1.1 Introduction

Human resource is the most dynamic and valuable resource which decides the organization’s conquest and crash in this busy and competitive world. Today, the organizations from small to large concentrate more in acquiring and retaining the most competent and contemporary work force which helps them to top, breakthrough the competitive business world and prolong their success. One such vibrant and dynamic tool which aids the organization to hit the market and rock is Quality of Work Life. High job performance is possible only when the employees enjoy better quality of work life which ultimately affects the organization’s growth positively. Approximately, we are spending more than \( \frac{3}{4} \) of our life in work. Even beyond the working hours, work occupies one’s thoughts, determines one’s schedule for the day, gives one’s access to consumer products, contributes to one’s social identity and may even, in certain cases, determine one’s decision on whether or not to have a family (Martel and Dupuis, 2006). Hence, it becomes important to study about the quality of work life as a vigorous phenomenon in all kinds of organization.

Every individual plans his/her schedule for a day based on their work agenda. Things are not the same as they were before twenty five years. Today’s business environment is dynamic where people cannot be managed as they were managed before because the present generation work force is well organized, educated and vociferous all over the world. Quality of work life is something that each and every individual expects from their work in their life, from small job worker to a chief executive officer of a reputed organization.

The benefits of quality of work life initiatives go to both employees and employers. The presence of quality of work life initiatives makes the employees feel safe, relatively well satisfied and provides them the opportunities to grow. The employees believe that quality of work life enhances their dignity through job satisfaction and humanizing work by assigning meaningful jobs, ensuring job security, making provisions for adequate pay and benefits, providing safe and healthy working conditions, giving opportunities to develop human capacity, ensuring growth and security, social integration, constitutionalism, getting freedom to self-expression and thus help to increase individual productivity that supports to achieve organizational effectiveness. In addition to these benefits, the quality of work life initiatives are equally beneficial for the employers cherishing a more flexible, loyal, and motivated workforce, which is essential in determining the company’s competitiveness in this high tech world. (Hamid et al., 2012)² There is statistically significant correlation between measures of quality of work life and business performance in terms of market performance, stakeholder value, and business sustainability as well as differentiating competitive capabilities in terms of service quality, delivery, employee knowledge, flexibility, and technological leadership. The positive results of quality of work life are reduced absenteeism, lower turnover, and improved job satisfaction. Largely, it appears that the main concerns of an effective quality of work life program are improved working conditions mainly from the employee’s perspective and greater organizational effectiveness mainly from the employer’s perspective (Adhikari and Gautam, 2010)³.

Considering how important quality of work life is for the employees as well as the employers, an attempt is made to measure the quality of work life measures in a leading and more vital sector in India which contributes significantly to the economical development of the country. Hence, the ever

booming oil industry is focused. To be precise, the ONGC (Oil and Natural Gas Corporation Limited) was considered for the study.

1.2 ONGC, India

Oil and Natural Gas Corporation Limited (ONGC), the giant in oil and gas exploration, is Indian multinational Oil and Gas Company headquartered in Dehradun, founded on 14th August 1956 as a private sector company and in 1993 it is known as Public Sector Company and hold 74.14% of equity stake. ONGC is a leading Navaratna public sector Company in India and is engaged in exploration, development and production, refining, transporting and marketing of crude oil, natural gas, Liquefied Petroleum Gas and some other value added petroleum products such as Natural Gas Liquid, C2-C3, Aromatic Rich Naphtha and Kerosene in India and overseas. It is the pioneer in oil and gas production in India and robust growth was noticed in the past few years and contributes over 84% of India’s oil and gas production. ONGC has been ranked 357th in the Fortune Global 500 list of world’s biggest corporation for the year 2012 and also has been awarded as the Asia’s Best Oil and Gas Company. The ONGC is the recipient of Profit Business Leadership Award, Motilal Oswal CNBC TV18 Biggest Wealth Creator of India for the period of 2001-06, Golden Peacock Award 2006 for Corporate Governance in PSU category, Dun and Bradstreet –American Express Corporate Awards 2006 in the oil and gas exploration sector and Greentech Gold Safety Award in petroleum sector.

