CHAPTER V
CHAPTER – V

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 INTRODUCTION

The study focuses on the measurement of quality of work life among non-managerial employees in the NLC, Neyveli. It is divided into four important stages. The first stage covers the personal, social and economic profile of the non-managerial employees. The second stage of the study includes various dimensions of the QWL among the non-managerial employees namely pay and compensation, training and development, recognition, career development, job security, job content, safety measures, work schedule, inter-personal relationship and work environment. The third stage of the study concentrates on the measurement of stress and QWL, job satisfaction and Organisational Commitment and QWL among the non-managerial employees. The final stage includes the non-managerial employees’ opinions towards enhancement of QWL.

The objectives of the study are (i) To reveal the profile of the non-managerial employees in the NLC and examine the association between the demographic variables and the Quality of Work Life (ii) To determine highly influencing variables on Quality of Work Life among non-managerial employees at the NLC (iii) To assess the perceptions of non-managerial employees towards the elements of Quality of Work Life (iv) To study the impact of various dimensions that affect the Quality of Work Life and evaluate the effects of Quality of Work Life and (v) To identify the factors having potential for enhancing Quality of Work Life for non-managerial employees at the NLC.

In order to fulfil the objectives of the study, the non-managerial employees from the NLC were selected. The population of the present study is the non-managerial employees at the NLC, Neyveli. The total number of non-managerial employees in the NLC is 7915. But the response rate on the questionnaire among the non-managerial employee is only 10 per cent. Hence, these 792 non-managerial employees had been taken as a sample for the present study. The secondary data were collected from the company records and reports published by the company and from the websites. The primary data have been collected with the help of interview schedule. The structured interview schedule had been prepared on the basis of the objectives of the study. It is
divided into four important parts. The first part of the questionnaire covers the personal, social and economic profile of the non-managerial employees. The second part of the questionnaire includes various dimensions of the QWL among the non-managerial employees namely pay and compensation, training and development, recognition, career development, job security, job content, safety measures, work schedule, inter-personal relationship and work environment. The part three of the questionnaire concentrates on the measurement of stress and QWL, job satisfaction and QWL, Organisational Commitment and QWL among the non-managerial employees. The part four of the questionnaire includes the non-managerial employees’ opinions towards effects and enhancement of QWL. A pilot-study was conducted among 50 non managerial employees of the NLC. Based on the feedback from the above, certain modifications, additions and deletions had been carried out to prepare the final interview schedule. The collected data were processed with the help of appropriate statistical analysis. The results and interpretations have been discussed in the previous chapters. This chapter presents the summary of findings, conclusions and suggestions.

5.2 SUMMARY OF FINDINGS

The Neyveli Lignite Corporation Limited (NLC) is a government-owned lignite mining and power generating company in India. NLC operates the largest open-pit lignite mines in India, presently mining 24 MT of lignite and has an installed capacity of 2,740 MW of electricity. The NLC has 4031 executives, 7915 persons in non executive category and 6504 workers who have been contributing to the phenomenal growth of NLC over the years. The NLC has undertaken peripheral development works in the surrounding villages and annual fund allocation has been made to the extent of Rs. 200 lakhs every year. Under this scheme, infrastructure and development works like provision of drinking water, sinking and maintaining bore wells, constructing roads, school buildings, libraries, and bridges, developing medical facilities, de-silting of lakes etc. are being carried out. The company provides continuous supply of water to nearby villages for irrigating over 23,000 acres of land.

There was a slight increase in production performance in 2012-13 as there was 1.0 percent increase above the target in lignite production. Using linear trend line equation the predicted quantity of lignite production for the years 2013-2014 and 2014-2015 are 22.22 and 231.56 lakh tones respectively.
The power generation showed dismal performance with its production falling short of the target by 0.03 percent and it recovered in 2009-10, recording 6.37 percent increase over the target. In 2012-2013 again the power generation short of the target by 0.95 percent. Using linear trend line equation, the predicted quantity of power generation is 19634.76 million units.

