

A Study on Quality of Work Life of Employees of Power Sector with Special Reference to Human Relations

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ABSTRACT

Quality of Work Life is a very important aspect of every employee irrespective of the sector. It is no more an exception to the employees in Power sector. 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. In this paper an attempt is made to present the various aspects of the quality of work life of employees of power sector with special reference to maintaining human relations.

Key Words: *Quality of Work Life, Power Sector, Human Relations.*

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. Developers of Power Plants have been facing numerous constraints like coal/gas allocation, environment clearance, land acquisition, financing and funds tie-ups, etc. for last about 4 years. This has resulted in only very few new projects coming up.

Today's power utilities market is facing major disruption. The magnitude of near and mid-term challenges is immense. Power companies are pulling the plug on conventional generation. Utility commodity businesses face continued strong headwinds. Carbon markets are not functioning. Regulation is often failing to produce the outcomes intended and is adding to uncertainty. The traditional utility business model is coming into question.

Installed capacity in India

For the 12th plan period (FY 13-17), the Government of India has targeted capacity addition of 88,537 MW against which capacity addition of 61,014 MW has been achieved up to FY 14-15. During FY 14-15, a capacity addition of 22,566 MW has been achieved which is 127% of the target of 17,830 MW. Private sector contribution accounts for 59% in the total capacity addition during FY 14-15.

India is likely to add 600 GW to 1200 GW of additional new power generation capacity before Year 2050. The target for 12th Five year plan is that of 118.54 GW out of which 88.54GW is to come from conventional sources while the remainder to come from Renewable energy. The government plan is not only on target but seems it will exceed the targeted capacity. Break up of Power sector is such that 188.90 GW is Thermal power which is 70.6% of the total installed capacity while Hydro accounts for 41.27GW which is 15.4% of total. The share of Renewable energy is 31.69 GW which is 11.8%.

REVIEW OF LITERATURE

G.S. Sandhyanair(2013)¹a study on the effect of quality of work life on organisational citizenship behaviour – with special reference to college teachers in thrissur district, Kerala. 8 dimensions of QWL were used for study: Adequate and fair compensation, Safe and Healthy Environment, Growth and Safety, Social Integration, Social Relevance, development of human capabilities, Constitutionalism and Total Life Span and 2 dimensions of OCB: conscientiousness (job dedication) and altruism (helping co-workers) was used as variables. It is a descriptive study and used Inventory to collect required information. The sampling method used in this study is purposive sampling which means sample were selected by the researcher subjectively. T-test was used for the data analysis. The result showed that there is a significant difference in the effect of the QWL on the OCB between Men and Women. The women reported to show higher level of conscientiousness (Job dedication) when compared to men and other one is a significant relationship between the Quality of Work Life and Organizational Citizenship Behaviour based on Altruism(helping co-workers)

Sorabsadri& Conrad Goveas (2013)ⁱⁱ 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.

K. R.Nia& Maryam Maleki (2013)ⁱⁱⁱ studied on the relationship between quality of work life and organizational commitment of faculty members at Islamic Azad University under 127 faculty members with sample size of 97 subjects through random stratified sampling. Spearman's correlation coefficient, multiple correlation method, LISREL, Friedman Test was used for data analysis. The T- statistic and Fisher statistic are applied to measure the demographic variables. Result showed that there is positive relation between the QWL and organisational commitment it means organisation commitment is the result high QWL.

H. Mohammadia& M. A. Shahrabib (2013)^{iv} 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.

S.Khodadadi et al (2014)^v 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.

T. S. Nanjundeswaraswamy, D. R. Swamy (2013)^{vi} investigated the Review Of Literature On Quality Of WorkLife (QWL). Good Quality of worklife is necessary for an organization to attract and to retain skilled and talented employees. In order to survive in the competitive market because of Liberalization, Privatization and Globalization and to minimize the attrition rate of employees the QWL initiatives are very important. QWL involves wide variety of components that are influenced on the performance of employees. This paper focuses and analyzes the literature findings which involve QWL.

S. Subhashini and C. S. Ramani Gopal (2013)^{vii}. The objective of the study is to analyze the association between the total work experience of the women expectations and required changes. The research design chosen was descriptive in nature. The study indicated that increase in quality of work life results in increase in productivity and recommended that an attractive pay scale can be offered, and permissible leave limits can be extended.

