



Impact of Quality of Work Life on the Organizational Performance at SCCL – A Study

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Abstract: *The present era is an era of knowledge workers and the society in which we are living has come, to be known as knowledge society. The intellectual pursuits have taken precedence over the physical efforts. Some knowledge workers work for more than 60 hours a week. As a result of this, their personal hobbies and interests clash with their work. Life is a bundle that contains all the strands together and hence the need to balance work life with other related issues. One must have both love and work in one's life to make it healthy. Gone are the days when the priority of employees used to be for physical and material needs. With the increasing shift in the economy towards knowledge economy, the meaning and quality of work life has undergone a drastic change. Quality of work life Movement initially a loosely organized network of a few dozen academics in the early 1970's. The QWL Movement had grown by the 1980's into an international grouping of trade union officials, personal managers and social scientist generally. QWL will have direct and indirect relationship with the economic and social well-being of large portion of population which lies beyond the domain of Industry. Improved QWL naturally helps to improve the family life of the employees and world also improves the performance of the Industry/ enterprises. This article reviews the meaning of QWL, various definition of QWL and determinant of QWL based on the reviews. Improving the Quality of Work Life, barriers and Issues of QWL described. However, there is positive and significant relationship between QWL and employees' job satisfaction. QWL practice involves acquiring, training developing, motivating and appraising for the best performance of the employees as per Organizational objectives. QWL provides for the balanced relationship among work, non-work and family aspects of life. We therefore, have undertaken this study influence of workers QWL.*

KEYWORDS: *QWL, Quality of Work Life, Employees, Organizations, Quality Circles.*

INTRODUCTION:

The Quality of Work Life (QWL) has assumed increasingly interest and importance in all the countries of the World. It is very significant in the context of commitment to work, motivation and job performance. It is also means to

facilitate the gratification of human needs and goal achievement. Work life naturally means the life of workers, physical and intellectual, in their work environment in office or factory or field-working. What is expected of the worker? What are the conditions of the work place? What is the compensation that the



worker gets? What are the incentives offered to him? How about his contentment with the work environment and the compensation? These are the questions to be tackled by the Researcher in any study of work life. Quality of work Life is referred to as humanizing the working life and emphasizing the human factor. It mostly refers to favorableness' or unfavourableness of a job environment for the people involved in it. The basic objective is to develop jobs that are excellent for people as well as for production.

MEANING OF QWL:

Quality of work Life is a Person's life. It covers a person's feelings about every dimension of work including economic rewards and benefits, security, working condition, Organizational and interpersonal relations and its intrinsic meaning in person's life. Therefore we can simply say Q.W.L. is a concern not only to improve life at work, but also life outside work.

The term " Quality of Work Life" has different connotation to different persons. And also Robbins (1989) defines QWL as "a process by which an Organization responds to employee needs by developing mechanisms to allow them to share fully in making the decisions that design their lives at work.

ORIGION OF THE CONCEPT:

After Industrial Revolution, the importance of human factor reduced because of the vast mechanization. Various problems like job dissatisfaction, boredom, absenteeism, lack of commitment etc came up. Most management theories give emphasis on production, manipulating the skills of employees. Tavy stock Institute of

Human Relations me research on "workers problems in Industrial world" and they produced a study approach called Socio-technical system in which they gave great importance to "job design" to satisfy human needs adequately and the need for Q.W.L. in an organization was emphasized.

REVIEW of LITERATURE:

Vincent Lombardi Hack man and Oldham (1976) 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.

Cohen and Rosenthal (1980) describes QWL as an intentionally designed effort to bring out increased labour management, and co-operation to jointly solve the problem of improving organizational performance and employees satisfaction.

Cherg.S says in a High Quality of work life, there should be a positive impact on personal life, an opportunity to be involved in decision as well as acceptable level of physical comfort. "The quality of a person's life is in direct proportion to their commitment excellence, regardless of their chosen field of endeavor."

According to Walton, (2005). He proposed eight major conceptual categories relating to QWL as (1) adequate and fair compensation, (2) safe and healthy working conditions, (3) immediately opportunity for continued growth and security, (4) Opportunity to use and develop human capacities, (5) Social



integration in the work organization, (6), Constitutionalism in the work organization, (7), Work and total life space and (8), Social relevance of work life. Several published works have addressed the constructs that make up the QWL domain and key elements of QWL programs.

