



Quality of Work Life and Performance in Singareni Collieries Company Limited – A Study

B. Narasimha Naik, Research Scholar, Department of Commerce and Business Management, Kakatiya University, Warangal

M. Narasimha Murthy, Faculty Member, University College of Engineering, Kakatiya University, Kothagudem

Abstract: Even before there is no such importance were given to the Quality of Work Life in India, after introducing the New Economic Policy, modern workers/knowledge workers do not necessarily value much to such general and traditional issues. Instead, they respond to wider and vital issues like Quality of Work Life (QWL). The term QWL appeared in research journals only in 1970s. This research paper divulges the quality of work life in and its impact on performance of the employees working at Singareni Collieries Company Ltd.

Introduction:

Any country economic, social and cultural development is mostly depends upon the quality of human resources that it possesses. In Arthur Lewis' words - "there are great differences in development between countries which seem to have roughly equal resources, so it is necessary to enquire into the difference in human behavior". Though the countries are endowed with same level of natural resources and technology, development mostly is based on the availability of efficient human resources and more importantly, commitment of such resource. The depreciation that results in all other factors of production in the long run but doesn't result in the case of human resource. In fact, vice versa is true. Human resources with proper organization and motivation can grow and develop their potential in the long run. There is no depreciation value for human resource. Stressing this, Peter F. Drucker remarked that man, of all

resources available to him, can grow and develop. As such deriving maximum potentialities from this resource largely depends upon its proper management.

Most of the complexities in modern organizations arise from human behavior. It is human resource which can make a difference and which can have an everlasting impact on the survival of any organization. In this context, Oliver Sheldon observed that, "no industry can be rendered efficient so long as the basic fact remains unrecognized that it is principally human. It is not a mass of machines and technical process but a body of men.

Human Resource and Quality of Work Life: Human resources play a very important role in the success of an organization and thus, management of human resource assumes importance. Many aspects affect the management of human resources. One such aspect is Quality of Work Life (QWL). The term QWL appeared in research journals only



in 1970s. Employee productivity and efficiency largely depend upon the quality of work life provided by the organization. QWL is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution and they should be treated with dignity and respect. The elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job. QWL consists of opportunities for active involvement in group working arrangements or problem solving that are of mutual benefit to employees and employers, based on labor management cooperation.

1.0 Origin of quality of work life:

In USA research journals during the 1970's the term "Quality of Work Life" has appeared. The term quality of work life was introduced by Louis Davis. The First International QWL conference was held in Toronto in 1972. The international council for quality of work life was established in 1972. From 1980 onwards QWL was increasingly placed on employee-centered productivity programs. QWL is re-emerging where employees are seeking out more meaning in view of rising educational levels and occupational aspirations. In India, QWL offers a value frame and the social technology of organizational change leading to task effectiveness of micro-entities through utilization and unfolding of human potential. Quality is no more a specialized word but has become a necessity and a must for survival. In this

era, quality of human inputs is the greatest asset to any organization. Maintaining the quality of such human inputs raise the quality of work life. Rise in the quality of work life would help employees' well being and, thereby, the well being of the whole organization. This is an attempt to capitalize on the human assets of the organization.

2. Motivation theories and quality of work life:

The theories of motivation and leadership provided a sound base for QWL, Maslow depicted the complexity of human nature by describing various levels of human needs and satisfaction and his approach is general, direct, simple and practical. There are five needs clusters. They are: (1) physiological needs (2) safety needs (3) social needs (4) esteem needs and (5) self actualization needs in the need hierarchy theory. As the name suggests these needs are arranged in the lowest to the highest order. Unless the lower order needs are first satisfied, the satisfaction of higher order needs will not be possible. The physiological needs have to be satisfied before one move up to the social needs and so on. As soon as the lower order needs are satisfied, people seek satisfaction of the higher order needs. But what really motivates the worker? Herzberg went a step further. He did not focus on the individual. Instead, he found that the individual acquires a sense of self-actualization, achievement and meaning from the job itself and not from the context of work, the work environment or from what an individual brings to the job.

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 delivering 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.

The 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' expectations. In the rapidly changing work environment, the responsibility of the SCCL employees increased further and, in fact, more so than this counterparts.

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. SCCL employees expect several monetary and non-monetary benefits from the SCCL. Hence, an attempt is made to study the quality of work life of SCCL employees in the light of current work environment.

1.0 REVIEW OF LITERATURE:

Many academicians and researchers have made a significant research on Quality of Work Life. A brief review of the existing research literature on QWL is presented below.