Balaram Bora, D. Vishnu Murthy (2016)^{viii} A happy worker can concentrate on work and give more productivity. A skilled worker can be retained in the organization if he is satisfied. So it is the duty of the management to provide required facilities to improve QWL of the employees. It ensures greater participation and involvement of workers, makes work easier and improves quality and efficiency. Literature reviews have shown that QWL is a multidimensional construct, these constructs have to be considered during the job design process. Researchers differ in their views on the core constituents of Quality of Working Life.

R. Geetha and Dr. R. S. Mani(2016)^{ix} studied in his article After the literature review on quality of work life, it is clear that an organization cannot get efficient and effective outcomes from the employees' without Quality of work life. QWL is important for employees' as well as for the organizations to achieve the overall growth and profit in the market. The literature also reveals the contribution of the nine important components of QWL which are positively associated with the employee satisfaction and employees opinion on QWL in different sectors. Perception plays a vital role in QWL. Sometimes it gives a positive as well as negative relation with QWL. 4 out of 20 literatures have positive relationship with QWL and 3 out of 20 literatures show a negative relationship with QWL. The other factor which affects the QWL is work experience. Employees consider the appreciation of their efforts as more valuable than the rewards and compensations in terms of allowance and perks. Given good salary, the employees are happy to develop their skills and work for the progress of the organization and summarily their own promotion.

Giang Thuy Phan, Trung Quang Vo (2016)^x studied in his article that QWL is concerned more and more in order to improve quality and productivity of working in organizations. Moreover, the study reveals some factors affecting the QWL such as job satisfaction, homework interface, working conditions, compensation, human relations, management-personnel relations and support to be better manager change and transition. They are so important to recognize and access the advantages and disadvantages of environmental working to get the appropriate solution addressing limiting factors and improve QWL.

SIGNIFICANCE OF THE STUDY

The regional economy of Andhra Pradesh is internationally famous for its unique development experience. The uniqueness of our state is the very high 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 hospital 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 hospital companies' managements.

SCOPE OF THE STUDY

The scope of the present study is restricted to the quality of work life in APEPDCL, Eluru Circle. 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 APEPDCL, Eluru Circle.

It is hoped that this study will be helpful in understanding the current position of the respective company 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.

OBJECTIVES OF THE STUDY

The broad objective of the study is to examine the quality of work life in APEPDCL, Eluru Circle selected for study. Keeping this in view, the following specific objectives are set for the study.

1. To analyse the profiles of employees working in APEPDCL, Eluru Circle, West Godavari District, A.P.
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 APEPDCL, Eluru Circle, West Godavari District, A.P.
7. To make appropriate suggestions for improving Quality of Work Life of the employees of APEPDCL, Eluru Circle, West Godavari District, A.P.

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
4. Profiles of APEPDCL, Eluru Circle, West Godavari District, A.P in which employees work have no significant influence in the level of quality of work life.

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.

Sampling Design

A multi-stage random sampling technique was adopted to select the sample respondents. The sample is arrived as follows:

Table 1 Cadre wise Strength particulars – Technical

S No	Cadre	No. of Employees
Engineering Executives		
1	Superintending Engineer	01
2	Divisional Engineer (Electrical)	10
3	Assistant Divisional Engineer (Electrical)	33
4	Assistant Divisional Engineer (Civil)	01
5	Assistant Divisional Engineer (Telecom)	01
6	Asst. Engineer / Addl. Asst. Engineer (Electrical)	116
7	Asst. Engineer / Addl. Asst. Engineer (Civil)	02
8	Asst. Engineer / Addl. Asst. Engineer (Telecom)	01
	Total	165
Engineering Non-Executives		
9	Sub-Engineers	114
	Total	114
10	O & M Establishment (Foreman, Senior Line Inspector, Line Inspector, Linemen, Asst. Linemen, Junior Linemen, SWG, Tester, Mechanics, Syrangas, Filter Operator, etc.)	1678
	Total	1678
	Grand Total	1957
	Selected sample – Technical (Approx 11%)	217

Table 2 Cadre wise Strength particulars –Non-Technical

S No	Cadre	No. of Employees
Non-Technical Executives		
1	Senior Accounts Officer	01
2	Accounts Officers	02
3	Asst. Accounts Officers	10
4	Personnel Officer	01
	Total	14
Non-Technical Non-Executives		

5	Junior Accounts Officers	50
6	Senior Assistants	159
7	Junior Assistants	340
8	Typists	30
9	Record Assistants	16
10	Office Sub-ordinates	51
	Total	646
	Grand Total	660
	Selected Sample – Non-technical (10%)	66

Name of the Selected Unit	Technical	Non Technical	Sample Size
APEPDCL, Eluru Circle, West Godavari District, A.P.	217	66	283

Secondary Data

The secondary data has been drawn from various publications and also from personal discussion with the officials of various agencies. Various studies and publications from which secondary data have been drawn are: APEPDCL, Eluru Circle, West Godavari District, A.P.