GENERAL CONCEPT OF QUALITY OF WORK LIFE:

The concept was being given potential importance right from early 1950's. It is interpreted and viewed in different ways.

- Management and supervisory style
- Freedom and autonomy to make decision on the job
- Satisfactory Physical surroundings
- Job safety
- Meaningful tasks

HUMAN RESOURCE DEPARTMENT'S ROLE:

The role of human resource department in QWL efforts varies widely. In some organizations, top management appoints an executive to ensure that QWL and productivity efforts occur throughout the organization. In most cases, these executives have a small staff and must rely on the human resource department for help with employee training, communications, attitude survey feedback, and similar assistance. In other organizations, the department is responsible for initiating and directing the firm's QWL and productivity efforts. Perhaps the most crucial role of the department is winning the support of key managers. Management support ± particularly top management support appears to be an almost universal prerequisite for successful QWL

programs. By substantiating employee satisfaction and bottom-line benefits, which range from lower absenteeism and turnover to higher productivity and fewer accidents, the department can help convince doubting managers. The policies and practices of the department also influence motivation and satisfaction indirectly. Rigorous enforced safety and health programs, for example, can give employees and supervisors a greater sense of safety from accidents and industrial health hazards. The motivation and satisfaction of employees act as feedback on the organization's QWL and on the department's day-to-day activities.

QWL IN INDIA

The quality of work Life (QWL) apart from ensuring fair pay, the fair treatment of employees and safe working conditions, many companies respond to specific employee needs. In India, some of the companies that emphasize the quality of work life are Hewlett-Packard, Smith Kline Beecham, American Express, Colgate Palmolive, Gillette, Dr.Reddy's Laboratories, Reliance and MarutiUdyog Limited. HP allows flexible working arrangements for its employees and follows certain innovative practices such as allowing employees to avail leave for special occasions (marriage, exam preparation, adoption of a child, bereavement in the family, and paternity). QWL in India has emerged as a movement. Following are the factors that led to the QWL movement in our country:

1. Changing profile of the Indian worker from and illiterate, rural, low caste individual to educated, urban and essentially belonging to upper strata of caste structure has made him/her more concern for own hopes and aspirations.



2. The worker is not just like other factors of production such as, machinery, land, and capital but a human being with feelings and emotions, has made organizations behave with workers accordingly. The establishment of a separate Ministry of Human Resource Development by the Government of India is a testimony to such realization.

3. In India, around 10 per cent of workers in organized sector are unionized. The past record relation to labour unions lends enough evidence that the unionized work force has been much vocal for demands of one type or other.

4. That human behavior, is highly unpredictable and complex, underlines the need for the study of organizational behavior. QWL is one of the newer concepts experimenting how to make effective utilization of human resources. QWL in India seems in practice in a variety of operational systems like workers participation, job enrichment, quality circles, etc. Here, an attempt has been made to give an overview of these in terms of their broad coverage and experiences of Indian organization with them.

SINGARENI COLLIERIES COMPANY LTD. - AN ORGANIZATIONAL PROFILE:

The Singareni Collieries Company occupies a crucial role in the economic development of entire the south and particularly Andhra Pradesh. The Management of Singareni Collieries Company Limited (SCCL), its organizational set-up, financial position, employment status, wages and service conditions of its workers, their working and living conditions and the set-up of the personal department will greatly influence directly or indirectly the

industrial relations climate in it. The efficiency of the firm lies mostly in the soundness of its organizational set-up and which will ultimately effect the inter-personnel relations. The workers will get a fair deal, to some extent, if the firm's financial position is sound.

Thus, before going into an in-depth study on Impact of quality of work life in the organisaitonalperformance at Singareni Collieries Company Limited, it is felt essential to examine the background and the organizational features of company. It will enable to understand the various programmes for improvement of quality of work life implemented in the company and the impact of these programmes on growth production and productivity of the company in general and work performance in particular. Therefore, an attempt is made in this chapter to examine the organizational set-up and other related features.

