyword Quality of work life, Dimensions Job performance, working condition

1. INTRODUCTION

Power or electricity is very essential constituent of infrastructure affecting economic growth and welfare of the country. Currently, the power sector is at a crucial juncture of its evolution, with many private producers and domestic manufacturers also playing a significant role in various capacities, and greater reliance on markets, subject to regulation.

Installed capacity in India

India is the third largest producer and fourth largest consumer of electricity in the world, with the installed power capacity reaching 329.226 GW by August 2019. The country also has the fifth largest installed capacity in the world. The government targets capacity addition of 88.5 GW under the 12th Five-Year Plan (2012–17) and around 100 GW under the 13th Five-Year Plan (2017–22). The gross electricity consumption in 2018-19 was 1,181 kWh per capita.

There are four DISCOMs serving electricity consumers in Odisha i.e.; CESU, NESCO Utility, WESCO Utility and SOUTHCO Utility. They are currently serving more than 54 lakh consumers with almost 24 hours of power supply.

The 24x7 Power for All (24x7 PFA) is a Joint Initiative of Government of India (GoI) and Government of Odisha (GoO) with the objective to make 24x7 power available to all households, industry, commercial businesses, public needs, any other electricity consuming entity and adequate power to agriculture farm holdings

2. LITERATURE REVIEW

J. Richard and J. Loy define QWL as “the degree to which members of a work organization are able to satisfy important personnel needs through their experience in the organization.” “QWL is a process of work organizations which enable its members at all levels to actively; participate in shaping the organizations environment, methods and outcomes. This value based process is aimed towards meeting the twin goals of enhanced effectiveness of organizations and improved quality of life at work for employees.” By The American Society of Training and Development (1979). The aim of QWL is to improve the quality of professionals as well as personal life organizations employees. Six independent psychosocial factors have been identified as contributing to QWL. These are: Job and Career Satisfaction, General Well-Being, Stress at Work, Control at Work, Home-Work Interface and Working Conditions. The environment in which people work in an organization plays an important role in affecting their efficiency and quality of work.

A.Beinum defines Quality of Work Life “ based on a general approach includes all those factors affecting the physical, social, economic psychological and cultural well being of workers, while the organizational approach refers to the design and operation of organizations in accordance within the value of

democratic society. Employees are able to perform well provided that they enjoy physical, mental, and spiritual health and have a general sense of well-being. Employee perception of well-being is significantly influenced by job characteristics and workplace conditions. This has led to a growing understanding that in order to attain a high level of human resources productivity (HRP) outcomes, organizations need to develop workplace improvement strategies with the scope of effects extending beyond the organizational environment and influencing the employees non-work life.

B. Harvard Professor Richard E. Walton (1975) proposed eight dimensions of QWL, on which many researchers have conducted their study. These are: 1) Adequate and fair compensation: Fair and equitable remuneration with appropriate package according to the efforts and contributions made. Salaries should be sufficient enough to fulfill the basic requirements of the employees. 2) Safe and healthy working conditions: Factory Act, 1948 provides number of provisions related to safety and health of workers, which ensures basic safety and health measures to protect employees. When employees work in any organization, it becomes a duty of the employer to provide employees with safe working environment. 3) Immediate opportunity to use and develop human capabilities: It becomes every employer's duty to use appropriately and provide ample opportunities for development of human capital. 4) Future opportunity for continued growth and security: Now a day's big companies provide career planning programs for employees and help develop their career, thus giving opportunity for growth and skill development. 5) Social Integration in work environment: Recreational activities, picnics, family get together etc. for employees are some of the efforts by employers to enhance the social integration among employees and to develop sense of organizational commitment. 6) Constitutionalism or "the rule of law" in work organizations: Framing rules and regulations to protect the rights of employees keeping in mind benefits of both the parties i.e. employer and employees. 7) Work and the total life space: Employees need to be considered important part of the organization. Benefits like flexible work hours, leave rules, loan rules etc. should be framed out so that employees do not feel pressurized in balancing their work-personal life. 8) Social Relevance of work life: Every employee should be able to relate the work life to personal life i.e. showing commitment towards organization. Therefore when an employee is satisfied with his work, he will lead a great social life.