The majority of non-managerial workforces of the NLC are male employees. There is an aggressive masculinity prevailing in the work place rather than being emotional and sensitive. The majority workforce falls under the age group of 36-45 and 46-55. Thus showing the majority work force of the NLC consists of middle aged men and women. The major levels of educational qualification of non-managerial employees are graduate and majority of employees come from semi urban areas. Majority of employees are married. Thus one quarter of the employees are unskilled and stability will prevail among the employees. The majority workers are coming from a nuclear family. The majority of non-managerial employees are belonging to the family consisting of below five members and majority employees are living in company quarters.

Workers and supervisors are the two categories of designations for the non-managerial workers. Workers always outnumber supervisors. Majority of the employees have 6-10 years of experience and majority of the employees get a gross salary of 30001-40000. The majority of non-managerial employees are working as supervisor. The majority employees have more than 6 years experience in the NLC which implies a greater satisfaction among the employees. The majority of the employees have union and quality circle memberships which are responsible for their emotional stability and career development respectively.

The QWL among the non-managerial employees at the NLC has been measured with the help of forty variables. From the various past research work ten important dimensions of QWL are identified, they are pay and compensation, training and development, recognition, career development, job security, job security, job content, safety measures, work schedule, inter-personal relationship and work environment. The non-managerial employees’ perceptions on each dimension of the QWL are measured with the help of five point scale. There are four variables included in pay and compensation in one of the factor influencing the QWL. The highly rated variables in pay and compensation among the non-managerial employees in the NLC are the work forces...
are attracted for the reason that the NLC offers a good compensation more than the industrial average. They also perceive that efficiency of the employees is being rewarded by the company. The major aim of any training is to fill the gap between job experience and what a person possess and that is fulfilled with the NLC employees. The NLC employees perceive that improvement in the performance is greatly recognized by the company and they have given an opinion that their sufferings are attended by the management. Thus this motivates the employees to improve their efficiency and an emotional attachment with their company’s management. The majority employees perceive that individual talents are groomed through career development programmes of the NLC. The most of the employees perceive that technological changes are not a threat to their job security in the NLC and the termination in service of any employee is not in the agenda of top management.

The NLC employees are very clear about their job contents. They perceive that challenges in the job enable them to realize their potential. The study concluded that safety awards are installed in the NLC and the employees are provided with safe tools. The study found that there is a provision for rest during work hours for the employees. The employees perceive that the complaints should be resolved with mutual trust and confidence and the supervisors should be at easy access to the subordinates. Provision of basic amenities and spacious work place has been given more importance among other work environmental factors by the NLC employees.

This study concluded that the NLC employees are less worried about, the work schedule which may be due to the availability of quarters, work environment which may be due to the mining activities and safety measures which may be due to the higher risks involved in the job and pension benefits.

The study made an attempt to measure the relationship between the profile of the respondents and their perception on the various dimensions of the QWL. The following results are drawn. There is a significant difference between male and female respondents with all quality of work life factors (pay & compensation, training & development, recognition, career development, job security, job content, safety measures, working schedule, inter personal relationship and work environment) except on overall score of quality of work life at 5 per cent level. Thus male and female employees have different perceptions about the Quality of Work Life factors.
There is a significant difference between age wise classification (Below 25 years, 26-35 years, 36-45 years, 46-55 years and above 55 years) of the respondents with all quality of work life factors (pay & compensation, training & development, recognition, career development, job security, job content, safety measures, working schedule, interpersonal relationship, work environment and overall quality of work life score) at 5 per cent level. Thus there is a difference in the perception of the QWL factors among different age groups.

The analysis shows that all employees despite the difference in their educational qualification have no difference in their perception about work schedule. There is a difference in the perception of all other factors of the QWL except work schedule among employees with different educational qualifications.

