FACTOR CREDENTIALS BOOSTING QUALITY OF WORK LIFE OF BSNL EMPLOYEES IN JAMMU REGION

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Abstract

The focus of this paper concerns a study of the quality of work life for the employees of telecom sector. The aim of the paper is to determine whether and how the quality of work life affects the satisfaction level of employees of telecom employees and the implications of these findings suggest that quality of work life in BSNL can bee enhanced by these factors as "Adequate Income & Fair Compensation", "Safe & healthy working conditions", "Opportunities to use & develop human capacity", "Opportunity for career growth", "Social integration in the work force", "Constitutionalism in work organization", "Eminence of Work Life" and " Social relevance of work".

Introduction

The quality of work life(QWL) is a wide term covering an immense variety of programmes, techniques, theories and management styles through which organizations and jobs are designed so as grant employees more autonomy, responsibility and authority than is usually done. It is a comprehensive, department- wide program designated to improve employee satisfaction, strengthening workplace learning and helping employees (Anonymous, 2005).A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick, 2003). Many factors contribute to QWL which includes adequate and fair remuneration, safe and healthy working conditions and social integration in the work organization that enables an individual to develop and use all his or her capacities; it 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. (Straw, R.J. and C.C. Heckscher, 1984).

So keeping above facts in view the present study has been pursued to achieve the following objectives:

- To examine the demographic profile of the employees

- To analyze the factors determining the satisfaction with the quality of work life in the organization
- To study the nature of relationship between the factors affecting quality of work life and satisfaction level with the quality of work life in the organization

Review Of Literature

Both employers and employees now better appreciate the importance of the Quality of work life in an organization. Quality of worklife is important to organizational performance (Grayson, 1973). Quality of work life is an important factor that affects motivation at work (Ghosh, 1992). Quality of work life programmes has two objectives: to enhance the productivity and the satisfaction of employees (Gardon, 1984). 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 usual technical and economic ones.

Glasier (1976) thinks that quality of work life implies job security, good working conditions, adequate and fair compensation, more even than equal employment opportunity all together.

In their excessive literature review Katzell et. Al (1975) viewed quality of work life more broadly as an individual's evaluation of the outcome of the work relationship. They observed that a employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well and feels his working life fits well with his private life to afford him a balance between the two in terms of his personal values. Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance. Various other studies conducted on quality of work life include employment conditions, employment security, income adequacy, profit sharing, equity and other rewards, employee autonomy, employee commitment, social interaction, self- esteem, self- expression, democracy, employee satisfaction, employee involvement, advancement, relations with supervisors and peers and job enrichment (Chander and Singh, 1993)

Runcie (1980) remarked that should an employee have positive perception of the quality of worklife in the company, he would further probably strive to further improve the working conditions, increase production and quality products. The experiences of a fair number of organizations indicate that a number of specific roles and structures and the support systems, must be in place and functioning effectively in order that the quality of work life programmes remain viable grow, involve, permeate the organizational culture and produce long term success and benefits.The cross nation experiences amply demonstrate that improvement in quality of work life has definite potential and scope in improving productivity (Ledford and Lawler, 1982) and overall organizational effectiveness (Buchanan and Boddy, 1982) as also reducing grievances, turnover and absenteeism (Goodman, 1980) and industrial accidents (Havolovic, 1991). Yet inspite of the plethora of research on the subject, the efforts on the part of researchers to identify the factors of quality of work life in the Indian context have not been encouraging. Thompson indicated quality of work life programs a movement toward greater engagement with

the cooperation, knowledge and tactic skills of the work force. Delamotte and Walker (1974) indicated that the number of emphasis have been made in the humanization of work including: the need to protect the worker from hazards to health and safety, the wage work bargain, the protection of workers from hazards of illness and unemployment and the protection of the worker from arbitrary the authority of management.

