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**QUALITY OF WORK LIFE OF EMPLOYEES
IN
NEYVELI LIGNITE CORPORATION LIMITED**

SUMMER PROJECT REPORT
Submitted to the
Faculty of Management Sciences, Anna University
in the partial fulfillment of the requirement
for the award of the degree of
MASTER OF BUSINESS ADMINISTRATION

by

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October 2006
**DEPARTMENT OF MANAGEMENT STUDIES
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BONAFIDE CERTIFICATE

Certified that this project titled "QUALITY OF WORK LIFE OF EMPLOYEES IN NEYVELI LIGNITE CORPORATION LIMITED" is a bonafide work of **ARUNASEKAR.G (Reg. no: 71205631005)**, who carried out this research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.


Mr. Col. N. Jothilingam

Faculty Guide


Prof. S. Ganesan

Director

Evaluated and viva-voce conducted on

Examiner 1

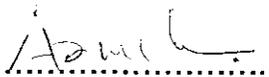
Examiner 2

DECLARATION

I, hereby declare that this project report entitled as “QUALITY OF WORK LIFE OF EMPLOYEES IN NEYVELI LIGNITE CORPORATION LIMITED”, Neyveli has undertaken for academic purpose submitted to Anna University in partial fulfillment of requirement for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Mr.Col.N.Jothilingam, during the academic year 2006-2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

Place: Coimbatore
Date:


.....
(ARUNASEKAR.G)

NEYVELI LIGNITE CORPORATION LIMITED

(A Government of India Enterprises)

NEYVELI



CERTIFICATE

This is to certify that the project entitled “**QUALITY OF WORK LIFE OF EMPLOYEES**” is a bonafide record of the work done by the following student of **KUMARAGURU COLLEGE OF TECHNOLOGY, COIMBATORE**.

ARUNA SEKAR.G

05MBA05

In partial fulfillment of the requirement for the award of the ***Degree of Master of Business Administration*** from the **ANNA UNIVERSITY** is bonafide work of the candidate done under the period from 18.07.06 to 17.08.06 at corporate office, NLC Limited, Neyveli, as a project work.


R. MANAVAZHAGAN
Deputy Chief Manager / Welfare
P&A Dept., / Corporate Office
NLC Ltd., Neyveli - 607801

External Guide

Permitted to submit this project Report to University/College authorities.




Deputy General Manager/ T&D

**Deputy General Manager,
Training & Development,
Neyveli.**

ACKNOWLEDGEMENT

ACKNOWLEDGEMENT

I dedicate this project to *The God Almighty*, whose countless blessings have helped me to make my dream a reality.

I express my sincere gratitude to our beloved correspondent **Prof. Dr. K. Arumugam**, the prime guiding sprit of Kumaraguru College of technology.

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My sincere thanks to all the **Faculty Members** of KCT Business School, Kumaraguru College Of technology, Coimbatore.

A special thanks to my *Parents* for their blessings and moral support.

ABSTRACT

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

Work represents such a role in life which has been designated to it by the person himself. On the one hand work is an earning of one's living for the family, on the other hand it could be a self-realization providing enjoyment and satisfaction. The aim of the study is to find out the real status of the work life of the employees in the organization. The stress level, job satisfaction, job involvement and other such factors are to be discussed which reveals the truth that exists behind.

The study is to bring out the actual situation regarding the quality of work life prevailing in the organization. This study focuses on the socio-cultural background of the employees and accordingly their view on the work life quality. The study moves around the areas such as job involvement, job satisfaction, job attractiveness, participation / democracy at work, safe and healthy environment, growth and development of employees, demotivating factors.

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

Work represents such a role in life which has been designated to it by the person himself. On the one hand work is an earning of one's living for the family, on the other hand it could be a self-realization providing enjoyment and satisfaction.

CHAPTER – I

INTRODUCTION

INTRODUCTION

BACKGROUND OF STUDY

The aim of the study is to find out the real status of the work life of the employees in the organization. The stress level, job satisfaction, job involvement and other such factors are to be discussed which reveals the truth that exists behind.

OBJECTIVE OF STUDY

The study is to find out the relation between Quality of Work life and quality of life. The hypothesis was that' there is a direct positive relation between Quality of Work life and Quality of life, and the socio-cultural background influences the degree of both.

SCOPE OF STUDY

The scope of study is to bring out the actual situation regarding the quality of work life prevailing in the organization. This study focuses on the socio-cultural background of the employees and accordingly their view on the work life quality. The study moves around the areas such as job involvement, job satisfaction, job attractiveness, participation / democracy at work, safe and healthy environment, growth and development of employees, demotivating factors.

METHODOLOGY

TYPE OF RESEARCH

The type of study undergone is a random data collection for the hypothesis developed. A questionnaire was developed to get the view of employees regarding the issue taken into consideration for the study.

SAMPLING DESIGN

After the preparation of questionnaire, data collection has to be done. The questionnaire is given to 75 employees of all categories in the organization with an assurance that the details will be kept confidential. While obtaining the filled questionnaire the data is verified and then the forms are collected, if any correction has to be made then it is given again and then corrected data is obtained now and there.

SAMPLING TECHNIQUE

The tool selected for the study is Chi-Square test using SPSS package is done over the data collected. This tool helps us to find out the dependency level of the two factors considered for the study and the frequency of each.

POPULATION, SAMPLE FRAME & SAMPLE SIZE

The study is made is for a population of 75 employees, using Chi-square test for the same sample size. The questionnaire contains 46 questions and data is interpreted by graphs and charts.

TYPE OF STUDY

DATA COLLECTION

The questionnaire is given to 75 employees of all categories in the organization with an assurance that the details will be kept confidential. While obtaining the filled questionnaire the data is verified and then the forms are collected, if any correction has to be made then it is given again and then corrected data is obtained now and there.

TOOLS ANALYSIS

Once the study and data collection is over on the issue taken, the statistical tools are analyzed for the data collected and a tool is finalized to test the frequency and dependency. Hence the tool selected for the study is Chi-Square test using SPSS package

LIMITATIONS OF STUDY

Every study has its own limitations and restrictions, thus our study has limited itself to certain areas and factors for making the study ease. The factor under which the study is made revolves around six factors say:

Job Involvement

Job satisfaction

Job attractiveness

Participation / democracy at work

Safe and healthy environment

Growth and development of employees

Demotivating factors

CHAPTER SCHEME

CHAPTER

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4. Conclusion

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CHAPTER – 2

ORGANISATION PROFILE

2. ORGANIZATION PROFILE

2.1 HISTORY OF ORGANIZATION

Electricity is most convenient and versatile form of energy. During the five year plan, the emphasis was on extended power supply to rural areas. A significant development in this phase was the emergence of inter-state grid system. The fourth plan imagined the need for central participation in expansion of power generation programs at strategic locations to supplement those activities in the state sector. Industrial sector is a vital sector of our economy and is also the largest consumer of electricity.

Neyveli Lignite Corporation Ltd.,(NLC) was setup in the mid fifties as a public sector company wholly owned by Government of India for the commercial exploitation of vast reserves of lignite occurring around Neyveli situated 200 Km south of Chennai.

