CHAPTER 6

SUMMARY OF FINDINGS AND SUGGESTIONS

6.1 INTRODUCTION

This study is an attempt to find the quality of work life of employees’ of private and public sector enterprises in Kerala. The study begins with the general introduction about the topic - quality of work life. The study analyses the socio economic background and quality of work life of employees’ in both sectors and makes comparative analysis of quality of work life in public and private sector manufacturing enterprises in Kerala. The study is both descriptive and analytical in nature. The study is mainly based on primary data. Structured interview schedule was used for collecting primary data. In this chapter the researcher has arrived at a conclusion based on the following findings and suggestions.

6.2 SUMMARY OF THE FINDINGS

6.2.1 Socio Economic Background and Quality of Work Life of Managerial and Non - managerial Employees’

Industry is mainly embraced by the male population. Male participation is nearly 71.3 per cent among employees’ of non - managerial level 100 per cent in the case of top level managers, 75 per cent with respect to middle level managers and 84.6 per cent in the case of lower level managers. Female employees’ are scarce especially at managerial levels. The reason for such a
variation can be the nature of work in the organisation. In the area of production, processing, marketing, manufacturing, etc. men outnumber women but in the case of office and administration, the number of females is more than that of males. But it is also noted that ladies have an active role in production and manufacturing departments, but they are limited to certain sections or areas. Compared to managerial levels females are more at non-managerial level.

The majority of employees’ in the manufacturing industries of both sectors are found between the age group of 41-50. This group is considered to be the efficient age group of employees’ with versatile features. Just about 38.5 per cent in case of non-managerial employees’, 30 per cent with respect to top level managers, 27.5 per cent in case of middle level managers and 61per cent with respect to lower level manager.

In the matter of literacy, our state is far ahead. Corresponding to industries of both sectors it is alike. With reference to employees’ it is open to the elements that about 38.3 per cent literate groups fall between SSLC and degree, 36.7 per cent top level managers fall under diploma certificate course group, 47.5 per cent middle level managers fall beneath above degree group and 40.8 per cent lower level managers come under SSLC to degree group. From the survey it can be understood that the literacy level among industrial employees’ of northern regions is dismal. It may be because of their economic conditions, cultural differences and family backgrounds.
Experienced hands are considered to be the precious asset of an organisation. Experienced employees’ have an assortment of views and ideas which help to solve problems and generate new ideas. Here the majority of employees’ have an experience of 21-40 years, among non-managerial employees’, it is around 36 per cent, 60 per cent among top level managers, 40 per cent with respect to middle level managers and 73 per cent among lower level managers. So the private and public sector manufacturing industries are well equipped with experienced employees’, or veterans.

Better remuneration adds recognition and determines social status of employees’ of all manufacturing industries. Here it shows a negative indication in the case of non-managerial employees’. About 34.1 per cent of employees’ of this category receive salary below Rs. 10000. In the case of managerial employees’ of both sectors, it is totally different. Majority of managerial employees’ receive salaries above Rs.20000 which comes to around 60 per cent top level managers, 32.5 per cent middle level managers and 28.5 per cent lower level managers.

Variation of remuneration occurs among employees’ based on their age, qualification, experience, efficiency, dedication and also different levels of management. Salary administration is more favorable to top and middle level managers. Since executive compensation depends upon job complexity,
education, experience, performance, economic environment and legislation, the pay scale will be more as compared to that of other categories.

From the quality of work life index of non-managerial employees Vs age it can be made out that satisfaction level is more among the age group of 31-40 in public sector and 41-50 in private sector respectively. It can also be understood that dissatisfaction level is more among the age group of 21-30 and 51-60 in both sectors respectively. It shows that satisfaction level is less in lower age groups and it seems to be medium at one range and declines with higher age groups.

With respect to an individual after a long struggle, constraints of his personal life, he enters into his family life between the periods of 31-40 years. It is the time to make his life secure at any rate. So in such a situation even if he infuriate with his working conditions he has to be satisfied with whatever he receives. So his circumstances make him think positive and adapt to the environment he is working in. Because of these reasons the employees’ are satisfied with the working environment.