There is a significant difference between experience wise classification (Below 5 years, 6-10 years, 11-15 years and 16-20 years) of the respondents with all quality of work life factors (pay & compensation, training & development, recognition, career development, job security, job content, safety measures, working schedule, interpersonal relationship, work environment and overall quality of work life score) at 5 per cent level. The employees with different levels of experience have not shown difference in their perceptions about job content which indicates the job contents has been clearly described to the employees. The different groups of employees with different experience have different perceptions about the QWL factors.

There is a significant difference between membership in quality circle wise classifications (No or Yes) of the respondents with all quality of work life factors (pay & compensation, training & development, recognition, career development, job security, job content, safety measures and overall quality of work life score) except working schedule, interpersonal relationship and work environment factors at 5 per cent level.
It can be concluded that positive relations among the following factors with overall perception score were identified. They are training and development, recognition, career development, job security, safety measured, work schedule, interpersonal relationship and work environment. The following two factors of the QWL were not having positive relationship. They are pay and job content.

Organisational stressor is one of the important aspects of QWL. The non-managerial employees of the NLC perception on the organisational stressors are measured with the help of the variables of stressors and evaluate the relationship between the profile of the respondents and their perceptions.

There is no difference among the employees of different age groups in their perception about organizational stressors as all age groups need clarity with organizational structures, communication systems and the like. All employees of the NLC irrespective of their educational qualifications have same perceptions about individual stressors. Thus the employees of different categories of experience have different perceptions about the stressors. There is a difference in the perception about group stressors among employees of different pay scale. There is no difference in the perception about other stressors among the employees with different pay scale. There are no difference in the perception about individual and group stressors among members and non members of quality circle. The inter correlation between the perception about the stressors. In that overall perception about stressor having positive relation with organizational stressors \((r=0.607)\), individual stressors \((r=0.203)\), group stressors \((r=0.447)\) and extra organizational stressors \((r=0.150)\). The NLC employees perceive that delegation of authority is the most important factor to improve the QWL among other organization structure aspects. The NLC employees perceive that taking responsibility is a way for their career development. The management should try to delegate authority and improve individual responsibility to improve the Quality of Work Life.

The NLC employees perceive that they are recognized for their performance and they get rewards for their efficiency in work place. The NLC employees perceive that risk taking provides meaning to the work they do routinely. Equal number of employees perceives that their work situation needs large amount of cautions. Majority of the NLC employees perceives that a timely help from his fellow employee at the time of stress is the major source of warmth and support in an organization. There is no commitment of
animosity, when a work to dissent comes from any quarters” is the last ranked tolerance and conflict factor with mean value of 4.13. The NLC employees perceive that conflicts are viewed as the need of the hour.

In an organization job satisfaction among the employees are important one. There are many previous studies proved that job satisfaction is one of the factor influencing the QWL in an organization. The organization like the NLC, one of the largest public sector organizations in India is employing 7915 non-managerial employees’ vital aspects to measure the level of job satisfaction. The the level of job satisfaction among the respondents are measured with the help of twenty four variables. The NLC employees need lot of interesting factors in their job so that they need to think creative to solve their problems. Pleasant and pollution free work environment is necessary for the NLC employees to improve their Quality of Work Life. The NLC employees perceive that supervisors help them to attain both organizational and their personal goals. Fair compensation and absence of discriminations are considered as important factors of rewarding systems in NLC. The NLC employees perceive that they never knew their potential until they faced a challenging problem in their career. They perceive that the NLC provides plenty of opportunity for career advancements. The NLC employees perceive that together they can achieve any challenge and they perceive that they can sort out personal differences and avoid conflicts.

