A Systematic Review of Contemporary Studies in Quality of Work in Indian Public Sector Companies

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Abstract

The whole behind this paper is to essentially review the literature surrounding the quality of work in the public sector companies of India. The reason why this review is so important is because it helps in illuminating and expounding issues (if any), defining work-arounds and expressing aims and ideas in light of the research work previously conducted. While a lot of research has inspected the distinctions between the public and private sectors, what we would come to see is that most of the studies and literature on these concurrent topics incur that external environments, structures of authority and procedures, work setting and employment attributes definitely vary.

In any organisation, the QWL quotient is an imperative asset that upgrades the hierarchical performance. Today, this work life has become a zone of passion as a major matter that fosters employee's trust. This paper means to research the level and connection between all the factors that are deemed important for employees.

Keywords: public sector, industrial sickness, women workforce, human resource management, QWL, work life balance, public and private sectors.

Introduction

In any company, Human Resources are the greatest and most important resource for the company itself. It is no secret that the highlight of an organization is the degree to which it utilizes this asset, especially in the current code of business that is marked by the liberal economic strategies and competition on a global level. Appropriate utilization of these assets leads to innovative yet practical development for the whole organisation. Akio Morita,
founder of the Sony Corporation had said that, “there is no ‘magic’ in the success of Japanese companies in general and Sony in particular. The secret of their success is simply the way they treat their employees.” The development of an organization, no doubt, relies upon its work force. The acknowledgment of this fact has led companies on a global scale to recognize the need for efficient human resource management, and therefore they have begun to dole out significant capital for the same.

In today’s day, industrial sickness is no more a rarity. It is, in fact, seen on a global level. But for an emerging and developing economy like that of India, such issues cannot be survived by it. Inactive capital resources lead to subsequent joblessness and production going haywire. Given the financial goals that keep us going, it is important that we also evaluate the adverse effects and their reach on the economy.

In India, Kerala has been found to have the biggest number of public sector companies in India. An examination of 637 enormous units show lack in the administrative department. This underlines the significance of effective human asset management. Various studies and surveys have been directed to break down the arrangement of these units. One such attempt is this paper - an endeavour is made here to display a short amalgamation of constructs identified with the above subject.

In order to systematically review contemporary studies available on the QWL quotient in the Public sector companies of India, one must have a decent understanding of what the term entails. Investigation should also be conducted to understand the various phases of this concept and term. QWL is a key feature that attracts people to become part of the working force of an organisation, you can think of it as a strategic tool deployed by organisations to attract the talent they require. QWL tactics are progressively turning out to be an imperative piece in the techniques of business, and the spotlight is on the capability of these strategies to positively impact while also being of critical assistance for companies as they aim to maintain a balance between work-life and commitment to work.

Past researchers have proposed various meanings of QWL through different measurements and have concluded different facets that combine to build QWL. But one construct that stands out through the various literatures made available is QWL is a method of thought, an embodiment of principles which expresses that it is the work force who are the most significant asset in any given organisation and they ought to be managed with utmost pride and regard. The components critical to a person's nature of work life incorporate the job, the
field of social activity, the management and their policies, the job itself and finally work-life balance.

QWL as a human asset has picked up importance in the late 1900s, and was first publicly addressed in an international conference on labour in 1972. Hoque, M. Ekramul, Rahman and Alinoor (1999) directed a survey on the industrial workers of public and private sectors in Dhaka, to study their nature of work life and its quality, while also quantifying whether there is any relationship among QWL, professional conduct and other factors that can be highlighted based off of the laborers. The outcomes uncovered that the employees of private sectors experienced higher QWL than those who were employed in public sector companies.

Another survey was conducted by Edem and Lawal (1999) directed at QWL, work fulfilment and profitability. Through this survey, researchers found that job satisfaction influenced employees the most. Nonetheless, it would not be wise to dismiss the dimensions that reflected a negligible reading on the influence of job satisfaction. Rather, one can use these readings from the survey to understand how QWL can be improved to increase job satisfaction and productivity.

Management of human resources can be found all kinds of organisations today, but what needs focus is the appropriate utilization of this asset. China is the most crowded country of the world, but its population has never inhibited it from being the quickest developing economy of the world. The significant explanation behind China’s strong foothold in worldwide business is the enormous amount of investments made for proper management of human resources. Rensis Likert expressed his view that "every activity of any enterprise are initiated and determined by the persons who make up that institution. Plants, offices, computers, automated equipment, all else that a modern form uses are unproductive without human efforts and direction.”