ONGC is the highest ever profit company in India since last many years. It produces value added products like Naphtha from its own plants, which are available for export. ONGC's success rate is at par with the global norm and is elevating its operations to the best-in-class level, with the modernization, expansion and integration of its fleet of drilling rigs and related equipments. It has a unique distinction of being a company within - house service capabilities in all the activity areas of exploration and production of oil and gas and related oil field services. It is the only fully-integrated petroleum company in India, operating along the entire hydrocarbon value chain.
ONGC has 26 sedimentary basins in India and its international subsidiary ONGC Videsh has projects in 15 countries currently. There are more than 40,000 employees working in ONGC. ONGC has both off shore and on shore projects. There are totally eight ONGC basins in India. They are Frontier Basin (Dehradun), Assam Arakan Basin (Assam), CBM - BMP Basin (Kolkata), Western Onshore Basin (Baroda), Western Offshore Basin (Mumbai), B-173 Basin (Mumbai), KC Basin (Rajahmundry) and Cauvery Basin (Karaikal).

1.2.1 The ONGC, Cauvery Basin

ONGC's exploration activities in Cauvery Basin started more than fifty years ago, in 1958. The exposed sedimentary rocks along the western fringe of the basin prompted the geoscientists of ONGC to initiate exploration for Hydrocarbons. Drilling was begun in 1964 and the first oil presence is found in the well 'Karaikal # 10' in 1977. The second phase of drilling commenced in 1984 and discovered Kovilkalappal and Narimanam fields, in 1985. After that, Cauvery Basin had emerged on the oil map of the country. The Cauvery Basin covers the area of about 25,000 sq.kms in on-shore and extends from Puducherry in the North to Rammnad in the South and Thanjavur in the West to Karaikal in the east. The basin is under active exploration and development of oil and gas pools with the deployment of six drilling rigs and three work over rigs dedicated to the revival of sick wells.

Innovation Award (2007), Green Tech environment excellence silver award (2007) to Narimanam GGS, Winner (2006) – Longest accident free period and Runner up (2005) – Lowest injury frequency rate. The present employee strength of Cauvery Asset is around 1110. With this dedicated workforce, lot of initiatives were taken to find more gas and oil strikes in future to produce more oil and gas and scale up the operations for long term sustained growth of the Asset.

1.3 Significance of the Study

Employees in oil exploration units work with different work schedule which differs from other sectors - 14 days on and off in case of on-shore projects and 28 days on and off in case of off-shore projects. Most of the oil exploration units are far away from towns, hence the employees are in position to stay near by their work place in case of on-shore and on rigs or ships nearby in case of off-shore. In case of companies like ONGC the work atmosphere cannot be attractive, pleasant and mind fondle. The employees have to adapt to their peculiar work atmosphere and concentrate more to give their complete efficiency. Optimum productivity is a must for the companies like ONGC who have more demand for their product, to survive and succeed in this hi-tech world.

Though the work place is entirely unusual from other sectors, the organization tries to give a conducive work environment to their employee’s in order to enhance their productivity. The conducive work environment electrifies the employees to give their best to increase their organizational productivity. The employees of oil exploration units undergo increased job stress since they are separated from their family for a long period and have to live in rigs and nearby places with their colleagues. There must be team spirit, good relationship and co-operation among the employees, which lead them to acclimatize to this strange work environment. Hence, there is a need for providing better quality of work life and work life balance to the employees of ONGC, in order to retain their competent work force.
1.4 Statement of the Problem

In the contemporary environment of the organizations, employer and employee relationship gains much importance. Each and every organization today concentrate more in acquiring and retaining the most powerful and dynamic work force in order to thrive in this busy competitive world. ONGC is not constrained to this phenomenon, with its peculiar work environment and high demand for its product, it is highly necessary for the organization to provide better quality of work life to its employees to enhance their productivity. In order to measure its present quality of work life it is essential to scrutinize the aspects regarding work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and job security and work life balance. Since, the employees stay away from their family for long period and have to work in difficult circumstances, provision of good and comfortable environment becomes inevitable. Though ONGC provides better work environment to its employees, it sometimes fails to compensate their needs, demands and requirements in some aspects which leads to work life balance disturbances. This creates stress among employees which eventually affect their work life and social life. With the unusual work nature and schedule the ONGC employees struggle a lot to balance their work life as well as their social life. Hence, there is a requirement to study the quality of work life aspects of ONGC employees. At this juncture, it becomes essential to determine the answers for the following questions:

- What are the factors that influence the quality of work life of the employees of ONGC, Cauvery Basin?
- What is the level of association between the various dimensions of quality of work life?
- How the employees of ONGC manage their work life and social life?
- What is the range between which the work life balance of the ONGC employees stretches out?
1.5 **Scope of the Study**

Entrance of private players in oil exploration units has stupendous impact on the growth and survival of ONGC. Many ONGC employees are attracted towards the benefits provided in private and Arabian companies and intent to leave their organization. Audacity and encouragement is a must for the employees working in oil exploration units. There is a need for unremitting motivation to these employees which will make them efficient and competent. This is possible only through better quality of work life and excellent work life balance. Hence, the study of quality of work life and work life balance enjoyed by the employees of ONGC, Cauvery Basin will help the organization to know their present position, and take the necessary steps to enhance their efficiency and proficiency and to find out the ways for enhancing the quality of work life and work life balance.