The study made an attempt to know the relationship between the profile of non-managerial employees and the level of job satisfaction. The NLC male and female employees have the same opinions about getting satisfaction through working conditions and work group. The employees of different age groups have different opinion about satisfaction factors inside the organization. The NLC employees of different educational qualifications have the same opinions about getting satisfaction through working conditions and work group. The NLC employees who have different levels of experience have the same opinions about getting satisfaction through working conditions and work group. The employees with different gross pay have different opinion about job satisfaction factors. The members and non members of quality circle have the same opinions about getting satisfaction through work group. overall perception about satisfaction have strong positive correlation with job content factors (r=0.790), working
conditions factors \( (r=0.866) \), career development factors \( (r=0.655) \) and work group factors \( (r=0.338) \) and negative relationship with supervision factors \( (r=-0.542) \).

The QWL is necessary to measure in an organization among the employees to know status of the QWL and try to enhance the level by providing adequate infrastructure facilities and the training development. From the various past research studies twenty eight variables are identified and measured in the NLC. The NLC employees perceive that their participation in managerial decision making is the most important factor in labour management relations factor. Improving communication skills and leadership skills have been shown importance by the employees of the NLC. Taking the feedbacks of employees into account to rectify mistakes in job design has been given more importance among other factors of job design by NLC employees. Adequate pay and impartial pay system is given priority by the employees of the NLC. The NLC employee expects the management to guide them in achieving their career goals. The NLC employees do not welcome the employee retrenchment schemes. Privacy has been preferred most by the NLC employees among all other protection of civil right of employee factors. There is a significant difference between gender wise classification (male or female) of the respondents with respects to labour management relations, employee skill development, job design and redesign, rewards, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance. There is a significant difference between age wise classification (below 25 years, 26-35 years, 36-45 years, 46-55 years and above 55 years) of the respondents with respects to labour management relations, employee skill development, job design and redesign, rewards, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance.

There is a significant difference between educational qualifications wise classification (school level, +2, degree, technical and professionals) of the respondents with respects to labour management relations, employee skill development, job design and redesign, rewards, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance. There is a significant difference between experience wise
classification (below 5 years, 6-10 years, 11-15 years, 16-20 year) of the respondents with respects to labour management relations, employee skill development, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance. There is a significant difference between gross salary wise classification (Below 20,000, 20,001-30,000,30,001-40,000 and above 40,000) of the respondents with respects to labour management relations, employee skill development, job design and redesign, rewards, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance. There is a significant difference between membership in quality circle wise classification (Yes or No) of the respondents with respects to labour management relations, career development, commitment to employee & management job security, protection of citizen right of employees and overall enhancement factors at 5 per cent level of significance

Overall perception about enhancement factors is having positive relation with labour management relations (r=0.645), reward factors (r=0.541), career development factors (r=0.568) and protection of citizen right of employee (r=0.563) and negative relationship with employee skill development (r=0.042), job design and redesign (r=0.541) and employee and management job security (r=0.259).

The good industrial relations is ranked first with the Garrett mean score of 69.51 followed by increased productivity with the Garrett mean score of 58.03 improved organizational climate was ranked third with the Garrett mean score of 57.27 and the effect job commitment secured fourth rank with the Garrett mean score of 46.41 followed by sense of confidence with the Garrett mean score of 38.92. The effect reduced employee turnover and absenteeism was given the seventh rank with Garrett mean score of 38.14 and job performance was ranked last with the Garrett mean score of 36.10.

There is a one standard deviation increase in the latent variable—quality of work life—there will be 0.98 standard deviation increase in the latent variable, stressors, 0.98 standard deviation increase in the latent variable, organizational commitment and 0.08 standard deviation increase in the latent variable, demographic factors and vice versa. Job satisfaction shows a negative value and thus indicating that with one standard deviation increase in the latent variable job satisfaction there will be 0.97 standard deviation
decrease in the latent variable job satisfaction. It can be inferred that stressors and organization commitment are the major factors determining the Quality of Work Life. There is a one standard deviation increase in the latent variable Demographic factors, there will be 0.91 standard deviation increase in the indicator, years of experience, 0.86 standard deviation increase in the indicator, gross salary, and 0.83 standard deviation increase in the indicator, educational qualification and vice versa. It is also inferred that when there is one standard deviation increase in the latent variable demographic factor, there will be 0.21 decrease in the latent variable sex. The results of the critical ratio test reveal that the path coefficient for the indicator, demographic factors is not significant at 5 per cent level and the path coefficients of other indicators are significant at 1 per cent and 5 per cent respectively. It can be inferred that in the demographic factors dimension, the items years of experience, gross salary and age are the items that exactly quantifies demographic factors while the indicator sex, do not contribute to the measurement of demographic factor.

