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"STUDY OF QUALITY OF WORK LIFE IN POWER SECTOR INDUSTRY WITH SPECIAL REFERENCE TO NTPC INDIA"

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Declaration by the Guide

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Further, I certify that the work is based on the investigation made, data collected and analyzed by him and it has not been submitted in any other University or Institution for award of any degree. In my opinion it is fully adequate, in scope and utility, as a dissertation towards partial fulfillment for the award of degree of MBA.

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CHAPTER 1

INTRODUCTION

"Plenty of men can do good work for a spurt and with immediate promotion in mind, but for promotion you want a man in whom good work has become a habit"-Henry L. Doherty

Globalization and other dynamics of business have considerably changed trends in employment and have brought chaos and turbulence to organization and individual employees alike. It is the time to recognize the workplace around the idea of meaningful work – work that offers personal development, a social purpose, a decent standard of living and a sense of economic security. Quality of work life can lay the groundwork for better lives for employees and increased organizational performance.

Quality of work life is the overall quality of human experience in the work place. QWL is the key to integrating human resources into the organization for achieving higher productivity, job satisfaction, higher morale and commitment. There are various factors prevalent in the work force that effects the QWL of employees. The management can improve the QWL of employees by checking all these factors and adopting innovative approaches such as good supervision, good working conditions, good pay and benefits etc.

This project report is made to gain the comprehensive knowledge about the concept of QWL. The project report is based on the study conducted at NTPC which is one the public sector company which has introduced a number of programs to improve QWL of its employees. The project gives an overview about the working style and life of the employees at their workplace.\it gives an insight into the employer-employee relationship prevalent in company.

At last, to conclude the report some suggestion is put up after analyzing the data collected from primary and secondary sources that speaks about how a company should keep their employees happy. This project gives an overview about the conceptual details of the concept and how through different OD interventions an organization retain best of the company's human resources for the company's betterment.

WHAT IS QUALITY OF WORK LIFE?

LOUIS DAVIS introduced the term "quality of work life" in 1972 with an attempt to establish that performance is linked to involvement and satisfaction of employees at workplace. The term refers to the favorableness or unfavorableness of a total job environment for people. QWL programs are another way in which *organizationsrecognize their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organization.* The elements in a typical QWL program include – open communications, equitable reward systems, a concern for employee job security and satisfying careers and participation in decision making. Many early QWL efforts focus on job enrichment. In addition to improving the work system, QWL programs usually emphasize development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

Vigorous Domestic and International competition drive organizations to be more productive. Proactive managers and human resource departments respond to this challenge by finding new ways to improve productivity. Some strategies rely heavily upon new capital investment and technology. Others seek changes in employee relations practices.

As a philosophy, it means the quality of content relationship between man and his task in all its diversity.

Quality of work life efforts assumes that employees will add to an organization's success if they feel that their contributions are meaningful and important. Organization differ drastically in their attention to quality of work life. The goal is the creation of more involving, satisfying and effective jobs and work environment for people. As a process, QWL involves efforts to realize this goal through active participation

EVOLUTION OF QWL

Walton attributes the evolution of QWL to various phases of history. The theories of motivation and leadership provided a sound base for the concept of QWL.QWL is not a concept. It has evolved over a period of time. These studies showed that better physical environment or increased economic benefits alone were not sufficient motivators in increasing productivity. The emphasis shifted to psychological and social forces. In addition to economic forces.

Aim of the theory was to increase the organizational effectiveness of its human resources which could be achieved by properly taking care of human needs of people in the organization.

Inspired by all these theories several legislations were enacted in the early 20th century to protect employeesfrom job enquiry and to eliminate hazardous working conditions followed by the unionization movement in the 1930s and 40s.finally in the 1970s the idea of QWL was conceived which is broader than these earlier developments. Job specialization and simplification were popular in the early part of this century. Employees were assigned narrow jobs and supported by a rigid hierarchy in the expectation that efficiency would improve. The idea was to lower cost by using unskilled workers who could be easily trained to do a small, repetitive part of each job.

Many difficulties developed from the classical job design. However, there was excessive division of labour. workers became socially isolated from their co-workers because their highly specialized jobs weakened their interest in the product. De-skilled workers lost pride in their work and became bored with their jobs. Higher order (social and growth) needs were left unsatisfied. The result was higher turnover low quality and alienated workers conflict arose as workers sought to improve their conditions and organizations failed to respond appropriately. Later emphasis was given to job security, due process at work place and economic gains sharing for workers. attempts at reforms acquire equal employment opportunities for women and job enrichment schemes were also introduced.

RESEARCH OBJECTIVES OF QWL

The main objectives are:

1. To attract and retain talents,
2. To prevent high levels of employees stress and burnout
3. To facilitate effective integration of work and personal life.
4. To foster greater job satisfaction, engagement and retention of employees, especially keeping personnel and professional.
5. To increase quality and productivity through higher job satisfaction
6. To balance personal/family and work related demands on an individual employee for maintaining optimum levels of personal effectiveness

indigenous incidence at the workplace and nurturing the same over time is the responsibility of management. Here, it may also be discerned that the composition of available workers in no more a local phenomenon as in the past. Mobility is caused by migration beyond culture barriers and isolation, relocation and globalised deployment. This phenomenon has become universal and is causing great changes in the work environment at factories as well as offices. The new influx of skilled workers seeking greener pastures is even questioning the skills of new employers and thereby restructuring the new environs on par with those of best in the world, unwittingly though.

Money Matters

For good QWL, cash is not the only answer. Today, the workers are aware of the job requirements of job as also the fact that the performance of the same is measured against the basic goals and objectives of the organization and more importantly, wages are paid according to the larger picture specific to the industry and the employer's place in the same.

The increased share of workers in wages and benefits through legislation as well as competitive interplay of superior managements in various fields of industry and business on extensive levels has reshaped the worker's idea of quality of work life. Moreover, other things being equal, the employers are increasingly vying with their rivals in providing better working conditions and emoluments. This may be owing to many reasons besides the concern for the human angle of workers, like the employer's tendency to climb on the bandwagon, to reap to the desired dividends or to woo better talent into their fold as skill base addition and other non-economic inputs like knowledge bases. Doubtlessly, the increased tendency of recruiting knowledge bases is giving the modern managements payoffs in myriad ways. Some of them are intended potentials for product innovations and cost cuttings. Talking of product, it may appear far-fetched to some that product is being assessed in the market for its quality and price by the environment created in the areas where workers and customers are dealt and transact, like ambience in facilities / amenities as also the company's pay scales. This goes to prove that QWL of manufacturer / service provider is synonymous with the quality of product.

Non-economic – 'Job Security'

The changing workforce consists of literate workers who expect more than just money from their work life. Their idea of salvation lies in the respect they obtain in the work environment, like how they are individually dealt and communicated with by other members in the team as well as the employer, what kind of work he is entrusted with, etc. Some of these non-economic aspect are: Self-respect, satisfaction, recognition, merit compensation in job allocation, incompatibility of work conditions affecting health, bullying by older peers and boss, physical constraints like distance to work, lack of flexible working hours, work-life imbalances, invasion of privacy in case of certain cultural groups and gender discrimination and drug addiction. One or more of the problems like above can cast a 'job-insecurity' question, for no direct and visible fault of the employer. Yet, the employer has to identify the source of worker's problems and try to mitigate the conditions and take supportive steps in the organization so that the workers will be easily retained and motivated and earn ROI. The loss of man-hours to the national income due to the above factors is simply overwhelming.

Employer should instil in the worker the feeling of trust and confidence by creating appropriate channels and systems to alleviate the above shortcomings so that the workers use their best mental faculties on the achievement of goals and objectives of the employer.

To cite some examples, employers in certain software companies have provided infrastructure to train the children of workers in vocational activities including computer education, so that the workers need not engage their attention on this aspect. Employee care initiatives taken by certain companies include creation of Hobby clubs, Fun and Leisure Clubs for the physical and psychological well-beingness of workers and their families. After all, the workers are inexorably linked to the welfare of their families, as it is their primary concern.

Dual income workers, meaning both spouses working are the order of the day. The work life balance differs in this category and greater understanding and flexibility are required with respect to leave, compensation and working hours in the larger framework.

Teamwork

Teamwork is the new mantra of modern day people's excellence strategy. Today's teams are self-propelled ones. The modern manager has to strive at the group coherence for common cause of the project. The ideal team has wider discretion and sense of responsibility than before as how best to go about with its business. Here, each member can find a new sense of belonging to each other in the unit and concentrate on the group's new responsibility towards employer's goals. This will boost the cosiness and morale of members in the positive environment created by each other's trust. Positive energies, free of workplace anxiety, will garner better working results. Involvement in teamwork deters deserters and employer need not bother himself over the detention exercises and save money on motivation and campaigns.

Boss Factor

Gone are the days when employers controlled workers by suppressing the initiative and independence by berating their brilliance and skills, by designing and entrusting arduous and monotonous jobs and offer mere sops in terms of wages and weekly off. Trust develops when managers pay some attention to the welfare of the workers and treat them well by being honest in their relations. The employer should keep in mind that every unpaid hour of overtime the worker spends on work is an hour less spent with the family.

As observed in some advanced companies, the workers themselves are drawing their benefits by filing appraisal forms and drawing simultaneously the appropriate benefits by the click of the mouse directly from their drawing rooms, courtesy e-HR systems. In addition, there are quite a number of channels for informal reviews. Feedback on worker's performance, if well interpreted and analysed, could go a long way in improving ethics at workplace.

Involvement and Communication

Multi-skilling and exposing workers to different lines of activity in the unit indirectly leads to the greater involvement and better job security of worker in the organization. The employer too, can make use of the varied skills to any altered situations of restructuring and other market adaptations. Thus, the monotony of work life can be alleviated. The employer, armed with the depth of cross-trained human resources, need not go hunting for new talent and

thus save on the unspent pay packets, which can be spent usefully on the amenities for workers. No doubt, rivals should be envying him for this edge.

The change should be apparent in mutual trust and confidence towards effective understanding of the needs of worker and employer. The new knowledge-based workers are mostly young in the fields of technology and management. They are more forthcoming in trusting the boss and older peers. Now, all modern managements are cognisant of the innate desire of workers to be accepted as part of the organization for identity and other social reasons.

Effective dialogue is put into play between management and those who execute through well-organised communication channels paving the way for improved co-operation and participation on emotional level. The decision making level is nose diving to the floor level manager, where the poor guy has to think of n number of quick decisions on behalf of the organization. Unless the team is behind and involved with commitment, the manager cannot implement the new tasks in production, distribution, peoples excellence, customer relations, etc., thanks to the 'e' factor prefixed to the names of majority of departments. Logically, harmony plays its part in cost efficiency. Successful managers are those who listen to their workers.

Influences

Overwork is tolerated in emerging industries unlike government departments as part of the game and work culture. This is so, what with the soaring competition among the tightly contested players. The point is empowerment of workforce in the area of involvement.

All said and one, the workers are considered as the invisible branch ambassadors and internal customers in certain industries. It is evident that most of the managements are increasingly realising that quality alone stands to gain in the ultimate analysis. Restructuring the industrial relations in work area is the key for improving the quality of product and the price of the stock. Without creating supportive environment in restructured environment, higher quality of work cannot be extracted. It is already high time the older theories of industrial relations should be unlearnt.

QUALITY OF WORK LIFE – THE HUMAN IMPLICATIONS

"One cannot do right in one area of life whilst he is occupied in doing wrong in another. Life is one invisible whole" – Mahatma Gandhi

How true and difficult is to paraphrase the profound truth contained in the words of one of the greatest human beings of the modern world. The harsh reality of modern life is that Quality of Work Life (QWL) has taken a beating because most of us are working harder than ever. On average people in the developed countries spend an astonishing 14 to 15 hours a day against the accepted 8 to 9 hours. What is very disturbing is that the trend is on the rise. Burn out; stress leading to health hazards is the natural offshoot. The concept of lifetime employment or job security through hard work has been on a decline since more and more people are on short-term contracts and lack security of long-term employment.

Although traditional work structures seem to be dissolving, this hasn't necessarily resulted in more flexibility for the workers. Employers, by and large, are still reluctant to absorb employees on a permanent basis before they have 'proved their worth'. The psychological pressure on the employee is tremendous and their lives are characterised by a pronounced conflict between professional and private lives. Lesser employees doing greater work make the work monotonous and gruelling for the employee. The implication of all this is that it leaves the worker with less and less time for interests, family and leisure time in general.

It is not uncommon to see people who aspire to have work and personal life in synchronisation. The work life balance has become the buzzword for the present generation. Thus in an ideal world, most people would like their output assessed by the results they achieve at work and not by the hours they spend slaying away at their desk. Thus, in turn, would leave them free to pursue their personal interests outside work. Only a handful of employees have understood this intrinsic desire of employees and have turned it into a competitive advantage. Occupational Psychology assumes a key role as it contributes to work models but also with the thorough study of factors underlying the work/life balance. The study of work and family life is a relatively recent field. They argue out a case for alternative work models.

Workplace flexibility is increasingly becoming important both for the employers as well as the employees. A good fit between people's personal and work roles can go a long way in resolving conflicts. In fact researchers claim that by helping to manage employee's work/life conflicts the company actually increases "psychological availability for work" of an employee. This is at least true of some learning organizations that are open to such novel HR practices. They look at flexible work arrangements as an opportunity for more efficient recruitment, decrease in staff turnover and absenteeism. Very importantly it helps them to project an improved corporate image.

Occupational psychology conducted in UK points out that managers feel to be working unjustifiably long hours and to be pushing their staff too hard. Only a relatively small percentage felt reasonably sure that they have indicated their preference for more flexible working hours. Nearly half perceived increased difficulties in balancing their work and personal life and well over half said pressure to perform at work left them less and less time for their personal life, making them feel that they are missing out. The analysis of this research data was descriptive and no attempts were made to analyse any traits underlying the work/life balance.

It is instinctive human desire to secure oneself in material comforts in the early phase of life to enjoy good quality of life at a later point in the life span. The point that many do not realise is that life is not so compartmentalised that one can do the activities in a sequential order – one after the other. Life is a bundle that contains all the strands together and hence the need to balance work life and other related issues. There is nothing wrong in having career ambitions. We all have a deep human hunger to create something great through the work we do and shine in our chosen profession.

One important dimension is the relationship balance. Many of us rationalise by rationing "quality time" for the family. Fact of the matter is that we tend to perceive that the time spent with family should be qualitatively superior and quantity doesn't matter. One must go the extra mile and ensure that the right quantity of time is provided for the bonds of trust and love to grow. Children, in particular, believe that the more time you spend with them reflects how much you

love them. It is said laughter is the shortest distance between two people. The "Relationship Balance" creates a sense of fulfilment and the synergy spill over positively in all of the other areas of your life. The warmth and love on the home front enables a person to focus intensively and concentrate fully on the professional work and achieve high degree of success. The other important dimension is career balance. Einstein once said that one should be a person of value rather than a person of success. There is a natural human urge in most of us to have deep sense of fulfilment through our work lie. Our personal life will be very dull and boring if work life isn't exciting and doesn't offer scope to bring out the dormant talent in us. The urge to do some commercial activity by creative methods to succeed in the market place and obtain monetary as well social rewards is inherent in all human beings.