Evaluation of SCCL:

Even though the coal mining in India started during the year 1744, the mass coal production in India was laid in 1886, when the Hyderabad Deccan Company was incorporated to exploit coal in Kothagudem and Yellandu Areas in Andhra Pradesh.

The Hyderabad Deccan Company Limited (SCCL) was incorporated in 1920 under the Hyderabad Companies Act, and was floated in the year 1921 as a public Limited Company acquiring all the assets and liabilities of the Hyderabad (Deccan) Co, Ltd. The State of Hyderabad purchased the majority shares of the Company in 1945 and named it as Singareni Collieries Company Limited. From 1945 to 1949, the Hyderabad Construction Co. Ltd, was acting as



managing agent. In 1949, this function was entrusted to Industrial Trust Fund by the then Government of Hyderabad. The controlling interests of the company devolved to the then Government of Andhra Pradesh in 1956-, pursuant to the reorganization of the states.

Thus, the SCCL become a government company under the Companies Act in 1956. Large-Scale expansion of Singareni Collieries was undertaken during the initial five-year plans. The Central Government, in 1960, stated its participation in the equity of the company as also rendering the required loan assistance. Thus since March 1960, it has been jointly owned by the then Government of Andhra Pradesh and the Government of India. In 1974, the Government of India transferred its share capital to the newly constituted Coal Mines Authority Limited (Coal India Limited). The manner of participation in the Company financial assistance for its expansion, by the State Government and the Central Government, were agreed upon in the Four Party Agreement of 1974. Subsequently, the Central Government decided to control its equity directly in SCCL. Accordingly, agreements were concluded on 13th March, 1977. The SCCL, the State Government, the Central Government and Coal India Limited were parties to the agreement. These two agreements are popularly called quadripartite agreements. For financial assistance during IV and VII plan period, separate agreements were executed on 31st March, 1985 and 10th February, 1989 between the Government of India, the then Government of Andhra Pradesh and SCCL. These Agreements are called tripartite Agreement.

The Company's accredited function is to explore and exploit the Coal deposits in the Godavari Valley Coalfield, which is the only repository of Coal in South India. According to the studies of Geological Survey of India, as much as 18,000 Million Tonnes of coal reserves at the Godavari Valley Coalfield. The inventory covers up to a depth of 1200 meters and it includes reserves confirmed, indicated as well as inferred. At least 2657.75 million tones of inferred reserves are reported to be between 600 to 1200 meters depth and therefore the resources for future mining. The extractable reserves are either already under exploitation or considered for project formulation.

SCCL-MISSION:

- To retain strategic role of a premier coal producing company in the company and excel in a competitive business environments.
- To strive for a self-reliance by optimum utilization of existing resources and earn adequate returns on capital employed.
- To exploit the available mining blocks with maximum conservation and outmost safety by adopting suitable technologies and practices and constantly upgrading them against international bench marks
- To supply reliable and qualitative coal in adequate quantities and strive to satisfy customers needs by constantly sharing their experience and customizing our product.
- To emerge as a model employer and maintain harmonious industrial relations with the legal and social frame work of the state



- To emerge as a responsible company through good corporate Governance, by laying emphasis on protection of environment & ecology and with due regard for corporate social obligations.

GLOOM TO GLORY:

The SCCL was receiving budgetary support from both Government of India and erstwhile Government of Andhra Pradesh till some time ago, but they later abandoned. Also the pricing policy of coal was decided by Government of India keeping its impact on other major sectors like, power, Railways, Cement etc. The prices were not revised regularly; also hike in input cost due to periodical revisions of National Coal Wage agreements (NCWA), stores and interest were also not fully compensated by Government. The frequent strikes by the workers, law and order problems, low productivity, apart from un-remunerative coal price vis-vis cost of production during the period 1989 -90 to 1991-92 affected the financial health of the company and referred to BIFR in May 1992, but due to liberal financial package extended by the Govt. of India in consultation with Govt. of A.P., and sustained efforts made by the Management of SCCL and Trade Unions, a modest financial turnaround was achieved. The company earned profit of Rs. 17.76 Crore and 26.64 Crore in 1993-94 and 1994-95 respectively. By March 1994, SCCL came out of the BIFR purview. Following remedial measures/reforms were taken by the company for Success:

1. Focused multi-faceted worker's welfare programme.
2. Establishing outsourcing of non-core and ancillary activities.

3. Innovative Programmes launched (Dial- your- GM, Field Visits, Interactions, Follow-ups).
4. Fuel Supply Agreements – Technology infusion for Quality Testing, Workforce visits to client sites.
5. Focus on Safety, Environment Protection and Labour Welfare.
6. Unifying Trade Unions through Path Breaking Elections.
7. High Pitch communication Drive harnessing media, launching literacy Programmes.