Primary Data

The study is mainly based on primary data, obtained from a well-designed interview schedule and open discussion with Technical and non-technical employees in APEPDCL, Eluru Circle, Eluru Circle, West Godavari District, A.P. For this purpose an interview schedule was prepared, covering all aspects of quality of work life. This interview schedule has been finalized after conducting a pilot study among a sample of forty employees. Appointments were taken in advance from the employees and the interview timing was fixed accordingly.

Collection of Data

The primary data was collected by conducting interviews with the selected employees in the APEPDCL by using a structured interview schedule. The schedule consisted of 67 variables under the five main factors pertaining to quality of work life.

The researcher had developed a five point rating scale namely 'strongly disagree', 'disagree', 'neutral', 'agree' and 'strongly agree' for rating the answers to the questions. The respondents were asked to give information on the five poinrating scale. In this rating scale 5 points were given for strongly agreement, 1 point for strongly disagree and in between points 4, 3 and 2 were given in the order of rating.

Before the commencement of interview, a sample schedule was given to eachrespondent and a brief explanation regarding the study was given to them. Each question/item in the schedule was asked by the interviewer to the respondent employees. Care was taken to give sufficient time to the employees to think over and answer the questions. The respondents were encouraged to express their opinions and suggestions freely and frankly. Before the interview, the respondents were given an assurance that it was an independent and unbiased study and that their responses and opinions would not be disclosed to anyone so as to enable them to be frank, lucid and fearless in expressing opinions. The respondents were interviewed taking into account their time and availability and after obtaining permission from their employers.

DATA ANALYSIS

Table 3 Rate the credibility of the top management

Rating	Technical	%	Non-Technical	%	Total	%
Excellent	19	8.76	11	16.67	30	10.60
Very Good	34	15.67	14	21.21	48	16.96
Fair	111	51.15	33	50.00	144	50.88
Typical	38	17.51	4	6.06	42	14.84
Poor	15	6.91	4	6.06	19	6.71
Total	217	100.00	66	100.00	283	100.00

The views of respondents on creditability of the top management are recorded in table 3. According to it, majority of respondents viewed it as fair. There are no significant differences between technical and non-technical respondents in this regard.

Table 4 Superior encourage & allows working to the best of your ability

Rating	Technical	%	Non-Technical	%	Total	%
Excellent	8	3.69	11	16.67	19	6.71
Very Good	23	10.60	5	7.58	28	9.89
Fair	65	29.95	34	51.52	99	34.98
Typical	60	27.65	11	16.67	71	25.09
Poor	61	28.11	5	7.58	66	23.32
Total	217	100.00	66	100.00	283	100.00

The views of respondents on encouragement of superiors and allows to the best of the ability of employees is recorded in table 5.A.3. There are significant differences in the views of both technical and non-technical respondents. It was fair to non-technical respondents while the respondents of technical spread among fair, typical and poor

Table 5 Consolation about matters concerning employees

Rating	Technical	%	Non-Technical	%	Total	%
Excellent	11	5.07	5	7.58	16	5.65
Very Good	38	17.51	12	18.18	50	17.67
Fair	111	51.15	41	62.12	152	53.71
Typical	42	19.35	7	10.61	49	17.31
Poor	15	6.91	1	1.52	16	5.65
Total	217	100.00	66	100.00	283	100.00

The view of respondents on consolation about matter concerning employees is observed by majority of respondents of both technical and non-technical categories. There are no significant differences in the regard.

Table 6 Enough sleep, exercise & healthy food

Rating	Technical	%	Non-	%	Total	%
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			Technical			
Yes	72	33.18	41	62.12	113	39.93
No	145	66.82	25	37.88	170	60.07
Total	217	100.00	66	100.00	283	100.00

The respondents are given as statement about sleep exercise and healthy food. The response was negative for majority of respondents of both technical and non-technical categories. The responses are recorded in table 5.B.5. There are no significant differences in the views of both categories of respondents in this regard.