1.6 **Objectives of the Study**

1. To identify the pre-dominant factors influencing the Quality of Work Life.
2. To analyze the perceptual difference between the ONGC employees on Quality of Work Life in their organization.
3. To find the association between the demographic, department as well as the organisational details of the employees and their perception towards the Quality of Work Life factors.
4. To establish the interrelationship among the factors influencing the Quality of Work Life in ONGC, Cauvery Basin.
5. To construct an empirical model of Quality of Work Life in ONGC, Cauvery Basin.

1.7 **Hypotheses**

The following are the explicit hypotheses framed in order to accomplish the research objectives to find out the answers for the research questions raised above. Though the study is exploratory and analysis covers almost all possible
outcomes of the research, certain important aspects are justified to assume the following hypotheses.

- The factors of quality of work life do not differ significantly.
- There is no association between the clusters of quality of work life and the demographic, departmental and organisational details of the employees.
- There is no interrelationship among the dimensions of quality of work life.

1.8 Research Methodology

In this study, both expounding and pragmatic analysis is undergone to meet the objectives of the study and to extract the real quality of work life of the ONGC employees and how they balance their work as well as their social life.

1.8.1 Pilot study and Pre-testing

Questionnaire is the main tool of analysis. Testing the feasibility and its reliability becomes very important. For this purpose, the well-structured questionnaire was considered for a pilot study and pre-tested. The questionnaire was disseminated to 50 employees of ONGC, Cauvery Basin, out of which only 42 questionnaires were valid. The responses acquired from the employees of ONGC were recorded in a data spread sheet with appropriate numerical coding for the purpose of analysis.

The Cronbach’s Alpha technique was applied to the primary responses to identify the correlation within the groups and between the groups. The results revealed that the factors of Quality of Work Life such as work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of responses, relation and co-operation, freedom of work, job satisfaction and job security and work life balance are well elucidated from the employees of ONGC at 0.867 Cronbach’s Alpha level.

This shows that the questionnaire was highly valid and reliable for further data collection. All the sections of the questionnaire like the demographic profile, department details, organizational details and the various
factors of quality of work life are suitably framed and are considered to be appropriate in extracting the relevant data required to achieve the objectives that helps in enlightening the real position of the organization.

1.8.2 Questionnaire Design

The research entirely depends upon both primary and secondary data. For the purpose of collecting primary data, a well structured questionnaire was framed consisting of close ended structured questions comprising of dichotomous and Likert’s five point scale questions ranging from highly agree to highly disagree and highly satisfied to highly dissatisfied. The questionnaire was divided into four sections namely; demographic details of the employees, department details of the employees, organizational details and perception of employee’s towards the factors of quality of work life.

1.8.3 Sampling

There are totally eight ONGC Basins in India, in which more than 40000 employees were working. The researcher has selected Cauvery Basin, Karaikal for this research purpose. About 1110 employees were working in Cauvery Basin under various departments. Collecting data from all the 1110 employees becomes tedious and time consuming. Since the sample size is finite, it was decided to adopt proportionate random sampling technique for data collection. It was finalized to take 30 percent of the total population as sample size.

1.8.4 Sample Size

The management has segregated various departments in Cauvery Basin into eight major heads namely; Drilling, Support, Surface, Well Logging Service, Well Service, Engineering Service, Sub-Surface and Forward Base. It was decided to collect 30 percent (333) proportionately from each department of Cauvery Basin. The Questionnaire were collected from 333 sample respondents proportionately, out of which only 290 questionnaires were filled in all respects and were found suitable for analysis purpose. Therefore, the exact sample size is 290. The following table clearly illustrates the dissemination of sample size:
Table No. 1.1