In the case of private sector the more satisfied lot lie between 41-50 age groups. This is an age group where in the employees’ are more concerned towards the organisation. Since they are working for a longer period of time is adjustable and they are also comfortable with the working environmental factors which make them more satisfied. The analysis also emphasises that the
least satisfied non-managerial employees’ are found between 51-60 age groups. This is an age group wherein the employees’ feel to be senior or higher up the hierarchy. Based on that, their expectations also vary. They demand better salaries, safety measures, and welfare facilities and so on. But the company does not provide a distinct treatment for older employees’. This acts as a reason for their dissatisfaction towards the working conditions.

From the analysis it can be seen that the satisfaction level of the top level managers is more between the age group 51-60 with respect to both the sectors. It can also be noticed that the satisfaction level among middle level managers is remarked in the age group 31-40 in the public sector and 51-60 in the private sector. Relating to lower level managers it can be discerned that satisfaction level is more among the age group of 51-60 in the public sector and 41-50 in the private sector respectively. In totality it is found that managerial employees’ of 41-50 and 51-60 age categories are more satisfied than the other age groups. The least satisfied are found between 21-30 age groups.

From the analysis it can be gathered that managerial employees’ of 21-30 age groups are less satisfied than the other age groups. 21-30 is an age group wherein the managerial employees’ are well qualified fresher’s with limited experience and high expectations. Since the respect, recognition, remuneration and position given to them by the working environment may not make them more satisfied. Managers should be intelligent, innovative, creative, ingenious and enthusiastic too. The managerial employees’ of above 40-50 years possess
all these qualities and they take situations in a challenging way. Remuneration is another factor which makes managerial employees’ of 40-50 lots more satisfied with the working environment.

There are also managerial employees’ of 51-60 age groups who are less satisfied with their working environment. Here also the situation is similar to the case of non-managerial employees’. Managers of 51-60 age groups are considered to be the seniors of the organisations. Based on their position and experience, they expect more from the company. Even though they are considered to be the valid assets of the organisation, the company is not in a position to satisfy them to their expectations.

The work load of managers also makes them dissatisfied. Another factor which causes discontent is the mechanical aspect of work life. Every day the repeated work makes them more frustrated and depressed. When individuals become old, they prefer to have some sort of emancipation from work load or free time in the organisation, but it is not possible with respect to managerial employees’. All these factors make managerial level employees’ dissatisfied with their work environment.

As a conclusion, considering the age and QWL of managerial and non-managerial level employees’, it can be seen that as age increases, the satisfaction level decreases. So it goes to prove that age variable has a good role in determining the quality of work life of an employee.
Thus the null hypothesis, \( H_0 \): There is no age wise significant difference in the disposition of employees’ with respect to quality of work life, is rejected.

From the disposition of non-managerial employees’ concerning education and quality of work life it can be found that the satisfaction level is more among below SSLC holders of public sector and above SSLC holders of private sector respectively. The least satisfied are found among degree holders of public sector and diploma holders of private sector. Less educated non-managerial employees’ are more satisfied than more educated non-managerial employees’ of both the sectors. From the survey it is found that among non-managerial employees’, the more educated groups were degree holders, diploma holders and degree holders and above, but these categories of employees’ are found to be least satisfied. Based on education, employees’ expect more from the organisation, but the number of these employees’ is limited. The number of employees’ coming under below and above SSLC holders is more than that of other educational groups and their satisfaction range is also fairly more.

Concerning to managerial employees’, it is observed that the satisfaction level of top level managers is more between the diploma holders of private sector and degree holders and above the public sector. It is evident from the table that more educated top level managers are least satisfied with the parameters of QWL. It can also be concluded that satisfaction level of middle level managers is more among SSLC to degree holders of the private sector and above degree holders of the public sector respectively. With regard to lower
level manager, it is palpable that satisfaction level is more among the SSLC to degree group of both the sectors respectively. In certain parameters the satisfaction level is more among degree and diploma holders also.

So it can be informed that managers who are above degree holders are more satisfied than other educational groups. The least satisfied are found between the engineering degree holders of both the sectors. As far as managers are concerned their minimum education may be diploma certificate courses like ITI and ITC etc. From the selected samples, the number of managers holding diploma as their educational qualification was very few. But through the chi square test, it is established that the satisfaction level of diploma holders is convincingly more than those other educational categories.