Methodology

The study was carried out in the organized sector i.e. Bharat Sanchar Nigam Limited (BSNL) and is based mainly on the primary data collected from employees with the help of a well drafted pre tested structured questionnaire. The universe of the study included all those employees who were working in BSNL in Jammu region. For the selection of sample, proportionate method of sampling was followed. A list of all employees working in BSNL was prepared with the help of the administrative staff of the organization. All these employees (826) were grouped into different categories as:

Category I

a) Class I employee that included 1 GM, 2 DGM, 3 AGM and 5 DE.
b) Class II employees included 153 Sub Divisional Engineer and Junior Telecom Officer.
c) Class III included 60 TTA (Telecom Telegraph Assistant) and 326 TM (Telecom Mechanic) and 30 Line Man
d) Class IV employees included 50 RM (Regular Mazdoor) Employed to do supervisory work

Category II

General

a) 125 General Senior TOA (Telecom Office Assistant)
b) 60 Phone Senior TOA (Senior Telecom Office Assistant)

Accounts Cadre

a) 1 IFA (In charge Finance Advisor)
b) 2 CAO (Chief Accounts Officer)
c) 7 Accounts Officer
d) 7 Junior Accounts Officer
e) 4 Lorry Driver

The detailed description of the Target group has been presented in the following table

Employee Category	Population	Sample
Sub Divisional Engineer and Junior Telecom Officer	153	38
Telecom Telegraph Assistant	60	15
Telecom Mechanic	326	81
Line Man	30	8
Regular Mazdoor	50	12
General Senior Telecom Office Assistant	125	31
Phone Senior Telecom Office Assistant	60	15
Total	804	200

Results And Discussions

It is discernible from Table I that the largest majority of the sample respondents i.e. 34 % were above 50 years which was followed in by the age group of 41- 50 years (31.3 %), 31-40 years (22.7 %), 21-30 years (11.3%) and below 20 years (0.7%).The above figures indicated that majority of the sample employees were in middle age group who had sufficient experience of working with that organization. Education- wise it was discernible that the largest majority of the employees were graduates and post graduates and there was no one who was undergraduate. As far as employees experience was concerned, it was found that the largest majority of the sample employees (56 %) had employee experience of more than 20 years indicating that employees had longer attachment with their workplaces. Regarding the income description of the employees working in the sample public sector organizations, it was discernible that there were no employees who had pay structure less than 6000. 22.7 % of the respondents had salary structure between 6000- 12000. 28 % had pay structure between 12000- 18000. However, 28 % of the employees also shared pay scale between (8000- 24000 and 21.3% of the employees had pay structure above 24000.

Table1: Demographic Profile of the respondents

Employee category	Number	Percentage
Age (in Years)		
Below 20	1	0.70
21- 30	23	11.30
31- 40	45	22.70
41- 50	63	31.30
Above 50	68	34.00
Education		
Under Graduate	0	0.00
Graduation	119	59.30
Post graduation	60	30.00
Technical	17	8.70
Any Other	4	2.00
Family Size (No)		
Upto 4	130	64.70
4 – 6	45	22.70
Above 6	25	12.70
Period of Service (in Years)		
Below 5	29	14.70
6 – 10	31	15.30
11 – 15	17	8.70
16 – 20	11	5.30
Above 20	112	56.00
Income		
Below 6000	0.00	0.00
6000- 12000	45	22.70
12000- 18000	56	28.00
18000- 24000	56	28.00
24000 & above	43	21.30

Factor Loading

Table 2 shows the factor loading on the various statements. This approach helps in detecting the structure in the relationship between variable i.e. to classify the variables.