There is a one standard deviation increase in the latent variable Work Environment, there will be 0.56 standard deviation increase in the indicator, Atmosphere kindling interest to work, 0.32 standard deviation increase in the indicator, Pollution Free, 0.64 standard deviation increase in the indicator, Basic Amenities, 0.84 standard deviation increase in the indicator, Spacious and vice versa. The results of the critical ratio test reveal that the path coefficient for the indicator, Work Environment is not significant at 5 per cent level and the path coefficients of other indicators are significant at 1 per cent and 5 per cent respectively. It can be inferred that in the Work Environment dimension all the items exactly quantifies Work Environment.

5.3 SUGGESTIONS

For any organization, it is essential that suitable attention need to be paid to the Quality of Work life to ensure that its employees contribute to the betterment of the organization wholeheartedly. The implications made by the study at the NLC as brought out here are eye opener for those who make attempts to bring about qualitative improvement in the functioning of their organizations.

The Quality of Work life is multidimensional in the sense, that there are many variables that cause impact on it. These include demographic factors, stressors,
organizational commitment, job satisfaction and others. The SEM model indicates that the stressors and organizational commitment are the major factors that determine Quality of Work life.

As far as the organizational stressors are concerned, the sample respondents rated the need for a good communication system that would ensure freewheeling of ideas the most and any lack of good communication system would lead to friction between the labour and the management. It is hence, imperative on the part of the management to see that two-way communication system is on the anvil. The respondents also opined that unambiguous policies were the need of the hour and any ambiguity in the policies would lead to strain in relationship between the labour and the management. This has necessitated the management to be transparent as far as the policies related to the labour are concerned, to promote cordial relations with the labour. The sample respondents also accorded importance to the need for having fair control system in the organization. This has made it necessary on the part of management to ensure that the standards set were fair and objective.

Any employee working in an organization need to see himself in right perspective to enable him to work with great interest and enthusiasm. The individual stressors need to be analyzed so that it would be easier for the superior to wield an appropriate leadership style to improve the performance of an subordinate. In the study at the NLC, the sample respondents attributed the need to have coherence between the lifetime ambition and the choice of the career as the most vital one and any incongruity between the two would drastically affect the performance of the individual. The management hence has to determine the aspirations of the employees, only to help them to achieve such aspirations at the NLC much to the benefit of the employees concerned and also to the whole organization. The work situation should not cause frustration in the minds of the employees and any compromise in this factor would lead to drastic effect on the performance of the individuals and it is not good for the long interest of the organization.

Big organizations like the NLC, boast of having large workforces, and the impact of workgroups on the functioning of the organization is great. The nature of work generally involves assignment of tasks onto various groups and all the group efforts must be directed towards the achievement of the organizational goals. The informal groups’ dominance cannot be ruled out and the members’ activities are guided by the group
norms. The sample respondents strongly felt that the conflicts arising out of group interactions need to be amicably resolved for the betterment of the individuals. It is also essential for the interest of the organization that all the groups work united for the achievement of organizational goals. There requires group cohesiveness to ensure that all the members of the group carry out their tasks according to rather unwritten group norms. Though the management has little role in fixing group norms and adherence to them by the members, it is imperative for it to see that there is an improvement in the quality of group interactions.