Sample Size of the Respondents

<table>
<thead>
<tr>
<th>S. No</th>
<th>Name of the Department</th>
<th>No. of Employees</th>
<th>Expected (30%)</th>
<th>Circulated</th>
<th>Rejected</th>
<th>Valid</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Drilling</td>
<td>437</td>
<td>131</td>
<td>135</td>
<td>25</td>
<td>110</td>
</tr>
<tr>
<td>2</td>
<td>Support</td>
<td>152</td>
<td>45</td>
<td>50</td>
<td>12</td>
<td>38</td>
</tr>
<tr>
<td>3</td>
<td>Surface</td>
<td>296</td>
<td>89</td>
<td>95</td>
<td>21</td>
<td>74</td>
</tr>
<tr>
<td>4</td>
<td>Well Logging Service</td>
<td>29</td>
<td>8</td>
<td>15</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>5</td>
<td>Well Service</td>
<td>94</td>
<td>28</td>
<td>35</td>
<td>9</td>
<td>26</td>
</tr>
<tr>
<td>6</td>
<td>Engineering Service</td>
<td>43</td>
<td>13</td>
<td>20</td>
<td>4</td>
<td>16</td>
</tr>
<tr>
<td>7</td>
<td>Sub-Surface</td>
<td>23</td>
<td>7</td>
<td>13</td>
<td>7</td>
<td>6</td>
</tr>
<tr>
<td>8</td>
<td>Forward Base</td>
<td>36</td>
<td>11</td>
<td>15</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>1110</td>
<td>333</td>
<td>378</td>
<td>88</td>
<td>290</td>
</tr>
</tbody>
</table>

1.8.5 Sampling Justification

The decided sample size is justified by both parametric as well as non-parametric approach. In the parametric approach, the Cronbach’s alpha value is above the benchmark of 75 percent. Whereas in non-parametric approach the number of cells with less than five percent frequency dumping is less than twenty five percent. Therefore, in both parametric and non-parametric approach, the sample size perfectly represents the sample population with less than five percent at visible errors.

1.8.6 Statistical Tools applied for the Study

The data collected from the employees of ONGC, Cauvery Basin were classified and tabulated accordingly for descriptive and inferential analyses to meet the objectives of the study. After proper coding and securitizing, the data were taken for formal and rigorous data analysis, through a gamut of statistical technique to get logically consistent inferences with the help of Statistical Package for Social Sciences. The following are the various statistical tools used for data analysis,

- Percentage analysis was used to elucidate the socio-economic, department and organisational details of the respondents in this study.
- Parametric one sample t – test is used to know which variable of work life balance disturbance and support as well as which factor of quality of work life is considered more by the employees of ONGC, Cauvery Basin.
One Way Analysis of Variance is applied to identify the influence of department details of the employees on the overall satisfaction of the employees regarding the quality of work life factors.

Factor analysis by principal component method is used to identify the predominant factors of quality of work life i.e., work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, relation and co-operation, adequacy of resources, freedom of job, job satisfaction and job security and work life balance.

K-means Cluster analysis is used to classify the employees of ONGC, Cauvery Basin with various heterogeneous groups which are homogeneous within them.

Non-parametric chi-square test is used to identify the association between various clusters of dimensions of quality of work life and socio-economic details of the employees.

Karl Pearson’s Coefficient of correlation is applied to measure the nature of relationship among the related variables and to find out the interrelationship among the factors which leads to model building.

Discriminant analysis is applied to justify the classifications of clusters and to locate the ranges between which the work life of employees of ONGC, Cauvery Basin is disturbed and supported.

1.9 Limitations of the Study

This study is restricted to the employees of ONGC (Cauvery Basin), Karaikal only.

Due to time constraint the sample size is restricted to 290 employees, even when the population size is known.

The results obtained may or may not be consistent with the other ONGC sites.

The information collected from the employees is based on their own perception on the quality of work life factors, the quality and reliability of which relies upon the attitude of the employees.

This study focuses on the quality of work life aspects only from the employees’ point of view.
1.10 Chapter Arrangements

The study has been divided into six chapters.

**Chapter I:** This chapter presents a brief introduction about the quality of work life and ONGC (Cauvery Basin), importance of the study, statement of the problem with research questions, scope, research methodology, limitations of the study and chapter arrangements.

**Chapter II:** It deals with various research studies on quality of work life and its previous models analyzed in various industrial and service sectors. This chapter is efficient in recognizing the research gaps which is very helpful in the present study.

**Chapter III:** This chapter furnishes a lucid picture of conceptual background of the study.

**Chapter IV:** This chapter enumerates the socio-economic, department and organizational details of the employees of ONGC (Cauvery Basin) and explains the various factors of elements of quality of work life.

**Chapter V:** This chapter represents an empirical approach to determine a model for depicting quality of work life of employees of ONGC, Cauvery Basin which involves the application of multivariate statistical tools.

**Chapter VI:** It summaries the major findings, suggestions and conclusion of the study which was extracted on the basis of the results of the study.