It was discernible from the table that the most important factor as perceived by BSNL employees was "Social relevance of work" with the factor mean score of 3.4318 and the attributes named "Promotion of Employee Welfare activities" and "My job enhances my social prestige" were loaded on this factor with factor loading of 0.691 and 0.652 respectively. This indicates that being a public organization BSNL promotes social responsibility within the employees as well as among the customers which is clear from the policy of the BSNL Commitment towards the principles of corporate social responsibilities is inbuilt within the corporate philosophy of BSNL.It is committed to provide quality Telecom Services at affordable price to the citizens of the remotest part of the country. Moreover BSNL has commitment for employees welfare activities.. A very wide range of welfare programmes, with a focus on the employees' welfare is continuously implemented by the Staff Welfare Board of the Company. In addition to this BSNL has provided assistances during natural calamities. When the destructive Tsunami waves struck the Indian shores, BSNL Company swung into action immediately for providing relief to those affected in the coastal areas. Communication networks at the Coastal areas of Tamil Nadu, Kerala and the Andaman and Nicobar Islands – worst hit in the Tsunami - were promptly restored within the shortest possible time. BSNL along with the employees contributed an amount of Rs. 2,207 lakhs to the Prime Minister's Relief Fund. Telephone Services were restored in record time in the flood-hit areas of Gujarat and Maharashtra.

The second most important factor as perceived by BSNL employees was "Opportunities to use & develop human capacity**"** with the factor mean score of 2.6394 and the attributes named "Have freedom of taking decision for my job & implement them", "Get an opportunity to participate in the planning of my work" and "Idea that brings changes in the organization is appreciated" were loaded on this factor with factor loading of 0.799. 0.753 and 0.727 respectively. This indicates that the employee participation is encouraged which enhances employee – employee and employee – employer relationships in the organization.

The third most important factor as perceived by BSNL employees was "Eminence of Work Life**"** with the factor mean score of 2.6273 and the attributes named "Working life in this organization is satisfactory", and "Organization takes care for the welfare of person of all age" were loaded on this factor with factor loading of 0.662 and 0.820 respectively .This indicates that the quality of work life in BSNL is quiet satisfactory and further it provides some rebate and concession to the senior citizens, visually blind persons, freedom fighters/widows of freedom fighters getting pension under freedom fighter pension scheme, gallantry award winners, war widows and disabled workers.

The fourth most important factor as perceived by BSNL employees was "Opportunities for career growth**"** with the factor mean score of 2.56815 and the attributes named "This organization provides facility for the self improvement of their employees" and "Get opportunities to improve my job" were loaded on this factor with factor loading of 0.713 and 0.742 respectively .This indicates that there is a provision of enhancement programmes for

BSNL employees. Moreover, frequent exams are conducted for analyzing the employee capabilities and special training programmes are organized for boosting their capabilities.
The fifth most important factor as perceived by BSNL employees was "Safe & healthy working conditions**."** with the factor mean score of 2.5515 and the attributes named "Sometimes I neglect my health due to my job", "The working atmosphere is clean and transparent" and "The working conditions of my job is free from risk of illness & injury" were loaded on this factor with factor loading of 0.852, 0.508 and 0.703 respectively .This indicates that the working conditions are very conducive and transparent. The employees working are satisfied with the hygiene and the maintenance of the organization which automatically proves that the employees are safe and free from any risk of illness/ injury.

The sixth most important factor as perceived by BSNL employees was "Adequate Income & Fair Compensation**"** with the factor mean score of 2.53635 and the attributes named "I am satisfied with my income from work" and "Receive equal treatment in all matters like employee compensation, job security etc" were loaded on this factor with factor loading of 0.5525 and 0.706 respectively .This indicates that the organization follows adequate income and fair compensation schemes.The remuneration of the Absorbed Officers of the Company is governed by the guidelines of the Department of Public Enterprises, Government of India. The pay scales of officers are of Industrial DA pattern.
Officers of various Organized Group Services, who are on deemed deputation are governed by the pay and allowances and the rules of Central Government.
The remunerations of workmen are fixed through negotiations with Workmen's Union subject to the overall guidelines of Department of Public Enterprises, Government of India.

