



Research Paper

Quality of Work Life in SJVN Limited – A Mini Ratna and Schedule ‘A’ PSU under the Ministry of Power, Govt. Of India

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I. Introduction

Quality of work life denotes all the organizational inputs which aim at the employees’ satisfaction and enhancing organizational effectiveness. It refers to the level of satisfaction, motivation, commitment and involvement an individual experience with respect to their line at the work. It is a process by which an organization responds to employee needs for developing mechanism that allow them to share fully in making decision that designs their life at work. A successful execution of the concept of QWL refers to good supervision, good working conditions, good pay with remunerative benefits and interesting and challenging job.

Quality of Work Life was the term actually introduced in the late 1960 and now this term is gaining more and more importance. Every organization needs to give good environment to their workers including all financial and non financial incentives so that they can retain their employees for the longer period and for the achievement of the organization goals. The QWL has now come to be known as humanization of work. The basic idea of this concept is to treat employees as a human being. Almost all large scale concerns are trying to make the work environment more humane.

The present paper refers to Quality of Work Life in SJVN Limited which is a Mini Ratna & Schedule ‘A’ PSU under the Ministry of Power, Govt. of India. It is a joint venture between the Government of India and Government of Himachal Pradesh. The company was incorporated in the year 1988 and is one of the major players in the country. The present authorized capital of SJVN is ₹7000 crores. The present installed capacity of SJVN is 1500 MW. It is operating and maintaining power stations with maximum performance efficiency. Under the concept of Quality of Work Life, this company aims at creating work culture and work environment conducive to the growth and development of both the organization and the individuals through introduction of participative management philosophy.

Need of the Study

The SJVN Ltd. is providing employment to a lay number of workers and is combining towards the nation. The workers need to be properly motivated and rewarded for their handwork and professionals. Therefore an effort is made through this study to find out the relationship between workers and the organizational environment. Along with this the prevailing working conditions of the organization and satisfaction level of the employees has been studied.

Objectives of Study

The objectives of the study are:

1. To find out the measures adopted by the organization to motivate their employees.
2. To study how involved and committed the employees are with respect to their line at work.
3. To find the level of satisfaction regarding the working conditions prevailing

II. Review of Literature

Taylor (1979) more pragmatically identified the essential components of quality of working life as basic extrinsic job factors of wages, hours and working conditions, and the intrinsic job notions of the nature of the work itself. Taylor suggested that relevant quality of working life concepts may vary according to organization and employee group. Hackman (1980) identified that the work environment that is able to fulfill employees’ personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. Lau and Bruce (1998) explained QWL is a dynamic multidimensional construct that includes such concepts as job security, reward systems, training and career advancements opportunities, and participating decision making. Sabadra (2009) explained that the psychological wellbeing of office workers is depends on the physical office environment. Worker assessments of the physical environment are distinct from their assessments of general working conditions, such as work load, decision making latitude and relationships with other people at work. There are many organizational factors like job insecurity, shift work, long work hours, role conflict, physical hazard exposures, interpersonal conflicts with co-workers or supervisors etc. contributing to increased stress levels. These stressors are related to depression, anxiety, general mental distress symptoms, heart disease, ulcer and chronic pain Taleghani and Chegini(2014).There is a relationship between workplace of safety and organizational commitment, opportunities for continued growth and security legalism in organization social dependence of work life. The results of the study indicate that there are relationships between all components of quality of work life and organizational commitment. Hsu and Kernohan (2017) QWL were human relationships, job value and self-actualization. Moreover, the QWL was inversely related primarily to the lack of recognition, the lack of time, the lack of training and also positively related to job characteristics, organizational climate, organizational commitment and job satisfaction. Those are so helpful to give a holistic view so as to improving QWL.

III. Research Methodology

The present study was conducted for the employees of the SJVNL Ltd posted at Shimla headquarters and refers to the year 2020-2021. A total number of 60 employees at different hierarchical positions of SJVNL Ltd at the Shimla headquarter were selected randomly through stratification as sample size of the present study. Data was collected through personal interview method on schedules and questionnaires which consisted of two parts , the first part referred to demographic variables such as age, gender, education qualification, occupational status and the second part was designed to know about various factors for motivating employees, their involvement and commitment towards their work and their satisfaction level with regard to working conditions of the company. The secondary data for the present study was collected through research papers, books, web sources, articles etc. The data collected from different sources was classified and tabulated according to the requirement of the study. The data in the present study was analyzed by using statistical and mathematical tools. Standard Deviation, mean and percentages were calculated. Five point Likert scale where 1= Strongly agree, 2= Agree, 3= Neither agree nor disagree, 4= Disagree, 5= Strongly disagree. was used to measure attitude and the opinions.

IV. Results and Discussion

The findings of the study are discussed below

Demographic variables

The demographic variables of the sample are discussed in the table 1. Most of the respondents (70 %) were in the age group of 25 to 45 years with 53.4 per cent females which points out towards gender equality policy of the SJVN Ltd. Nearly 31.7 per cent of the respondents were graduate and another 56.7 per cent were qualified up to the level of the post graduate and above. This shows that the respondents were qualified and were in a position to express this opinion in an honest way. The monthly income of the 31.7 per cent respondents was in the range of ₹2,1000 – 30,000 per month. Another 63.3 per cent of the respondents have monthly income of ₹30,000 and above per month which was sufficient for ensuring motivation of the respondents for better productivity in their work places.