Neyveli Lignite Corporation was registered as a company on 14th November 1956. The mining operation in Mine-1 was formally inaugurated on 20th may 1957 by the Prime Minister Pandit Jawaharlal Nehru. True to his Vision and foresight, NLC stands as a living example, becoming the major power generating center in south. The main constituent units are the Mines-1 & 1A, I I and Thermal Power Stations-1 & I I and its expansion, a fertilizer plant but at present it has been closed.

THE LIGNITE LEGEND OF TAMIL NADU

Biggest open-cast Mechanized Lignite Mines in India. Mining 24 million tones of lignite annually and generating power, with installed capacity of 2490 MW.

It is a long history with lots of efforts behind the birth of baby of Coal family, the fossil fuel, "LIGNITE" arrival in the coal starved Southern region of India.

1934	Industries Department of the then Government of Madras drills bore holes for tapping artesian water in the neighbor hood of Neyveli. Lignite particles encountered are taken as "black - clay" by unlettered workmen engaged in drilling.
1935	Bore wells sunk in Jambulinga Mudaliyar's land in Neyveli and the Black particles gushing forth attract the attention of camping Geologists engaged in some other mission in the Neyveli Vriddhachalam area.
1937-38	Samples of the black substance taken from the above form well sent to the Government of Madras for analysis.
1941	M/s. Binny & Co., Madras put down four or five bore holes at Aziz Nagar, near Neyveli. Two of them show evidence of Lignite deposits; but for want of casing pipes and drilling equipment, further work is given up.
1943-46	The Geological Survey of India starts drilling operations near Neyveli. Preliminary investigations indicate the existence of Lignite to the extent of about 500 tones in that area.
1947	Mr.H.K.Ghose, Geologist and Mining Engineer deputed by the Government of India arrives in Neyveli and starts his operations
1948	The first bore holes sunk by Mr. Ghose have to be abandoned because of water logging and sand - beds. The third one "September 1951" yields

	samples of Lignite
1949	Mr. Ghose draws experimental open cut plan and calls for tenders to start excavation.
1951	Sinking 175 bore wells in a cluster punctuating the chosen area, Mr. Ghose proves the existence of about 2000 Million tones of Lignite reserves in the area. State Government's Industries and Commerce Department also sinks over 150 bore wells South of Vriddhachalam Mr. Paul Eyrich, a Mining Engineer is deputed by the Bureau of Mines, United States of America, to assist the Government of Madras under point four programme to determine the Engineering and Economic aspects of Lignite Mining in Neyveli. Upon his recommendation, the US Government sponsors a study on the subject under the direction of Mr. V.F.Parry.
1952	The High Power Committee for Lignite Mining recommends the Pilot Quarry project.
1953	Pilot Quarry being commissioned by Dr. U. KrishnaRao, Minister for Industries, Madras Government.
1954	Pandit Nehru's Visit to the Pilot Quarry. Government of India's Committee comprising Mr. C.V. Narasimhan, ICS Mr. A.C. Guha and Mr. A. Lahiri inspect the Pilot Quarry and submit a report to the Government Under the Colombo Plan, Services of the UK firm PDTs (M/s. Powell Duffryn Technical Services Limited) are availed of for a Project report.
1955	Neyveli Lignite project's affairs, hitherto managed by the State Government, get passed on to the Central Government with full Financial responsibility. Mr. T.M.S. Mani, ICS, Secretary, Department of Industries, Labour and Co-operation, takes over as the Chief Executive of the project.
1956	Formation of NLC as a Corporate body. NLC is born as a Government sponsored commercial concern.

LIGNITE MINES

Mining activities started in late 1950s and in the early 1960s. Mine-1 project started working from 1957 with the capacity of 3.5 million tones per annum.

In 70s it was realized from the Expert Committee appointed by Government of India, that the capacity of the Mining equipments provided were inadequate and fresh detailed project report was prepared and implemented between years 1978-80.

THERMAL POWER STATIONS

Power Houses – The life line of South India.

Thermal Power Station – I consisting of 6 numbers of MW units and 3 numbers of 100 MW units producing 600 MW totally was constructed with aid of the USSR.

2.2 MANAGEMENT

VISION

To emerge as a leading mining and power company, continue to be a socially responsible company and strive for operational excellence in mining and exploration.

MISSION

Strive towards greater cost competitiveness and work towards continued financial strength.

- Continually imbibe best practices from the best Indian and International organizations engaged in power generation and mining.
- Be a preferred employer by offering attractive avenues of career growth and excellent work environment and b developing human resources to match international standards.
- Play an active role in society and be sensitive to emerging environmental issues.



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INDUSTRIAL RELATIONS

NLC continues to maintain cordial industrial relations. The Joint Council of Unions and Associations of Engineers and Officers are functioning in NLC effectively. The Management has a regular system of discussions on common matters which help to maintain good industrial relations and to create mutual trust and belief among the employees.

The Company gives high priority towards training of executives, supervisors and workers. Apart from utilizing the training facilities available in the Training Complex of the Company, the employees are also deputed to other training centers within India. Training facilities provided by the equipment manufacturers within the country/abroad are also utilized

Quality Circle activities are coordinated in Training Complex which has given many benefits to the organization. Case Study presentation of Neyveli Quality Circles brought good name by demonstrating their contribution out side Neyveli.

Human Resource Management

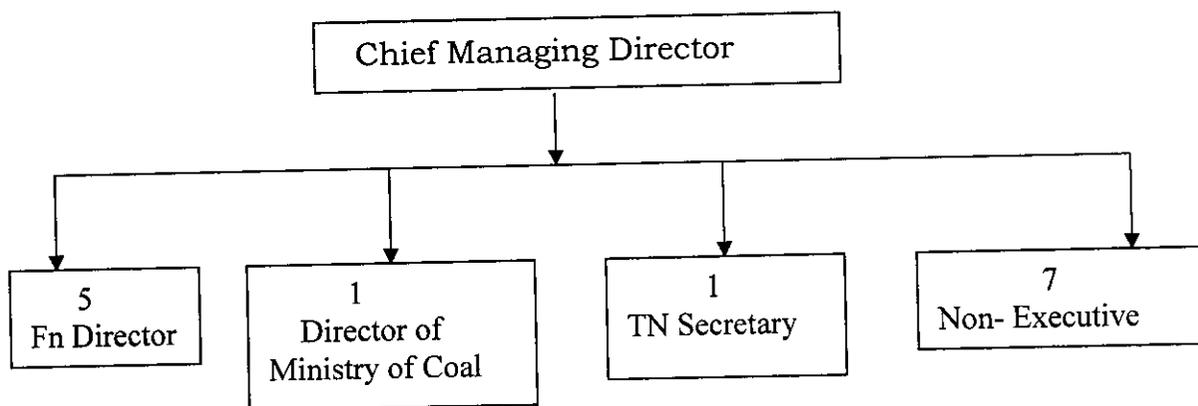
The number of employees in various categories behind the success of the company are

Executives	3,669
Supervisors & others	7,546
Non Executives	7,571
Total	18,786

2.3 ORGANIZATION STRUCTURE

The organization structure of NLC is given below:

Chief Managing Directors	- 1
Functional Directors	- 5
Director appointed by the Ministry of Coal	- 1
T.N.Secretary of Industry	- 1
Non-Executive Directors	- 7



2.4 PRODUCTS PROFILE AND MARKET POTENTIAL

Products of NLC

The main core activity of NLC is Lignite Excavation and power generation using lignite excavated. NLC is having three lignite mines named as Mine I, Mine II and Mine IA. Also raw lignite is being sold to small scale industries to use it as fuel in their production activities.

