

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Impact of Job Satisfaction and Quality Work Life on Employee Relations: A Study with Reference to APSPDCL, Prakasam District

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Abstract:

Job satisfaction is the end result of the job context factors such as an organization's administrative policies, working environment relationship between superior and subordinates. The status of an employee on the job, advancement in life being performed, the status of an employee on the job, advancement in life being an economic profile do influence on the level of his/her Job satisfaction. To improve the Quality of Work Life, the work satisfaction of employees is to be considered as a motivational strategy. The present study has been taken up in the Andhra Pradesh Southern Power Distribution Company Limited (APSPDCL) to review the major factors influencing QWL of employees with reference to APSPDCL, Prakasam District and provide suitable suggestions to improve the qwl f employees.

Keywords: Organisation, Job satisfaction, Quality of Work Life, Motivation, APSPDCL

1. Introduction

Energy is the prime mover of economic growth and is vital to the substance of a modern economy. Future economic growth crucially depends on the long-term availability of energy from sources that are accessible and environmentally friendly. India ranks sixth in the world in total energy consumption and needs to accelerate the development of the sector to meet its growth aspirations. In industrial enterprises, a satisfied employee is a productive employee of the organization. Satisfied professionals, therefore, not only render quality services to the users, but also ensure commitment towards the professional duties in the electricity in which he/she is serving to contribute one's might to its image building.

Job satisfaction is the end result of the job context factors such as an organization's administrative policies, working environment relationship between superior and subordinates. Relationships among fellow employees, status of the job, including Pay and Job content factors like job itself, a sense of achievement drive, degree of responsibility attached to the job being performed. The status of an employee on the job, advancement in life being performed, the status of an employee on the job, advancement in life being an economic profile do influence on the level of his/her Job satisfaction.

The quality of work life (QWL) is the degree to which the employees feel a comfortable and enjoyable work life. It is the degree of favourable work situation which will exist within the organization. To improve the Quality of Work Life, the work satisfaction of employees is to be considered as a motivational strategy. The improvement in the Quality of Work Life is sought to be achieved through re-organizational and re-structuring of job content.

2. Review of Literature

Employees' perception of QWL varies based on demographic and organizational variables. Understanding this perception would help the employers of the industries to work on improving the QWL.

- **Keith (1989)**, Quality of Work Life refers to "the favourableness or unfavourableness of a job environment for people". The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement.
- **Kumar and Tripathi (1993)**, Quality of Work Life is a philosophy of management that believes co-operative relationship between employees and managers and also believes that every employee has the ability and right to offer his intelligence and useful inputs into decisions at various levels in the organizations.
- **Hoppock R. (1935)** in his study on job satisfaction, emphasized that the combination of three factors, namely psychological, physiological and environmental determine the level of Job satisfaction or Job dissatisfaction of employees in an organization irrespective of its nature and type.

- **Sinha and Singh, P. (1961)** studied the relationship between absenteeism and job satisfaction of hundred workers of TISCO at Jamshedpur and concluded that there is a higher degree of relationship between absenteeism and job satisfaction. The higher absence group was much less satisfied with their jobs than the low absentee group.
- **Locke E.A. (1976)** highlighted the psychological aspect of the job. According to him the job satisfaction/dissatisfaction mainly depends on the emotional feelings of an employee. Job satisfaction is, thus, the result of positive emotions. These positive emotions or job satisfaction of the employees would promote the willingness and commitment in their profession/job.

3. Scope of the Study

The present study has been taken up in the Andhra Pradesh Southern Power Distribution Company Limited (APSPDCL). Studies on job satisfaction and quality of work life in the power sector are rare and few studies have been conducted so far. Studies of their kind certainly rekindle enthusiasm and spirit of the employees working in the sample divisions in Prakasam District as the suggestive measures forwarded by the researcher certainly assist the respective divisions and management of the APSPDCL to take pragmatic decision in employees forever.

4. Objectives of the study

- To review the major factors influencing QWL of employees with reference to APSPDCL, Prakasam District.
- To assess the degree of association between two key factors viz. job satisfaction and QWL
- To suggest suitable measures to improve job satisfaction and QWL of employees and hence enhanced employee relations and productivity.

5. database and Methodology

Both primary and secondary data have been exclusively used for the study. Primary data have been collected from the sample employees in the respective divisions by campaigning a structured questionnaire. The secondary data have been collected from the sources of journals like Management Review, Journal of Organizational Behaviour, Indian Journal of Industrial Relations, Vikalpa, Personnel, Decision, etc, and from the records of the Office of Ongole and Markapur divisions.

6. Discussions and Results

S.No	Age Frequency	Ongole division		Markapur division	
		No. of respondents	% to Total	No. of respondents	% to total
1	25-35	38	29.23	29	27.63
2	35-45	80	61.54	60	57.14
3	45-55	9	6.92	6	5.71
4	55 above	3	2.31	10	9.52
Total		130	100	105	100

Table 1: Age Wise Distribution Of The Respondents (Figures In Numbers)

Source: Survey

Table 1 presents shows that out of the total respondents in Ongole division of APSPDCL a majority of 61.54 per cent are in the age group of 35-45 years as against to 57.14 per cent of the Markapur division. A few respondents i.e 3 in Ongole division and 10 respondents in Markapur division are above 55 years of age.

S.No	Choice of Response	Ongole Division		Markapur Division	
		No. of respondents	% to total	No. of respondents	% to total
1	Married	115	88.46	80	76.19
2	Unmarried	5	3.85	15	14.29
3	Widowers	10	7.69	10	9.52
Total		130	100	105	100

Table 2: Marital Status Of The Respondents (Figures In Numbers)

Source: Survey

Table 2 presents marital status of respondents. It is evident from the table that out of total respondents of Ongole division 115 married, 5 unmarried and 10 widowers, compared to Markapur division, 80 respondents married, 15 unmarried, and 10 are widowers. As per the table, unmarried in these divisions are few.