C.Davis and Newstrom could perceive a wide range of QWL activities as

1. Open communications
2. Equitable reward systems
3. A concern for employee-job security
4. Participation in job designs
5. Employee skill development
6. The reduction of occupational stress
7. The development of more co-operative labour management relations

D. D.Z. Amin (2013) studied on the Quality of Work Life in Indonesian Public Service Organizations to predict the role of Career Development and Personal Factor. Five hundred and ten questionnaires (including scales of Quality of work

life and career development) were distributed among employees. The four hundred twenty nine questionnaires of the employees returned the questionnaires. In this regard response rate was 84.11%. Age, sex, education, length of service, marital status and career development was used as a Parameter by researcher and regression analysis used for data analysis. The result showed if the perception is positive towards career development it will increase the QWL. There is significant relationship among career development and personal development with QWL. One thing also found about the perception of workers towards career development influenced by the interaction between the values, hopes and purposes of workers.

E.Sorabsadri& Conrad goveas (2013) studied unsustainable quality of work life and job satisfaction among employees engaged in the freight forwarding and clearing house in Mumbai and observation observed through data collection and chi-square used for the data analysis. The results showed in this study that different factors of QWL such as Safe and Healthy Working Conditions, Adequate and Fair Compensation, Opportunity to Utilize individual skills and talent, Develop Human Capabilities, provide Career and Growth Opportunities varies according to the employees' perception and job satisfaction depend upon the way of perceived the dimensions of QWL.

F. Mohammadia& M. A. Shahrabib (2013) conducted a research on relationship between quality of work life and job satisfaction, it is an empirical investigation. Questionnaire in likert scales format and distributed among 86 full time employees of two governmental agencies in Iran, Supreme Audit Court and Interior Ministry and t-test used to examined the hypothesis. The results indicated that different working components have significantly influenced on job satisfaction

3. Significance of the Study

The regional economy of southern part of Odisha is internationally famous for its unique development experience like Gopalpur Port & central as well as state Public sector industries like Indian Rare earth Limited, HAL, and NALCO etc. The uniqueness of our state is the increasing of the industry, standard of living, co-existence, developed economies. Power companies were chosen as the field of study as it was felt that this would support an argument for typicality. More importantly than typicality in the case selection was the concern for purposive attributes. As this study concerns itself with the minutiae of quality of work life of the employees, a study site rich in various aspects of QWL of the drivers in India was deemed to be important.

The findings in this study are significant in that they provide insight into the complexity of work in power industry and their employees' work life. Furthermore, they show that there are many factors that can potentially impact the quality of work life of the employees. This study also supports the idea that the well-being of the employees merits serious consideration by the decision makers of both the power companies' managements.

4. Scope of the Study

The scope of the present study is restricted to the quality of work life in Southco Utility services, Corporate office at Courtpetta, Berhampur(Dist:Ganjam) Odisha and its different Circle, Divisions, subdivisions, sections available various district of the southern odisha.. The measurement of the Quality of Work Life is done on the basis of five determinants namely working conditions, compensation & benefits, human relations, stress management and employee empowerment.

Comparative study is made on the basis of employees' responses from Southco Utility corporate office and circles as well as divisional technical and non technical staffs. It is hoped that this study will be helpful in understanding the current position of the respective organization and to provide some strategy to extend the employee satisfaction with modification. This is based on the internal facilities of the company. This research can be further used to evaluate the facilities provided by the management towards the employees and also helps in manipulating the basic expectations of the employees.

5. Objectives of the Study

The broad objective of the study is to examine the quality of work life in Southco utility services for study. Keeping this in view, the following specific objectives are set for the study.

1. To analyse the profiles of employees working in corporate office, Circle, Divisions, subdivisions, sections
2. To study the service conditions of the employees
3. To analyse the working environment and factors affecting Quality of Work Life of employees.
4. To ascertain the views of employees on various aspects of Quality of Work Life.
5. To study the stress management practices and work life balance among employees.
6. To examine the career growth opportunities and incentives provided by the Top level authority of Southco utility.Odisha
7. To make appropriate suggestions for improving Quality of Work Life of the employees of southco Utility, Odisha

6. Hypothesis for the study

In line with the objectives stated above, the following hypotheses were formulated and tested for the purpose of this study.