The point of wisdom is simply this: **D**o *not trade-ff the pleasure of living for the sake of achievement. Instead, joyfully achieve. Balance your commitment to being the best you can be at work with a deep commitment to being a great family person and loving friend. Understand that without balance in every core area of your life, you'll never find lasting happiness and a sense that you have lived well.*

METHODS TO IMPROVE QWL

Improving quality of work life is central to organizations seeking to stay competitive. for improving QWL organization should first identify and then try to satisfy people's important needs through their experience in their work environments. work relations. There are various categories of tools and techniques of human resource development subsystems and OD intervention to improve quality of work life.
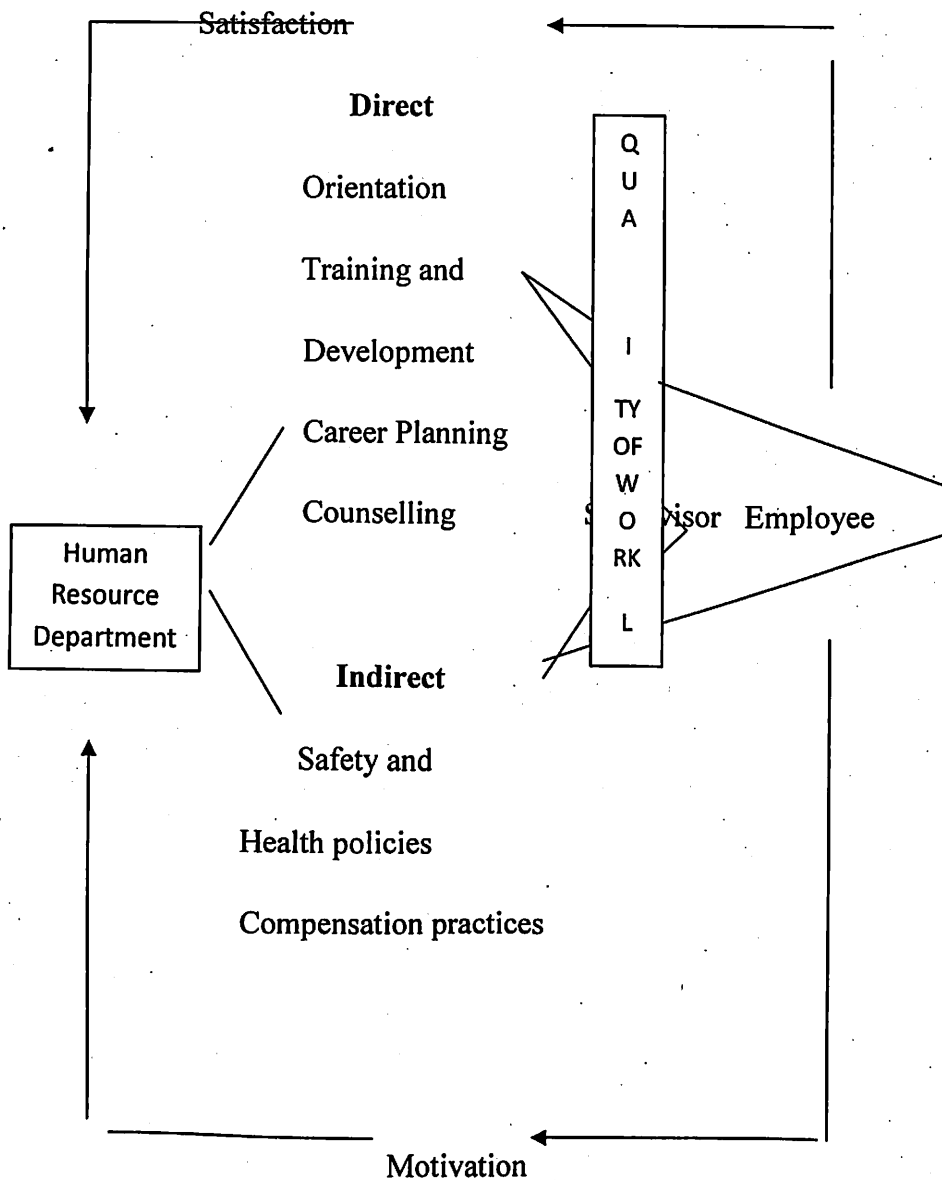
By combining the HRM strategy, OD interventions and some innovative ideas organization can improve the QWL of its employees. Some of the method are mentioned below.
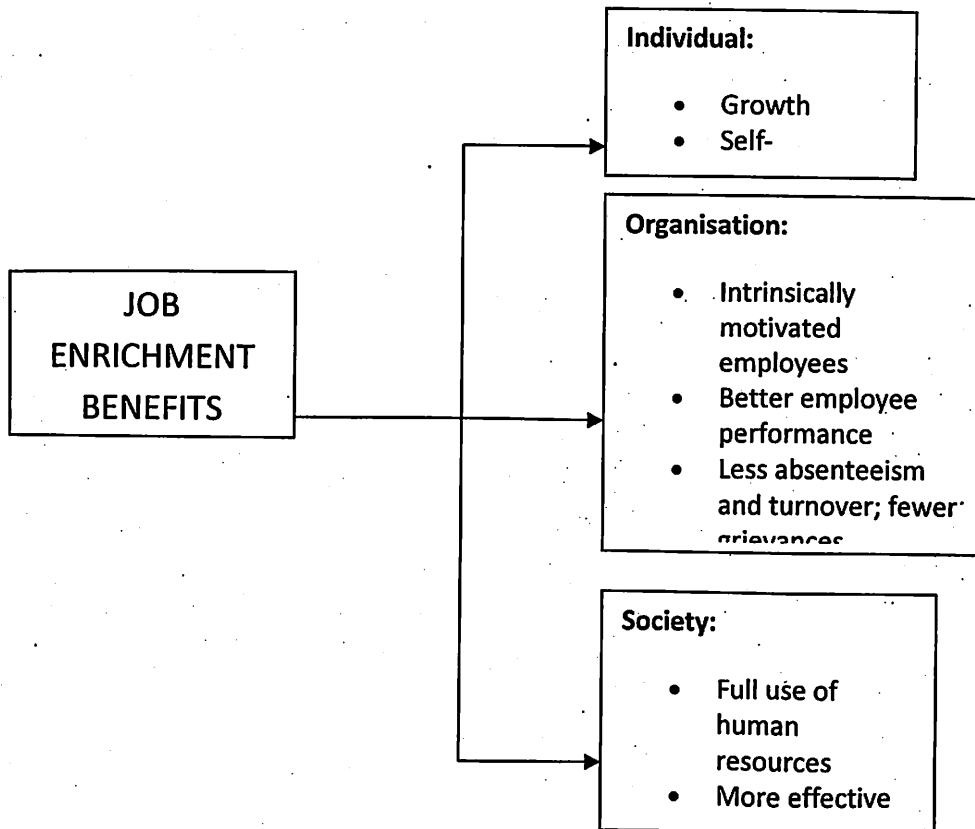
Humanized Work Through QWL

One option was to re-design jobs to have the attributes desired by people, and re-design organizations to have the environment desired by the people. This approach seeks to improve QWL. There is a need to give workers more of a challenge, more of a whole task, more opportunity to use their ideas. *Close attention to QWL provides a more humanized work environment.* It attempts to serve the higher-order needs of workers as well as their more basic needs. It seeks to employ the higher skills of workers and to provide an environment that encourages them to improve their skills. The idea is that human resources should be developed and not simply used. Further, the work should not have excessively negative conditions. It should not put workers under undue stress. It should not damage or degrade their humanness. It should not be threatening or unduly dangerous. Finally, it should contribute to, or at least leave unimpaired, workers' abilities to perform in other life roles, such as citizen, spouse and parent. That is, work should contribute to general social advancement.

Job Enlargement vs. Job Enrichment

The modern interest in quality of work life was stimulated through efforts to change the scope of people's jobs in attempting to motivate them. **Job scope** has two dimensions – breadth and depth. **Job breadth** is the number of different tasks an individual is directly responsible for. It ranges from very narrow (one task performed repetitively) to wide (several tasks). Employees with narrow job breadth were sometimes given a wider variety of duties in order to reduce their monotony; this process is called **job enlargement.** In order to perform these additional duties, employees spend less time on each duty. Another approach to changing job breadth is **job rotation,** which involves periodic assignment of an employee to completely different sets of job activities. Job rotation is an effective way to develop multiple skills in employees, which benefits the organization while creating greater job interest and career options for the employee.

Job enrichment brings benefits, as shown in the below figure.

Benefits of job enrichment emerge in three areas

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                                    ┌──────────────────────────┐
                                    │ Individual:              │
                                    │                          │
                                    │   •  Growth              │
                              ┌────→ │   •  Self-               │
                              │      └──────────────────────────┘
                              │      ┌──────────────────────────┐
                              │      │ Organisation:            │
                              │      │                          │
┌──────────────────┐         │      │   •  Intrinsically       │
│   JOB            │         │      │      motivated           │
│   ENRICHMENT     │─────────┼────→ │      employees           │
│   BENEFITS       │         │      │   •  Better employee     │
└──────────────────┘         │      │      performance         │
                             │      │   •  Less absenteeism    │
                             │      │      and turnover; fewer· │
                             │      │      grievances          │
                             │      └──────────────────────────┘
                             │      ┌──────────────────────────┐
                             │      │ Society:                 │
                             │      │                          │
                             │      │   •  Full use of         │
                             └────→ │      human               │
                                    │      resources           │
                                    │   •  More effective      │
                                    └──────────────────────────┘
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Its general result is a role enrichment that encourages growth and self-actualisation. The job is built in such a way that intrinsic motivation is encouraged. Because motivation is increased, performance should improve, thus providing both a more humanised and a more productive job. Negative effects also tend to be reduced, such as turnover, absences, grievances and idle time. In this manner both the worker and society benefit. The worker performs better, experiences greater job satisfaction and becomes more self-actualised, thus being able to participate in all life roles more effectively. Society benefits from the more effectively functioning person as well as from better job performance.

Applying Job Enrichment

Viewed in terms of Herzberg's motivational factors, job enrichment occurs when the work itself is more challenging, when achievement is encouraged, when there is opportunity for growth and when responsibility, feedback and recognition are provided. However, *employees are*

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the final judges of what enriches their jobs. All that management can do is gather information about what tend to enrich jobs, try those changes in the job system and then determine whether employees feel that enrichment has occurred.

In trying to build motivational factors, management also gives attention to maintenance factors. It attempts to keep maintenance factors constant or higher as the motivational factors are increased. If maintenance factors are allowed to decline during an enrichment program, then employees may be less responsive to the enrichment program because they are distracted by inadequate maintenance. The need for a systems approach in job enrichment is satisfied by the practice of gain sharing.

> In one instance a manufacturer set up production in two different ways. Employees were allowed to choose between work on a standard assembly line and at a bench where they individually assembled the entire product. In the beginning few employees chose to work at the enriched jobs, but gradually about half the workers chose them the more

2.THE HUMAN FACTOR IN REWARDING EMPLOYEES

Seldom have we come across individual who does not respond to appreciation. In fact, we consider such people as aberrations. Yet, how many of the managers are sensitive to this issue? Their number is hardly encouraging. Most of them do not consider it to be a major part of their job today. The work schedules have become stiff with the increasing demands on productivity and employees are expected to act in a manner that benefits the company. Resources are thin, budgets tight and in this training is the first casualty. This implies that an employee has to look within, rather than look up to the organization to enhance his/her skills.

The business environment today is characterised by speed and technology. Personal interface by the managers has been replaced by computer interface. The minimum personal interaction that a manager has with an employee is devoted to finding out the business details, and there is hardly any room left for the manager to find out whether an employee has done an exceptionally good job while carrying out his "task". The blessings of technology are a mixed bag.

The paradox of the situation is that what motivates people most takes so relatively little to do-just a little time and thoughtfulness for fresher. In a recent research study of 1500 employees conducted by Dr. Gerald Graham, personal congratulations by managers of employees who do a good job were ranked first among 67 potential incentives evaluated. Second on the list was a personal note for good performance written by the manager.

Eve information can be rewarding. Numerous studies indicate that open communication was ranked as the most important reason that the employees reported for staying with their present jobs. Everyone wants to know "what's going on?"- especially, as it affects them, and merely telling them is motivating. When we ponder over this aspect, the question that arises is whether is it really that difficult to tell people that?

When it comes to rewards, most managers perceive that the only thing that motivates their employees is money and more money. While money can be a significant way of letting employees know their worth to the organization, it may not always be the sole sustaining

motivational factor to most individuals. In other words, money is important enough, and yet, may not be the be all or end all of employee motivation. More often than not, non-pecuniary factors may equally motivate employees to do their best on the job.

The most limiting reason for money to be a motivator is that in most organizations, performance reviews and corresponding salary increases occur only once in a year. To motivate employees, performance need to reward the achievements and progress made towards the goals by employees more frequently. Regular reward-not necessarily monetary-needs to take place on almost daily basis.

The intangibles matter a great deal to an employee. It may be small yet significant for the workers that they are being appreciated for the work they've done, being kept informed about things that affect them and have a sympathetic manager who takes time to listen. None of these intangibles are very costly, but they all do take the time and thoughtfulness of a manger who tends to be caring. By being a little creative, a manager can find out what specifically motivates his/her employees and ignites the spark in them. His/her job is to make those things happen. When one of the employees has put in extra effort on a key project or achieved a goal that has been mutually set, he/she should recognise the achievement fittingly in a unique and memorable way. Managers will find that the more creative and unique they are with the reward, the more fun it will be for both of them. The examples can be only limited by the manager's imagination. It could be sending a birthday gift to the employee's beloved daughter to footing the bill of the family dinner. The manager can grant employees, who have performed exceptionally well, a pass for three-day weekend.

Recognition and rewards can be very powerful motivational tools. It is quite intriguing to realise that a simple and sincere recognition with minimum cost, paperwork and administration can impact employees in a profound way. At Walt Disney, one of the company's 180 recognition programs is called The Spirit of Fred Award, named after an employee named Fred. When Fred first went from an hourly to a salaried position, five people taught him the values necessary for success at Disney. This help inspired the award, in which the name "Fred" became an acronym for friendly, resourceful, enthusiastic and dependable. First given as a lark, the award has come to be highly coveted in the organization.

3.QWL THROUGH EMPLOYEE INVOLVEMENT (EI)

One of the most common methods used to create QWL is employee involvement. *Employee involvement* (EI) consists of a variety of systematic methods that empower employees to participate in the decisions that affect them and their relationship with the organization. Through (EI), employees feel a sense of responsibility, even "ownership" of decisions in which they participate. To be successful, however, EI must be more than just a systematic approach; it must become part of the organization's culture by being part of management's philosophy. Some companies have had this philosophy ingrained in their corporate structure for decades; Hewlett-Packard, IBM, General Motors, Ford, etc.

Pygmalion Effect

The implications for managers and human resource specialists are to create an organizational culture that truly treats people as though they are experts at their jobs and empowers them to use that expertise. When management does this, a *Pygmalion effect* may result, which occurs when people live up to the high expectations that others have of them. If management further assumes that people want to contribute and seek ways to tap that contribution, better decisions, improved productivity and a higher QWL are likely.

QWL and EI INTERVENTIONS

A wide variety of companies have undertaken interventions to create employee involvement or improved QWL. Examples include Motorola's participative management approach, Boeing's tiger teams, etc.

Boeing's 'Tiger Teams'

Boeing uses a single-focus task force approach called *'tiger teams'*. Generally these teams are assembled to solve some production-delaying problem that the supervisor and employees cannot overcome. Various approaches to team building share a common underlying philosophy. Groups of people usually are better at solving problems than an individual. And even though the "purpose" of these approaches may be to find a

Quality Circles

Quality circles are small groups of employees who meet regularly with their common leader to identify and solve work-related problems. They are a highly specific form of team building, which are common in Japan and gained popularity in North America in the late 1970s and early 1980s. by the 1980s most medium- and large-sized Japanese firms had quality control circles for hourly employees. This effort began as a quality improvement program but has since become a routine procedure for many Japanese managers and a cornerstone of QWL efforts in many Japanese firms.

Several characteristics make this approach unique. First, membership in the circle is voluntary for both the leader (usually the supervisor) and the members (usually hourly workers). Secondly, the creation of quality circles is usually preceded by in-house training. For supervisors these sessions typically last for two or three days. Most of the time is devoted to discussions of small-group dynamics, leadership skills, and indoctrination in the QWL and quality circle philosophies. About a day is spent on the different approaches to problem-solving techniques. The workers also receive an explanation of the supervisor's role as the group's discussion leader and information on the quality circle concept. Thirdly, as is pointed out in the training, the group is permitted to select the problems it wants to tackle. Management may suggest problems of concern, but the group is empowered to decide which ones to select. Ideally, the selection process is not by democratic vote but is arrived at by consensus, whereby everyone agrees on the problem to be tackled. (If management has been pressing problems that need to be solved, these problems can be handled in the same way that they were resolved before the introduction of quality circles).

When employees are allowed to select the problems they want to work on, they are likely to be more motivated to find solutions. And they are also more likely to be motivated to stay on as members of the circle and solve additional problems in the future.

Sociotechnical Systems

Another intervention to improve QWL is the use of sociotechnical systems. Sociotechnical systems are interventions in the work situation that restructure the work, the work groups, and the relationship between workers and the technologies they use to do their jobs. More than just enlarging or enriching a job, these approaches may result in more radical changes in the work environment.

Autonomous Work Groups

A more common, albeit still rare, approach to employee involvement is the use of autonomous work groups. These are teams of workers, without a formal company-appointed leader, who decide among themselves most decisions traditionally handled by supervisors. The key feature of these groups is a high degree of self-determination by employees in the management of their day-to-day work. Typically, this includes collective control over the pace of work, distribution of tasks, organization of breaks, and collective participation in the recruitment and training of new members. Direct supervision is often necessary.

QWL is more likely to improve as workers demand jobs with more behavioral elements. These demands will probably emerge from an increasingly diverse and educated work force that expects more challenges and more autonomy in its jobs – such as worker participation in decisions traditionally reserved for management.

4. EMPLOYEE RELATIONS PRACTICES

Beyond structural interventions in the way people work together, virtually everything the human resource department does impacts employee relations directly or indirectly. Many activities are largely unnoticed by employees, including, for example, recruitment, selection, benefits administration and other important functions. Other activities only affect employees periodically, such as performance and salary review sessions. However, the department directly impacts individual QWL and employee involvement through its communications, counselling, and disciplinary practices.

Employee relation activities are shared with supervisors because of the growing complexity of organizations, laws, and union-management relations. Earlier in this century, for example, supervisors were solely responsible for employee relation practices and hiring, which led to unethical practices, such as favoritism and kickbacks to supervisors. Today, with the need for uniform, legal, and corporation wide approaches, human resource specialists are given considerable responsibility for employee relations. The result is a dual responsibility between the department and supervisors. Of course, supervisors remain responsible for communicating task-related requirements. They are also responsible for counselling and disciplining their employees, within the guidelines established by the department. But, when serious problems are uncovered in counselling or a major disciplinary action is planned, human resource specialists are commonly involved to ensure fairness and uniformity of treatment.

Employee Communication

Information is the engine that drives organizations. Information about the organization, its environment, its products and services, and its people is essential to management and workers. Without information, managers cannot make effective decisions about markets or resources, particularly human resources. Likewise, insufficient information may cause stress and dissatisfaction among workers. This universal need for information is met through an organization's communication system. Communication system provides formal and informal methods to move information through an organization so that appropriate decisions can be made.