Arya found that workers involvement was higher where they are allowed to participate in decision making. **Manga and Ashok Maggu** studied the influence of QWL on the individual and organizational health of members of public sector organizations. They concluded that the QWL in the Indian public sector is poor. There is too much bureaucratization, rule orientation and adherence to traditional management styles. **Ahmed** in his article on 'Quality of Work Life. A need for understanding', stressed on better understanding of the concept. 'Quality of Work Life', to avoid vagueness. **Ali Najafi** in his dissertation entitled, "Study of the relationship between quality of work life and Profiting of Middle Managers of Iranian Companies", using Casio's components, concluded that there's a positive and significant correlation between quality of work life and manager's profiting. This means that as the quality of work life increases profiting improves too. Coefficient of determination indicates



that about 20 percent of profiting is due to quality of work life and the remaining 80 percent is the effect of other factors.

OBJECTIVES OF THE STUDY:

The specific objectives set for the study are:

- i) To study the relationship between work life characteristics and the dimensions of quality of work life; and
- ii) To workout the relationship between quality of work life and performance in SCCL

METHODS:

The research design constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes and outlines what hypothesis and its operational implications to the final analysis of data. Descriptive research, also known as statistical research used in this study which describes data and characteristics about the population being studied. This study covers the employees from Kothagudem which comprising the sample size of 300.

Structured questionnaire were designed for collecting the information from the employees regarding quality of work life, performance of the organization and other related factors. The questionnaire supplied to the employees at their work place and collected the information. The

representative samples were chosen from Kothagudem area on random sampling method.

The secondary data utilized were collected from the annual reports of SCCL and related sources.

Opinions/responses of the employees working at Singareni Collieries Co., Ltd. have been collected through structured questionnaire on evaluative measures of Quality of Work Life such as emoluments, Safety and Healthy working conditions, social integration, social relevance of work, constitutionalism, opportunity to develop human potentialities and capabilities, work and quality work life, organizational structure and statistical analysis such as cross tabulations along with mean, standard deviation and F-test etc. have been applied for analysis:

I. RESULTS AND DISCUSSIONS:

1. EMOLUMENTS:

After going through the detailed explanation about quality of work life, the responses expressed by the employees are presented in the following table 1 (A) & (B). The adequate and fair compensation has been fundamental to the quality of work life. The emoluments offered must be adequate implementing and it must be proportionate to labour and there should be internal consistency annually salaries of employees.



Table – 1 (A)
RESPONSES OF THE EMPLOYEES ON EMOLUMENTS

Question	YES	NO	MEAN	Standard Deviation	F-VALUE	SIGNIFICANCE LEVEL (2-TAILED)
Basic Pay	280	20	1.93	0.254	41.738	Significant
	(93.3)	(6.7)				
HRA	200	100	1.67	0.479	19.039	Significant
	(66.7)	(33.3)				
DA	240	60	1.8	0.407	24.233	Significant
	(80.0)	(20.0)				
Total Salary	240	60	1.8	0.407	24.233	Significant
	(80.0)	(20.0)				
	(96.7)	(3.3)				

Source: Data compiled from Questionnaire

The responses for the emoluments, majority of 93.3 percent of employee have opined that basic pay they are being claiming is satisfactory and the mean value for the said opinion is 1.93 with a standard deviation of 0.254. The calculated f-value is 41.738 which is highly significant.

From among the sample size, the majority of 66.7 percent employees of the SCCL are feeling that HRA is meeting actual needs. The mean value for the same is found as 1.67 with a standard deviation of 0.479 and f-value of 19.039 which is highly significant.

The DA paid by the organization is sufficient. The opinion called for the said, majority of 80.0 percent employees are opined it as yes. For which the mean value calculated is 1.8 and standard deviation is 0.407. The respective t-value is found as highly significant with a value of 24.233.

The responses pertaining to question on the total salary is depends on its members, majority of 80.0 percent employees are conjoint with a mean value of 1.8 and standard deviation of 0.407. The respective f-value of the same is 24.233 which is highly significant. The opinion of the employees with respect to Emoluments Part-II has been collected through Likert scale model. With the majority of 63.3 percent of concurrence by the employees Satisfaction on emoluments paid to is desirable, the mean value of 3.97, standard deviation of 1.098 and f-value of 19.786 is found highly significant.

With the 56.7 percent of conformity with the view that there is Satisfaction on Pay according to ability & Skill in SCCL by the respondents, the computed mean value of 4.17, computed standard deviation of 0.986 and calculated f-value of 23.157 is found highly significant.