MINES	CAPACITY OF MINES
MINE I	10.5 MT / A
MINE I A	3 MT / A
MINE II	10.5 MT / A

NLC is generating power in its Thermal Power Station I, Thermal Power Station -II and in Thermal Power Station I Expansion. All the southern states are beneficiaries of this power generation project.

THERMAL POWER STATION I*Power Generation : 600 MW**(6 * 50 MW + 3 * 100 MW) in 9 units**Power Allocation :*

ALLOTTED TO	%
TNEB Export	80%
Station Consumption	12%
NLC schemes (Mines, Township & others)	8%

THERMAL POWER STATION I**Expansion***Power Generation : 420 MW**(2 * 210 MW) in 2 units**Power Allocation :*

ALLOTTED TO	ACTUAL
KPTCL	22.00
KSEB	14.00
TNEB	46.00
PONDY	3.00
Unallocated power	15.00

THERMAL POWER STATION II*Power Generation : 1470 MW**(7 * 210 MW) in 7 units**Power Allocation :*

ALLOTTED TO	%	ACTUAL
Andhra Pradesh	19	277 MW
Karnataka	14	199 MW
Kerala	10	153 MW
Tamil Nadu	30	441 MW
Pondicherry	5	80 MW
NLC (Aux & Internal consumption)	7	100 MW
Unallocated share	15	220 MW

PERFORMANCE HIGHLIGHTS

PHYSICAL PERFORMANCE

The highlights of the company's performance during the year under review are as under:

- The aggregate lignite production of 205.57 LT achieved during the year under review is the highest for any year since inception.
- The aggregate power generation of 16388.98 MU (gross) and export of power of 13918.76 MU achieved during the year under review is the highest for any year since inception.
- The Mine-I including Mine-I Expansion, during the year 2003-2004, recorded the highest for any year since inception.
- The Thermal Power Station-I, during the year 2003-2004, generated 4401.64 of power with a Plant Load Factor (PLF) of 83.52%, is the highest for any year since inception.

EDUCATION

Neyveli Township continued to maintain its identifying as a good educational center with 16 schools run by the management with Grant-in-aid from State Government. NLC also patronizes Jawahar Education Society, which also runs schools and colleges and has also allowed running of schools by other Educational Institutions in Neyveli campus.

Total students population in Neyveli is around 35,000. The schools are number of meritorious candidates. The free noon meal scheme, through the state government, for the poor children of NLC schools, which nourishes around 6,500 children during this year also.

Free coaching classes to benefit student aspiring for professional courses are arranged for the wards of SC/ST employees. Advanced Training Programmes exclusively for the teaching staff of NLC schools on “Total Quality Teaching” and ‘Innovative teaching skills in English & Mathematics’ were also arranged during the year 2003-2004. Keeping the present requirement, NLC has provided Computer systems to all the high and Higher Secondary Schools for the benefits of students at school level.

OPPORTUNITIES

- Growing demand & supply gap for power in the country.
- Government priority for investment in power generation.
- Availability of Mineable Lignite in the region and Coal Bedded Methane (CBM).
- Opening up of opportunities for coal based power projects.
- Advantageous position of Under-Ground coal gasification vis-à-vis the Conventional Mining.

2.5 COMPETITIVE STRENGTH OF THE COMPANY

Welfare to Employees

- Township with over 21000 houses
- Subsidized transport
- Medicare with 369 bed hospital (being expanded to 500) supported by 5 peripheral dispensaries.
- Canteens - 8 Industrial Canteens
- Family welfare
- Special Incentive Schemes for small family norm.
- Education - 34 schools and 1 college in Neyveli Campus.
- Recreation facilities - 3 clubs
- Sports with all infrastructural facilities.
- Post retirement medical assistance.
- A crèche for children.
- Health care programs for school children.

Social Welfare - Peripheral Development:

- Drinking water to surrounding villages
- Irrigation water to 20,000 acres in nearby villages
- Facilities for mentally handicapped children, destitute women and aged people
'Sneha'.
- A Centre for making Jaipur type artificial limb for handicapped
- Free Medical Camps for surrounding villages; Sterilizations.
- A school for the speech and hearing impaired "Shravanee".

HUMAN RESOURCE DEVELOPMENT

HRD scenario at NLC can be best described taking into consideration the diverse production process involved and the efforts of the employees in learning by themselves many skills in trade and professionalism, which is its strength today and reflected in its high earnings growth.

NLC firmly believes in the adage “learning occurs at all times”. All employees are providing opportunity on a wholesome approach to develop

Their potential and use it in achieving corporate goals. This is done on a 3-tyre system; in-house, deputation and foreign training. NLC adopts the process of “LAB to LAND” and vice versa in selecting the subjects for training and the target participants, whereby, human resource development has become a continuous process giving the desired result in the application of learning on the job.

Each year, the annual training plan is prepared after taking into consideration of the following factors:

- Consultation/discussion with unit heads, unit training coordinators and unit representatives.
- Training needs expressed through annual appraisal reports.
- Suggestions and requirements brought out at various unit head meetings.
- Feedback and suggestions from participants

The training is imparted to employees and through the different schemes.

- In-house training programs: for updating skills to meet technological and social changes and to keep all individuals in operatable conditions, number of short duration “in house programs” is conducted.

Following are the broad band categories of training programs offered:

- Community development programme
 - Environment & economic development programme
 - Functional development programme
 - General programme
 - Individual development programme
 - Industrial health care and personality development programme
 - IT/Computer related programme
 - Material management programme
 - Organization development and industrial psychology programme
 - Productivity oriented programme
 - Safety, fire and hazard related programme
 - Skill development programme.
 - Technical programme.
-
- DEPUTATION TRAINING (WITHIN INDIA): Employees in certain key result areas are selected and sent for training in institutes like NITIE, IIMs: NPCs: state and central labor institutes; ASCI, Hyderabad, MDI, Gurgoan, etc. to gain advanced and latest knowledge

On technology & science. This has helped us to achieve two pronged motivation strategy of updating individual’s knowledge and skills, besides helping employees acquire additional inputs of updated knowledge through interaction with their counterparts.

- **FOREIGN TRAINING:** To acquire specialized “Know-How” and “Know-why” skills of design, erection, operation and maintenance of equipments and machinery, selective workers, supervisors, executives in key areas are sent abroad for training.

- **INDUCTION TRAINING:** Graduate engineers, executive trainees (financial, personnel, etc.) and diploma engineers are recruited and covered through a one year training period covering a six month comprehensive modular training programme and on-the-job training. Upon successful completion and evaluation, they are, and then placed in the respective cadre.

- **WORKERS EDUCATION SCHEME:** The scheme's objective is to look for the improvement of worker's individual and group competence and the advancement of social economical and cultural interest so that he could become a mature, wise and responsible citizen of the company. Each programme runs for 2 weeks followed with one week industrial tour.