In India, nature of work life did not spread as efficiently as seen in China for obscure reasons when it started during 1970's. Presently, Indian businesses are concentrating on improving the quotient of QWL of their companies so that they can accomplish increased job fulfilment, and improve production. By looking at the contemporary literature available today on work life, one can begin to recognize the significance of variables identified with the workplace which encourages employees to be happy with their job, and supports work life balance for employees. The issue picked right now to consider the degree of Nature of work of workforce.
As we move further, let us remember this: alluded as the workforce of any company, Human Resources is a combination of all categories of personnel, no matter the hierarchy.

**Literature Review**

Numerous literature reviews have been conducted to understand the nature and gauge the hypothetical background of employees who shuffle between their work and personal lives. The nature of this hustle, its implications and significance, the satisfaction that comes from doing their job, ease of commitment to the organizational objectives, are a few components that were studied in detail to understand how the quotient of QWL worked. These studies have enabled many researchers to distinguish parts to fill in and develop, while also serve as constructs for the study so that every one of the aspects of work life can be characterised.

Balance between professional and personal spheres has come to be seen as a significant issue that needs to be worked upon in the twenty-first century. These two spheres are both cut out of the same cloth, they are interconnected and this is the norm – it cannot be changed. Working overtime, difficult objectives, inability to express freely, and added pressure in any sphere can meddle with the other. For example, if an employee faces any pressure in the work area, it can leave its effects on their family life even if they do not necessarily want it to work this way. In this manner, disagreements indefinitely happen, which contrarily influence a working man’s productivity in both these spheres – the work area and their home. Taking a glimpse at the pattern, we can see how companies have tried to evolve and take initiative to soothe this pressure, helping employees acclimatize to these issues so that they do not arise so often. Most of the contemporary studies on this topic have aimed to deconstruct this issue, studying the prevalent practices in companies of the public sector in India, and understand how they inadvertently affect the employees of these organizations. These studies reflect that these companies have understood that for better performances by employees, work-life balance practices are critical.

If you look carefully at the literature written on this issue, what you would come to understand is that there are various factors that influence the quotient of QWL. Out of these factors, a few that stand apart from the others are - demographic variables, experience and qualification of the work force in the organisation. In India, an investigative study on the QWL quotient of companies in the public sector reflected a positive connection between efficient human resource management and employee’s job satisfaction (Singh, P. 2017). For employees in the healthcare industry, issues related with pressure and job fulfilment were
found to be an obvious and dependable apparatus to evaluate QWL. Emotional well-being, occupational and vocational fulfilment, balance between the work and home interface, self-improvement, social incorporation and working conditions have also been found to be chief influences to the QWL (Hnarehan et al. 2014). For medical attendants, influence of administration and demography seemed to have no influence on their calling (Suresh, S., & Kodikal, R. 2015). Studies that gauged both the public and private sectors’ QWL to understand what factors influenced the outcome found that reasonable pay, equal opportunity, adaptable work routines and employment tasks, affected the QWL quotient in companies in the open sector. (A Tabassum et al. 2011).

Rahiman, M. H. U., and Kodikal, R. 2017, Kodikal, R 2014, Kodikal R et al. 2012 found that any employee holding a positive disposition knows about the elements of business and can calibrate themselves in accordance to the environment, prompting a comprehensive improvement in the presentation and profitability of the whole company.

Ayesha et al, 2011 exhibited a noteworthy distinction in the manner in which males and females working in the banking sector viewed the QWL, and the factors they deemed as necessary. Sandhu and Prabhakar, 2012 saw that compensation was a significant determinant. Balchander et al, 2013, researched the influential factors for employees in the insurance sector. They found that there was no noteworthy distinction in the manner of thought among male and female officials. Battu and Chakravarti, 2014 found that low quality of life irrevocably affected conduct, social interactions and reactions, and personal life.

Despite the various studies conducted, an endeavour to lead a thorough report to quantify the different components of QWL that influences the laborers of India has not been considered. Henceforth, this endeavour has been made to get an overall context of the QWL in the public sector of companies in India.

In a research carried out by Aggarwal (2012), laborers of a processing plant in Gujarat were carefully studied to understand how the QWL took shape in this open sector company. There were significant hypotheses utilized in the investigation. How did the workforce view their life? Were they committed to their job, the objectives of the company? Were there any prevalent stressors that adversely affected their commitment to the company and their job? How did any changes made within the workplace impact their lives? What was the attitude of the workforce to the policies of the organisation? It was found that the employees urged for a
more cordial and accepting to their needs and bolster them with a great work-life balance. A decent work life balance could easily inspire a positive demeanour among the employees and improve their productivity drastically. From this outcome, it is comprehended that companies can profit by providing work life balance to its employees, wherein the workers become progressively receptive to the help given to them through human resource management schemes. Kamel (2013) contemplated the connection between the will to stick on to the job and QWL. Through his study he found that an average quality of life was still not inspiring enough for employees to continue with their job and influenced their commitment to their jobs.