Table – 1 (B)
 RESPONSES OF THE EMPLOYEES ON EMOLUMENTS

QUESTION	LEVEL OF AGREEMENT					MEAN	STANDARD DEVIATION	f-value	SIG. LEVEL (2-TAILED)
	STRONGLY AGREE	AGREE	UN CERTAIN	DISAGREE	STRONGLY DISAGREE				
Satisfaction on emoluments paid to the employees	80 (26.7)	190 (63.3)			30 (10.0)	3.97	1.098	19.786	Significant
Satisfaction on Pay is according to ability & Skill	110 (36.7)	170 (56.7)			20 (6.7)	4.17	0.986	23.157	Significant
Satisfaction on pay is according to seniority	70 (23.3)	170 (56.7)	30 (10.0)	10 (3.3)	20 (6.7)	3.87	1.042	20.332	Significant
Satisfaction on pay for the present day cost of living	70 (23.3)	200 (66.7)		30 (10.0)		4.03	0.809	27.317	Significant
Satisfaction on pay when compared to other organisations	50 (16.7)	210 (70.0)	30 (10.0)		10 (3.3)	3.97	0.765	28.404	Significant
Satisfaction on pay according to educational qualifications	80 (26.7)	190 (63.3)			30 (10.0)	3.97	1.098	19.786	Significant

Source: Data compiled from Questionnaire

Having the Satisfaction on pay is according to seniority, 56.7 percent of employees are opined that they have it. The computed mean value of the same is found 3.87 and standard deviation 1.042, wherein the calculated f-value is found highly significant with a value of 20.332.

About 66 percent of the respondents are opined that they Satisfaction on pay for the present day cost of living are suitable and relevant. The calculated mean value for the same is found as 4.03; standard deviation as 0.809 and the founded f-value is highly significant with a value of 27.317.

Satisfaction on pay when compared to other organisations, 70 percent employees opined positively with a mean value of 3.97 and standard deviation of 0.765. The calculated f-value is found 28.404 which is highly significant.

With the majority of 63.3 percent of concurrence by the employees Satisfaction on pay according to educational qualifications, the mean value of 3.97, standard deviation of 1.098 and f-value of 19.786 is found highly significant. Overall, the retort with regard to all the aspects of emoluments, the computed f-value is found to be statistically significant. Keeping in mind the results acquired from the above tables 1 A & B, it can be conclude that the employees of the organization are satisfied about the emoluments being paid to them.

The following table 3.2 is narrates about the opinion of the employees on the impact of operational efficiency in organization development. The Likert format is implemented to obtain the opinion of the employees.



2. SAFE AND HEALTHY WORKING CONDITIONS:

Unsafe and hazardous working conditions cause problems to both SCCL and employees. Though they may be little and vantage to the SCCL in short period but it adversely affects the productivity.

Hence, the perception of employees was sought. Thus the data relevant to the responses of employees on Safe and Healthy working conditions are presented in table 2.

TABLE - 2
EMPLOYEE RESPONSES ON SAFETY & HEALTHY WORKING CONDITIONS IN SCCL

QUESTION	LEVEL OF AGREEMENT					MEAN	STD. DEV.	F-VALUE	SIG. LEVEL (2-TAILED)
	Complete Extent	Greater Extent	Some Extent	Little Extent	Nil Extent				
Drinking Water Facility	70 (23.3)	90 (30.0)	140 (46.7)			3.77	0.817	25.246	Significant
Medical Facility	60 (20.0)	180 (60.0)	50 (16.7)		10 (3.3)	3.93	0.828	26.029	Significant
Sports & Games Facility	110 (36.7)	90 (30.0)	80 (26.7)	20 (6.7)		3.97	0.964	22.531	Significant
Transport Facility	30 (10.0)	210 (70.0)	60 (20.0)			3.9	0.548	39	Significant
Lunch Room Facility	100 (33.3)	170 (56.7)	30 (10.0)			4.23	0.626	37.036	Significant
Air Cool/Conditioner/ Fans	20 (6.7)	140 (46.7)	140 (46.7)			3.6	0.621	31.729	Significant
Duration of Rest	10 (3.3)	190 (63.3)	40 (13.3)	50 (16.7)	10 (3.3)	3.47	0.937	20.262	Significant
Toilet Facility	100 (33.3)	140 (46.7)		30 (10.0)	30 (10.0)	3.83	1.289	16.292	Significant
	10 (10.0)	140 (40.0)	140 (43.3)		10 (6.7)				

Source: Data compiled from Questionnaire

The opinion on the drinking water facility at the work place, 53.3 percent of the employees are both strongly agreed with a 3.77 mean value and with a standard deviation of 0.817. The calculated f-value for the said opinion is 25.246 which is highly significant. Thus it can be concluded that the SCCL has been providing adequate drinking water facility thereby enhancing the quality of work life of employees.