- **STATUTORY TRAINING:** As per the statutory requirement under the apprenticeship act 1961, training for ITI holders, diploma and graduate engineers of different trades/disciplines are undertaken. About 400 apprentice per annum, in 11 trades, are provided apprenticeship training with reference to their grades/discipline. Relevant workshop facilities for conducting practical training, and sufficient class rooms for conducting R1 classes are provided in the campus.

At present 150 graduate engineers and 125 diploma engineers, are also being engaged under the apprenticeship act and they are being provided on-the-job training of 1 year duration. A specialized training programme of 12 days and 9 days duration respectively is being conducted to take care of them.

• **SUPPLIERS/MANUFACTURERS** **PROGRAMME:** Regular workshops/seminars/symposium are allowed to be conducted at NLC training complex

by various manufacturers and suppliers related to NLC, to share their information on design of new products, systems and procedures for the total benefit of the executives. This service training programme is entirely sponsored by supplier. On an average about 25-30 companies share their latest information with our employees, every year.

- **HINDI LITERACY PROGRAMME:** An opportunity has been given to NLC employees to learn Hindi during 2003. Under the scheme, an employee has to register for the particular batch and attend 60 hours class (2 hours daily). After appearing for examination, the employee will be issued with a certificate. More than 12 batches have been covered.

Training for outside participants

Since 1999, a new scheme, inter-organization training program (IOTP), has been introduced, with the objective of improving organization culture and sharing of work knowledge, through interaction. For these in company programs, nominations of participants from nearby organizations are also called for, along with our NLC employees.

2.6 FUTURE PLAN OF ACTION

- Development and use of fly ash based pesticides.
- Studies on the use of bottom slag in crop production.
- Studies on renewable source of energy and utilization for environment friendly application.
- Techno-economic feasibility study on potassium humate from lignite.
- Large scale implementation of developed technology for ash pond reclamation.

EXPANSION PROGRAMME

Status of Advance Action Proposals Sanctioned By GOI

1. Mine-I I Expansion (10.5 MTPA to 15.0 MTPA) and TPS-I I Expansion (2*250 MW).
2. Rajasthan Mine (2.1 MTPA) and TPS project (2*125 MW).
3. Joint venture project with TNEB (1000 MW).
4. Orissa power project (2000 MW).
5. Joint venture project with CPCL (492 MW) Mine-I I I (8 MTPA) and Thermal Power Station – I I I (2*500 MW).

2.7 FUNCTIONAL AREAS

There are totally 18 Zones in NLC Ltd., they are:

- Corporate Office
- C.T Office
- Provident Fund Trust
- Amenities and Canteen
- Township Administration
- Mine Office - I
- General Hospital
- Training and Development
- Thermal - I
- MMC
- CARD
- Fertilizer Plant
- B&C Plant
- Thermal – I I
- Central Workshop
- Stores
- Printing Press
- Mine – I I

CORPORATE OFFICE

Definition

The word “Corporate” means “Head”. So the corporate office is the place where the head of all departments works. The office can precisely be called brain of NLC. As our body compromises of parts and organization too have them.

Functions of corporate office

1. Planning
 - Short term
 - Long term
2. Project evaluation
3. Controlling the system of organization
4. Coordinate the work

Functional heads of office

- Directors
- Company secretary

Company Secretary

Company Secretary is the *pillar of the company*. According to the companies Act 1956 sec (45) 'Secretary' is defined as "Any Individual, possessing the prescribed qualifications appointed to perform the duties which may be performed by a secretary under the Act and any other ministerial Duties".

Appointment of Company Secretary

The management of the company is the competent authority to appoint a secretary to the company. The notification is being released through press (or) through the promotion channel. Here at NLC the Central Government directly appoints the secretary. He performs according to the rules and regulations of the government and as per Article of Association of the company.

Duties of Company Secretary

The duties are classified as,

- Statutory duties.
- Duties as agent of directors.
- Duties towards share holders.
- Duties as office executive.

DIRECTORS

Directors are the *sculptors of a company*. It is in their hands, whether the company grows (or) retards. Directors are the top level management of the organization, who sets the goal and shows the direction to reach it. In NLC there are 15 directors. The classification may be as under:

Chief Managing Directors	- 1
Functional Directors	- 5
Director appointed by the Ministry of Coal	- 1
T.N.Secretary of Industry	- 1
Non-Executive Directors	- 7

TOWNSHIP ADMINISTRATION

NLC Township covers an area of about 50 sq.kms and provides 20700 self-contained with designed houses for its employees.

In line with the suggestion of Ministry of Environment and Forest, the Township Administration stands as a model and has banned the use of non-reusable plastic items in Neyveli Township.

PROCESS

The process of Office management is classified as follows

- Planning
- Organizing
- Controlling

ESTATES

Estate-1

- Allotment of Quarters and Plots.
- Corrective action against violation.
- Revenue collection from quarters.

Estate-2

- Allotment and Management of Community Halls.
- Licensing of Shops.
- Corrective action against defaulters and violation.
- Revenue collection from Shops.

Estate-3

- Leasing of Land to Government Agencies, Departments, Banks, Religious and Private Institution.
- Corrective action against violation.
- Revenue Collection.
- Leasing of procedure of trees.

Particulars	Numbers
Total population	1,35,000
Number of quarters	21,550
Hostels	8
Community Hall	8
Swimming Pool	1
Library	1
Park	2
Clubs(Town, Park, Ladies Club, Lions Club, Rotary Club, Jaycees)	6
Theaters	3
College	1
NLC Schools	18
Private Schools	16
Permanent Shops	533
Temporary Stalls	572
Mobile Stalls	574
Platform Stalls	169
Mosques	5
Temples	36
Church	13
Cultural Centers	6

SECURITY DEPARTMENT

Objective

- Prevention and deduction of crime.
- Protection of men and materials of the company.
- Be the eyes and ears of the management.

FIRE-SERVICES DEPARTMENT

Objectives

Fire fighting and advisory roll in preventing the fires in in and around all the plants of NLC through the safety officers of the concerned plant and residential areas at all times.

MATERIAL MANAGEMENT COMPLEX

Purchase Department

NLC is one of the heavily expanded companies of India. It has many fields of operation. So to maintain a proper A/C system, the purchasers made by each department are important.

A centralized purchase system has its own advantages. A material that is abundant in a field may be needed elsewhere. So a centralized purchase means, and even flow of material to wherever it is needed.

Role of MMC

- Get the demand from Indenter.
- Purchase of material.
- Verification and proper storage.
- Distribution of material on demand.