The process of turning around a Sick Company, which commenced in 1997-98, reached its logical conclusion when it totally wiped out its accumulated losses and entered the financial year 2003-04 with a net profit of Rs. 80.45 Crore after distributing a dividend of Rs. 86.70 Crore.

2.4 Growth of Singareni Collieries Company Limited:

The growth of coal production since the company's inception can be classified to five phases. During the primary phase (1869-1927) the first Coal Mine was opened at Yellandu and Coal Mining continued in this area till 1927. In the inaugural year 18,89,59,671 tones of coal was Produced.

The second phase of expansion which is called as initial expansion was noted between 1928 and 1960. During this period, apart from the Yellandu, SCCL started Coal-Mining Operations in Bellampalli and Kothagudem areas. Singareni grew from a production level of 0.70 mt. in 1928 to 2.49 mt. in 1960.

1961-1971 a decade period is the third phase and witnessed a step growth



in coal production as the Government of India also participated in investment in SCCL from 1960 and the activities of SCCL were extended to other areas like Mandamarri&Ramagundam (1961) and Ramakrishnapur (1963). To meet the increasing energy requirements of the country, large scale expansion/modernization of mines was taken up by the Government during the Post-Nationalisation Era (1973 – 1992). In the year 1973 coalmines in other parts of India were nationalized and opencast mining commenced in SCCL during 1975 with the opening of Opencast-I Mine in Godavarikhani Area.

Even though the country adopted economic reforms in the early 1990's, it was not until 1996 that the coal industry first feels of liberalization through deregulation of pricing and distribution of higher grade of coal. The period from 1992-2003 is liberalization era for SCCL and during this period the company witnessed a remarkable turnaround due to structural reforms initiated in 1997 with significant increase in production, productivity and profitability.

2.5 Reforms in SCCL:

The closed business environment before the economic reforms of 1991 had left little place for performance, provided little incentive for innovation and entrepreneurship. When the windows of liberalization were opened, the company was caught unawares. The half-a-decade period from 1992-1997 was when the strife between the need to change and the reluctance to it become apparent.

At this juncture, Singareni had more than surface resistance to change. Poor industrial relations followed by several illegal and catcall strikes, influence of militant trade unions,

indiscipline and deterioration in work norms through the company into huge losses and inability to keep up its financial commitments. Apart from the above, several other factors also catalyzed the down word path like administered coal pricing by the government which did not allow increase in sale prices despite periodic wage hikes and a groaning interest burden had all added to its losses. Bad practices like huge store of inventory and power pilferage from its colonies burgeoned power and other costs.

2.5.1 SCCL Pre-Reform period:

Keeping in view of the growing energy requirement throughout country and in pursuance of the social policies of the government, the Govt. of India initially provided sufficient budgetary support to the SCCL as it is a largest coal producer in south India for opening new mines or introducing mechanization in the existing mines. But, due to frequent strikes, law and order problems, low productivity apart from un-remunerative coal price vis-a-vis cost of production during the period of 1989-90 to 1991-92 effected financial health of the company. Apart from several problems and administered pricing other adverse factors like skewed debt – Equity ratio and huge interest burden resulted in heavy losses for the company during 1989-90 to 1992-93. SCCL became a sick industrial company and was referred to the Board for industrial and Financial Reconstruction (BIFR) during May, 1992. However, due to a liberal financial package extended by the govt. of India in consultation with the state erstwhile govt. of Andhra Pradesh and sustained efforts by the management and unions a modest financial turnaround was achieved. The company earned profits of



Rs. 17.76 Crore and Rs. 26.62 crore in 1993-94 and 1994-95 respectively. By March, 1994, SCCL came out of the BIFR purview.