With regard to the Medical Facility, about 60.0 percent of employees have agreed that it is democratic and 20.0 percent are opined that it is strongly agreeable. The respective mean value of the opinion is found to be 3.93 and

standard deviation is 0.828. The f-value for the same is found as 26.029 with a highly significant.

Sports and Games facility, 36.7 percent with a strong and 30.0 percent with a positive satisfaction. For the said opinion a founded mean value is 3.97 and standard deviation is 0.964. Further, the f-value for the same is noted as 22.531 which is highly significant.

With regard to Transport facility by the organization, 70.0 percent of the employees have expressed it as good with a mean value of 3.9 and standard deviation as 0.548. The founded f-value for the said opinion is 39 which is highly significant.



With respect to lunch room facility in organization, 56.7 percent of employees are accepted in positive manner. With a mean value of 4.23 and respective standard deviation is 0.626. The f-value founded as 37.036 which is highly significant.

Providing Air Cool/Conditioner/Fans to the employees, from among the sample size equally 46.7 percent of employees are opined that they agreed that there is a friction and they can't say. The mean value of said opinion is 3.6 and standard deviation is 0.621. The f-value for the same is 37.036 and can be said it as highly significant.

Duration of rest, majority of 63.3 percent respondents have opined that they were getting the co-operation whenever they needed. The mean value for the same is found as 3.47 and standard deviation as 0.621. The f-value for the same is noted as 20.262 with highly significant.

Providing toilet facility, 46.7 percent of employees are opined that they doesn't hesitate to discuss their personal problems with superiors. The founded mean value for said opinion is 3.83 and standard deviation is 1.289. The founded f-value is 16.292 which is highly significant.

SOCIAL INTEGRATION:

The relationships between and among the employees is an indicator of healthy work organization. Hence, the formal and informal interactions must be held in the organization. The employees irrespective of classes, religions, races, crafts and designations must be treated equally on a social platform thereby creating egalitarian environment.

The data pertaining to the responses of employees on Social Integration are presented in table 3.

**TABLE 3
EMPLOYEE RESPONSES ON SOCIAL INTEGRATION IN SCCL**

QUESTION	LEVEL OF AGREEMENT					MEAN	STD. DEV.	F-VALUE	SIG. LEVEL (2-TAILED)
	Complete Extent	Greater Extent	Some Extent	Little Extent	Nil Extent				
Possibility to mingle and chat with colleagues during working hours	40 (13.3)	150 (50.0)	110 (36.7)			3.77	0.679	30.388	Significant
More expectation from officer	70 (23.3)	100 (33.3)	130 (43.3)			3.8	0.805	25.85	Significant
Atmosphere of good interpersonal relations	80 (26.7)	100 (33.3)	120 (40.0)			3.87	0.819	25.849	Significant
Consultation about matters concerning work	5 (16.7) (10.0)	9 (30.0) (40.0)	14 (46.7) (43.3)	1 (3.3)	1 (3.3) (6.7)	3.53	0.937	20.652	Significant

Source: Data compiled from Questionnaire

Majority of 63.3 percent employee are agreed that Possibility to mingle and chat with colleagues during working

hours are low for which the mean value is illustrated as 3.77 and standard deviation as 0.679. The f-value for the same is



noted as 30.388 which is highly significant.

With respect to more expectation from officer, majority of 43.3 percent of employees are uncertain and 33.3 are opined that the organization's working condition is good. The mean value for the same is 3.8 with a standard deviation of 0.805. The noted f-value is highly significant with a value of 25.85.

With uncertainty percentage of 40.0 and with a agreeable percentage of 33.3 of employees of SSCL are opined the atmosphere of good interpersonal relations. The mean value found for the same is 3.87 and standard deviation 0.819. The founded f-value for the above is 25.849 which can be said as highly significant.

With respect to consultation about matters concerning work with employees at SCCL majority of 46.7 percent respondents feels as uncertain and 30.0 percent are accepted that there are anomalies exists. The calculated mean value of this opinion is 3.53 and standard deviation is 0.937. The calculated f-value for the same is 20.652 which can be said as highly significant.