Table 7 Organization provide you with yearly Master health check up

Rating	Technical	%	Non-Technical	%	Total	%
Yes	11	5.07	5	7.58	16	5.65
No	206	94.93	61	92.42	267	94.35
Total	217	100.00	66	100.00	283	100.00

The respondents are asked to give responses on providing yearly Master Health Check up by the organisation. More than 80% of the respondents expressed that they are not having any provision relating to the yearly Master Health Check up. The analysis is promoted in Table 5.B.11.

Table 8 My work motivates me

Rating	Technical	%	Non-Technical	%	Total	%
Always	114	52.53	27	40.91	141	49.82
Often	69	31.80	32	48.48	101	35.69
Sometimes	15	6.91	7	10.61	22	7.77
Seldom	15	6.91	0	-	15	5.30
If does not happen	4	1.84	0	-	4	1.41
Total	217	100.00	66	100.00	283	100.00

The responses relating to the statement ‘my work motivates me’ are furnished in table 5.C.7. More than 50% of the respondents from non technical category and more than 80% of the respondents from non-technical category expressed always and always and often respectively. There are little differences in the views of respondents of both technical and non-technical categories in this regard

FINDINGS

1. The co-operation from subordinates was found to be fair as observed from the views of respondents of both technical and non-technical categories.
2. The reaction on your friends and relationships was found to be fair as observed by majority of respondents of both technical and non-technical categories.
3. The dignity and respect of the job was found to be fair as expressed by majority of respondents of both technical and non-technical categories.
4. It was observed that majority of respondents spend more hours than would like to work.
5. It was found that majority of respondents spend more hours than they would like at home.
6. It is a pleasant and happy observation that majority of respondents are interested in work instead of focussing on home/pleasure activities.
7. It is observed that majority of respondents of both categories have to give up activities that they enjoy to work.
8. Majority of respondents do not enjoy enough sleep, exercise and healthy food as expressed by them.

9. It was observed that majority of respondents are not able to spend as much time as they would like to spend with their loved ones.
10. It was observed that majority of respondents are not able to spend most of their time doing what is most important to them.
11. The majority of respondents of both categories expressed that they are happy. It is a very positive observation.
12. It is a very positive observation that majority of respondents are living in their ideal life.
13. There are very close differences between the respondents of both technical and non-technical categories on the issue relating to special initiative to manage their diet.
14. It was noticed that majority of respondents expressed that the organisation is not providing any yearly master health check up.
15. Family members do not encourage to involve in work achievement reward function which is a negative picture of the organisation culture.

SUGGESTIONS

The following suggestions will go a long way in improving the Quality of Work Life of employees of APEPDCL, Eluru Circle, West Godavari District.

1. The management should consider the extra teams of skilled personnel or retired employees shall be made available to mitigate the emergencies in providing Power Supply in all the emergencies to the public.
2. Unrest will be placed if an employee has to continue to work for a long period in a specific cadre without change of work culture and pay. Hence the management should create new posts and provide promotional avenues to all the cadres of the employees.
3. Most of the respondents expressed their dissatisfaction regarding Life Insurance Plan provided by the company. All the workmen has to intervene with the job by facing dangerous conditions with Power Supply while on duty. The company shall provide good Life Insurance Policy to the employees of the company.
4. The management should also pay interest to awarding employees for the best performers very oftenly by the several ways such as cash prizes, meritorious awards, paper awards etc.
5. The management should also concentrate to avail LTC and Hometown packages, compulsorily by all the employees to avoid unrest among predominant work load conditions.
6. The management shall provide cultural activities along with participation of families frequently to attain the balance of personal life and work life.
7. The management should concentrate to give relief to the employees from work by implementing stress management policies such as Yoga, Mentoring of employees and refreshment treats.
8. Employees in power industry are normally more educated and skilled than those in other industry and it is quite natural that the more enlightened employees expect the management to take some measures for their development. As the technology grows it is imperative for the power industry to keep the employees acquainted with development and train them appropriately.

CONCLUSION

Quality of work life assumes significance in the recent past as stress and strain has become a part of everybody's life. Irrespective of the ownership, nature, size of the organization, the quality of work life has become an important aspect of organizational culture. Today, the Government organization even have been focusing on improvement in the quality of work life of their employees. They have been formulating the quality of work life of their employees. The present study has been organized in an AP. State Government owned company, the APEPDCL, Eluru circle, which was formally called as "AP State Electricity Board". The findings and suggestions will go a long way in improving the quality of work life of such state owned enterprises.

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