This is because, based on their education whatever they receive from their working environment is satisfactory for them. Their aspirations and ambitions are limited, but they receive more than what they wish for, making them more satisfied as a manager. Based on their efficiency, experience and all, they deserve to be promoted to managerial post. So in such a situation whatever they receive is satisfactory. The respect, recognition, social status, remuneration and other factors received as manager are more for him, which makes him more satisfied. So it can be concluded that less educated managerial employees’ are more satisfied with their working environment.

Managerial employees’ possessing engineering degree certificates are least satisfied with their working environment. Since managerial position is
entrusted with so many administrative and managerial functions, for performing such an intricate job, managers should be educated enough with above degree and engineering degrees. From the sample collected, the number of managerial employees’ having engineering degrees was limited but above degree holders were more in number. But both the categories are least satisfied with the work environment. The reason for their dissatisfaction is that based on their education, knowledge and work performance, efficiency etc, the output they receive from the work environment is not sufficient compared to their hard work and aspiration. They deserve better remuneration, safety measures, welfare facilities and other packages commensurate with their position. It is conspicuous from the study that more educated managerial employees’ are least satisfied with their working environment.

As a conclusion it can be reflected that less educated non - managerial employees’ and managerial employees’ are more satisfied than more educated employees’ of both the sectors. Hence the null hypothesis - there is no education wise significant difference in the disposition of employees’ with respect to quality of work life - is being rejected.

Concerning the disposition of non - managerial employees’ to monthly income and quality of work life it is found that satisfaction level is more among the income group of above Rs 25000 in the public sector and between Rs 20000 – 25000 in the private sector respectively. It highlights that higher income non - managerial employees’ are more satisfied with their working conditions than those in the lower income groups. The number of employees’
receiving salary below Rs 10000 comes to around 34 per cent of the total non-
managerial employees’ and it is also established that the least satisfied non-
managerial employees’ are also found under the same category. It is clear that
the majority of employees’ are not satisfied with the working environment.

With regard to disposition of managerial employees’ to monthly income
and quality of work life it is found that the satisfaction level of top level
managers is more in income group of above Rs. 30000 of both the public and
private sectors. Regarding middle level managers, it can be found that
satisfaction level is extreme in the income group of Rs 20000-30000 in the
public sector and above Rs 30000 in the private sector respectively. It is clear
from the table that high income groups are more satisfied with their working
environment than low income groups. It can also be gathered that satisfaction
level of lower level managers is more in the monthly income group of above Rs
30000 in the public sector and Rs 10000-20000 in the private sector
respectively. It can be understood that those managers who have a monthly
income of above Rs 25000 are more satisfied than other income groups. The
least satisfied are found in the Rs 15000 – Rs 25000 groups of both the sectors.

The QWL index of managerial and non managerial employees’ reflects
that the higher income group is more satisfied than lower income groups.
Hence the null hypothesis, ‘There is no monthly income wise significant
difference in the disposition of employees’ with respect to quality of work life’
is rejected.
While analyzing the disposition of non-managerial employees’ to experience and quality of work life, it is seen that satisfaction level is more among the experienced group of 11-20 years in the private sector and 21-30 years in the public sector respectively. While comparing both the sectors, it can be established that employees’ of 11-20 years of experience category are more satisfied than other groups. It is obvious from the study that more experienced employees’ are less satisfied with the working environment. As employees’ become more experienced, they feel the work to be mechanical. They feel everything to be old with no innovation. The pessimistic attitude of employees’ also makes them discontent with the work environment. It will be difficult for experienced employees’ to cope with the changing environment of the organisation.

Employees’ with more than 11 years of experience are more satisfied with the working environment. This is the time when the employees’ are more challenged and motivated by the organisation. It is also found from the survey that about 35 per cent of total non-managerial employees’ come under 11-20 years of experience group. After analyzing the disposition of managerial employees’ to experience and quality of work life it becomes clear that the satisfaction level of top level managers is more among persons with experience between 11-20 years with respect to public sector and 31-40 years with regard to public sector. As regards the middle level managers the satisfaction level is extreme in the experience group of 11-20 years in the private sector and 21-30 in the public sector. Relating to lower level managers satisfaction level is more
among the experience group of 11-20 in the public sector and 1-10 in the private sector respectively. The job satisfaction is higher from 25 to 30 years of experience. But when they become more matured, their job satisfaction declines due to various reasons. In totality it can be observed that managers who have 21-30 years of experience are more satisfied than those of other experience groups. The least satisfied are found among 11-20 experience categories of both the sectors. The study also suggests that more experienced managers are also not much satisfied with the working environment.