3. RELEVANCE OF WORK:

The employees must be given the perspective of how his work in the organization helps the society thereby building relevance of the employees existence to the society.

The employees opinion on relevance of work presented in table 4.

TABLE - 4
EMPLOYEE RESPONSES ON RELEVANCE OF WORK IN SCCL

QUESTION	LEVEL OF AGREEMENT					MEAN	STD. DEV.	F-VALUE	SIG. LEVEL (2-TAILED)
	Always	Mostly	Something	Rarely	Never				
Service Orientation than other organisations	30 (10.0)	150 (50.0)	110 (36.7)		10 (3.3)	3.63	0.809	24.608	Significant
Improve of dignity and respect	50 (16.7)	90 (30.0)	130 (43.3)	20 (6.7)	10 (3.3)	3.5	0.974	19.686	Significant
Job challenging	10 (3.3)	90 (30.0)	180 (60.0)		20 (6.7)	3.23	0.817	21.671	Significant
Enviously react by relatives and friends	10 (3.3)	150 (50.0)	120 (40.0)	20 (6.7)		3.5	0.682	28.097	Significant
Office work at Home	30 (10.0)	120 (40.0)	110 (36.7)	40 (13.3)		3.47	0.86	22.069	Significant

Source: Data compiled from Questionnaire

Majority of 50.0 percent from among the respondents are opined that the organization is Service Orientation than other organisations followed by 36.7 percent uncertain opined. With a highly significant f-value of 24.608, standard

deviation is found as 0.809 and mean value as 3.63.

Pertaining to improve of dignity and respect in SCCL, majority of 43.3 percent of employees uncertain and 30.0 percent are opined positive. The noticed



mean value for the same is 3.5 and standard deviation is 0.974. The founded f-value of same is 19.686 which is significant.

Job challenging at SCCL the majority of 60.0 respondents are opined as uncertain and 30.0 are opined positive for which the calculated mean value found as 3.23 and standard deviation as 0.817 and the f-value of the same is 21.671 which is highly significant.

With respect to eenuously react by relatives and friends, from among the entire responses 50.0 percent employees agreed that the management taking into the consideration their suggestions. The computed mean value for the same is 3.5 and standard deviation 0.682. The

computed f-value for the same is 28.097 with highly significant.

Office work at Home by the employees, 40.0 percent of respondents conjoint and 36.7 percent are uncertain. The mean value for the above is found as 3.47 and standard deviation as 0.86, whereas the f-value for the same is found highly significant with a value of 22.069.

5. CONSTITUTIONALISM:

The constitutionalism affect the freedom of an individual employee in the organization such privacy in personal matters, compromise with colleagues etc.

The data with respect to the responses of employees on Constitutionalism is presented in table 2.

TABLE - 5
RESPONSES ON CONSTITUTIONALISM IN THE ORGANISATION

QUESTION	LEVEL OF AGREEMENT					MEAN	STD. DEV.	f-value	SIG. LEVEL (2-TAILED)
	Complete Extent	Greater Extent	Some Extent	Little Extent	Nil Extent				
Privacy in personal matters	190 (63.3)	30 (10.0)	80 (26.7)			4.37	0.89	26.876	Significant
Conflict resolution mechanism	120 (40.0)	160 (53.3)	20 (6.7)			4.33	0.606	39.135	Significant
Merits of individual position	80 (26.7)	200 (66.7)	10 (3.3)	10 (3.3)		4.13	0.776	29.171	Significant
Compromise with colleagues	70 (23.3)	180 (60.0)	50 (16.7)			4.07	0.64	34.82	Significant
Give and take policy in compromise	150 (50.0)	120 (40.0)	20 (6.7)	10 (3.3)		4.37	0.765	31.269	Significant
Open Discussion	150 (50.0)	80 (26.7)	60 (20.0)	10 (3.3)		4.2	0.997	23.084	Significant
Wishes accommodation with colleagues	190 (63.3)	100 (33.3)	10 (3.3)			4.6	0.563	44.733	Significant
Resolve of issues	90 (30.0)	120 (40.0)	70 (23.3)	20 (6.7)		3.93	0.907	23.748	Significant

Source: Data compiled from Questionnaire

The view of the employees pertaining to the Constitutionalism in the organization has been serene through Likert scale model questionnaire and presented in table 5.

The responses on Privacy in personal matters, majority of 63.3 percent employees are strongly agreed with a 4.37 mean value and with a 0.89 standard deviation. The calculated f-



value for the said opinion is 26.876 which is highly significant.