However, the efficiency of the first restructuring package was greatly undermined due to non-revision of coal prices after June, 1994 and major strikes by workmen in 1995-96 resulted in a loss of production of 3.3 Mt accumulating heavy losses of Rs. 1991 crore in 1995-96 and Rs. 247 crore in 1996-97. By the end of 1996-97 SCCL losses rose to 1219 crore and as a result, the company was not able to generate adequate internal resources to meet capital investment requirement of its mines. Loss of revenue resulted in curtailment of plan expenditure in the last two years of VIII Plan and again the company became sick under the industrial companies (special provisions) Act 1985, on finalization of its accounts for the year 1995-96 it was referred to the BFIR in 1996. This plan period (1992 to 1997) witnessed one of the worst phase in the history of SCCL.

The company had huge accumulated losses and was unable to meet financial commitments. It was affected by several constraints during the pre 1997 period such as Poor Industrial Relations, low Equipment utilization and mass productivity, non-adherence to quality commitments, in-efficiency in operation, administered pricing, burgeoning power cost, increase in inventory and adverse Capital structure.

When the management, Unions as well as the employees of the SCCL realized that the reforms should be introduced for existence of the company and untidy they forwarded on the reforms path. The reforms in SCCL have many astonishing facts, but most

noteworthy reforms were logical, transparent and humane beyond distinctive doctrine, performance oriented and incentive based. The reforms in SCCL redefined and made allies in building and growth of company with the major role of government, management, labour, technology and market.

2.5.2 SCCL Post-Reform Period:

Keeping in view of the losses of Rs.1219 crores and the performance by 1997 which push-down the company worst ever in its history of 100 years, the Singareni Collieries initiated result oriented reforms that were aimed at revamping its operations in order to put the company back on the growth track and also remedial action. The management identified the areas for introducing the reforms, articulated the needed change and brought about a phenomenal turnaround. The company decided to take on the problems head on. Introspection and open brain-storming made the problems clear and a lateral approach to finding solutions strengthened the plan of come back. Eventually the entire workforce including the trade unions and leaders also backed the plan and made the dream of comeback in reality.

The company has primarily implemented reforms with outsourcing of Over Burden Removal as a strategic initiative to improve business focus on core competency, to reduce total cost of operations and to overcome limited internal courses. Further, the company started off loading of ancillary services such as catering and maintenance of guest houses; ambulances and light motor vehicles like cars, jeeps; sanitation in workmen colonies; loading, unloading



and stocking of materials in the stores; distribution of material from stores to various mines and departments; security services in Hyderabad Corporate Office, guest houses etc. Savings on account of these measures was above Rs. 5 crore per annum. By outsourcing/off loading of these activities not only improved the quality of service but also allowed the management to concentrate on core activities.

2.6 Communication Strategies:

To overcome the lack of internal communication and workforce reach out Programmes, the management realized that an effective two way communication is necessary to achieve understanding and corporation at all the levels. Most of the difficulties in the communication process are SCCL were due to its labour intensive nature of the industry with majority of the workforce being illiterate and unaware of conventional rules and procedures and the direction in which the company should be moving. Apart from these barriers some of the conditions like geographical distance between employees of the organization and interference of extremist activities in coal belt areas were another major factor hindering the process of communication.

With a view to bring awareness among the workmen, maintain transparency in administration and bridge the communication gap, various communication methods to interact with the group, individuals and their families etc., have been taken up by the management. Some of the steps taken in this direction are (a) Communication Cells by using the T.V. as a medium for bringing home key issues facing the company. By telecasting every week an exclusive programme titled "SINGARENI