It is a crucial task to find good people to populate the enterprise. Business owners are naturally attracted towards younger employees’, even fresh graduates, rather than experienced, who deserve to be paid more. It is time such an attitude was changed. The more experienced should be considered as more valuable to the organisation. Usually more experienced should be more satisfied with the working environment, but here the situation is different. The more experienced are less satisfied with their working environment. From the survey it was found since they are doing the same job for many years, they become despondent. The latest training and other activities undertaken may not be suitable for them. Another possibility is that as managers become more experienced, they feel that everything will be in jeopardy without them. Such a feeling makes them demand better perks from the organisation. But the organisation may not be ready to accept that and finally managers feel depressed with the work environment.
They themselves feel to be depressed as age and experience more along the same path. It is noticed from the table that managers with up to 10 years of experience are more satisfied with their working environment. The organisations are more bothered about managers having sheer talent, enthusiastic, fanatical and obsessive. The managers who have less than 10 years experience possess all these qualities and they feel satisfied with their work environment. The optimistic attitude of managers also makes them satisfied with their work environment.

The QWL index of managerial and non managerial employees’ reflects that the more experienced non managerial employees’ are least satisfied with the work environment, but more experienced managerial employees’ are more satisfied. Hence the null hypothesis, ‘There is no experience wise significant difference in the disposition of employees’ with respect to quality of work life’ is rejected.

While taking the socio economic background and the quality of work life of non - managerial employees’ in to consideration it can be interpreted that significant differences exist in the private and the public sector with respect to quality of work life and socio economic backgrounds.

6.2.2 Quality of Work Life in Private and Public Sector Manufacturing Enterprises

The incomes acquired by non - managerial employees’ of both the sectors are far from adequate for the subsistence in the present economic
circumstances. An average contentment is asserted by non-managerial employees’ of both the sectors with regard to the compensation they receive and they are of the view that the remuneration does not endow them with any sort of recognition and social status. But the company’s name gives them recognition and social status.

Public and private sector non-managerial employees’ are well informed as regards the wage policies of the organisation concerned. Non-managerial employees’ of both the sectors are of the outlook that the compensation received is paltry and cannot satisfy their demands in the market. Public sector compensation is not linked to any responsibility, skill and performance but is rule-bound. Reviews and revisions of salaries are only proper in the private sector, vis-a-vis the public sector. In the private sector it is found that employees’ with more than 15 years of experience are receiving Rs 7500 as salary which is not enough to survive in present day economy. Non-managerial employees’ of both the sectors are forced to live their life in accordance with their compensation. They themselves have tuned their life styles based on the salary they are receiving.

Private sector non-managerial employee’s salary is purely based on performance rather than responsibility, skill experience, etc. In the private sector, increments are provided every year. In addition to that, special incentives are also given based on better performance and special skills. Private
sector employees’ are more bothered about output rather than anything. Even if no much difference exists between both sectors concerning the parameter, adequate and fair compensation etc. it can be demarcated that public sector non-managerial employees’ are more satisfied than private sector non-managerial employees’. It is mainly because public sector employees’ are complacent with their compensation.

No much difference is displayed by the two sectors in regard to the managerial levels with respect to the parameter adequate and fair compensation. From the survey it was found that managerial and non-managerial employees’ of central sectors are more satisfied with the compensation. Compensation provided is adequate for subsistence, periodic reviews and revisions are well followed and their remuneration provides them recognition and respect in the society as well.

Enhanced safety measures trainings are given to non-managerial employees’ of the private sector compared to the public sector. In the public sector, safety measures are for name sake and there is neither a proper safety officer nor a committee and even if someone is in charge, he is not doing it properly. In the public sector, safety measures are not implemented properly. So non-managerial employees’ are not much satisfied with the safety measures. Private sector non-managerial employees’ are of the opinion that the safety measures provided are adequate, but they are hopeful of advanced
safety measures according to the changing environment. Non-managerial employees’ of both the sectors demand for more and better safety measures in tune with the present situation.