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All organizations have human resource communication systems. Most organizations use a blend of formal, systematically designed communication efforts and informal, ad hoc arrangements. For convenience, most of these approaches can be divided into downward communication systems, which exist to get information to employees, and upward communication systems, which exist to get information from employees.

Grapevine communication is an informal system that arises spontaneously from the social interaction of people in the organization it is the people-to-people system that arises naturally from the human desire to make friends and share ideas. The human resource department has an interest in the grapevine because it provides useful, off-the-record feedback from employees, if human resource specialists are prepared to listen, understand, and interpret the information.

In-house complaint procedures are formal methods through which an employee can register a complaint. These procedures are normally operated by the human resource department and require the employee to submit the complaint in writing. Then an employee relation specialist investigates the complaint and advises its author of the results.

Rap sessions are meetings between managers and groups of employees to discuss complaints, suggestions, opinions or questions. These meetings may begin with some information sharing by management to tell the group about developments in the company. However, the primary purpose is to encourage upward communication, often with several levels of employees and lower-level management in attendance at the same time. When these meetings are face-to-face informal discussions between a higher-level manager and rank-and-file workers, the process may be called deep-sensing if it attempts to probe in some depth the issues that are on the minds of employees. These sessions also are called vertical staffing meetings because they put higher-level managers directly in touch with employees. Constructive suggestions sometimes emerge from these meetings\

Suggestion systems are a formal method for generating, evaluating and implementing employee ideas. This method is likely to succeed if management provides prompt and fair evaluations, if supervisors are trained to encourage employee suggestions, and if top management actively supports the program. Unfortunately, evaluations often take months to process or supervisor

suggestions as too much work for them with few personal benefits. As a result, many company suggestion plans exist on paper but are not very effective.

Attitude surveys are systematic methods of determining what employees think about their organization. These surveys may be conducted through face-to-face interviews, but they are usually done through anonymous questionnaires. An attitude survey typically seeks to learn what employees think about working conditions, supervision and personnel policies. Questions about new programs or special concerns to management may also be asked. The resulting information can be used to evaluate specific concerns, such as how individual managers are perceived by their employees.

Employee Counselling

Counselling is the discussion of a problem with an employee, with the general objective of helping the worker either resolve or cope with it. Stress and personal problems are likely to affect both performance and an employee's general life adjustment; therefore, it is in the best interests of all those concerned (employer, employee and community) to help the employee return to full effectiveness. Counselling is a useful tool to help accomplish this goal. The success rate counselling program often is substantial.

Counselling is strictly a confidential relationship, and records of it should be restricted to persons directly involved in solving the counselling problem. These practices are necessary to protect employee privacy and to protect the employer from possible lawsuits for liabilities such as invasion of privacy or alleged slander. The policy of some firms is to refer all martial and family counselling to community agencies. These companies believe that, for reasons of employee privacy, they should not be involved in these problems. Employers also must be certain that their counselling programs comply with EEO regulations by providing equal counselling services to all protected employee groups.

Discipline

Counselling does not always work. Sometimes the employee's behavior is inappropriately disruptive or performance is unacceptable. Under these circumstances, discipline is needed. Discipline is management action to encourage compliance with organizational standards. There are two types of discipline:

- ➢ Preventive Discipline
- ➢ Corrective Discipline

Preventive discipline is action taken to encourage employees to follow standards and rules so that infractions are prevented. The basic objective is to encourage self-discipline, and the human resource department plays an important role. For example, it develops programs to control absences and grievances. It communicates standards to employees and encourages workers to follow them. And it encourages employee participation in setting standards, since workers will give better support to rules that they have helped create. Employees also will give more support to standards stated positively instead of negatively, such as "Safety first!" rather than "Don't be careless!" effective discipline is a system relationship and the department needs to be concerned with all parts of the system.

Corrective discipline is an action that follows a rule infraction. It seeks to discourage further infractions and to ensure future compliance with standards. Typically the corrective or disciplinary action is a penalty, such as a warning or suspension without pay. These actions are usually initiated by an employee's immediate supervisor but may require approval by a higher-level manager or the human resource department. Approvals exist to guard against subsequent labour union or legal actions and to assure uniform application of rules throughout the organization. Any appeals. Then go to higher levels in the company and I the union hierarchy.

5. EMPLOYEE HEALTH IS COMPANY'S WEALTH

A glance at various organizational websites and annual reports reveal that lack of a comprehensive health plan for the employees has resulted in indirect, recurring losses for companies.

In a Canadian government study, the Canada Life Assurance Company experimental group realized a four per cent increase in productivity after starting an employee fitness program. Further, 47 per cent of programs participants reported that they felt more alert, had better rapport with their co-workers, and generally enjoyed their work more.

Swedish investigators found that mental performance was significantly better in physically fit workers than in non-fit workers. Fit workers committed 27 per cent fewer errors on tasks involving concentration and short-term memory, as compared with the performance of non-fit workers.

Studies by various US and UK-based medical research institutes have shown that 80-90 per cent of people of any age, gender, physical fitness and profession who use a computer regularly are likely to suffer from vision and health problems.

A close look at these only supports the fact that a sizeable portion of employees suffer from health problems that are mostly work generated and that well-planned, comprehensive health promotion programs can help in reducing such ailments. This would in turn pave the way for rise in overall productivity.

However, corporates have hardly realized the existence of this silent troublemaker, leave alone assessing the magnitude of the problem. Hence, they continue to extract more work hours which results in a stressed life-style for employees.

The scene back home is also not good. Taking cue from the workaholic West born companies, Indian corporate houses too can be seen flooded with over-stressed employees trying to attain strength from their cups of coffee and puffs of cigarettes. Many employees report for

work on time and work for unlimited hours that the company stands to earn more if employees put in additional work hours is only a myth.

Problems Galore

Poor eyesight, spondylitis, discomfort, fatigue, tension, depression, irritability and obesity are only a few of the problems. Lack of care can lead to long-term ailments, wherein not only the person concerned, but his entire family has to suffer.

Another problem that has a direct implication on the employee's psyche is lack of a feeling of belonging to his/her organization. "There is much more an employee expects from his organization, beyond a work-salary relationship. A sense of attachment to his company is very important," opine employees by and large.

The Right Approach

"Most human resources managers and corporate directors intuitively understand that neither the sleep-deprived employee nor her caffeine-powered manager who hasn't taken a day off in three years is working at peak capacity. But what is "peak?" Lacking a definition, Americans have fallen into the "more is better" rut, with untold implications for their health," says Lynch.

So its high-time employers actually wake up and realize the fact that more work-hours need not necessarily mean more output. To maintain that, they need to adopt their employees' well-being as a business strategy.

At the same time, we must not lose sight of the fact that if we are able to take care of the families' health too, we are actually reducing the stress of the employees and can expect better productivity and quality from them. But according to the current scenario there are only countable organizations that have any health plans for their employees' families. Out of a plethora of services that can or should be provided, most companies are happy providing medical reimbursement of a few hundred rupees to their employees. Ideally, the focus should be on prevention rather than cure.

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Small things like low-fat balanced meals in cafeterias and occasional serving of fresh fruits or juices can go a long way in helping the workers maintain a healthy mind and body. However, this is not the least a company can do. Considering the long working hours, die hard competition and mounting pressure, experts suggest a few "must haves" for any organization:

Health plans: Even though health insurance has not established a foothold in India, companies must ensure that its employees get an insurance coverage. Hero Honda, for instance has an understanding with some Gurgaon-based hospitals where, depending on the availability of specialized doctors, employees are sent for treatment. All employees in the company are under the National Insurance scheme.

Visiting doctor: Right advice at the right time saves both time and money. A good doctor not only prescribes medicines but also counsels his patients to a state of wellness. Many ailments like back pains, etc. which go unattended till the time they don't start disrupting the day to day work (and hence work output) can be resolved in the very start.

Sports events or recreation: Such activities do not give a break from work but also help in re-energizing the mind. In short, they keep one's mind and body fit.

Health club facilities/ Gym: Most big companies like GE, LG, Infosys etc. have a well-equipped gym for their employees. Such a facility not only helps a person keep fit, but also serves as a de-stressing factor.

Right infrastructure: Ergonomics of the furniture, user-friendly computers, right air-conditioning and amount of light, height of roof, space around the work area, are all factors that affect the health and therefore the productivity of an individual.

BALANCING THE WORK AND LIFE OF EMPLOYEES

Researches indicate that balanced work-life can lead to greater employee productivity. With the progressive shift of the economy towards a knowledge economy, the meaning and Importance of tile quality of work life is also assuming a new significance. The article details the factor$ that should be tuned to attain balance between work and life of an employee.

You must have both love and work in your life to make you healthy. Don't you agree? Well, this is what Sigmund Freud had said decades ago for healthy workers. Family is an essential ingredient for the love that exists in the life of the employees. But are the corporates structuring the work patterns so as to ensure the necessary balances? Are the corporates providing opportunities to their employees to spend quality time in their personal lives? Many researchers indicate that maintaining a good balance in work and life has become a priority for the corporates in the developed nations.

At the dawn of industrialization, the needs and priorities of employees were at the lower end of Maslow's need hierarchy pyramid. The priority was given more to physical and material security. However, with rapid cultural and economic developments, the priorities outside job became very different. Employees started looking for higher and meaningful quality of life as a result of the outcomes of their work. After all, what are they working for? A good happy and a decent life.

With the increasing shift of the economy towards knowledge economy, the meaning and importance of the quality of work life is also assuming a new significance. Today, the connotation of the term 'work' has also become different. It has more to do with the intellectual exercise than physical labour. As a result, the corporates need to streamline and restructure their work schedules in order to bring about a balance in work life of their employees. Understanding and managing the levels and complexities of diverse motivational needs is another area, which requires careful attention from the corporates to bring about work-life balance.

Let us now look at the factors that have created the need for maintaining work life balance. Various researchers have pointed out the following.

Shifts in Societal Patterns

Gone are the days of joint families where you had to care for elders and they, in turn, had to nurture your emotions. Today's nuclear families with both the partners working, have created new dynamics that has become emotionally demanding to the employees. Financial and social obligations have assumed a different level of significance today. Not only this, the needs of organizations today have also changed. Money, is getting accumulated in tiny pockets, among those sections of people who possess the 'most wanted' knowledge. And these so-called 'knowledge workers' are the ones who are in acute need to balancing their work and life.

Technological Breakthroughs

Tremendous progress in the fields of information technology and communication system has changed our worldview. At the same time, it demands more from today's employees. Strict deadlines, tighter schedules and ever-escalating corporate targets are the natural outcome of it.

New Horizon of Expectations

Due to the above reasons there has been a total shift in the level of expectations for today's employees. In fact, in the book Geeks and Geezers, Thomas and Bennis explain how attitudes towards work and life balance varies from generation to generation. Baby boomers are no longer ready to give their lives to the company they work for. Whereas the Generation X's and Y's are more committed to meet the demands of both work and family life. In turn, they seek a newly defined and restructured way of getting jobs assigned to them.

Researchers have pointed out that a balance between work and life is maintained when there is no conflict between work and family demands. Though this seems to be idealistic situation, what the corporates need to remember is that the conflicts should not reach unacceptable levels where it would tend to affect the productivity of the employee.

Striking a balance between work and life is as difficult for the corporates as it is for the employees. However, the onus of maintaining this is more on the corporates because, as pointed out by the famous Hawthorne Experiment, the world of individuals primarily centres on their place of work. So a careful perusal of the working patterns and scheduling of jobs will be one of the first steps in designing work schedule that can balance life and work. The HR managers,

along with the functional heads and line mangers, should try to bring in flexibility to the working patterns within the organizations. A trade-off between organizational needs and personal needs of the employees has to be worked out. Following are some of the ways in which it can be done. Though this is in no way an exhaustive list, yet it does provide a starting point for corporates to develop flexible work schedules that can balance work and life.

Creating Institutional Support Mechanisms

The first and the foremost requirement is to create conditions that will provide organizational support towards maintaining the flexibility of work and life of the employees. These entail the propagation of the culture of work flexibility, HR policies and other organizational regulations that allow the employees to maintain a good mix of personal lives with their career.

There is a need to clearly chalk out the connection between maintaining this flexibility and the corporate objectives. For instance, managers at Eli Lilly begin their job in the company with a clear understanding of what the company expects. They undergo a weeklong program, called SupervisorSchool that blends the business case for work life initiatives. Thus, the management ensures that the flexibility in work is linked with the objectives of the organization. But this is not enough. What is needed is to ensure and communicate the support of the senior management. The top management of the company must clearly communicate its eagerness and willingness to restructure the work schedules in such a manner that it can balance the work and life of the employees. This will require clear articulation from the company that it values the personal lives of its employees. The employees must understand that their organization also keeps in mind the value of their life and personal relationship. Such articulation can be done through the company's vision and mission statements.

Providing Managerial Support

Only lip service towards work life balance will not suffice. Organizations must make sure that there are proper organizational systems of work design that allows employees to have flexible time. This may even require a new look towards HR manual, which the organization may have.

It is also necessary to evaluate such systems of flexibility from time to time. Otherwise, stagnancy will creep into the work schedules, which might create new dimensions of the problem in the work life patterns. To keep pace with the changing patterns of work and life of employees, the organizations can arrange special training programs that will inform the employees about the new working trends. This can be done through sharing successful models of work schedules and real life case studies.

Practising What You Preach

Above all, the organizations need to execute their flexible work schedules. Flexible work patterns must become a part of organizational initiatives. This will require the creation of a networked environment that can provide a 'back up' system to support work relationship. Essentially this will require employees to become cross functional, so that a temporary emergency or a shortfall in one department can be met by other departments. Thus, the role of HR department needs to be revisited and made more expansive and supportive towards organizational and individual needs.

Sustain It

Once the organization follows and internalises the practice of flexible work schedules for its employees, it is very necessary that it sustains it over a long period of time. Such sustainability can e brought about by clear demarcations of accountability and means to measure it. In other words, the focus and purpose of creating balanced work life should be maintained at any cost. This will also call for review and evaluation of the current work environment and make modifications in the schedules accordingly.

Several researchers have shown that a balanced work-life creates greater employee productivity. What important is the long-term and not the short-term, which seems to become the focus of many organizations. So, though it may apparently seem that employees are having more leisure, the effect of a balanced work-life will show up positively in the bottom line of the company.

Benefits of improving work-life balance

Aiding employee recruitment and retention

❑ More employees may stay on in a job, return after a break or take a job with one company over another if they can match their other needs better with those of their paid work.

❑ This results in savings for the employer – avoiding the cost of losing an experienced worker and recruiting someone new.

❑ Employers who support their staff in this way often gain the bonus of loyalty from those staff.

❑ The British Work-Life Balance Study 2000, including a representative survey of 2500 workplaces, found that 58 per cent of employers thought that work-life balance practices had improved staff motivation and commitment, and 52 per cent thought labour turnover and absenteeism were lower, and that they helped retain female employees. The Australian 2002 Benchmarking Study found that organizations implementing work-life strategies and evaluating them observed reduced turnover, absenteeism, and increased return from parental leave.

Reducing absenteeism

❑ Many companies that have introduced family-friendly or flexible working practices have seen benefits through reductions in absenteeism. Sickness rates may fall as pressures are managed better, while employees may have better methods of dealing with work-life conflicts than taking unplanned leave.

- Workers (including their managers) who are healthy and not over-stressed may be more efficient.

Improving the quality of people's working lives

- Minimizing work-life role conflict can help prevent role overload and help people have a more satisfying working life, fulfilling their potential both in paid work and outside it.

- Work life balance can minimize stress and fatigue at work, enabling people to have safer and healthier working lives. Workplace stress and fatigue can contribute to injuries at work and at home.

- Self-employed people control their own work time to some extent. Most existing information on work-life balance is targeted at those in employment relationships. However, the self-employed too may benefit from maintaining healthy work habits and developing strategies to manage work-flows which enable them to balance work with other roles in their lives.

Matching people who wouldn't otherwise work with jobs

- Parents and careers, people with disabilities and those nearing retirement are among those who may increase their workforce participation if more flexible work arrangements are possible. Employment has positive individual and social benefits beyond the financial rewards.

- Employers may also benefit from a wider pool of talent to draw from – this is particularly to their benefit when skill shortages exist.

- The Baseline Study of Work-Life Balance Practices in Great Britain found that there was strong demand amongst lone parents, careers and disabled people for flexible working time arrangements.

Benefiting families and communities

❑ In a situation of conflict between work and family, one or other suffers. Overseas studies have found that family life can interfere with paid work, and the reverse. At the extreme, if family life suffers this may have wider social costs.

❑ Involvement in community, cultural, sporting or other activities can be a benefit to community and civil society at large. For instance, voluntary participation in school boards of trustees can contribute to the quality of our children's education. While such activities are not the responsibility of individual employers, they may choose to support them actively, since community activities can demonstrate good corporate citizenship, as well as helping develop workers' skills which can be applied to the workplace.

How can work-life balance help improve our health and safety?

Part of achieving good work / life balance is ensuring work does not negatively impact on people's lives outside of work and their mental and physical health. There is particular potential for work-place stress and fatigue to spill over into the private sphere, as well as vice versa.