The extra-organizational stressors also play a vital role in the Quality of Work life. The changes in the environment outside the organization cannot be ignored and any negligence would cost the organization dearly. For instance, as the sample respondents opined, the technological changes would bring the best out of them. It is required on the part of management, to impart necessary training to the employees to cope with the challenges posed by the latest advancements in technology. The economic conditions in which the employees are living, need to be monitored by the management and it is up to it, to enable the former lead decent ways of life.

The organizational commitment differs widely from one organization to another and it is the management which is solely responsible to provide the right one only to enable the employees to work with great zeal. The organization structure is one important element that decides the organizational commitment. Clear lines of authority must be established and each employee must know exactly to whom he has to report. The sample respondents at the NLC were of the opinion that there was no room for red tapism at the NLC and authority to be delegated must be commensurate with the tasks performed. It showed that they were against bureaucratic way of functioning of the organization to ensure that quick decisions would be made at the right time. It has hence been the right time to think of bringing changes in the areas which have caused delays in making crucial decisions.

It is of paramount importance that one has to realize his responsibility in the organization he serves. When a person is made accountable for the results, he will not have a sense of complacency, rather he would strive hard to achieve his goals. This was corroborated by the opinions of the sample respondents at the NLC as they rated the need for accountability for achieving career development as the highest of all. It is the
superior who has to spell out clearly as to what he expects from his subordinates with the
latter being ready to fulfill them much to the satisfaction of the former. Individual
autonomy was also in the priority list of the sample respondents, as they were ready to set
the targets for them on their own. The superior’s tasks would be clearly cut out then and
with the accountability being already fixed, the employees were expected to live up to
their potential.

Rewards play a big role in any organization as the employees expect fair pay
package from their organization. The sample respondents at the NLC accorded first rank
to the reward for efficiency. There was no secret in it as anyone would seek adequate
compensation for his efforts put in. They further opined that the NLC was not deficient
in recognizing the performance of the employees with the rewards. The management
must periodically monitor the compensation being paid to its employees only to ensure
that it would not fall below the expectations of its employees.

Risks are associated with the performance of any job, though the degree varies.
The nature of employment at the NLC also has element of risk. The sample respondents
were very much right in their perception as they felt that there would be no meaning in
life, if it did not contain risk. They perceived that their jobs involved a lot of challenges
and they were very much ready to accept them as the way of life. However, the
management need to ensure that the risks being faced by the employees would be
surmountable.

For the success of any organization with a conductive organizational commitment,
it is essential that adequate warmth and support from the superior must be forthcoming
from the superior. The sample respondents at the NLC also reflected that and they were
happy that their ideas were being taken care of by their superiors. Amicable relations
between the superior and the subordinates are created only when there is openness in their
approach. Mutual trust and confidence are essential to foster the spirits of the employees
in coming forward with innovative ideas. The sample respondents also felt that the help
was also coming from the fellow employees, which would go a long way in making the
organizational commitment a favourable one for those working in it.

The organizational commitment also depends on the extent of tolerance and
conflict that are prevalent in it. Differences in opinions among the members arise in any
organization and it is the resilience that matters much. The sample respondents at the NLC felt that the differences in opinions were sorted out amicably and the commitment of animosity was conspicuous by its absence. Any matter of dissent was not looked upon with suspicion. It is hence needed at this juncture, that the superiors should not do anything that dampens the spirit of the subordinates.

Job satisfaction is essential for any person working in any organization, as it decides the tenure of his employment in the organization. Any threat to it would demoralize him and his days in the organization would be numbered. There are many factors that come under the umbrella of job of satisfaction and the job satisfaction itself has a big role to play in the Quality of Work life. The sample respondents rated the interesting nature of the job as the highest. The jobs need to be filled with interesting job elements, as in the perception of the sample respondents. They further opined that the jobs required creativity for their performance. It was good on the part of the management of the NLC for having provided interesting jobs to its employees and it would be nice, if they sustained it for the years to come.