With regard to opinion on conflict resolution mechanism, about 53 percent of employees are agreed that employee skill cannot be completely utilized until not properly training. The respective mean value of the opinion is found to be 4.33 and standard deviation is 0.606. The f-value for the same is found as 29.171 with a highly significant.

With respect to merits of individual position, 66.7 percent agreed that they get help. For the said opinion a founded mean value is 4.13 and standard deviation is 0.776. Further, the f-value for the same is noted as 29.171 which is highly significant.

With respect to compromise with colleagues, 60.0 percent of the employees are agreed that absenteeism reduced through training with a mean value of 4.07 and standard deviation as 0.64. The founded f-value for the said opinion is 34.82 which is highly significant.

With respect to give and take policy in compromise, 50.0 percent of employees are strongly accepted in positive manner. The mean value for the said is 4.37 and respective standard deviation is 0.765. The f-value founded as 31.269 which is highly significant.

About Open Discussion, from among the sample size equally 50.0 percent of employees are opined that they strongly agreed that though training they can understand job clearly. The mean value of said opinion is 4.2 and standard deviation is 0.997. The f-value for the same is 23.084 and can be said it as highly significant.

Wishes accommodation with colleagues, 63.3 percent of respondents strongly conjoint with. The mean value for the above is found as 4.6 and standard deviation as 0.563, whereas the f-value for the same is found highly significant with a value of 44.733.

In respect of Resolve of issues, about 40.0 percent employees are feel in positive manner and the mean value is found for the same is 3.93 and standard deviation is 0.907. The computed f-value is 223.748 which is highly significant.

6. OPPORTUNITY TO DEVELOP HUMAN POTENTIALITIES:

The organization should provide to increase the authority and exposure to multiple skills since the works have become routine, and too specialized thereby depriving the employees fulfillment satisfactions.

An employee's responses on opportunity to develop human potentialities are shows in the following table 6.

Learning of Newer Skills, about 60.0 percent employees are feel in positive manner and the mean value is found for the same is 3.67 and standard deviation is 0.711. The computed f-value is 28.24 which is highly significant. With regard to make use of Existing skills appropriately, 63.3 percent of respondents are feeling as uncertain with a mean value of 3.43 and standard deviation 0.626. The founded f-value is highly significant which is 30.037.

With regard to consultation before taking decision majority of 60.0 percent of employees agreed and the mean value founded is 3.67 with a standard deviation of 0.711.



TABLE - 6
EMPLOYEE RESPONSES ON OPPORTUNITY TO DEVELOP HUMAN POTENTIALITIES IN SCCL

QUESTION	LEVEL OF AGREEMENT					MEAN	STD. DEV.	F-VALUE	SIG. LEVEL (2-TAILED)
	Always	Mostly	Something	Rarely	Never				
Learning of Newer Skills	20 (6.7)	180 (60.0)	80 (26.7)	20 (6.7)		3.67	0.711	28.24	Significant
Make use of Existing skills appropriately	20 (6.7)	90 (30.0)	190 (63.3)			3.43	0.626	30.037	Significant
Consultation before taking decision	10 (3.3)	200 (66.7)	80 (26.7)		10 (3.3)	3.67	0.711	28.24	Significant
Participation in Administration/ Management Decisions	20 (6.7)	130 (43.3)	150 (50.0)			3.57	0.626	31.204	Significant

Source: Data compiled from Questionnaire

The computed f-value is found 28.24 which is highly significant. With respect to Participation in Administration/ Management Decisions in SCCL 50.0 percent of employee are uncertain and 43.3 percent are opined that human relations are harmonious. The noticed mean value is 3.57 and standard deviation is 0.626 with a computed f-value of 31.204 which is highly significant.

CONCLUSIONS:

The study conducted to review the Quality of work life and performance in SCCL. From the primary data acquired, it is observed that the majority of employees with respect to the emoluments which is one of the evaluative measure of the quality of work life is opined that the emoluments is being paying to them are satisfactory.

With regard to Safety and Health conditions, the employees are felt that it is quite good and pretty and with regard to social integration in organization, the major part of the respondents are

satisfied. The majority of respondents are in an opinion that somehow the organization is assigning the relevance of work to them. From among the employee respondents, major part is feel that the constitutionalism in organization is in a great extent.

By and large it can be surmised that, above 90 per cent employees working at SCCL are opined that the quality of work life providing by the organization is satisfactorily and company production and profits are in high.

So it can be concluded that employee capability increases when the organization provide quality in work life.

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