Under the Health and Safety in Employment Act 1992, employers are responsible for controlling or eliminating hazards, which might cause injury or occupational illness. Stress and fatigue are implicitly included in this.

WANNA BE HAPPY AT WORKPLACE?

A man has to clearly understand that he and his office are two different things. There is a need to strike a healthy balance between the two. Ultimately, it is the harmony accomplished between these two by mustering whatever skills required thereof that defines one's quality of life.

Quite often we end up thinking "I would be happy if ...." or I will be happy when ....?How often have we felt calm, content and quite satisfied but suddenly plunge into fear anger or despair when something happens against our wish or did not happen as wished for. Yet, other times we convince ourselves that we will be happy when we get the much waited for promotion or achieve some other goal. But when the goal is achieved, there are always others to fill the vacancy made by the fulfilled wish, making happiness always a distant dream.

As against these wishes, the reality is simply different. Sometimes the much sought after promotions may fail to materialise; dates may broke; jobs may be lost, and relationships may evaporate. This dilemma posits a question: If we know things can and will go wrong why do we still put off being happy? Why a chance remark by a colleague at workplace should send us into a depression?

Yes, there is a way out: One has to accept that things can and will go wrong and the world is not designed to go out way; it has its own unique way. This acceptance can alone enable one to face the realities with humour, flexibility and serenity leading to happiness, no matter what happens. Simply put, it is ones own attitude and work habits that define happiness. Secondly, one needs to imbibe the spirit of the Vedic chanting:

> *O citizens of the world! Live in harmony and concord.*
> *Be Organised and co-operative.*
> *Speak with one voice and make your resolutions.*
> *With one mind.*

The following are some of the cultivable attitudes:

RightState of Mind

No one is born happy. Unfortunately, as we grow older and wiser, it is reported that we often loose that 'imagination' with which a child is often found transforming commonplaces into the priceless. We also often watch children 'being alive to the moment' and display a fresh quality of freedom, of "letting themselves go". They perhaps instinctively realise that happiness is more when one is being spontaneous. An adult should, therefore, cultivate that 'spontaneity' and an air of freshness charged with a gay abandon of rigidity to just enjoy the work.

"Every normal function of life holds some delight", and historian, William Durant. It is those people who cultivate a liking for themselves, of course for true reasons, who succeed in being happy or delighted by even mundane events in daily life. It is often those unhappy people who never held themselves responsible for their condition; instead blame their jobs, marriages, or the cruelty of fate. Such people will have no warmth to give either at work or at home, and are destined to be sterile and confused. To overcome these frailties, one needs to achieve a fair measure of harmony with himself and his family circle. The quintessential of being in harmony with oneself is the "affection and understanding of the family".

It is possible for all of us to sharpen our wits to observe man and nature and realise that the seat of happiness rests in the unique strength and beauty within all living things. A frame of mind of "all in one and one in all" shall therefore pave the way for happiness. And that is what even out heritage preaches:

> *Behave with others as you would with yourself.*
> *Look upon all the living beings as your bosom friends, for in all of them there resides one soul.*
> *All are but a part of that universal soul.*
> *A person who believes that all are his soul-mates and loves them all alike, never feel lonely.*

Physical Fitness

Good health is the source of happiness. As the body and mind are correlated, ill health can lead to mental disturbances and even depression. This can, in turn, disable a person from pursuing personal goals. Poor health not only causes tension to the person concerned but also disturbs the whole family. But in today's age of speed, feat and tension man in his rush has lost sight of the importance of his health.

Sound health enables a person to concentrate on his work and perform his duties efficiently. Therefore, development of sound health is *sin quo none* to protect one's own self-interest and in turn improve the quality of life. Good habits such as timely food, sleep, exercise, and work play a vital part in maintaining sound health. Over indulgence in sensual pleasures deprives one from staying focused on a target and accomplishing it.

Exercise raises levels of endorphins that are known to cause a feel of euphoria. It also generates a feeling of well-being that gives a boost to productivity. Exercise enables a man to think fast. It also bolsters energy that in turn can elevate one's productivity.

We all need to earn to like the work that most of us undertake for a living. A person who does not like work encounters a monotonous repetition of unpleasant emotions at workplace and this may lead to emotionally induced illness. On the other hand, if a person likes a job and feels pleased with his output, he will experience pleasant emotions. It should, therefore, be realised that liking work is a good therapy against emotional ills.

Exercise Control on Time

Psychologists often complain that most of the people take a random walk through life, moving without getting anywhere. Yet, some of the world's busiest executives are able to develop rewarding careers whole making time available for the family and leisure activities. If one examines their lifestyle, one can easily pick-up the following tips to manage time effectively, gainfully and meaningfully too.

Psychologists report that normal body temperatures vary by around 3 degrees during the day and it increases or decreases the working efficiency proportionately. People tend to be most alert in late morning and mid-evening whole afternoons are known to be sleepy. It is these high-efficiency hours that are frequently used by successful executives to tackle difficult jobs. Many also use the said periods for creating thinking or creative pursuits while allocating low-efficiency times for less important works such as newspaper reading, to take a peep at the day's mail, etc.

As we do not venture to drive to an unfamiliar place without a road map, it saves a lot of time, besides increasing efficiency levels to scribble works to be executed on each new day. The listed works that include both work-related and household tasks can then be ranked into the most urgent or important and placed under A, less important under B, and least vital under C. such an exercise paves way for their easy execution.

Much of the time at workplace is reported to be lost in attending every drop-in into the office. One way of managing the unexpected drop-ins is to schedule such meetings during the efficiency period. Similarly, telephone is one aid that steals a lot of time that, too, without being realised by the user. It is desirable to jot down on a piece of paper before making a call and then stay on track to complete the conversation well in time.

One should always remember that making the best use of time does not mean pushing oneself relentlessly. There are certain executives who prefer to take a break or catnap to get re-energised. Similarly, some prefer to take a few minutes relaxation with alternate shallow and deep breathing. Breaking up of one's routine once in a while certainly helps one to work faster and better. Well managed day leads to stress-free execution of work and then adds quality to life.

Cultivate 'Hope' – The Vital Spark of Life

Martin Luther King said that everything that is done in the world is done by hope. Indeed as Samuel Johnson said, hope is perhaps, the chief happiness that this world affords. In fact, no one can survive without it. It is the sole force behind mankind's dreaming, planning and its very existence. As the old axiom says a merry heart doeth good like medicine.

After all, life is a contest of light against darkness, joy against despair. Yet, all of us do hope, most of the times, for it is perhaps natural to man. Hope is as natural to mankind as sprouting is for seeds. Every morning is a new beginning and most of us spring out of the bed dreaming for a pretty day. Hope is written large on earth and sky and all that breathe. Hope, though natural and vital for mankind, could well get exhausted, as our lives grow. And that is where we need to gain hope by 'hoping for the moment'. This necessitates that one has to summon hope and learn to look forward to the beauty of the next moment, the next hour, the promise of a good meal, a rise in a pay cheque, etc. Hope is a frame of mind or a climate of heart that helps nurse a positive orientation towards work or life. Such a positive orientation transforms the given labour into an entity of love and to that extent performance stands enhanced. It alone enables one to execute a given task excellency. It is often noticed that the average people strengthened by faith do perform extraordinary deeds. That is why, one has to fondly summon 'hope' to "lead us from triumph in the long journey of life".

Build Network of Friends

A study carried out in the West sometime back revealed that lucky people are those who have many friends and acquaintances. The study also revealed that many of the job offers have mostly materialised out of these acquaintances. These lucky people are reported to be gregarious and go out of their way in making friendships.

These people have a natural flair to initiate friendly contacts by making use of their facial expressions, body positions, voice tones, choicest words, eye contacts, etc., in right proportions and build excellent network of friends. They can easily slip into conversation with a stranger in the next seat in a plane and can converse with him as though they knew the other man since ages.

These traits can easily be cultivated anyone to build a network of friends. Bigger the web of friendly contacts, more the opportunities that one can avail of. A big network of friends affords a sense of social security besides enriching one's life. Incidentally, cheerful conversation is also important in family life for it can keep many of the neurotic illnesses at distance. A person who could build up a fine network of friends can obviously make the family meal a recitation of joy and delight.

The changing workplace

It is often said that the days of life-long employment and corporate career ladders are gone. Many people feel their jobs are less secure than in the past. But is that right? The international research reviewed by the Future of Work project doesn't always support these concerns:

❑ Some groups of workers have suffered a drop in job tenure, but long-term employment relationships appear to be more resilient than you'd expect.

❑ Non-standard employment (part-time, temporary, casual and self-employed work) is on the rise, and that trend is likely to continue.

CHALLENGES IN IMPLEMENTING QWL PROGRAMS

When implementing QWL programs, organizations face a number of challenges that arise as a result of various factors that are internal as well as external to the organization. An example of internal factors is lack of cooperation from the top management in implementing the QWL programs. An example of external factor is the undesirable changes in the economy that have an impact on the firm's bottom-line.

It is not easy to implement QWL programs. Many hurdles do crop up from time to time. These are:-

> **Managerial attitude** –
> QWL demands demarcation at in the work place. Managers must be willing to share their decision making powers with employees. But managers may consider the whole affair as a threat to their existence. They may be reluctant to give a part of the decision making power which traditionally belongs to them.

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➤ **Union attitude –**

Unions may have a genuine feeling that QWL programs speed up whole performance and achieve productivity improvements without offering adequate returns to workers. QWL may be another ingenious device to extract more work form workers. It may be a productive play.

➤ **Cost consideration –**

The capital costs and the day to day operational expenses of QWL programs seem to be quite. Moreover there is no guarantee that the program will yield positive result.

Other challenges persist in the form of increasing communication between the partners involved in job sharing and preparing their work schedules and increased energy consumption cost during flax time program etc.

CHAPTER 2
REVIEW OF LITERATURE

Definition

Various authors and researchers have proposed models of Quality of working life which include a wide range of factors. Selected models are reviewed below.

Hackman and Oldham (1976)(5) drew attention to what they described as psychological growth needs as relevant to the consideration of Quality of working life. Several such needs were identified; Skill variety, Task Identity, Task significance, Autonomy and Feedback. They suggested that such needs have to be addressed if employees are to experience high quality of working life.

In contrast to such theory based models, Taylor (1979)(6) 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. He suggested that a number of other aspects could be added, including; individual power, employee participation in the management, fairness and equity, social support, use of one's present skills, self-development, a meaningful future at work, social relevance of the work or product, effect on extra work activities. Taylor suggested that relevant Quality of working life concepts may vary according to organization and employee group.

Warr and colleagues (1979)(7), in an investigation of Quality of working life, considered a range of apparently relevant factors, including work involvement, intrinsic job motivation, higher order need strength, perceived intrinsic job characteristics, job satisfaction, life satisfaction, happiness, and self-rated anxiety. They discussed a range of correlations derived from their work, such as those between work involvement and job satisfaction, intrinsic job motivation and job

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satisfaction, and perceived intrinsic job characteristics and job satisfaction. In particular, War et al. found evidence for a moderate association between total job satisfaction and total life satisfaction and happiness, with a less strong, but significant association with self-rated anxiety. Thus, whilst some authors have emphasized the workplace aspects in Quality of working life, others have identified the relevance of personality factors, psychological wellbeing, and broader concepts of happiness and life satisfaction.

Factors more obviously and directly affecting work have, however, served as the main focus of attention, as researchers have tried to tease out the important influences on Quality of working life in the workplace.

Mirvis and Lawler (1984)(8) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as; safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Baba and Jamal (1991)(9) listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored routinization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

Some have argued that quality of working life might vary between groups of workers. For example, Ellis and Pompli (2002)(10) identified a number of factors contributing to job dissatisfaction and quality of working life in nurses, including: Poor working environments, Resident aggression, Workload, Unable to deliver quality of care preferred, Balance of work and family, Shiftwork, Lack of involvement in decision making, Professional isolation, Lack of

recognition, Poor relationships with supervisor/peers, Role conflict, Lack of opportunity to learn new skills.

Sirgy et al.; (2001)(11) suggested that the key factors in quality of working life are: Need satisfaction based on job requirements, Need satisfaction based on Work environment, Need satisfaction based on Supervisory behavior, Need satisfaction based on Ancillary programs, Organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Maslow's needs were seen as relevant in underpinning this model, covering Health & safety, Economic and family, Social, Esteem, Actualization, Knowledge and Aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life.

These attempts at defining quality of working life have included theoretical approaches, lists of identified factors, correlational analyses, with opinions varying as to whether such definitions and explanations can be both global, or need to be specific to each work setting.

Bearfield, (2003)(12) used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups.

The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories. Herzberg at al., (1959)(13) used "Hygiene factors" and "Motivator factors" to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal

relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction.

An individual's experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their "real world". Further, an individual's perception can be affected by relative comparison – am I paid as much as that person - and comparisons of internalized ideals, aspirations, and expectations, for example, with the individual's current state (Lawler and Porter, 1966) (1).

In summary, where it has been considered, authors differ in their views on the core constituents of Quality of Working Life (e.g. Sirgy, Efraty, Siegel & Lee, 2001 (11) and Warr, Cook & Wall, 1979)(7).

It has generally been agreed however that Quality of Working Life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain (Lawler, 1982)(15).

Quality of Working Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being (Danna & Griffin, 1999)(16). More recently, work-related stress and the relationship between work and non-work life domains (Loscocco & Roschelle, 1991)(17) have also been identified as factors that should conceptually be included in Quality of Working Life.

Measurement

There are few recognized measures of quality of working life, and of those that exist few have evidence of validity and reliability, that is, there is a very limited literature based on peer reviewed evaluations of available assessments. A recent statistical analysis of a new measure, the Work-Related Quality of Life scale (WRQoL)(18), indicates that this assessment device should prove to be a useful instrument, although further evaluation would be useful. The WRQoWL measure uses 6 core factors to explain most of the variation in an individual's quality of working life: Job and Career Satisfaction; Working Conditions; General Well-Being; Home-Work Interface; Stress at Work and Control at Work.

The Job & Career Satisfaction Job and Career satisfaction (JCS)scale of the Work-Related Quality of Life scale (WRQoL) is said to reflect an employee's feelings about, or evaluation of, their satisfaction or contentment with their job and career and the training they receive to do it. Within the WRQoL measure, JCS is reflected by questions asking how satisfied people feel about their work. It has been proposed that this Positive Job Satisfaction factor is influenced by various issues including clarity of goals and role ambiguity, appraisal, recognition and reward, personal development career benefits and enhancement and training needs.

The General well-being (GWB)scale of the Work-Related Quality of Life scale (WRQoL)(18), aims to assess the extent to which an individual feels good or content in themselves, in a way which may be independent of their work situation. It is suggested that general well-being both influences, and is influenced by work. Mental health problems, predominantly depression and anxiety disorders, are common, and may have a major impact on the general well-being of the population. The WRQoL GWB factor assesses issues of mood, depression and anxiety, life satisfaction, general quality of life, optimism and happiness.

The WRQoL Stress at Work sub-scale (SAW) reflects the extent to which an individual perceives they have excessive pressures, and feel stressed at work. The WRQoL SAW factor is assessed through items dealing with demand and perception of stress and actual demand overload. Whilst it is possible to be pressured at work and not be stressed at work, in general, high stress is associated with high pressure.

The Control at Work (CAW) subscale of the WRQoL scale addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work. Perceived control at work as measured by the Work-Related Quality of Life scale (WRQoL)(18)is recognized as a central concept in the understanding of relationships between stressful experiences, behavior and health. Control at work, within the theoretical model underpinning the WRQoL, is influenced by issues of communication at work, decision making and decision control.

The WRQoL Home-Work Interface scale (HWI) measures the extent to which an employer is perceived to support the family and home life of employees. This factor explores the interrelationship between home and work life domains. Issues that appear to influence employee HWI include adequate facilities at work, flexible working hours and the understanding of managers.

The Working Conditions scale of the WRQoL assesses the extent to which the employee is satisfied with the fundamental resources, working conditions and security necessary to do their job effectively. Physical working conditions influence employee health and safety and thus employee Quality of working life. This scale also taps into satisfaction with the resources provided to help people do their jobs.

Applications

Regular assessment of Quality of Working Life can potentially provide organizations with important information about the welfare of their employees, such as job satisfaction, general well-being, work-related stress and the home-work interface. Studies in the UK University sector have shown a valid measure of Quality of Working Life exists and can be used as a basis for effective interventions.

A large chunk of most peoples' lives will be spent at work. Most people recognize the importance of sleeping well, and actively try to enjoy the leisure time that they can snatch. But all too often, people tend to see work as something they just have to put up with, or even something they don't even expect to enjoy.

Some of the factors used to measure quality of working life pick up on things that don't actually make people feel good, but which seem to make people feel bad about work if those things are absent. For example, noise – if the place where someone works is too noisy, they might get frequent headaches, or find they cannot concentrate, and so feel dissatisfied. But when it is quiet enough they don't feel pleased or happy - they just don't feel bad. This can apply to a range of factors that affect someone's working conditions.