1. The various factors considered for the measurement of quality of work life viz. a) adequate and fair compensation b) safe and healthy working conditions c) immediate opportunity to use and develop human capacities, d) opportunity for continued growth and

security, e) social integration in the work organization (Human Relations), f) constitutionalism in the work organization g) work and total life space, and h) the social relevance of the work life, do not significantly differ when employees are classified on the basis of their personal profiles like gender, age and education

2. The factors of quality of work life are not depending on employees' job related profiles such as terms of employment, nature of job, length of experience, employee involvement and income

3. Quality of work life is not significantly influenced by employees job related profiles

7. Methodology of the Study

In pursuance of the above mentioned objectives and hypotheses, the following methodology was adopted for the study. It is an empirical method based on both primary and secondary data. The first objective of the study was pursued by the collection and analysis of data from secondary sources whereas all the other objectives have been achieved by collection and analysis of primary data.

8. FACTORS

Diverse workforce: There are many factors that has led to increased awareness for the concept of QWL and its importance has increased in today's organizational setup. These factors are:

A. Globalization: Growing business across borders has led to mixed workforce having difference in culture and even in working styles. Now providing a satisfactory work life to them is a challenge and becomes important to maintain efficient work force.

B. Increased competition: Increased competition has led to a dynamic working environment which brings along conflict in work life, stress at work and personal life of employees. Thus adopting best human resource practices becomes very important to win competition by retaining the best of talents.

C. Technological Changes: Rapid technological changes are making existing technologies and human resource outdated thus emerging a need for human resource strategies for their development and growth with the changing environment. Such changes also brings along stress and competition for which coping strategies are required.

9. IMPORTANCE

QWL is a concept, if implemented brings a satisfactory balance of personal and professional life of employees, thus making them the best performers leading to a prosperous business.

A. QWL and motivation:

Motivation is a driving force which can lead to high performance and efficiency where as its absence may crash down whole organization. QWL strategies give employees a motivation to work more efficiently and effectively because

the organization cares for them. Motivated employees will be directed and channelized towards attainment of goals. QWL and job satisfaction: Providing good working conditions and benefits to employees, they feel satisfied and happy at their jobs. Employees have a sense of contentment and do not wish to change their jobs.

B. QWL and productivity: Improved QWL leads to an improved performance which is higher output and better employee's behavior, which in return provides higher productivity. Thus, investment cost on QWL strategies gives higher return in productivity.

C. QWL and turnover: QWL and turnover have inverse relationship i.e. as QWL increase the turnover rate falls. Employees when satisfied with the benefits and working environment will not plan separation with the organization, thus leading to a high retention rate.

D. QWL and Organizational Commitment: QWL and organizational commitment have a positive relation as improved QWL lead to high psychological attachment towards the organization. Employees have a high emotional attachment towards the organization and do not wish to lose the organization.

E. QWL and quality of life: Working life is one aspect of individual's total life. If employees have improved QWL, this will definitely have a positive impact on their quality of life as a whole. Acts of indiscipline only prevails if there is dissatisfaction, stress and frustration. Therefore, good QWL will lead to an improved Quality of life.

5. STATISTICAL TOOLS

A questionnaire was designed based on the Quality of work life. The questionnaire consisted of 6 factors on QWL and in total 28 questions was asked to the employees. The questionnaire uses a 5 point Likert scale (1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly Agree). An average score of 3 and around indicates a moderate value on the factor, while scores around 5 and 1 indicates a significant value to the employees and insignificant value to the employees on the factor. For interpretations mean has been calculated.

CONCLUSION

The purpose of this paper was to find out the important dimensions of quality of work life from literature review. So, more and more literatures were investigated out of that few literatures discussed deeply and the most extracted factors were gauged. The aims of the paper to find out the drivers which affect the quality of work life in the organization.

Suggestions

This paper convey further researchers who are interested to do research on quality of work life and having a confusion how to relate a quality of work life with their dimensions because there have been done more research on quality of

work life and their variables

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