Function of MMC

- Budgetary Control over Purchasing.
- Allocation of funds.
- Floating of Tenders.
- Purchasing.
- Inventory Control
- Materials handling
- Disposal of scrap and surplus

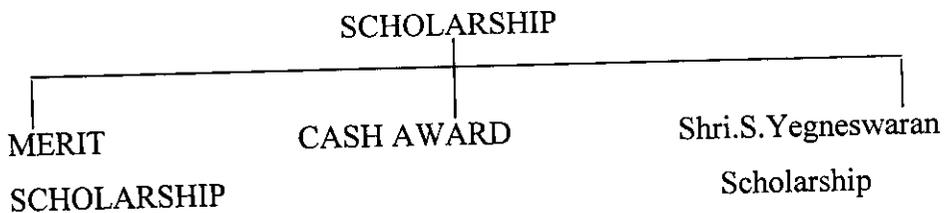
Objective of MMC

- * To avoid lock-up of Capital in Raw Materials.
- * To enhance of profit by reducing capital through proper inventory control.
- * To ensure continuous flow of materials needed in time conscious way.
- * To make purchase procedure more accountable.

HUMAN RESOURCE MANAGEMENT

PERSONNEL AND ADMINISTRATION DEPARTMENT (P&A)

WELFARE AND ADMINISTRATION UNIT (W&A);



POST RETIREMENT MEDICAL ASSISTANCE SCHEME

Replacing the medical case insurance scheme for our retired employees, this scheme came in to force with effect from 01-04-1995.

Eligibility:

- All employees of NLC who have retired are going to after rendering a continuous of not less than 10 years.
- Includes voluntary scheme approved by the company.
- The spouse of the retired employee will continue to avail the benefits even after the death of the retired employee.

Will not be applicability:

- Retired employees who are included as dependants.
- Who are availing the medical facilities as the dependant of any other employee working in Government, Public Sector Enterprises, etc.
- The employees who have been dismissed ands resignation.

FAMILY RELIEF

It is effect from 01.01.1994.

If job is not accepted then this scheme is applicable.

- If normal death of employee – Rs. 4,500/- p.m.
- Due to industrial accidents
(applicable only Regular Employees). – Rs. 5,625/-.
- Due to Industrial accident (If contract worker) – Rs. 3,375/-.

Eligibility:

- Wife of the employee up to her 58 years of age.
- If wife is also not present, then to eldest son or daughter up to 28 years or till employed In case of daughter, it is up to her marriage.

DEATH RELIEF FUND

It is on effect from 01.04.2004.

- Death of employee in harness while in service.
- All employees of NLC including Board of Directors, Deputations and Teaching /Non Teaching staff of NLCF Schools are members of scheme.
- Fund amount is Rs.3, 75,000/- per family irrespective of employment of family members.
- Payment only for nominees given by the corresponding individual.
- The amount Rs.10% per member shall be recovered from the ensuing salary/wages bills of other alive members.
- And other matching contribution of the total amount is collected by the NLC.
- Only for Regular employees.

CHAPTER – 3

*DATA ANALYSIS AND
INTERPRETATION*

3. DATA ANALYSIS AND INTERPRETATION

QUALITY OF WORK LIFE OF EMPLOYEES

Definition:

The defining of quality of work life involves three major parts: occupational health care, suitable working time and appropriate salary.

The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment.

Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs.

The safe work environment provides the basis for the person to enjoy working. The work should not pose a health hazard for the person. The employer and employee, aware of their risks and rights, could achieve a lot in their mutually beneficial dialogue.

The working time has been established by the state according to legislation which is a 40- hour working week in Estonia. The standard limits on overtime, time of vacation and taking of free days before national holidays have been separately stipulated. The differences regarding the working time have been established for the persons less than 18 years of age, pregnant women, breast-feeding mothers and the person raising the disabled child.

The appropriate salary is agreed upon by the employee and the employer. The

Government of the Republic establishes each year the rate of minimum salary, the employer should not pay less than that to the employee.

Work represents such a role in life which has been designated to it by the person himself. On the one hand work is an earning of one's living for the family, on the other hand it could be a self-realization providing enjoyment and satisfaction.

DATA ANALYSIS:

AIM:

To find out the relationship between Quality of Work life (QWL) and Quality of Life (QL).

PROCEDURE:

- (i) Both the Quality of Work life (QWL) and Quality of Life (QL) according to their Socio-cultural background, such as place of nativity, it may be Rural, Urban or Semi-urban.
- (ii) Study is made to find out the degree of influence of those factors on both QWL & QL.
- (iii) Questionnaire were used to collect data from the sample population.
- (iv) Statistical tool such as Chi-Square test was used to generate a hypothesis.

- (v) The hypothesis was that 'there is a direct relationship between quality of work life and quality of life and the socio-cultural background influences the degree of both quality of work life and quality of life.
- (vi) Questions were formed for every category and the extent of respondent's satisfaction in each of these categories helped in assessing.

INTERPRETATION

- There is a positive correlation between QWL & QL.
- Factors such as job involvement, job satisfaction, job attractiveness, and participation at work, safe and healthy environment, demotivating factors influence both QWL & QL.
- Inter dependence between Quality of Work life and Quality of Life is not disturbed evenly when socio-cultural background is taken into consideration.
- Hence, Socio-cultural background is an effective moderator of Quality of Work life and Quality of life.

Performance Management

Performance Management is not only concerned with appreciating and rating a board, management and staff's performance

Questions

1. What is performance management

Rewards & Recognition

CHAPTER - 4

CONCLUSION

4. CONCLUSION

4.1 RESULTS AND DISCUSSIONS

Since the study of QWL was measured on six basic dimensions namely job satisfaction, job involvement, job attractiveness, participation / democracy at work, safe and healthy environment, growth and development of employee, demotivating factors, let us begin by discussing results on each front:

- (a) *Job Attractiveness*: Across various socio-cultural backgrounds namely village, town, city, etc the job attractiveness was found to be the same.
- (b) *Job Satisfaction*: Both the village and Town had a high degree of satisfaction than those belong to cities.
- (c) *Job involvement*: All showed a same degree regarding job involvement.
- (d) *Participation / Democracy at work*: people who can be considered as rural and semi-urban show a great respect for work than the urban. Participation is quite the same for all.
- (e) *Safe and Healthy environment*: All categories show a high degree of positive result regarding safety in work environment.
- (f) *Demotivating factors*: The study show in general that negative result for harness in work place and random results could be seen among the various categories.

Quality of life:

According to the results, the quality of life is good in the organization. People in general feel satisfied and secured. The health is good hence the work doesn't produce much stress over employees.

Therefore all categories show the same degree of happiness.

4.2 CONSIDERED RECOMMENDATIONS

Efforts to improve quality of work life of employees

- Adequate and fair pay.
- Benefits Programs.
- Safe and Healthy Environment.
- Job Security.
- Free Collective Bargaining.
- Growth and Development
- Social Integration.
- Participation.
- Democracy at work.
- Total Life space.