Even though the private and public sector organisations are crowded, they are maintained neatly. But in some sections it seems to be overcrowded. In the survey it was also found that a few buildings were deteriorated. The shelter provided in the work environment is not suitable for the employees’ to withstand the climatic variations especially the hot season. In private sector, the medical checkups are not regular. Employees’ of both the sectors expect a better medical wing in the organisation. It is also found that in some industries there are no safety officers to regulate the rules of safety measures. Owing to that also employees’ have to cope with old and outdated machineries with high sound and they have also to satisfy themselves with the limited safety equipment. They also opinioned that the officers will be turn up only at the time of inspection.

Even though safety measures are given they may not go well for the employees’ and result in many occupational diseases. There is no authorized person to check the same in both the sectors. The noise and the illumination of working place are irritating, but are accustomed to by the employees’. A few employees’ of the public sector also pointed out that first aid boxes are available with no aid facilities inside. There are also employees’ in both the
sectors who are satisfied with the medical checkup provided because after medical checkups effective measures were taken like providing spectacles, ear phone, etc.

While considering the central sector it can be noticed that safety measures are far better than those in the private sector and also in the state sector. There the employees’ regularly get regular medical checkups carried out by a well established medical wing. The safety officer and safety committees function effectively and efficiently. Central organisations are well arranged and not overcrowded. The noise and the illumination at the working place are least irritating for the employees’. With respect to the safety equipment the employees’ expect for better equipment to suit the changing environment. The satisfaction among this sector is relatively more.

Employees’ in both the sectors have sufficient autonomy and control over the work which they are performing. Employees’ of both the sectors are free to use multiple skill and abilities to perform the job which leads to increased production. Private and public sector employees’ are confident enough to approach the work individually without any fear. The conditions of the job of both the sectors have made employees’ more productive. Employees’ of both the sectors do not support the mechanical aspect of work environment.
Employees’ of the private sector and the public sector like to hear immediate feedback or better performance appraisal or compliments from superiors for individual contribution. But they do not receive such motivational messages from their superior. They opine that superiors consider the work to be routine. Employees’ of both the sectors could build up a better standard of living through this job without many problems. Employees’ of both the sectors opined that superiors do not spend time to appreciate employees’ for better performance.

A few employees’ of both the sectors revealed that there are very few superiors who appreciate better performance or motivate the employees’ in their work. Employees’ of the private sector observe that superiors are more bothered about increasing production rather than employee consideration. A few employees’ of the private sector disclosed that a recently introduced pattern in the company was that the supervisor will conduct a meeting every morning and they highlight individual contribution and individual weakness, so as to improve production. Along with this superiors provide guidelines, if necessary for the task to be performed on that particular day. This varies from department to department.

Private sector employees’ do not have long term employment guarantees. In any situation if the company forces them to resign, they are obliged to do so. So, they pointed out that job security is unpredictable in the private sector.
Private sector employees’ opined that trainings are provided, but rather than training experience is more considered. Employees’ of private sector revealed that promotions are not fair and they do not have an option for better promotions. Promotions are given after many years and that also limited to the best employees’. Many employees’ of both the sectors noted that here non-managerial employees’ do not have any promotional opportunities. Only a few are subjected to promotions after many years. Especially women workers are not at all getting promotions. Majority of the public sector employees’ are least satisfied with the promotional criteria. Employees’ of both the sectors put forwarded that promotions are more at managerial level and comparatively less among non-managerial employees’. Employees’ of both the sectors conveyed that promotional criteria are not systematically followed and that is not fare as well.

Public sector employees’ are not satisfied with the training related to safety measures. They learn by themselves or with the help of co-workers. A majority of private sector employees’ disclosed that training provided is adequate and more useful to their work. Based on this training, they brought numerous changes in their work and also themselves. A majority of public sector employees’ revealed that they are not receiving any sort of training. They have trained themselves. They also pointed out that teachers, bank employees’ and all others are given systematic training according to the changing environment,
but these employees’ are not given any training by the organisations. They also suggested that they need good training for better performance.