The seventh most important factor as perceived by BSNL employees was "Social integration in the work force**"** with the factor mean score of 2.43027 and the attributes named "I get adequate information about what is going on in other department.", "I prefer to accomplish work individually than in the team." and "All the members of the organization have the sense of one community" were loaded on this factor with factor loading of 0.791, 0.612 and 0.529 respectively .This indicates that the coordination and cooperation in the organization is developed which justifies that the employees are socially integrated.

The eighth most important factor as perceived by BSNL employees was "Constitutionalism in work organization" with the factor mean score of 2.359075 and the attributes named "Here almost everyone knows who is working under whom.", "Information passed from one person to another person in this organization is accurate.", "Members of senior staff pay attention to grievances of junior staff." and "I get correct information about work, duties, etc." were loaded on this factor with factor loading of 0.781, 0.801, 0.544 and 0.493 respectively .This indicates that proper hierarchy exists in the organization where everyone is aware of his or her responsibilities.

TABLE 2: Result of Factor Analysis of the Attributes Influencing Quality of Worklife

	Factor loading	% of variable	mean	Factor mean score
Factor 1: Adequate Income & Fair Compensation		13.551		
1.1: I am satisfied with my income from work	0.555		2.76	2.53635
1.2: Receive equal treatment in all matters like employee compensation, job security etc.	0.706		2.31	
Factor-2: Safe & healthy working conditions		13.202		
2.1: Sometimes I neglect my health due to my job	0.852		2.23	2.5515
2.2: The working atmosphere is clean and transparent.	0.508		2.47	
2.3: The working conditions of my job is free from risk of illness & injury	0.703		2.95	
Factor-3: Opportunities to use & develop human capacity		9.482		
3.1: Have freedom of taking decision for my job & implement them.	0.799		2.63	2.6394
3.2: Get an opportunity to participate in the planning of my work.	0.753		2.55	
3.3: Idea that brings changes in the organization is appreciated	0.727		2.74	
Factor-4: Opportunity for career growth		8.255		
4.1: This organization provides facility for the self improvement of their employees.	0.713		2.47	2.56815
4.2: Get opportunities to improve my job.	0.742		2.66	
Factor-5: Social integration in the work force		7.943		
5.1: I get adequate information about what is going on in other department.	0.791		2.37	2.43027
5.2: I prefer to accomplish work individually than in the team.	0.612		2.35	
5.3: All the members of the organization have the sense of one community.	0.524		2.56	
Factor-6: Constitutionalism in work organization		6.858		
6.1: Here almost everyone knows who is working under whom.	0.781		1.98	2.359075
6.2: Information passed from one person to another person in this organization is accurate.	0.801		2.76	
6.3: Members of senior staff pay attention to grievances of junior staff.	0.544		2.48	
6.4: I get correct information about work, duties, etc.	0.493		2.21	
Factor-7: Eminence of Work Life		6.424		

7.1: Working life in this organization is satisfactory.	0.662		2.73	2.6273
7.2: Organization takes care for the welfare of person of all age.	0.820		2.53	
Factor-8: Social relevance of work		6.186		
8.1: Promotion of Employee Welfare activities	0.691		2.78	3.4318
8.2: My job enhances my social prestige	0.652		4.08	

It is discernible from table 3 that the Constitutionalism in work organization is positively correlated with satisfaction level of the employees. So, it indicates that by improving the constitutionalisation of the organization satisfaction level can also be enhanced. The other factors that are positively correlated with satisfaction level are Social integration in the work force (with correlation coefficient 0.421), Opportunities to use & develop human capacity(with correlation coefficient 0.312), Opportunity for career growth(with correlation coefficient 0.229)**,** Eminence of Work Life(with correlation coefficient 0.150)**,** Adequate Income & Fair Compensation(with correlation coefficient 0.122), Safe & healthy working conditions(with correlation coefficient 0.098) and Social relevance of work(with correlation coefficient 0.042)**.**

Table 3: CORRELATION BETWEEN FACTORS AFFECTING QUALITY OF WORK LIFE AND LEVEL OF SATISFACTION AMONG THE EMPLOYEES

	FACTOR 1	**FACTOR 2**	**FACTOR 3**	**FACTOR 4**	**FACTOR 5**	**FACTOR 6**	**FACTOR 7**	**FACTOR 8**
SATISFACTION LEVEL	.122	.098	.312(*)	.229	.421(*)	.429(*)	.150	.042
* Correlation is significant at the 0.05 level (2-tailed).								