Working conditions need to be pleasant and motivate for better performance. The sample respondents did not appear to have grudge regarding the working conditions as they were well aware of their nature of work. In their opinions, the quality of supervision was also good as they were appreciative of the impact of supervision on their performance. The sample respondents were found clear regarding their career goals and they opined that they were very much on their way to cherish the achievement of their goals and they were not perturbed by the challenges, they were confronting with.

Quality of Work life need to be enhanced in order to keep the employees highly motivated and make them being treated as indispensable assets in the organization. It would result in improved industrial relations; increased productivity; and job commitment among the employees as in the opinions of the sample respondents from the NLC. When the top management of the NLC pay attention to rewards factor, industrial relations factor, employee skill development factor and job security factor, it can improve the Quality of Work life in the organization and that would pave the way for the organization to get its dreams realized.
5.4 CONCLUSION

Any organization that boasts of having key result areas contributing to its long term interests, should not forget that it is the human asset that is more vital than the former. It cannot think of achieving dizzy heights without having its employees at the helm of affairs. Any policy decision ignoring the significance of labour would go futile as it is the labour who have become indispensable of late. Keeping the labour in high spirits must be the topmost item in the agenda of the management. It has hence become vital for any organization to identify anything that enhances employee motivation and performance. The Quality of Work life has assumed significance as it is the right choice for the management to keep the employees in high spirits.

It is not possible for any organization to achieve the Quality of Work life overnight, as it requires a long sustained effort on the part of management to work towards it. As in the present study, there are several elements that cause Quality of Work Life in an organization and consistent and committed endeavour on the part of the management would take the organization to any way close to achieve it. There is a need to address several issues related to the employees, the management and the organization as a whole. For a big organization like the NLC, it is a herculean task as the number of employees runs into several thousands. Further the nature of work is different from that of the one that is found in other organizations, necessitating increased attention on the part of the management.

As the NLC is a public sector organization, its activities are largely governed by the rules and regulations framed by the centre and the managers need to follow the policy guidelines strictly. They are not supposed to violate well set rules and no one is allowed to act according to his whims and fancies. The organization has both the permanent employees and the contract labour on its roll that has made the task of manager’s arduous one. However, it is essential to have the employees on a high note as the production largely depends on their willingness to contribute to the cause of the organization. There is a need to have professional managers who have great passion for labour.

The Quality of Work life has several dimensions and it need to be understood in right perspective before proceeding in the right direction. There are many elements that contribute to it and any failure to recognize their importance would not give the desirable
results. For instance, it is imperative for any organization to achieve productivity and it is always found high in its agenda. The productivity cannot simply be achieved by the right quality of raw materials or using the right method of manufacture or combination of both. It is only due to the sustained efforts of the labour, one can think of achieving productivity, though the motivation comes from their superiors.

Cordial industrial relations are accorded an important place by the sample respondents of the NLC, though they are conscious about obtaining fair compensation for the efforts they are putting in. There are several means by which amicable relations with the labour can be achieved. It is nice on the part of management of the NLC to lay emphasis on grievance redressal machinery instead of going for other ways to resolve the issues that are threatening the peaceful atmosphere prevailing at NLC. It would be good to bring the trade union leaders on the negotiation table to put an end to the thorny issues in order to ameliorate the conditions of the labour.

The employees in any organization will be concerned about their careers and those employed in the NLC are also no exception. It has hence become essential to enhance their career prospects at the NLC. Opportunities must be galore at the NLC for the employees to exhibit their talents and their creative ideas must be lauded by the superiors. The sample respondents covered under the study expect autonomy in their job, though they appreciate the quality of supervision. The areas may clearly be demarcated to indicate the ones in which the employees can exercise autonomy, which would go a long way in helping the organization in realizing its goals of course, with the assistance of the labour.

5.5 SCOPE FOR FUTURE RESEARCH

The present study is confined to the non managerial employees taking the supervisors and workers in combination. Further only a few variables have been taken for the study. In future, separate studies may be conducted for the different kinds of employees – separately for the workers and the supervisors in the non managerial cadre.