TARANGALU" in local T.V. Channels, by publishing in house magazine, by pro-active press meets, posters & pamphlets on various issues are used to educate workmen; (b) Multi Departmental teams comprising of members drawn from various disciplines visit mines and department to highlight the performance of the company and the issues concerning Production, Safety, Welfare, etc. (c) Customer-Centric Measures to improve coal quality, by introducing selective mining for separation of clay bands, customers meets for getting first hand details of their grievances, Automatics samplers and electronic weighbridge installed to avoid quality & quantity disputes; (d) Use of Information Technology by establishing internet facility between Kothagudem, Ramagundam, Bhoopalpally and Hyderabad offices etc., introducing In house Software Development Group (SDG) comprising of trained personnel from various disciplines constituted to develop department-wise applications, Initiating Underground Mine Management Systems (UGMMS) for the first time in the Indian Coal Industry at No. 5B incline at Kothagudem, introducing Opencast Mine Management System (OCMMS) at Manuguru Opencast-II Mine, Video Conferencing facilities and proposal for initiation of satellite based communication systems for heavy earth moving machinery(HEMM).

The SCCL has undergone a structural change over the past two decades, as a result of which a sea change could be observed in the role and responsibilities of SCCL employees. One important result of this change is the increasing in the stress and strain experienced by the SCCL staff. SCCL



employees have been facing the maximum work pressures in the process of remembering timely services so as to meet organizational goals and ensure customer satisfaction. Increased use of technologies and equipment, online SCCL transactions, increased SCCL habits of customers, socio-economic changes, Government and Ministry of Mining guidelines and controls and so on compounded the problem of work stress of employees leading to poor quality of work life.

Now, SCCL offers a wide range of corporate entities and retail customers through a multiplicity of delivery channels and through its specialized subsidiaries and affiliates in the areas of investment. However, SCCL employees have been facing innumerable problems in successfully delivering the diversity of these products and services to customers. The problems have been aggravated further with poor quality of work life. Working hours were increased to facilitate the fulfillment of customers' orders. In the rapidly changing work environment, the responsibility of the SCCL employees increased further and, in fact, more so than their counterparts. The SCCL employees who deal in excavation of coal are exposed to higher levels of stress and strain in the changed work environment. It has adverse impact on the physical and psychological health of the employees, resulting in low quality of work life.

Both employers and employees are now recognizing and appreciating the significance of the quality of work life in organizations. Quality of work life is highly imperative to coal business performance as it aims at two objectives – (i) to enhance the productivity and (ii) to increase the satisfaction level of employees. Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the provision of services. The employees expect several monetary and non-monetary benefits from the SCCL. Hence, an attempt is made to study the impact of quality of work life on the organizational performance.

IMPACT OF QUALITY OF WORK LIFE ON THE ORGANIZATIONAL PERFORMANCE:

As the quality of work life is an imperative method for the development of the employees skills in general and organisation development in particular, after getting the positive responses from the employees working at Singareni Collieries Company Ltd., it is determined that the secondary data pertaining to manpower of the company and production, profit/loss has to be analysed for identify the impact of quality of work life. For the said reason the following tables are formulated and analysed.



Table - 1
OPERATING STATISTICS OF SINGARENI COLLIERIES COMPANY LIMITED

YEAR	HUMAN RESOURCE	PRODUCTION (LAKH TONNES)		PROFIT LOSS AFTER TAX (Rs. IN LAKHS)
		TARGET	ACTUAL	
2003-04	93,722	335	338.54	17203
2004-05	91,970	350	353.03	36126
2005-06	86,025	360	361.38	18463
2006-07	82,224	375	377.07	6380
2007-08	75,573	380.4	406.04	17617
2008-09	70,586	415	445.46	13283
2009-10	69,043	445	504.29	26801
2010-11	67,615	446	513.33	35137
2011-12	66,466	510	522.11	35827
2012-13	64,600	531	531.9	40114

Source: Compiled from Annual Reports of SCCL

The year-wise production, profit/loss in relation to human resource has been presented in table 5.24. During the financial year 2003-04, the company had manpower of 93722 and produced 338.54 lakh tonnes of coal, whereas target was 335.0 lakh tonnes with a profit of Rs.17203 lakhs. In the year 2004-2005 with a decrease of manpower 91970 the SCCL produced 353.03 lakh tonnes of coal by exceeding the target of 350 lakh tonnes and achieved accumulated profit of Rs. 36126 lakhs. For the year 2005-2006, with employees of 86025 the Singareni Collieries Company Ltd. had made a production of 361.38 lakh tonnes

and mounting up the profit of Rs.18463 Lakhs. With a production of 377.07 lakh tonnes and overtaking the target of 375 lakh tonnes, the company has accrued Rs.6380 Lakhs as profit with a manpower of 82224 during the year 2006-07. By overcoming the target of 380.4 lakh tonnes production of coal, the SCCL has reached a actual production of 406.04 lakh tonnes with a decreased manpower of 75573 during the financial year 2007-08 and obtained profit of Rs.17617 lakhs.