Table1: Demographic Variables of the Sample Respondents

Age of the respondents			
Particulars (in years)	Frequency	Percentage Frequency	Angle
Below 25	2	3.3	11.88 ⁰
26-35	25	41.7	150.12 ⁰
36-45	17	28.3	101.88 ⁰
45 and Above	16	26.7	96.12 ⁰

Total	60	100	360⁰
Gender profile of the respondents			
Male	28	46.6	-
Female	32	53.4	-
Total	60	100	-
Educational qualification of the respondents			
Matric	5	8.3	-
10+2	2	3.3	-
Graduation	19	31.7	-
Post Graduation and above	34	56.7	-
Total	60	100	-
Monthly income of the respondents			
Rs 11000 – Rs 20000	3	5	18°
Rs 21000 – Rs 30000	19	31.7	114°
Rs 31000 and Above	38	63.3	228°
Total	60	100	360

Motivational factors adopted by organisation and satisfaction levels of employees

The studied organisation SJVN Ltd. is using different policies for the motivation of employees. These measures have been executed for improved work-related productivity and higher job performances. The satisfaction level of respondents about these motivational strategies was studied through 5-point Likert scale where point 1 referred to strongly agree, 2 referred to agree, 3 referred to neither agree nor disagree, 4 referred to disagree and 5 referred to strongly disagree. The mean value and its statistical significance were assessed and is presented in the table 2.

Highest satisfaction level of respondents with mean value 1.47 on the Likert scale and 0.623 value of standard deviation was observed with the provision of bonus and incentives. This attribution was ranked in the first position. The fair salary as per qualification was ranked second in terms of satisfaction level with mean value of 1.57 on the Likert scale and 0.698 value of standard deviation. Freedom to ask /advice/support from supervisor and respectful working was the third ranked measure with mean value of 1.60 on the Likert scale and 0.741 value of standard deviation. All the first three ranked position of motivation factors were found to be statistically significant at 5 per cent level of significance.

Acknowledgement of creativity and innovation at work along with proper training facilities were acknowledged as attributes with least satisfaction levels. Both were ranked at 7th and 8th point respectively. The SJVN Ltd must put more efforts on work recognition, acknowledgement of creativity and proper training facilities for improved work-related quality and performance of the employees

Table 2: Measures adopted to motivate employees

Sr No	Statements	Satisfaction Level of the Employees			
		Mean value on the 5 point Likert Scale	Standard Deviation	Rank1	Statistical significance
1.	Bonus and incentives	1.47	0.623	1	Significant
2.	Sufficiency of non financial benefits	1.68	0.770	5	Significant
3.	Fair salary as per qualification.	1.57	0.698	2	Significant
4.	Work recognition	1.72	0.804	6	Significant
5.	Freedom to ask/advice/support from superiors	1.60	0.741	3	Significant
6.	Acknowledgement of creativity and innovation at work.	1.77	0.981	7	Non significant
7.	Good working relationship with superiors	1.67	0.681	4	Significant
8.	Opportunity to express oneself	1.72	0.691	6	Significant
9.	Respectful working	1.60	0.558	3	Significant
10.	Proper training facilities to the employees.	2.08	0.809	8	Significant

- Five point Likert scale where 1= Strongly agree, 2= Agree, 3= Neither agree nor disagree, 4= Disagree, 5= Strongly disagree

Level of satisfaction regarding the working conditions prevailing in the organisation

To identify the level of satisfaction regarding the working condition prevailing in the studied organisation, various facilities that were being provided by the organisation were analysed. Facilities were evaluated through 5-point Likert scale where point 1 referred to strongly agree, 2 referred to agree, 3 referred to neither agree nor disagree, 4 referred to disagree and 5 referred to strongly disagree. The mean value and its statistical significance were assessed and is presented in the table 2 .

Highest satisfaction level of respondents was noticed through salary structure. This provision was ranked in the first position with mean value of 1.75 on the Likert scale and 0.588 value of standard deviation. The convenient working hours was ranked second in terms of satisfaction level with mean value of 1.80 on the Likert scale and 0.443 value of standard deviation. Happiness with the work place as well as motivation by superiors in areas of difficulties was ranked third with mean value of 1.83 on the Likert scale and 0.642 value of standard deviation. All the first three ranked position of satisfaction towards working facilities were found to be statistically significant at 5 per cent level of significance.

Provision of employees-oriented benefit followed by satisfactory organisation culture got the least responses for the satisfaction levels. Both were ranked at 7th and 8th point respectively. The organisation must put more efforts on improvement of organisational culture so as employees consider organisation as their own with high sense of belongingness.

Table 3: Working conditions and facilities provided by the organisation.

Sr No	Statements	Satisfaction Level of the Employees			
		Mean value on the 5 point Likert Scale	Standard Deviation	Rank	Statistical significance
1	Convenient working hours	1.80	0.443	2	Significant
2	Happiness with work place.	1.83	0.642	3	Significant
3	Motivation by superiors in areas of difficulty	1.83	0.763	3	Significant
4	Satisfactory organisational culture	2.03	0.802	7	Significant
5	Provision of employee oriented benefits	1.92	0.696	6	Significant
6	Retirement plans	1.87	0.596	4	Significant
7	Salary structure	1.75	0.588	1	Significant
8	Provision of breaks during working hours.	1.88	0.585	5	Significant

V. Conclusion and Suggestions

The present study has led to the conclusion that employees were mostly motivated by bonus, incentives and salary provided by the studied organization. However there was need for enhanced training facilities. The major factors of involvement and commitment of employees towards the organization were identified as employment opportunities and proud feelings about the organization. Salary and working hours played important role in employees’ satisfaction with respect to working conditions. There must be proper training facilities for the employees so that the efficiency of the employees is improved. The satisfaction of employees can be further enhanced through competitive salary and judicious working hours. The provisions of employees-oriented benefit must be improved. Both were ranked at 7th and 8th point respectively. The Quality of Work Life can be further enhanced through continuous improvement in organizational culture where by employees consider organization as their own with high sense of belongingness.

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