Conclusion

The study found that there is a high level of satisfaction among the employees regarding the Quality of Work life. The factors determining the satisfaction with the quality of work life in the organization were **"**Adequate Income & Fair Compensation", "Safe & healthy working conditions", "Opportunities to use & develop human capacity", "Opportunity for career growth", "Social integration in the work force", "Constitutionalism in work organization", "Eminence of Work Life" and " Social relevance of work". All these factors are positively correlated with the quality of work life in BSNL. So by improving these factors quality of work life in BSNL can be enhanced. A model has been depicted below for improving the quality of worklife in BSNL.

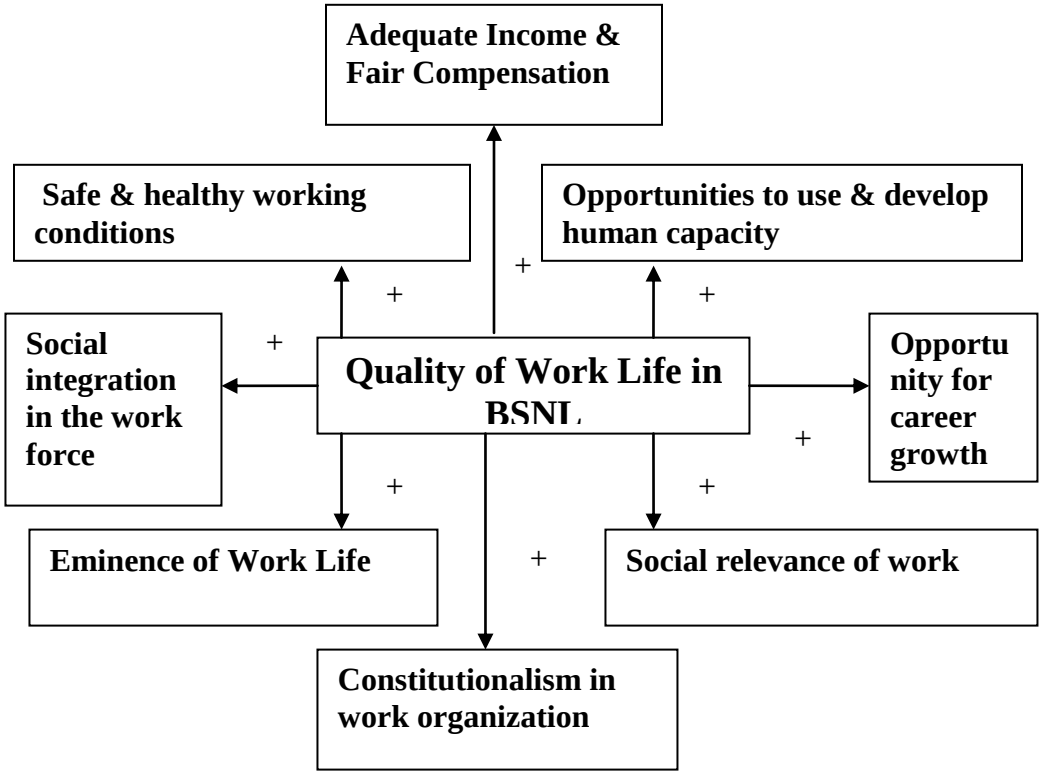

Fig: 1 Model depicting Factors that Enhance Satisfaction in BSNL

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