QWL is planned out in the majority of nations. Be that as it may, in India, there is a huge gap that exists, or a divide that prevails between the two classes – the working class and the unemployed. In order to somewhat bridge this gap, there are a considerable number of areas where QWL can be focused on. Worldwide organizations working in India have executed certain practices that have proved to have a more noteworthy effect on the profitability and over-all prosperity of the staffs.

Since the nation's freedom in 1947, Indian public sector companies have been the central focuses for stratagem, and have likewise helped develop the financial, communal, and dogmatic fronts. Particularly in a rising economy like India, their commitment is basic in adjusting the advancement of all segments of the general public. In light of the absence of private capital from the get-go, the open division was seen as a vital tool for setting up independence, territorial equalization, equal opportunity for work, and advancement (Jain, Gupta, and Yadav, 2014). Makhija, 2006 found in his study that communist arrangements led by Nehru, particularly the Indian Policy Resolution of 1956, imagined PSUs to lead the monetary and modern advancement of the country.

But regardless of whether it is the public or the private sector, it is the personnel who hold authoritative designations with the fundamental job in organising and conveying results. When all is said in done, pioneers convey basic duties, for example, overseeing authoritative change, building up the hierarchical culture, planning, and overseeing emergencies. Leslie and Canwell, 2010 realize that pioneers must have the knowledge for effective change inside intricate frameworks, psychological aptitudes to deal with demands, enthusiastic insight to positively incite individuals, and must be upbeat in the construction of initiative at all degrees of the company or organization. Key reasoning, and successful administration are necessities
of any company and require acing of specialized and conduct abilities. Contrasted with the measure of research on privately owned businesses, studies conducted on the attributes required for leadership in the public sectors are somewhat limited (Gupta, 2016; Gupta et al., 2018). Another research carried out by Orazi, Turrini, and Valotti, (2013) recommends public sector companies to be a self-governing space, in spite of the fact that the discussion has still not established as vividly.

For quite a while, be that as it may, Indian public sector companies have been censured for deficiency of productivity, buried in defilement, and having a very low quality of department for administration purposes (Khatri, 2016). Particularly in India, where a large number of the population is governed in thought as they place communal and monetary significance very high, companies need more consideration given to QWL and human resource management than has been assumed.

Roberts (2017) noticed that the literature on such topics have not given enough consideration to those places where administration is almost negligible. Researchers have noticed that administration styles rely more upon logical factors, for example, the social conditions prevalent in the area where the company operates, and have also expanded to investigate and study leadership in both sectors in a nationwide front.

**Conclusion from Literature Reviews and Gaps in Literature**

In the present setting it gets essential to perceive the variables that comprise and impact the QWL and the perception and observation of the workforce. Economies around the world have faced and recovered from recession, and its negative impacts like the need to downsize. These impacts, in continuum, have created a need for managers of human resources to possess the knowledge to battle with protecting workers, resolving their conflicts and ensure job satisfaction. Right now, the nature of work life is fundamental for companies attract their talent. This is the reason why numerous studies have begun all around the world to discover contributions for confining powerful QWL techniques. A national seminar was conducted in the year 1982 in India, to enquire the constructs of QWL activities already prevalent in India and also assemble an agenda for actualising improved ideas for the same. Different researchers began their research in this regard as they investigated both sectors of companies in India.

The literature reviews examined above help bring about an understanding of the QWL and its connection with employees’ performances and overall development and success of the
organisation. As gauged, a lot of factors of QWL were distinguished. Specialists have deconstructed and strategized different parts of QWL based on their reviews. It is obvious that the investigations on QWL in public sector companies are constrained. The researchers have endeavoured to quantify QWL of both sectors to explore the variables impacting QWL, to evaluate the impacts of these determinants on the productivity, to decide how the QWL influences job fulfilment across the hierarchical workforces, to increase an understanding into current working life arrangements and practices and to learn the relationship of QWL with hierarchical duty and occupation burnout. Studies affirm that QWL improves work fulfilment, representative responsibility, faithfulness there by adding to work execution and profitability. From past research it is evident that there is a desperate requirement for associations to give required QWL to workers and henceforth accepting the significance of QWL.

Each company must endeavour to fulfil a portion of the fundamental needs and requests of its workers in light of the fact that the fulfilled and spurred workforce are the wellspring of accomplishing the company’s objectives and targets. To utilize the most extreme capability of the human asset, the company must furnish them with the best working life. Accordingly, every company needs to refresh and improve the nature of work life of the workforce.

Nature of work life is increasingly about the contribution on part of the workforce, which comprises of techniques to spur performance. This aides in creating and keeping up with an efficient and decent professional and personal relationship. To hold experienced and abled employees, companies ought to have low pressure and high QWL. This paper covers a portion of the little holes in employee’s realization of quality work life. Studies have prescribed to take appropriate methodologies to improve foundation and compensation.

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