Other things seem to be more likely to make people feel good about work and themselves once the basics are OK at work. Challenging work (not too little, not too much) can make them feel good. Similarly, opportunities for career progression and using their abilities can contribute to someone's quality of working life.
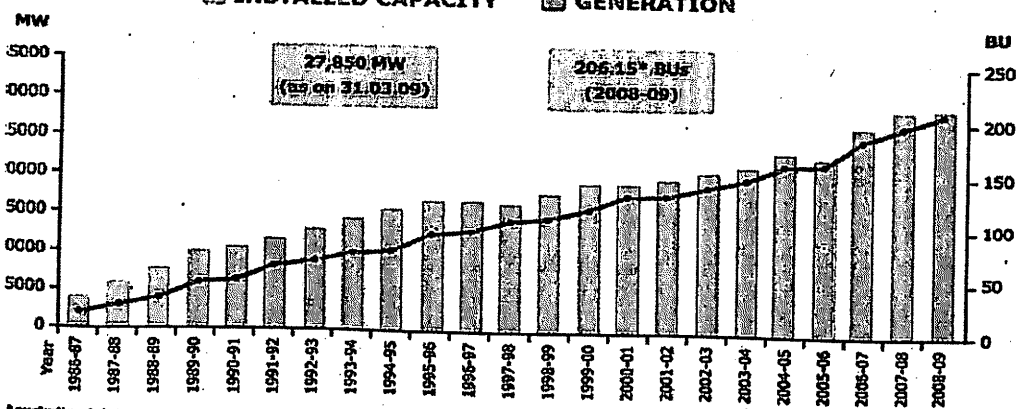
OVERVIEW OF ORGANIZATION

lia's largest power company, NTPC was set up in 1975 to accelerate power development in India. NTPC is emerging as a diversified power major with presence in the entire value chain of the power generation business.)art from power generation, which is the mainstay of the company, NTPC has already ventured into consultancy,)wer trading, ash utilization and coal mining. NTPC ranked 317th in the '2009, Forbes Global 2000' ranking of : World's biggest companies.

e total installed capacity of the company is 31,134 MW (including JVs) with 15 coal based and 7 gas based tions, located across the country. In addition under JVs, 3 stations are coal based & another station uses phtha/LNG as fuel. By 2017, the power generation portfolio is expected to have a diversified fuel mix with coal based capacity of around 53000 MW, 10000 MW through gas, 9000 MW through Hydro generation, about 00 MW from nuclear sources and around 1000 MW from Renewable Energy Sources (RES). NTPC adopted a ulti-pronged growth strategy which includes capacity addition through green field projects, expansion of existing ations, joint ventures, subsidiaries and takeover of stations.
.PC has been operating its plants at high efficiency levels. Although the company has 18.79% of the total national capacity it contributes 28.60% of total power generation due to its focus on high efficiency.

Growth of NTPC Installed Capacity & Generation

October 2004, NTPC launched its Initial Public Offering (IPO) consisting of 5.25% as fresh issue and 5.25% offer for sale by Government of India. NTPC thus became a listed company in November 2004 with t

vernment holding 89.5% of the equity share capital. The rest is held by Institutional Investors and the Public.
e issue was a resounding success. NTPC is among the largest five companies in India in terms of market
capitalization.

NTPC contributes more than one-fourth of India's total power generation with less than one-fifth capacity

TOTAL CAPACITY AS ON 31.03.2009		GENERATION 2008-09	
18.79%		28.60%	
NTPC	27,850*MW	NTPC	206.94*BUs
All India	147,965 MW	All India	723.56 BUs

*excluding joint ventures
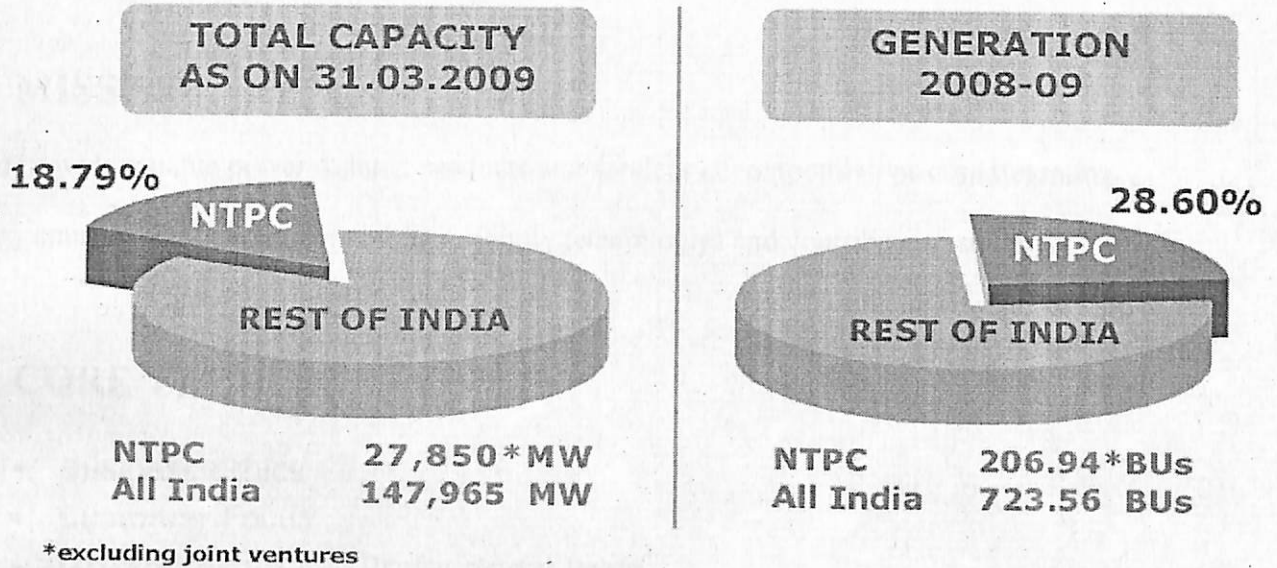
NTPC people before Plant Load Factor is the mantra that guides all HR related policies. NTPC has been
arded No.1, Best Workplace in India among large organizations and the best PSU for the year 2009, by the
eat Places to Work Institute, India Chapter in collaboration with The Economic Times.
e concept of Corporate Social Responsibility is deeply ingrained in NTPC's culture. Through its expansive CSR
itiatives NTPC strives to develop mutual trust with the communities that surround its power stations.
ght from social to developmental work of the community and welfare based dependence to creating greater self
reliance the constant endeavor is to institutionalize social responsibility on various levels.

COMPANY'S MISSION, VISION AND CORE VALUES

❖ VISION

world class integrated power major, powering India's growth, with increasing global presence."

❖ MISSION

'eyelop and provide reliable power, related products and services at competitive prices,integrating

iltipleenergy sources with innovative and eco-friendly technologies and contribute to society."

CORE VALUES

- **Business Ethics**
- **Customer Focus**
- **Organizational & Professional Pride**
- **Mutual Respect & Trust**
- **Total Quality for Excellence**
- **Innovation & Speed**

SUBSIDIARIES

- **NTPC Electric Supply Company Ltd. (NESCL)**

The company was formed on August 21, 2002. It is a wholly owned subsidiary company of NTPC with the objective of making a foray into the business of distribution and supply of electrical energy, as a sequel to reforms initiated in the power sector.

- **NTPC Vidyut Vyapar Nigam Ltd. (NVVN)**

The company was formed on November 1, 2002, as a wholly owned subsidiary company of NTPC. The company's objective is to undertake sale and purchase of electric power, to effectively utilize installed capacity and thus enable reduction in the cost of power.

- **NTPC Hydro Ltd. (NHL)**

The company was formed on December 12, 2002, as a wholly owned subsidiary company of NTPC with an objective to develop small and medium hydroelectric power projects of up to 250 MW.

- **Pipavav Power Development Co. Ltd. (PPDCL)**

A memorandum of understanding was signed between NTPC, Gujarat Power Corporation Limited (GPCL) and Gujarat Electricity Board (GEB) in 2004 for development of a 1000 MW thermal power project at Pipavav in Gujarat by forming a new joint venture company between NTPC and GPCL with 50:50 equity participation. Pursuant to the decision of Gujarat Government, NTPC Ltd. has dissociated itself from this company. PPDCL is under winding up.

- **Kanti Bijlee Utpadan Nigam Limited, (formerly known as Vaishali Power Generating Company Limited)**

To take over Muzaffarpur Thermal Power Station (2*110MW), a subsidiary company named 'Vaishali Power Generating Company Limited (VPGCL)' was incorporated on September 6, 2006 with NTPC contributing 51% of equity and balance equity was contributed by Bihar State Electricity Board. This company was formed to renovate the existing unit and run the plant. The second unit has been successfully re-synchronized on October 17, 2007 after 4 years of being idle. Renovation and modernization of the first unit is under progress. The company was rechristened as 'Kanti Bijlee Utpadan Nigam Limited' on April 10, 2008.

- **Bharatiya Rail Bijlee Company Limited (BRBCL)**

A subsidiary of NTPC under the name of 'Bharatiya Rail Bijlee Company Limited' was incorporated on November 22, 2007 with 74:26 equity contribution from NTPC and Ministry of Railways, Govt. of India respectively for setting up of four units of 250 MW each.

❑ NEW BUSINESS DEVELOPMENT

NTPC, with a rich experience of engineering, construction and operation of over 30,000 MW of thermal generating capacity, is the largest and one of the most efficient power companies in India, having operations that match the global standards.

Commensurate with our country's growth challenges, NTPC has embarked upon an ambitious plan to attain a total installed capacity of 75,000 MW by 2017. Towards this end, NTPC has adopted a multi-pronged strategy such as Greenfield Projects, Brownfield Projects, Joint Venture and Acquisition route. Apart from this, NTPC has also adopted the Diversification Strategy in related business areas, such as, Services, Coal Mining, Power Trading, Power Exchange, Manufacturing to ensure robustness and

growth of the company.

❑ ACQUISITION

Business development through Acquisition serves both NTPC's own commercial interest as well as the interest of the Indian economy

Taking over, being a part of the acquisition process, is also an opportunity for NTPC to add to its power generation capacity at a very low gestation period. NTPC has, over the years, acquired the following three power stations belonging to other utilities/SEBs and has turned around each of them using its corporate abilities.

❑ Company Rankings

- NTPC named in Platts Top 250 Global Energy Company Rankings 2009

- Business Standard Award - Star Company (Public Sector Undertaking) of the year, Business Standard

- Business Superbrand Title

AWARDS AND ACCOLADES

❖ Corporate Governance Awards\

NTPC bags Gold Trophy at India Pride Awards

❖ Environment Awards

1. 'Water Digest Water Awards 2008-09, Water Digest

2.'Golden Peacock Environment Management Award - 2008' Institute of Directors

❖ Performance Awards

1. NTPC Bags 4 awards at the Great Places to Work Awards-2009

2. Great Places to Work 2008

3. Great Places to Work Institute's India chapter in collaboration with the Economic Times

❖ CSR AWARDS

1. *CII-ITC Sustainability Award 2008*

   CII-ITC Centre of Excellence for Sustainable Development

   Intel-AIM Corporate Responsibility Award

   Asian Forum on Corporate Social Responsibility

2. *Corporate Responsibility & Responsiveness for the year 2006-07. Presented by Hon'ble Minister for Heavy industries & Public Enterprise in November 2008.*

3. *Business World FICCI-SEDF CSR Award 2007, FICCI*

4. *Helen Keller Award 2002of the fact that we have successfully explored more than one way to generate power. Other than thermal power, we operate in hydro and gas regions too.*
   As a natural progression of our in-depth understanding of the power sector and our formidable track record, NTPC has now ventured into three related fields. Consultancy for the power sector, setting up a training institute for the same and R&D.

HUMAN RESOURCES AT N.T.P.C.

'People before PLF (Plant Load Factor)' is the guiding philosophy behind the entire gamut of HR policies at NTPC. We are strongly committed to the development and growth of all our employees as individuals and not just as employees. We currently employ approximately 24500 people at NTPC.

Competence building, Commitment building, Culture building and Systems building are the four building blocks on which our HR systems are based.

Generation per Employee | Value Added per Employee
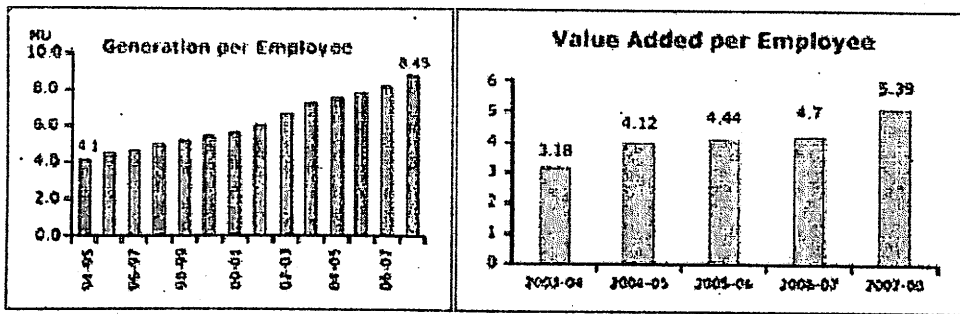
NTPC HR Vision

"To enable our people to be a family of committed world class professionals."

Recruitment

NTPC believe in the philosophy of 'Grow your own timber'. NTPC 'Executive Trainee' scheme was introduced in 1977 with the objective of raising a cadre of home grown professionals. First Division Graduate Engineers/ Post graduates are hired through nation-wide open competitive examinations and campus recruitments. Hiring is followed by 52 weeks of fully paid induction training.

Career Advancement & Opportunities

NTPC have a well-established talent management system in place, to ensure that IT deliver on promise of meaningful growth and relevant challenges for employees. Company's talent management system comprises PERFORMANCE MANAGEMENT, CAREER PATHS and LEADERSHIP DEVELOPMENT.

Rewards & Recognitions

NTPC have, from inception, created a culture of rewards and recognitions through celebration of various achievements and events and recognizing the contributions behind such success.

Innovate, Create, Compete

NTPC have introduced numerous initiatives which seek to enhance the creativity, innovation, functional aptitude and teamwork of employees. These initiatives include National Open Competition for Executive Talent (NOCET), Professional Circles, Quality Circles, Business Minds and Medha Pratiyogita (a quiz for employees). A management journal called "Horizon"

is published quarterly to enable the employees to share their ideas and experiences across the organization.

Knowledge Management in NTPC

To meet the ultimate objective of becoming a learning organization, an integrated Knowledge Management System has been developed, which facilitates tacit knowledge in the form of learning and experiences of employees to be captured and summarized for future reference

Education Up-gradation Schemes

To meet the academic aspirations of employees and match them with the needs of the organization, NTPC has tie-ups with institutes of repute like MDI, Gurgaon; IIT Delhi; BITS Pilani, etc. NTPC sponsors fixed size batches of employees who are inducted into these courses based on their performance rating in the company and their performance in the entrance exam conducted by the respective institute. Unlike other study leave and sabbaticals, employees undergoing these courses do not forego their salary or growth during the duration of the course.

Seeking Feedback

NTPC actively seek and encourage employee feedback to ensure that HR interventions and practices remain relevant and meaningful. NTPC regularly conduct Employee Satisfaction and Organizational Climate Surveys.

Awards

NTPC derive immense satisfaction from the awards they receive and the resulting recognition they bestow. The awards are key indicators and milestones on HR journey, and reinforce HR philosophy and practices. NTPC has been awarded No.1, Best Workplace in India among large organizations for the year 2008, by the Great Places to Work Institute, India Chapter in collaboration with The Economic Times.

QUALITY OF WORKING LIFE AT N.T.P.C.

➤ NTPC is proud of its systems for providing a good quality of work-life for its employees.

➤ In addition to providing beautiful and safe work places, NTPC encourages a culture of mutual respect and trust amongst peers, superiors and subordinates.

➤ Away from hectic city life, NTPC townships provide an environment of serenity, natural beauty and close community living.

➤ Numerous welfare and recreation facilities including schools, hospitals and clubs are provided at the townships to enhance quality of life & the well being of employees and their families.

➤ An entire range of benefits, from child care leave to post retirement medical benefits are extended to employees to meet any exigency that may arise in a person's life.

➤ IBM is sponsoring many "fun 'n' learn" activities for its employees and their children to encourage a work/ life balance

➤ The company emphasizes on Work/ Life balance as a key component to enhance the quality of life and productivity of every employee.

➤ The Resource Centre houses a library, activity based games, pottery classes, computer classes, etc. IBM employees can also attend parenting workshops.

CHAPTER-3

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. The scope of research methodology is wider than that of research methods. When we talk of research methodology we not only talk of research methods but also consider the logic behind the methods we use in the context of our research study and explain why we are using a particular method or technique.

2.1 RESEARCH DESIGN

"A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure".

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

The type of research design used in the project was **Descriptive research**, because it helps to describe a particular situation prevailing within a company. Careful design of the descriptive studies was necessary to ensure the complete interpretation of the situation and to ensure minimum bias in the collection of data.

2.2 SAMPLING TECHNIQUE

Sampling is the selection of some part of an aggregate or totality on the basis of which a judgment about the aggregate or totality is made. **Simple random sampling** method was used in this project. Since population was not of a homogenous group, Stratified technique was applied so as to obtain a representative sample. The employees were stratified into a number of subpopulation or strata and sample items (employees) were selected from each stratum on the basis of simple random sampling.

2.3 SIZE OF THE SAMPLE

For a research study to be perfect the sample size selected should be optimal i.e. it should neither be excessively large nor too small. Here the sample size was bounded to 46.