APPENDICES

APPENDIX

MODEL QUESTIONNAIRE:

QUALITY OF WORK LIFE OF EMPLOYEES

Name of employee:

Designation: Gender: MALE / FEMALE

Name of the office / unit:

Age: Qualification:

Place of originity: village / Town / Township / City / Metropolitan city

Please do fill the following in your view

JOB ATTRACTIVENESS:-

1. How would you describe your work arrangement in your main job?

- 1 I work as an independent contractor, independent consultant, or freelance worker
- 2 I am on-call, and work only when called to work
- 3 I am paid by a temporary agency
- 4 I work for a contractor who provides workers and services to others under contract
- 5 I am a regular, permanent employee

2. How long have you worked in your present job for your current employer?

- 1 LESS THAN 6 MONTHS
- 2 6-12 MONTHS
- 3 ENTER YEARS

3. In your main job, are you salaried, paid by the hour, or what?

- 1 Salaried
- 2 Paid by the hour
- 3 Other (SPECIFY)

4. Which of the following best describes your usual work schedule?

- 1 Day shift
- 2 Afternoon shifts
- 3 Night shifts
- 4 Split shift
- 5 Irregular shift/on-call
- 6 Rotating shifts

5. How often do you work at home as part of your job?

- 1 Never
- 2 A few times a year
- 3 About once a month
- 4 About once a week
- 5 More than once a week
- 6 Worker works mainly at home

6. How hard is it to take time off during your work to take care of personal or family matters?

- 1 Not at all hard
- 2 Not too hard
- 3 Somewhat hard
- 4 Very hard

7. How often do the demands of your job interfere with your family life?

- 1 Often
- 2 Sometimes
- 3 Rarely
- 4 Never

8. After an average work day, about how many hours do you have to relax or pursue activities that you enjoy?

Now I'm going to read you a list of statements that might or might not describe your main job. Please tell me whether you strongly agree, agree, disagree, or strongly disagree with each of these statements.

JOB INVOLVEMENT:

9. My job requires that I keep learning new things

- 1 Strongly Agree
- 2 Agree
- 3 Disagree
- 4 Strongly Disagree

10. My job requires that I work very fast
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

11. My main satisfaction in life comes from my work
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

12. On my job, I know exactly what is expected of me
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

13. At the place where I work, I am treated with respect
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

14. I am proud to be working for my employer
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

15. The place where I work is run in a smooth and effective manner
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

PARTICIPATION / DEMOCRACY AT WORK:

16. I trust the management at the place where I work
 - 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree

17. Workers need strong trade unions to protect their interests
 - 1 Strongly Agree

- 2 Agree
- 3 Disagree
- 4 Strongly Disagree

18. In your job, do you normally work as part of a team, or do you work mostly on your own?

- 1 Yes, I work as part of a team
- 2 No, I work mostly on my own

19. In your job, how often do you take part with others in making decisions that affect you?

- 1 Often
- 2 Sometimes
- 3 Rarely
- 4 Never

19. How often are there not enough people or staff to get all the work done?

- 1 Often
- 2 Sometimes
- 3 Rarely
- 4 Never

SAFE AND HEALTHY ENVIRONMENT:

20. The safety of workers is a high priority with management where I work

- 1 Strongly Agree
- 2 Agree
- 3 Disagree
- 4 Strongly Disagree

21. Where I work, employees and management work together to ensure the safest possible working conditions

- 1 Strongly Agree
- 2 Agree
- 3 Disagree
- 4 Strongly Disagree

22. The safety and health conditions where I work are good

- 1 Strongly Agree
- 2 Agree
- 3 Disagree
- 4 Strongly Disagree

GROWTH AND DEVELOPMENT OF EMPLOYEE:

Now I'm going to read you another list of statements about your main job. For each, please tell me if the statement is very true, somewhat true, not too true, or not at all true with respect to the work you do.

23. The chances for promotion are good
- 1 Very true
 - 2 Somewhat true
 - 3 Not too true
 - 4 Not at all true
24. I have an opportunity to develop my own special abilities
- 1 Very true
 - 2 Somewhat true
 - 3 Not too true
 - 4 Not at all true
25. My job lets me use my skills and abilities
- 1 Strongly Agree
 - 2 Agree
 - 3 Disagree
 - 4 Strongly Disagree
26. I receive enough help and equipment to get the job done
- 1 Very true
 - 2 Somewhat true
 - 3 Not too true
 - 4 Not at all true
27. I am given a lot of freedom to decide how to do my own work
- 1 Very true
 - 2 Somewhat true
 - 3 Not too true
 - 4 Not at all true
28. My supervisor is concerned about the welfare of those under him or her
- 1 Very true
 - 2 Somewhat true
 - 3 Not too true
 - 4 Not at all true
29. Promotions are handled fairly
- 1 Very true
 - 2 Somewhat true

- 3 Not too true
- 4 Not at all true

30. The people I work with take a personal interest in me

- 1 Very true
- 2 Somewhat true
- 3 Not too true
- 4 Not at all true

31. The job security is good

- 1 Very true
- 2 Somewhat true
- 3 Not too true
- 4 Not at all true

32. I have the training opportunities I need to perform my job safely and competently

- 1 Very true
- 2 Somewhat true
- 3 Not too true
- 4 Not at all true

33. In general, how would you describe relations in your work place between management and employees?

- 1 Very good
- 2 Quite good
- 3 Neither good nor bad
- 4 Quite bad
- 5 Very bad

34. When you do your job well, are you likely to be praised by your supervisor or employer?

- 1 Yes
- 2 Maybe
- 3 No

35. When you do your job well, are you likely to get a bonus or pay increase?

- 1 Yes
- 2 Maybe
- 3 No

36. Do you feel that the income from your job alone is enough to meet your family's usual monthly expenses and bills?

- 1 YES
- 2 NO

DEMOTIVATING FACTORS:

37. Do you feel in any way discriminated against on your job because of your age?
1 YES
2 NO
38. Do you feel in any way discriminated against on your job because of your race or ethnic origin?
1 YES
2 NO
39. Do you feel in any way discriminated against on your job because of your gender?
1 YES
2 NO
40. In the last 12 months, were you threatened or harassed in any other way by anyone while you were on the job?
1 YES
2 NO
41. In your job, are you UNDER ASSIGNIED i.e, you are skilled but job given is not up to your level?
1 YES
2 NO
42. In your job, are you OVER ASSIGNIED i.e, you are good worker hence being overloaded?
1 Always
2 Often
3 Sometimes
4 Never
43. In your job, your superior avoiding hard work themselves and passing on the same to their sub-ordinates i.e, you?
1 Always
2 Often
3 Sometimes
4 Never
44. Would you say that in general your health is Excellent, Very good, Good, Fair, or Poor?
1 Excellent
2 Very good

- 3 Good
- 4 Fair
- 5 Poor

45. How often do you find your work stressful?

- 1 Always
- 2 Often
- 3 Sometimes
- 4 Hardly ever
- 5 Never

46. All in all, how satisfied would you say you are with your job?

- 1 Very satisfied
- 2 Somewhat satisfied
- 3 Not too satisfied
- 4 Not at all satisfied

FEEDBACK (if any):

.....

.....

.....