In the year 2008-2009 with a decrease of manpower 70586 the it has produced 445.46 lakh tonnes of coal by



exceeding the target of 415 lakh tonnes and accumulated profit of Rs. 13283 lakhs. During the financial year 2009-10, the company had manpower of 69043 and produced 504.29 lakh tonnes of coal, whereas target was 445 lakh tonnes with a profit of Rs.26801 lakhs. With a production of 513.33 lakh tonnes and overtaking the target of 446 lakh tonnes, the company has accrued Rs.35137 Lakhs as profit with a manpower of 67615 during the year 2010-11. By overcoming the target of 510 lakh tonnes production of coal, the SCCL has reached a actual production of 522.11 lakh tonnes with a decreased manpower of 66466 during the

financial year 2011-12 and obtained profit of Rs.35827 lakhs. For the year 2012.2013, with employees of 64600 the Singareni Collieries Company Ltd. had made a production of 531.9 lakh tonnes and mounting up the profit of Rs.40114 Lakhs.

In overall it can be observed that, even the decreased human resource and increased target ahead, the production has enormously increased and since last decade continuously company had marched towards profits. The detailed relation between manpower and production has been presented in ensuing correlation table 1.

TABLE - 2
CORRELATION BETWEEN MANPOWER AND PRODUCTION

		MANPOWER	PRODUCTION
HUMAN RESOURCE	Pearson Correlation	1	-.955
	Sig. (2 - tailed)		0.000
	Sum of Square and Cross products	1444829373.636	-9135101.261
	Covariance	144482937.364	-913510.126
	N	10	10
PRODUCTION	Pearson Correlation	-.955	1
	Sig. (2 - tailed)	0.000	
	Sum of Square and Cross products	-9135101.261	63297.078
	Covariance	-913510.126	6329.708
	N	10	10

Source: Data compiled from Annual Reports of SCCL

In general terms, the impact of training on employees of the concern organisations can be assessed by the relationship between number of

employees working and the annual production.



To test of validity of null hypothesis "There is no significant negative relation between the manpower and production after inducting the training to the employees", the correlation table has been analyzed and found that there is a statistically significant negative relationship between manpower and production. Hence, the null hypothesis is rejected and an alternative hypothesis has evidence.

Based on the above, it can be concluded that even human resource decreases, production shall be increased and if the organization stresses on providing the quality of work life in the organization, the organization will certainly get more profits.

CONCLUSIONS:

In our country, recently many changes have introduced in the Government policies like privatization. The Government organizations are mismanaged incurring heavy loss on public money either due to corruption by bureaucrats' intervention of politicians and Trade Union leaders and their affiliated political parties with the motives of winning elections. The scope for transfer of technology has increased and inflow of investments from non-resident Indians allowed. The privatization created many avenues for many unemployed people by reducing severity of the problem. Hence, it is absolutely necessary to improvement in the Quality of Work Life of our country.

After going through the statistics with regard to production profits, even the decreased human resource and increased target ahead, the production has enormously increased and since last decade continuously. The company had marched towards profits. The detailed

relation between manpower and production has been presented in ensuing correlation table 1. Further, it can be concluded that even human resource decreases, production shall be increased and if the organization stresses on providing the quality of work life in the organization, the organization will certainly get more profits.

SUGGESTIONS:

The employers should provide physical amenities at the work place, health and safety and welfare provision by involving workers in decision-making on all matters, initiate suitable forms of work design, formalize QWL experience for future use and to develop an appreciation of changing environment. Further, the unions and workers should educate and make workers aware of QWL, identify areas of collaboration with management and encourage workers to participate in QWL activities and the government should legislate standards and norms in newer areas, execute in policy to provide greater autonomy experiment with QWL and execute actions to ensure implementation of legislated facilities.

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