2.4 DATA COLLECTION METHOD

Both the Primary and Secondary data collection method were used in the project. First time collected data are referred to as primary data. In this research the primary data was collected by means of a **Structured Questionnaire.** The questionnaire consisted of a number of questions in printed form. It had both open-end closed end questions in it. Data which has already gone through the process of analysis or were used by someone else earlier is referred to secondary data. This type of data was collected from the books, journals, company records etc.

2.5 TOOLS USED FOR ANALYSIS

> Percentage analysis.

> Chi-Square.

> five point liker scales.

Percentage analysis:

One of the simplest methods of analysis is the percentage method. It is one of the traditional statistical tools. Through the use of percentage, the data are reduced in the standard form with the base equal to 100, which facilitates comparison.

The formula used to compute Percentage analysis is,

$$\text{Percentage of the Respondents} = \frac{\text{No. of Respondents}}{\text{Total No. of Respondents}} \times 100$$

Chi-Square

It is a measure to study the divergence of actual and expected frequencies. It is represented by the symbol $\Box^2$, Greek letter chi. It describes the discrepancy theory and observation. The formula used is,

$$\psi^2 = \sum \frac{(O-E)^2}{E}$$

Where "O" is the observed Frequency

"E" is the expected Frequency

CHAPTER-4

FINDING AND ANALYSIS

3.1. Data analysis and interpretation:

SATISFACTION OF SALARY PACKAGE

Table 3.1.1:

SI.No	Level of satisfaction	No.of Respondents	percentage
1	highly satisfied	4	8.7
2	satisfied	23	50
3	neutral	10	22
4	dissatisfied	6	13
5	highly dissatisfied	3	6.3
		46	100

INFERENCE:

It is seen from the table that 8.7% of employees are highly satisfied with the salary package and 50% of employees are satisfied, 22% of employees are neutral, 13% of employees are dissatisfied, and 6.3% of employees are highly dissatisfied with the salary package.

Table 3.1.1:

SATISFACTION OF SALARY PACKAGE

▨ No.of Respondents

highly satisfied	satisfied	neutral	dissatisfied	highly dissatisfied
8.7	50	22	13	6.3
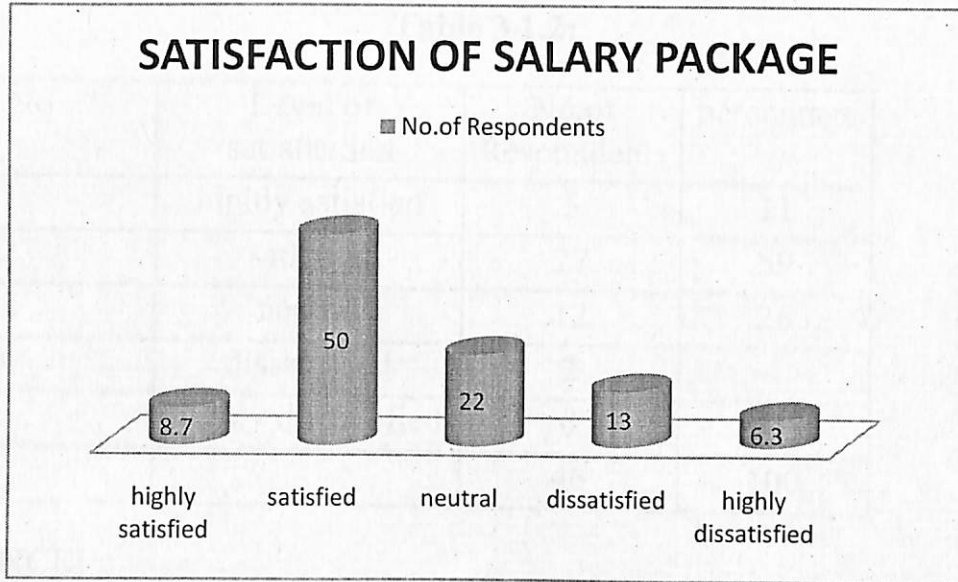
SATISFACTION OF CURRENT JOB

Table 3.1.2:

SI.No	Level of satisfaction	No.of Respondents	percentage
1	highly satisfied	5	11
2	satisfied	27	59
3	neutral	12	26
4	dissatisfied	2	4
5	highly dissatisfied	0	0
		46	100

INFERENCE:

It is seen from the table that 11% of employees are highly satisfied with current job and 59% of employees are satisfied, 26% of employees are neutral, 4% of employees are dissatisfied, and 0% of employees are highly dissatisfied.

Table 3.1.2:

Satisfaction of current job

percentage

```
59

         26
11
                        4        0

highly    satisfied   neutral   dissatisfied   highly
satisfied                                       dissatisfied
```

CASUAL LEAVE

Table3.1.3:

SI.No	Level of satisfaction	No.of Respondents	percentage
1	Strongly agree	2	4
2	agree	19	41
3	moderate	16	36
4	disagree	7	15
5	Strongly disagree	2	4
		46	100

INFERENCE:

It is seen from the table that 4% of employees are highly satisfied with the casual leave and 41% of employees are satisfied, 36% of employees are neutral, 15% of employees are dissatisfied, and 4% of employees are highly dissatisfied with the casual leave.

Table3.1.3:

Satisfaction of casual leave with pay
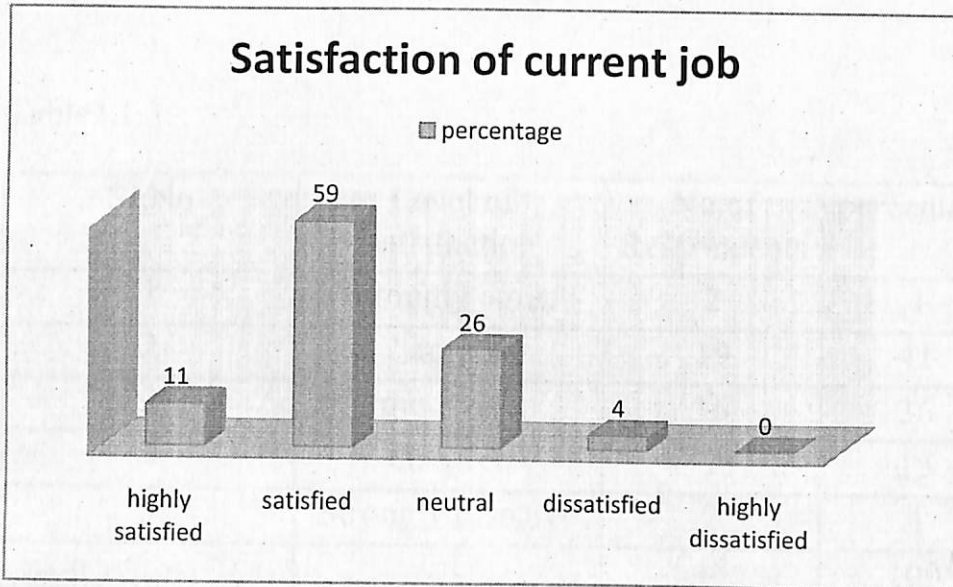
■ percentage

Category	Value
Strongly disagree	4
disagree	15
moderate	36
agree	41
Strongly agree	4

MEDICAL FACILITIES

Table 3.1.4:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Strongly agree	8	17
2	agree	18	39
3	moderate	10	22
4	disagree	6	13
5	Strongly disagree	4	9
		46	100

INFERENCE:

It is seen from the table that 17% of employees are highly satisfied with the medical facilities and 39% of employees are satisfied, 22% of employees are neutral, 13% of employees are dissatisfied, and 9% of employees are highly dissatisfied with the medical facilities.

Table 3.1.4:

Medical facilities

percentage

Strongly disagree	9
disagree	13
moderate	22
agree	39
Strongly agree	17
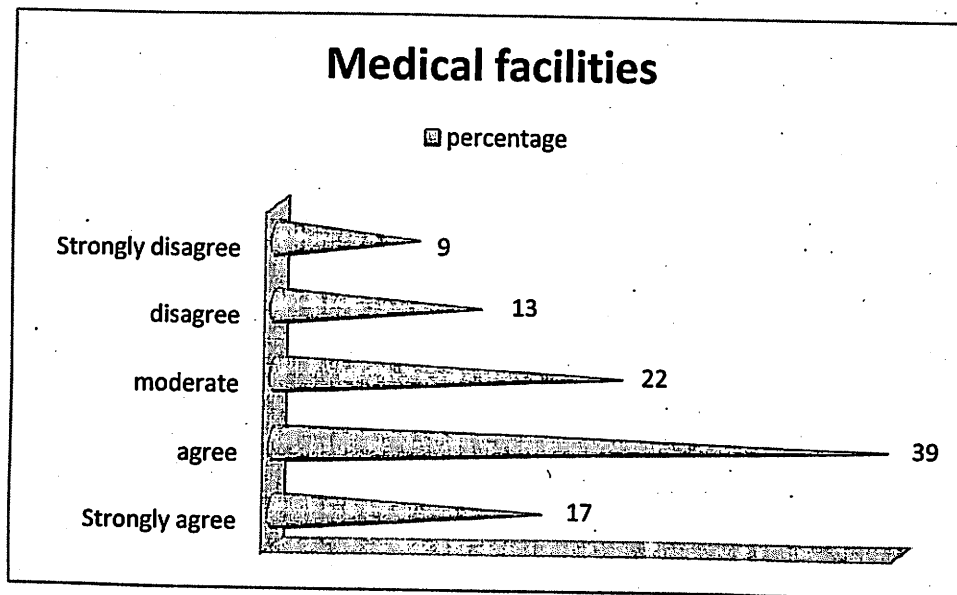
BONUS

Table 3.1.5:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Strongly agree	5	11
2	agree	21	45
3	moderate	11	24
4	disagree	9	20
5	Strongly disagree	0	0
		46	100

INFERENCE:

It is seen from the table that 11% of employees are highly satisfied with the bonus and 45% of employees are satisfied, 24% of employees are neutral, 20% of employees are dissatisfied, and 0% of employees are highly dissatisfied with the bonus.
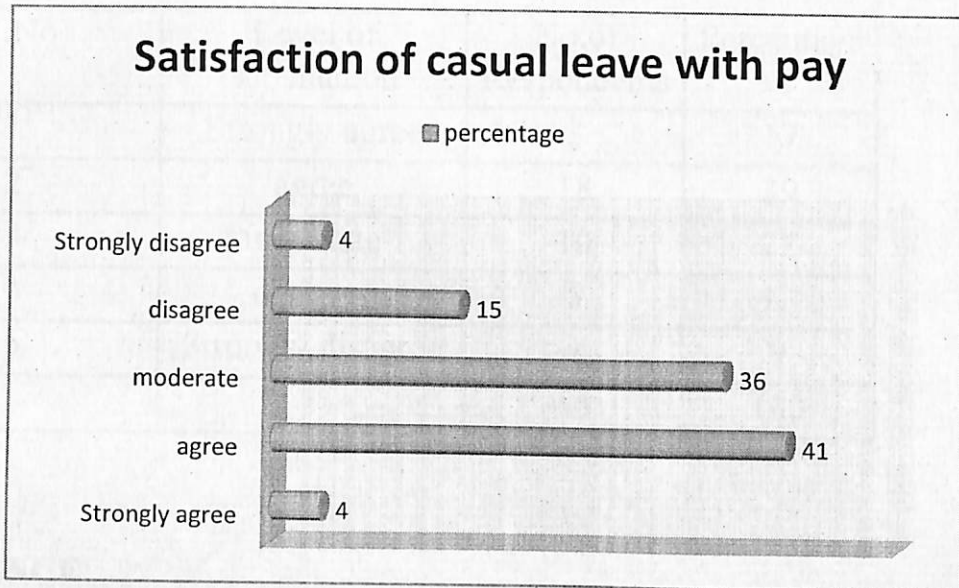
Table 3.1.5:

Bonus

▪ percentage

Strongly agree	agree	moderate	disagree	Strongly disagree
11	45	24	20	0

Canteen facilities

Table 3.1.6:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Strongly agree	9	20
2	agree	20	43.5
3	moderate	14	29.5
4	disagree	3	7
5	Strongly disagree	0	0
		46	100

INFERENCE:

It is seen from the table that 20% of employees are highly satisfied with the canteen facility and 43.5% of employees are satisfied, 29.5% of employees are neutral, 7% of employees are dissatisfied, and 0% of employees are highly dissatisfied .

Table 3.1.6:

Canteen facilities

percentage

20	43.5	29.5	7	0
Strongly agree	agree	moderate	disagree	Strongly disagree

ESI & PF

Table 3.1.7:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	8	17
2	satisfied	20	44
3	neutral	16	35
4	dissatisfied	2	4
5	highly dissatisfied	0	0
		46	100

INFERENCE:

It is seen from the table that 17% of employees are highly satisfied with the ESI & PF and 44% of employees are satisfied, 35% of employees are neutral, 4% of employees are dissatisfied, and 0% of employees are highly dissatisfied with the ESI & PF.
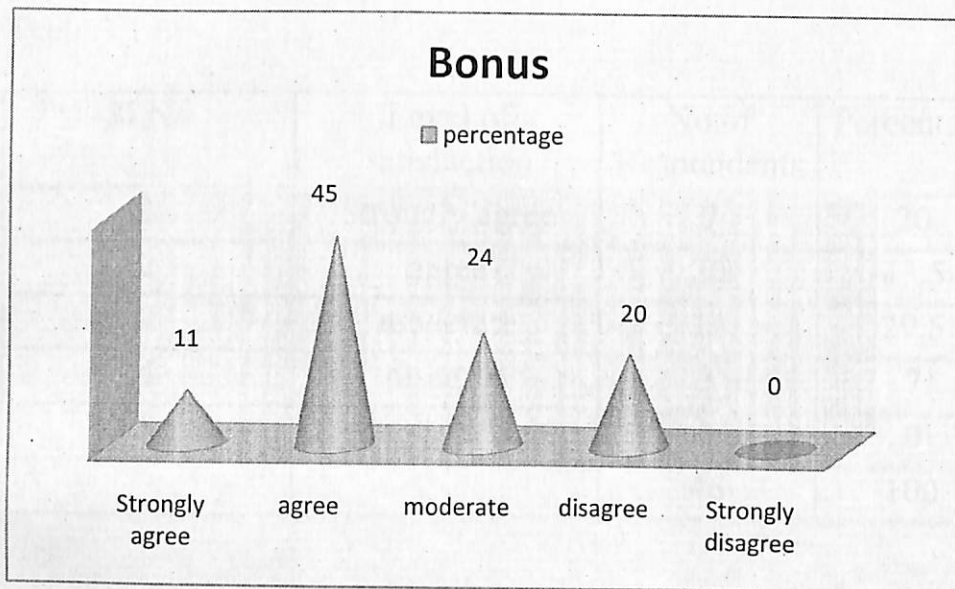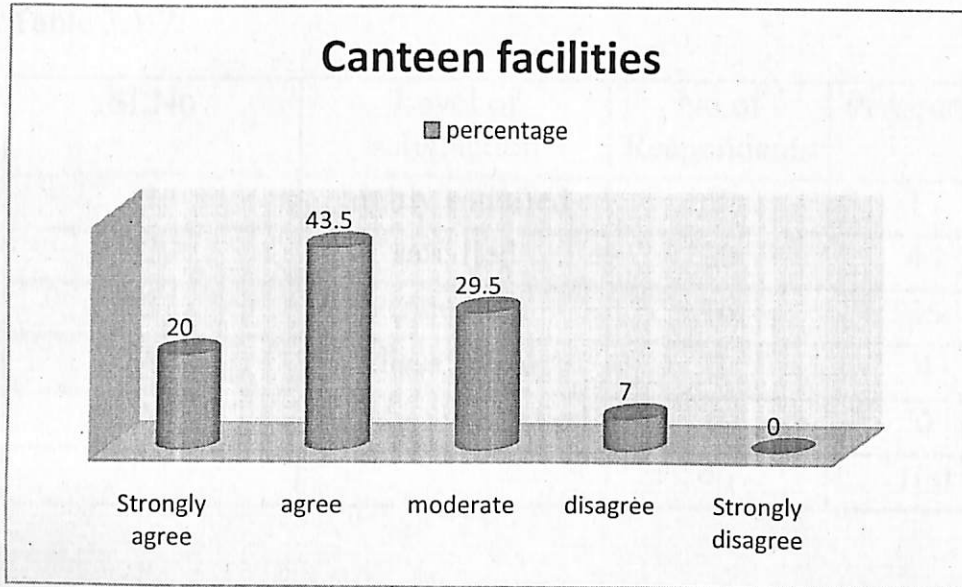
Table 3.1.7:

ESI & PF

- percentage

Bar chart showing: highly satisfied 17, satisfied 44, neutral 35, dissatisfied 4, highly dissatisfied 0

HEALTHY & SAFETY WORKING CONDITIONS

Table 3.1.8:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	8	17.5
2	satisfied	23	50
3	neutral	13	28.5
4	dissatisfied	2	4
5	highly dissatisfied	0	0
		46	100

INFERENCE:

It is seen from the table that 17.5% of employees are highly satisfied with the healthy and safety working conditions and 50% of employees are satisfied, 28.5% of employees are neutral, 4% of employees are dissatisfied, and 0% of employees are highly dissatisfied with the healthy and safety working conditions.
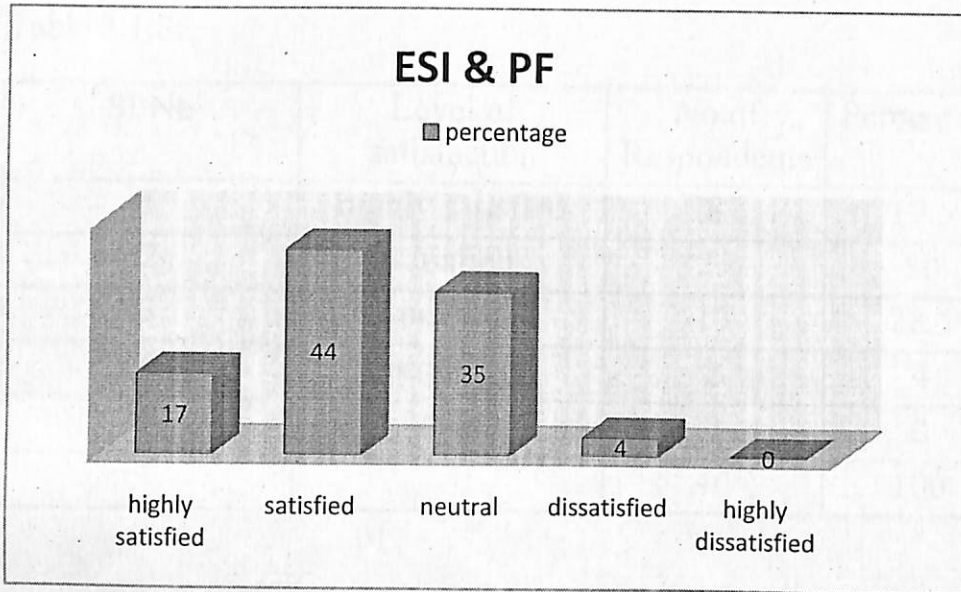
Table 3.1.8:

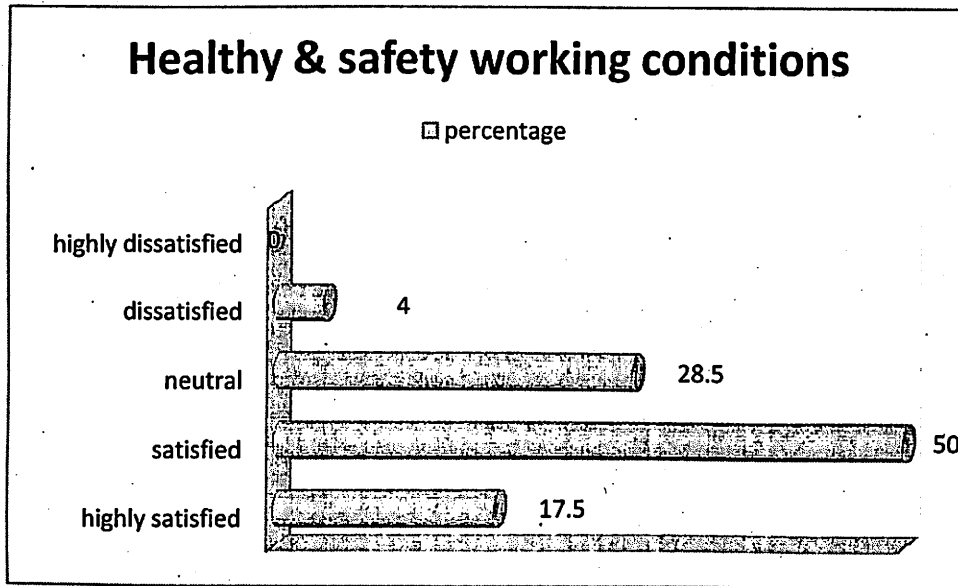## Healthy & safety working conditions

☐ percentage

Category	Percentage
highly dissatisfied	0
dissatisfied	4
neutral	28.5
satisfied	50
highly satisfied	17.5

Job security

Table3.1.9:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	5	11
2	satisfied	29	63
3	neutral	7	15
4	dissatisfied	3	7
5	highly dissatisfied	2	4
		46	100

INFERENCE:

It is seen from the table that 11% of employees are highly satisfied with the job security and 63% of employees are satisfied, 15% of employees are neutral, 7% of employees are dissatisfied, and 4% of employees are highly dissatisfied with the job security.

Table3.1.9:

Job security

percentage

| highly satisfied | satisfied | neutral | dissatisfied | highly dissatisfied |
| 11 | 63 | 15 | 7 | 4 |
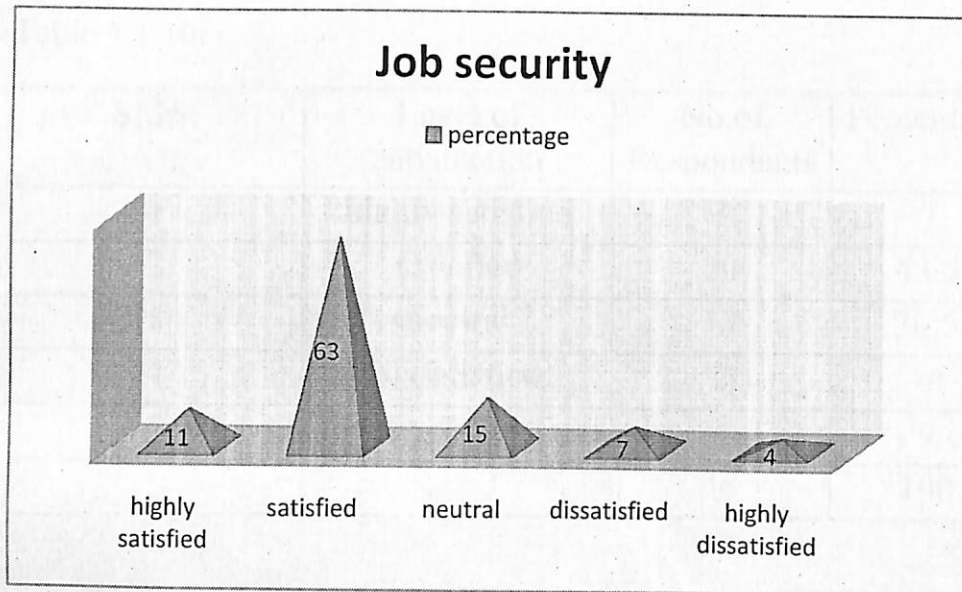
Promotion policy

Table 3.1.10:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	3	7
2	satisfied	20	43.5
3	neutral	17	36.5
4	dissatisfied	2	4
5	highly dissatisfied	4	9
		46	100

INFERENCE:

It is seen from the table that 7% of employees are highly satisfied with promotion policy and 43.5% of employees are satisfied, 36.5% of employees are neutral, 4% of employees are dissatisfied, and 9% of employees are highly dissatisfied with promotion policy..
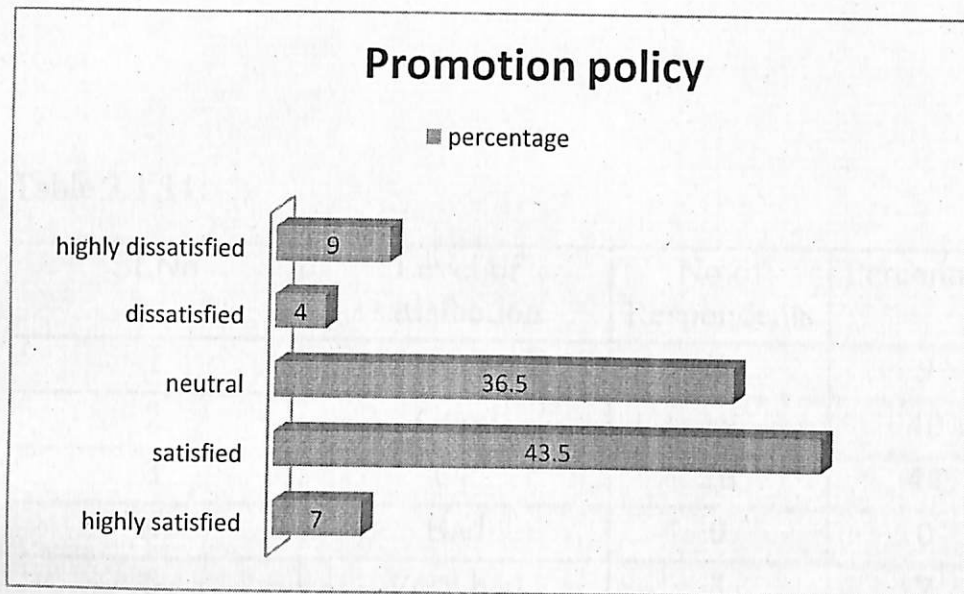
Table 3.1.10:

Promotion policy

■ percentage

Category	Value
highly dissatisfied	9
dissatisfied	4
neutral	36.5
satisfied	43.5
highly satisfied	7

QUALITY OF WORK LIFE

Table 3.1.11:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Very good	4	9
2	Good	19	40
3	Ok	20	44
4	Bad	0	0
5	Very bad	3	7
		46	100

INFERENCE:

It is seen from the table that 9% of employees are highly satisfied and 40% of employees are satisfied, 44% of employees are neutral, 0% of employees are dissatisfied, and 7% of employees are highly dissatisfied.
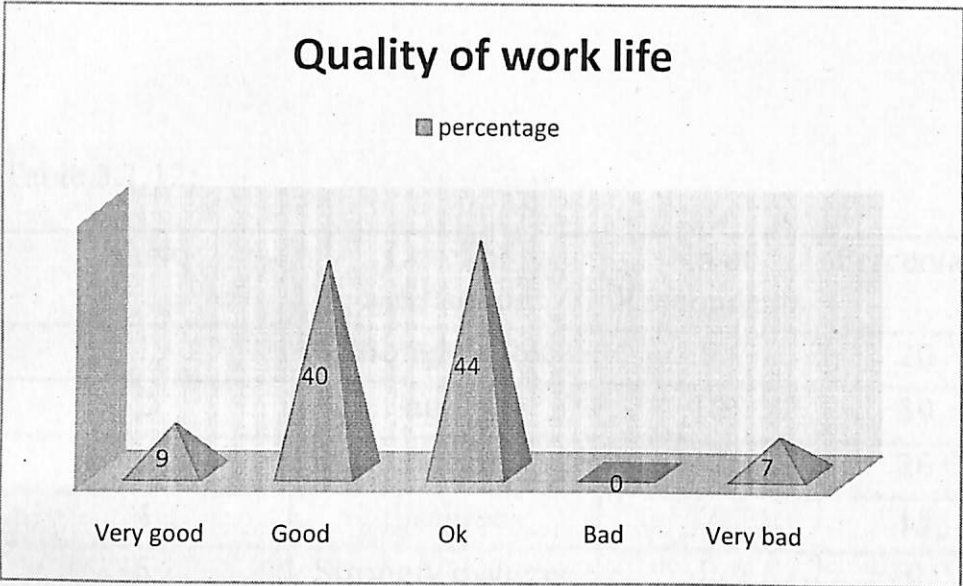
Table 3.1.11:

Quality of work life

▣ percentage

Very good	Good	Ok	Bad	Very bad
9	40	44	0	7

Proper communication with employees

Table 3.1.12:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Strongly agree	9	20
2	agree	18	39
3	moderate	12	26
4	disagree	7	15
5	Strongly disagree	0	0
		46	100

INFERENCE:

It is seen from the table that 20% of employees are highly satisfied with the attention of changes and 39% of employees are satisfied, 26% of employees are neutral, 15% of employees are dissatisfied, and 0% of employees are highly dissatisfiedwith the attention of changes.

Table 3.1.12:

Proper communication with employees

percentage

20	39	26	15	0
Strongly agree	agree	moderate	disagree	Strongly disagree
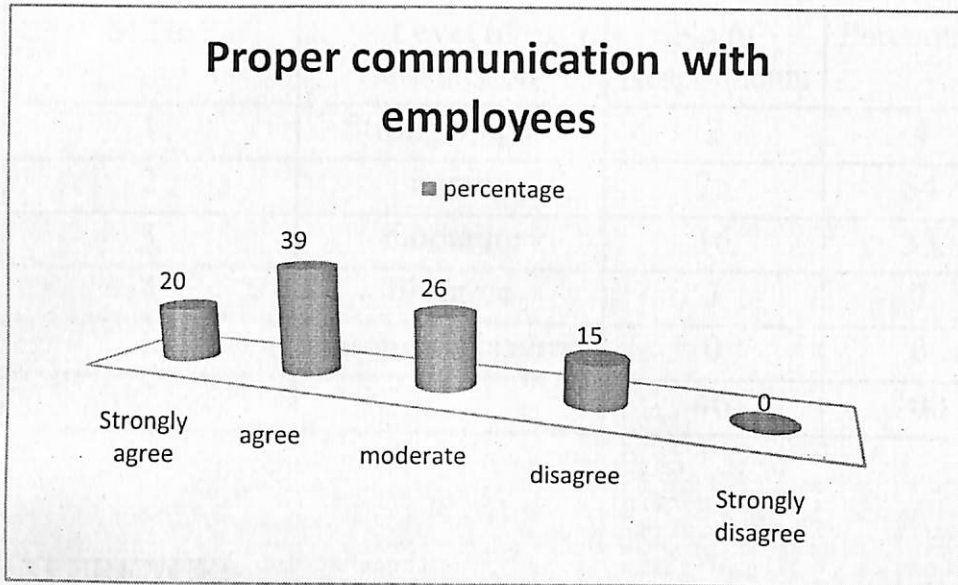
CORDIAL RELATIONSHIP AMONG EMPLOYEES

Table 3.1.13:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Strongly agree	2	4
2	agree	25	54
3	moderate	16	35
4	disagree	3	7
5	Strongly disagree	0	0
		46	100

INFERENCE:

It is seen from the table that 4% of employees are highly satisfied cordial relationship among employees and 54% of employees are satisfied, 35% of employees are neutral, 7% of employees are dissatisfied, and 0% of employees are highly dissatisfied cordial relationship among employees.

Table 3.1.13:

Cordial relationship among employees

percentage

Strongly disagree	0
disagree	7
moderate	35
agree	54
Strongly agree	4
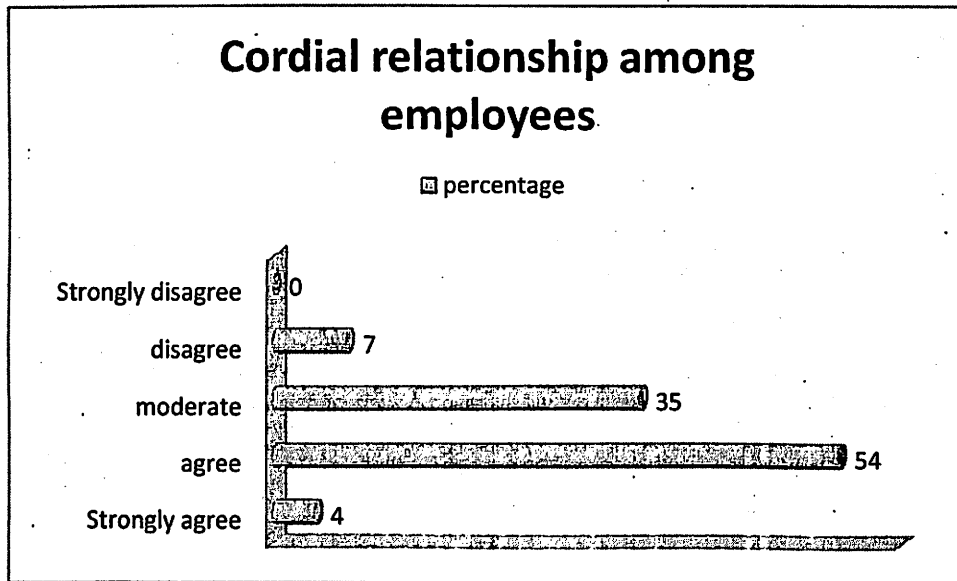
Training

Table 3.1.14:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	5	11
2	satisfied	21	45
3	neutral	16	35
4	dissatisfied	3	7
5	highly dissatisfied	1	2
		46	100

INFERENCE:

It is seen from the table that 11% of employees are highly satisfied with training and 45% of employees are satisfied, 35% of employees are neutral, 7% of employees are dissatisfied, and 2% of employees are highly dissatisfied with training.