S.No	No. of Dependents	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	One	18	13.85	9	8.57
2	Two	29	22.31	32	30.48
3	Three	52	40	51	48.57
4	Four and more	31	23.85	13	12.38
Total		130	100	105	100

Table 3: Number Of Dependents In The Family (Figures In Numbers)

Source: Survey

Table 3 shows that 48.57 percentage in Markapur division have three dependents as compared to 40 per cent Ongole division. In Ongole division 18 respondents, in Markapur division 9 respondents have only 1 dependent.

S.No	Choice of Response	Ongole division		Markapur division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	General	25	19.23	23	21.91
2	Professional	32	24.62	42	40
3	Technical	73	56.15	40	38.09
Total		130	100	105	100

Table 4: Educational Qualifications Of Respondents (Figures In Numbers)

Source: Survey

Table 4 shows that 73 respondents (56.15 per cent) in Ongole division, 40 respondents (38.09 per cent) in Markapur division have technical qualifications. 25 respondents in Ongole division have degree as their qualifications. In Ongole division 32 respondents have MBA and MCA qualifications. In Markapur division 42 respondents have the same degrees.

S.No	Years of Experience	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Below 5	5	3.85	12	11.43
2	5-10 years	25	19.23	18	17.14
3	10-15 years	40	30.77	30	28.57
4	15 above	60	46.15	45	42.86
Total		130	100	105	100

Table 5: Years Of Experience Of The Respondents (Figures In Numbers)

Source: Survey

Table 5 shows that, out of total respondents in Ongole division, a large proportion of 46.15 per cent with an experience of above 15 years service. In Ongole division a few respondents i.e 5, in Markapur division 12 respondents have below 5 years of experience. 40 respondents in Ongole division, 30 respondents in Markapur division have 10 to 15 years of experience.

S.No	Level of satisfaction	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Highly satisfied	29	22.31	27	25.71
2	Satisfied	41	31.54	37	35.24
3	Neutral	39	30.00	19	18.09
4	Dissatisfied	21	16.15	22	20.95
Total		130	100	105	100

Chi-square Value = 4.59 df=4, Table Value = 9.49

Table 6: Distribution Of The Respondents Based On Their Opinion About Compensation (Figures In Numbers), Source: Survey

Table 6 shows that a majority of 35.24 per cent of the Operating staff of Markapur division have stated satisfied with compensation in the organization and it is as against 31.54 per cent of Ongole division.

S.No	Level of Satisfaction	Ongole Division		Markapur Division	
		No. of respondents	%to Total	No. of respondents	%to Total
1	Highly Satisfied	42	32.31	37	35.24
2	Satisfied	56	43.07	21	20.00
3	Neutral	12	9.23	20	19.05
4	Dissatisfied	14	10.77	21	20.00
5	Highly Dissatisfied	6	4.62	6	5.71
Total		130	100	105	100
Chi-square Value = 17.16** df=4, Table Value = 13.3					

Table 7: Distribution Of The Respondents Based On Their Opinion About Working Conditions (Figures In Numbers), Source: Survey

Table 7 shows that only few respondents i.e. 6 in Ongole division, 5 in Markapur division are highly dissatisfied with the working conditions.

S.No	Level of Agreement	Ongole Division		Markapur Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Highly satisfied	56	43.08	23	21.91
2	satisfied	24	18.46	44	41.91
3	Neutral	23	17.69	18	17.13
4	Dissatisfied	17	13.08	16	15.24
5	Highly dissatisfied	10	7.69	4	3.81
Total		130	100	105	100
Chi-square Value = 20.45** df=4, Table Value = 13.3					

Table 8: Satisfied With The Ability To Maintain A Reasonable Work - Life Balance (Figures In Numbers), Source: Survey

Table 8 shows that 43.08 per cent of the employees of Ongole division stated that they are able to maintain work-life balance and it is against a lower of 21.91 per cent of Markapur division. Similarly, it is also clear that 41.91 per cent of Markapur division agrees to the statement against 18.46 per cent of Ongole division.

7. Findings

Major factors like age, marital status, educational qualifications, employees experience, compensation etc. plays vital role for quality of work life of employees. Major findings of the study are:

- 35.24 per cent of the Operating staff of Markapur division have stated satisfied with compensation in the organization.
- 32.31 per cent of Ongole division, are highly satisfied with working conditions in the organization.
- 43.08 per cent of the employees of Ongole division stated that they are able to maintain work-life balance.

8. Suggestions

- By encouraging multi-skilling the individuals will understand how work is done in other areas and how they need to work together to create value for the organization. Reward, team work, and team accomplishments, make performance management a strong focus in these departments to encourage goal setting, performance reviews, and providing feedback on achieving objective.
- In APSPDCL Prakasam district programs must be organized to help the employees to identify their strengths and weakness so that they can improve their performance in future.
- It is highly recommended to APSPDCL Prakasam district that the organization should practice non-financial appreciation methods viz. Appreciation letter, Certificate, recognition through displays on Notice Boards/ Newsletters, provision for job enrichment, etc., as they are helpful in building and maintaining motivation of the employees.

9. Conclusion

The insufficient compensation, poor working conditions, non democratic style of management functions, lack of encouragement and occupational stress ultimately affect the behavioural consequences like anxiety, nervousness, frustration which is correlated with job satisfaction depression, work absence and turnover. Companies should realize that productivity is most likely to increase when employees have adequate development opportunities. This could be achieved by developing personnel policies compulsive to the development of employees.

10. References

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