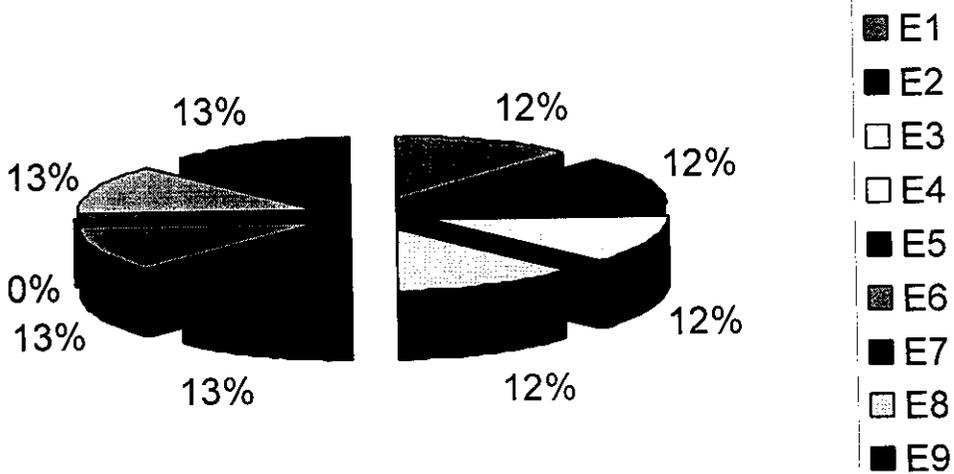
THANK YOU

INTERPRETATION TABLES & CHARTS

VILLAGE:

Village										
	1	10	1	1	1	1	1	1	1	17
	1	31	1	1	1	1	1	1		37
	1	25	1	1	1	1	1	1	4	35
	1		1	1	1	1	1	1	2	8
	1		1	1	1	1	1	1	3	9
	1	7	1	1	1	1	1	1	3	16
		20	1	1	1	1	1	1	6	31
	1	6	1	1	1	1	1	1	2	14
	1		1	1	1	1	1	1	4	10
total										177

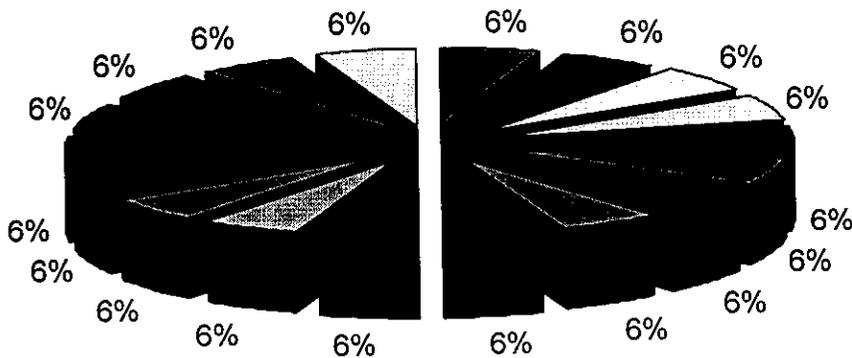
village



TOWNSHIP:

Township										
	1	25	1	1	1	1	1	1		31
	1		1	1	1	1	1	1	1	6
	1	19	1	1	1	1	1	1		37
	1	22	1	1	1	1	1	1	2	30
	1		1	1	1	1	1	1		5
	1	8	1	1	1	1	1	1	2	35
	1		1	1	1	1	1	1	2	7
	1	20	1	1	1	1	1	1	1	27
	1		1	1	1	1	1	1	1	34
	1	10	1	1	1	1	1	1	3	19
	1	20	1	1	1	1	1	1	2	28
	1	20	1	1	1	1	1	1	4	47
	1		1	1	1	1	1	1		5
	1		1	1	1	1	1	1		5
	1		1	1	1	1	1	1	1	10
	1	28	1	1	1	1	1	1		34
	1	4	1	1	1	1	1	1	1	11
	1		1	1	1	1	1	1	2	45
	1		1	1	1	1	1			4
total										22.10526

township

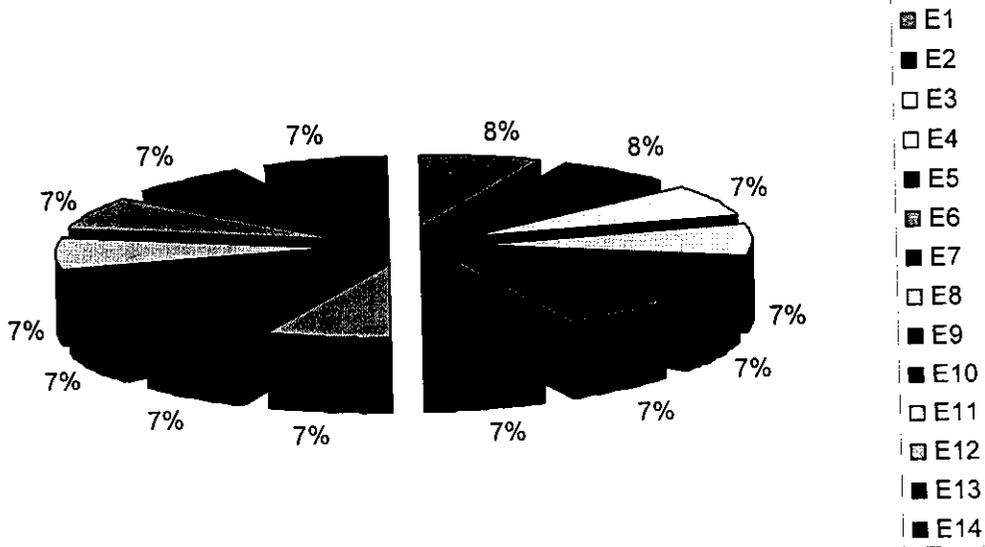


- E2
- E3
- E4
- E5
- E6
- E7
- E8
- E9
- E10
- E11
- E12
- E13
- E14
- E15

TOWN:

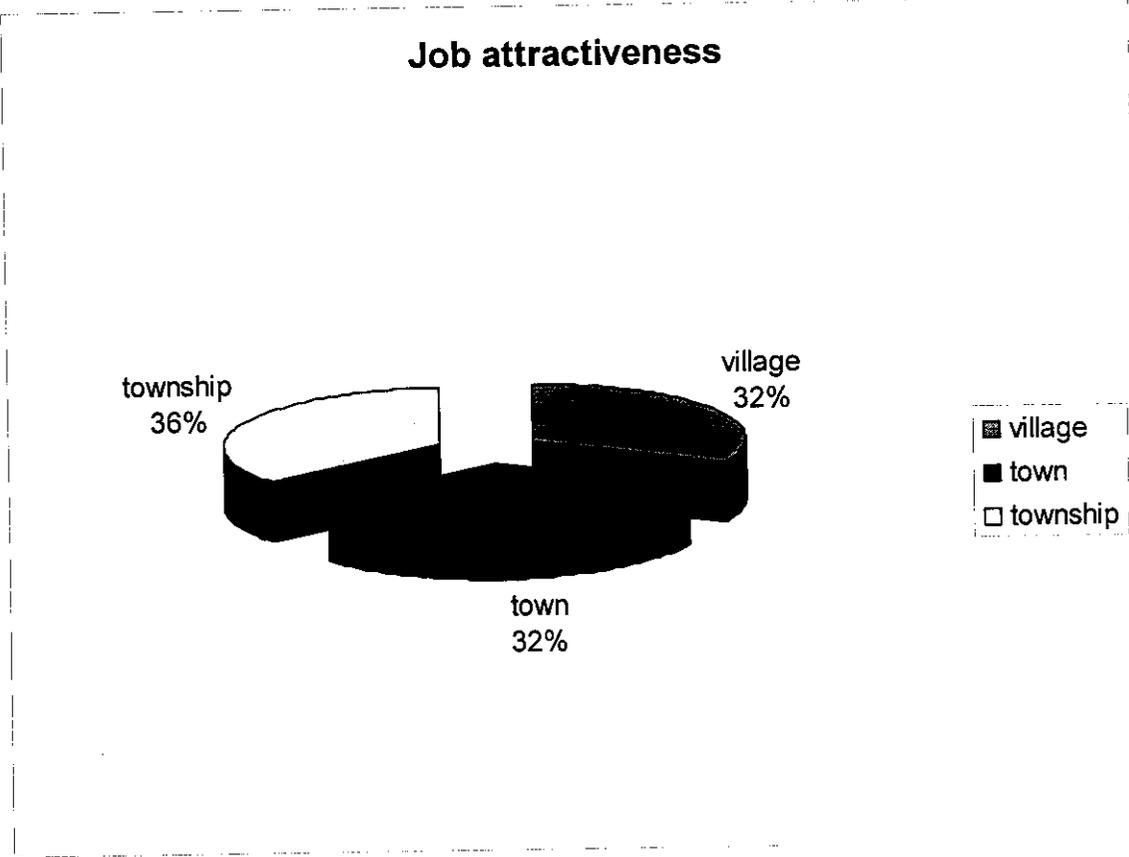
town										
	1	35	1	1	1	1	1	1	1	42
	1	35	1	1	1	1	1	1	2	43
	1	2	1	1	1	1	1	1	2	10
	1		1	1	1	1	1	1	1	7
	1		1	1	1	1	1	1		29
	1	23	1	1	1	1	1	1		26
	1	19	1	1	1	1	1	1	1	8
	1	1	1	1	1	1	1	1	1	13
	1	4	1	1			1	1	4	11
	1		1	1	1	1	1	1	5	7
	1		1	1	1	1	1	1	1	27
	1	19	1	1	1	1	1	1	2	17
	1	10	1	1	1	1	1	1	1	10
	1		1	1	1	1	1	1	4	26
	1	18	1	1	1	1	1	1	2	19.71429
total										

town



JOB ATTRACTIVENESS:

JOB ATTRACTIVENESS	AVERAGES
village	19.66666667
town	19.71428571
township	22.10526316



SAFE & HEALTHY ENVIRONMENT:

SAFE & HEALTHY ENVI.	AVGERAGES
village	9
town	9
township	9

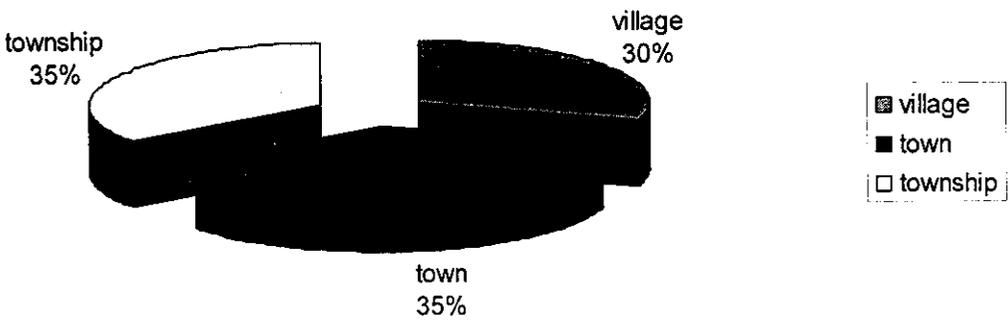
Safe and Healthy Environment



GROWTH & DEVELOPMENT:

GROWTH & DEVELOPMENT	AVERAGES
village	11
town	13
township	13

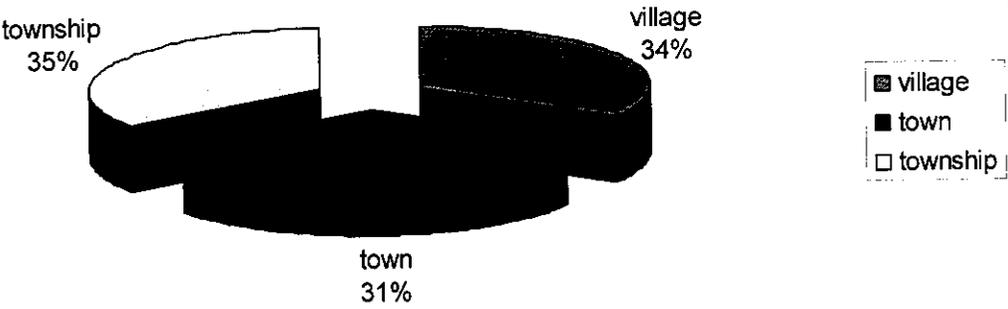
Growth & Development



DEMOTIVATING FACTORS:

DEMOTIVATING FACTORS	AVERAGES
village	8.5642
town	7.9285
township	8.7894

Demotivating Factors



09/10/16
Evolving Performance Management

MASK Korea

- Target is extending exp
- Branding
- offer, trip, party } customer

Kledding

with an 3 hours

→ ~~Mercedes~~ → Bridge

→ Mc Linn

→ Good buffet

→ Downy

→ good welcome

→ in an ☺

→ Young eyes were early

→ Joy to IL

→ Blessing

→ Release

Case Processing Summary

	Cases		Missing		Total	
	Valid					
	N	Percent	N	Percent	N	Percent
VILLAGE * JA1	8	80.0%	2	20.0%	10	100.0%
VILLAGE * JA2	6	60.0%	4	40.0%	10	100.0%
VILLAGE * JA3	9	90.0%	1	10.0%	10	100.0%
VILLAGE * JA4	9	90.0%	1	10.0%	10	100.0%
VILLAGE * JA5	9	90.0%	1	10.0%	10	100.0%
VILLAGE * JA6	9	90.0%	1	10.0%	10	100.0%
VILLAGE * JA7	9	90.0%	1	10.0%	10	100.0%
VILLAGE * JA8	8	80.0%	2	20.0%	10	100.0%

VILLAGE * JA1

Cross tab

Count		JA1	Total
		1	
VILLAGE	E1	1	1
	E2	1	1
	E3	1	1
	E4	1	1
	E5	1	1
	E6	1	1
	E8	1	1
	E9	1	1
Total		8	8

Chi-Square Tests

	Value
Pearson Chi-Square	
N of Valid Cases	8

a No statistics are computed because JA1 is a constant.

VILLAGE * JA2

Cross tab

Count		JA2						Total
		6	7	10	20	25	31	
VILLAGE	E1			1				1
	E2						1	1
	E3					1		1
	E6		1					1
	E7				1			1
	E8	1						1
Total		1	1	1	1	1	1	6

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.000	25	.224
Likelihood Ratio	21.501	25	.664
N of Valid Cases	6		

a 36 cells (100.0%) have expected count less than 5. The minimum expected count is .17.

BIBLIOGRAPHY

BIBLIOGRAPHY

The following books were helpful to complete the report successfully.

BOOKS

Human Resource Management
Minmalar
Browncoal

AUTHORS

Biswajeet Patnayak
Magazine
Magazine

Apart from the above books also received valuable ideas by visiting

www.nlcindia.com

www.google.com