Table 3.1.14:

Training

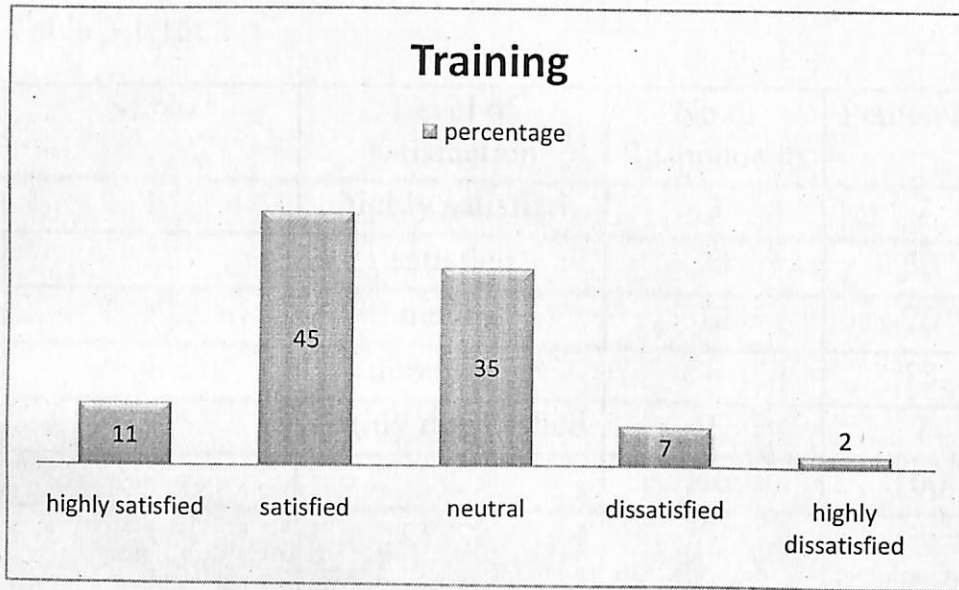Bar chart showing percentage distribution for Training satisfaction:
- highly satisfied: 11
- satisfied: 45
- neutral: 35
- dissatisfied: 7
- highly dissatisfied: 2

SATISFACTION IN PERFORMANCE APPRAISAL

Table 3.1.15:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	3	7
2	satisfied	24	52
3	neutral	12	26
4	dissatisfied	6	13
5	highly dissatisfied	1	2
		46	100

INFERENCE:

It is seen from the table that 7% of employees are highly satisfied performance appraisal and 52% of employees are satisfied, 26% of employees are neutral, 13% of employees are dissatisfied, and 2% of employees are highly dissatisfied performance appraisal.

Table 3.1.15:

Performance Appraisal

■ percentage

Category	Percentage
highly dissatisfied	2
dissatisfied	13
neutral	26
satisfied	52
highly satisfied	7
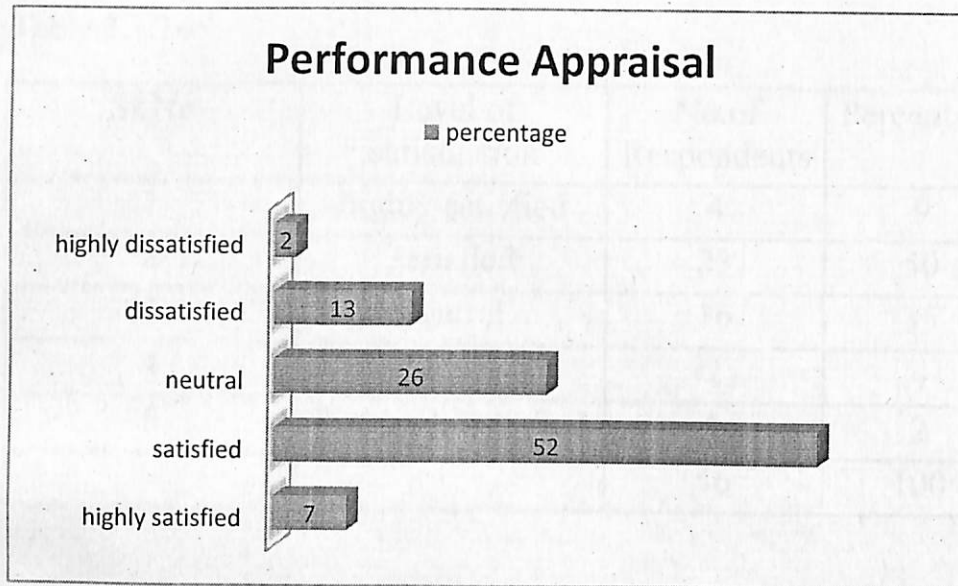
GRIEVANCE REDRESSAL

Table 3.1.16:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	highly satisfied	4	9
2	satisfied	23	50
3	neutral	16	35
4	dissatisfied	2	4
5	highly dissatisfied	1	2
		46	100

INFERENCE:

It is seen from the table that 9% of employees are highly satisfied with grievance redressal and, 35% of employees are neutral, 4% of employees are dissatisfied, and 2% of employees are highly dissatisfied with grievance redressal.

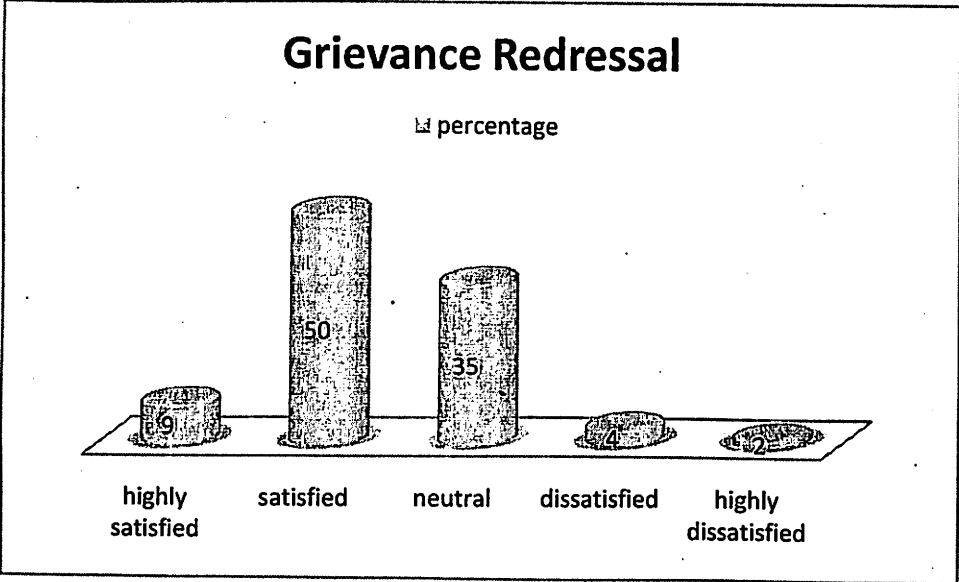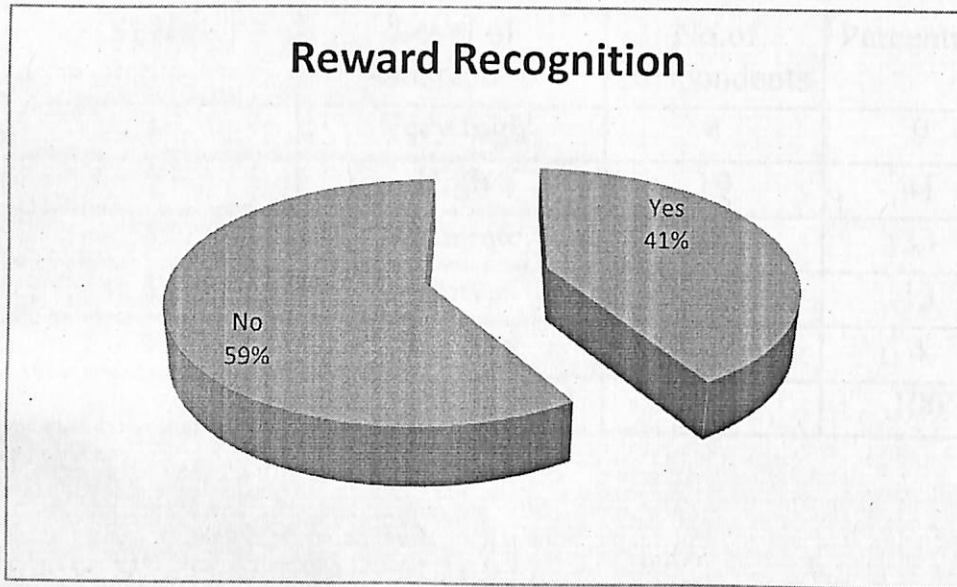Table 3.1.16:

Grievance Redressal

⊡ percentage

highly satisfied	satisfied	neutral	dissatisfied	highly dissatisfied
9	50	35	4	2

Reward Recognition

Table 3.1.17:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Yes	19	41
2	No	27	59
		46	100

INFERENCE:

It is seen from the table that 41% of employees are highly satisfied with reward recognition and 59% of them are highly dissatisfied with reward recognition.
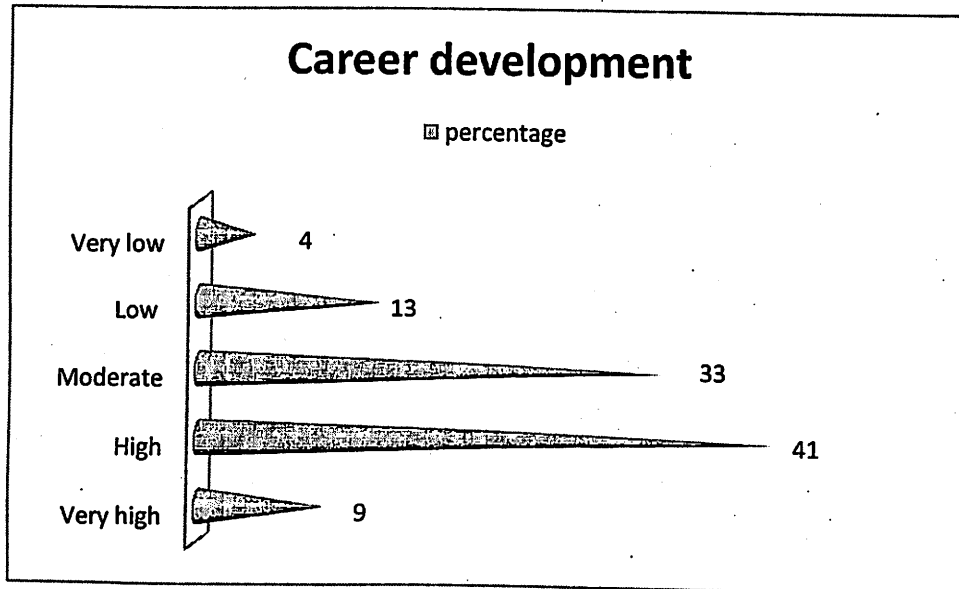
Table 3.1.17:

Reward Recognition

Yes 41%

No 59%

Career development

Table 3.1.18:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Very high	4	9
2	High	19	41
3	Moderate	15	33
4	Low	6	13
5	Very low	2	4
		46	100

INFERENCE:

It is seen from the table that 9% of employees are highly satisfied with the career development and 41% of employees are satisfied, 33% of employees are neutral, 13% of employees are dissatisfied, and 4% of employees are highly dissatisfied with the career development.

Table 3.1.18:

Career development

⊞ percentage

Very low	4
Low	13
Moderate	33
High	41
Very high	9

FREEDOM TO DO THEIR OWN WORK

Table 3.1.19:

SI.No	Level of satisfaction	No.of Respondents	Percentage
1	Very true	5	11
2	True	22	48
3	Somewhat true	8	17
4	Not too true	7	15
5	Not at all true	4	9
		46	100

INFERENCE:

It is seen from the table that 11% of employees are highly satisfied, 48% of employees are satisfied, 17% of employees are neutral, 15% of employees are dissatisfied, and 9% of employees are highly dissatisfied with the freedom of work.
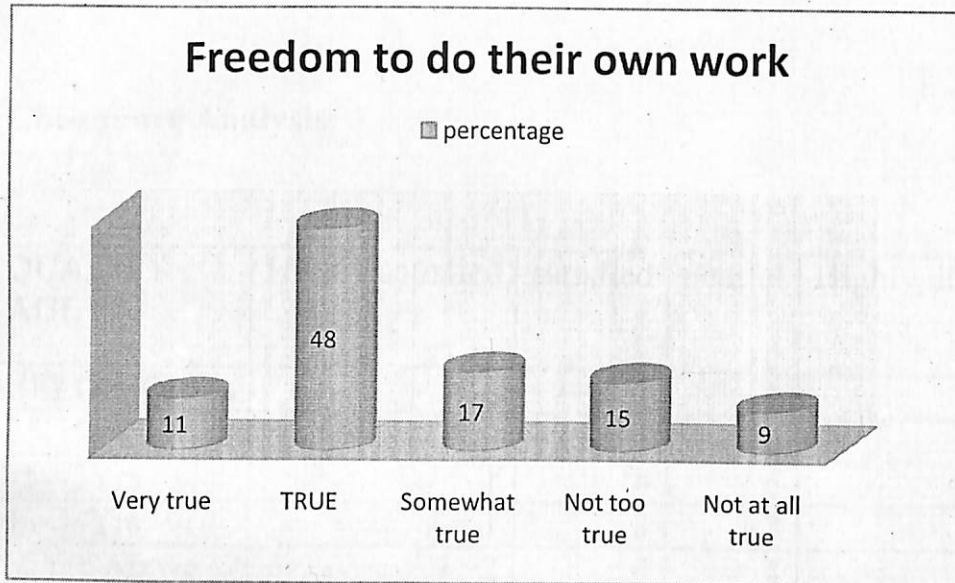
Table 3.1.19:

Freedom to do their own work

percentage

11	48	17	15	9
Very true	TRUE	Somewhat true	Not too true	Not at all true

CHAPTER 5

INTERPRETATION OF RESULTS

Chi-square Analysis:

QUALITY AGE	Highly satisfied	satisfied	neutral	Highly dissatisfied	Total
BELOW 25Yrs	0	3	2	2	7
25-35Yrs	0	5	6	1	12
35-45Yrs	1	4	5	0	10
45-55Yrs	1	3	3	0	7
55Yrs Above	2	4	4	0	10
Total	4	19	20	3	46

Hypothesis:

Null hypothesis H0: There is no significant difference between the age and the quality of work life

Alternate hypothesis H1: There is significant difference between the age and the quality of work life

The observed frequency (O) is the value obtained from the collected data and the expected frequency (E) is calculated using the equation

$$E = \frac{\text{Row total of the cell x column total of the cell}}{\text{Grand total}}$$

In the next step the corresponding values of O and E are calculated using the formula in equation

$$\psi^2 = \frac{(O-E)^2}{E}$$

Observed(O)	Expected(E)	O-E	(O-E)²	(O-E)² /E
0	0.61	-0.61	-1.22	-2
0	1.04	-1.04	-2.08	-2
1	0.87	0.13	0.26	0.29885057
1	0.61	0.39	0.78	1.27868852
2	0.87	1.13	2.26	2.59770115
3	2.89	0.11	0.22	0.07612457
5	4.95	0.05	0.1	0.02020202
4	4.13	-0.13	-0.26	-0.062954
3	2.89	0.11	0.22	0.07612457
4	4.13	-0.13	-0.26	-0.062954
2	3.04	-1.04	-2.08	-0.6842105
6	5.22	0.78	1.56	0.29885057
5	4.35	0.65	1.3	0.29885057
3	3.04	-0.04	-0.08	-0.0263158
4	4.35	-0.35	-0.7	-0.1609195
2	0.46	1.54	3.08	6.69565217
1	0.78	0.22	0.44	0.56410256
0	0.65	-0.65	-1.3	-2
0	0.46	-0.46	-0.92	-2
0	0.65	-0.65	-1.3	-2

1.20779344

Result:

Here, the calculated value ψ^2 is 1.2077 and the table value for degree of freedom is 12 [d.f= (c-1)(r-1) = (5-1)(4-1)] at 5% level of significance is 26.296.

Since Table value> Calculated Value, **Null Hypothesis is accepted** i.e.There is no significant difference between the age and the quality of work life.

3.2. FINDINGS

From the study,

- ✓ 50% of employees are satisfied with the salary package.
- ✓ 59% of employees are satisfied with the current job.
- ✓ 41% of employees are satisfied with casual leave with pay.
- ✓ 39% of employees are satisfied with the medical facilities.
- ✓ 45% of employees are satisfied with the bonus.
- ✓ 43.5% of employees are satisfied with the canteen facility.
- ✓ 44% of employees are satisfied with the ESI & PF.
- ✓ 50% of employees are satisfied with the healthy and safety working conditions.
- ✓ 63% of employees are satisfied with the job security.
- ✓ 43.5% of employees are satisfied with the promotion policy.
- ✓ 44% of employees are neutral with quality of work life.
- ✓ 39% of employees are satisfied with the attention of changes.
- ✓ 54% of employees are satisfied cordial relationship among employees.
- ✓ 45% of employees are satisfied with training.
- ✓ 52% of employees are satisfied with performance appraisal.
- ✓ 50% of employees are satisfied with grievance redressal.
- ✓ 59% of employees are highly dissatisfied with reward recognition.
- ✓ 41% of employees are satisfied with the career development.
- ✓ 48% of employees are satisfied with the freedom given to the employee for doing their own work.
- ✓ From the chi square table there is no significant difference between the age and the quality of work life.

3.3. SUGGESSTIONS

- Improving more policies and some good entertainment and relaxation programs for employees.

- Improving good relationship with employees and providing friendly environment in the organization.

- Making the employees to enjoy the work.

- Establish career development systems
- Help to satisfy the employees esteem needs.
- Gift vouchers for the top performers in the department for giving an innovative idea for solving problems which is cost saving, time saving and is beneficial to the organization.

CHAPTER 6

CONCLUSION

3.4. CONCLUTIONS

Social security scheme as well as welfare measures that are undertaken by the company are appreciable. These measures are not only for the company but also for the employees through satisfaction levels a company can ascertain whether an employee has shown his/her best performance on given job.

Welfare measures of the employees should be taken seriously by the top management to improve the satisfaction level by providing various benefits and facilities to them.

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