A few employees’ of the public sector disclosed that frequent delays used to take place in getting information and equipment required for the work to be performed and that has created many issues and problems. Public sector employees’ revealed that training is provided based on needs and requirements of each employee and department.

Since both the sectors do not have enough time to promote career advancement programmes, a majority of employees’ do not have anything to share regarding career opportunities. Company has given full support to those employees’ who have taken initiative themselves with regard to their career opportunities. Private and public sector employees’ disclosed that employees’ are recognized as human beings rather than an artificial person or as machinery. Employees’ of both the sectors have sufficient opportunities to interact with other employees’. They also have freedom to discuss problems with top officials without any inhibition.

No discrimination among employees’ with respect to age, religion, etc. was found. But in certain situations discrimination occurs among men and women. Entire employees’ of both the sectors have the sense of one community and they always consider others as members of the same family. Employees’ of
both the sectors stated that employees’ are given representation in decision making and its implementation depends on superior’s decisions. Private sector employees’ disclosed that while creating employment opportunities company does not give much consideration to handicapped persons. Usually they prefer young and well qualified work force. Handicapped persons are considered to be inappropriate due to the nature of organisation.

But in some public sector departments they are appointed, but the number is very few, as compared to private sector companies. Public sector companies are not promoting more employment opportunities due to low productivity and the number of trainees appointed in the public sector is comparatively less than in the private sector. Private sector always prefers smart, educated and efficient employees’ for its organisation, as compared to public sector. That is one of the results counted for the success of private sector organisations. Private sector is promoting employment opportunities both temporary as well as permanent.

Both the sectors function as a socially responsible unit without much pollution and many public issues as before. Companies have adopted innovative pollution preventive technologies resulting in pollution-free environment. They are supported by the best quality product and also promote national integration. Community services promoted by the private sector are limited, as compared to public sector.
Private sector employees’ disclose that after an average days work they feel exhausted and do not have time to relax or to engage in other activities. Public sector employees’ are found to be vigorous after a day’s work and are in a position to pursue other activities and they are tension-free too. Public sector employees’ do not have any job besides their main job, but few private sector employees’ are engaged in other jobs after the main job. Private sector and public sector employees’ work as part of a team for the success of the organisation. More than 70 per cent of employee’s spend their life in the company environment. The social life of employees’ of both the sectors is strained more than the family life, due to the working hours of the organisation. In majority of private sector employees’ have felt their work to be stressful, as compared to public sector. Public sector employees’ disclosed that they are strain-free.

Employees’ of both the sectors are free from frequent transfers and also frequent travels. Frequent travels are limited to sections like marketing. Transfers are affected in both the sectors due to negative reasons and also positive reasons within the company or outside. Employees’ revealed that they used to be transferred from one section or department to another due to incompletion of work in a particular section. Employees’ are not satisfied with the same; but they will obey as part of responsibility. Private sector employees’ used to have overtime work on paid holidays. Work options are flexible in the case of the employees’ of both the sectors. But in the private sector, those
employees’ having negative remarks may not be considered even though it is urgent.

A majority of private sector employees’ suggested that no personal relaxation existed in the organisation. Managers of both the sectors said that they are more strained by their working hours. Their family life and social life is much strained by their work loads. Tensions are found more among managerial employees’. Employees’ of both the sectors are free to express their views in the organisation without any fear. They regularly receive bonus. Provident fund is well activated in the organisations. Maternity benefits for women employees’ are provided as per rules. Strict restrictions are followed with respect to personal privacies of employees’.

Employees’ of both the sectors are not much satisfied with the compensation for injuries provided by the company. They lament that the amount received is not enough for complete treatment. They need to depend on some other aids. Organisation’s rules, strategies and regulations are well followed by all work forces. Private sector staff opined that for increasing production output ratio, superior subordinate relationships are kept good in the organisation. Such a relationship is maintained only for the development of the company. They added that there always existed a gap between employee and superior. Private sector employees’ added that personal biases are more at the two levels. In the case of any simple disputes between employees’,
management may take decisions against the person if he does not have a good relation with management or superiors.

In the public sector, better superior subordinate relationship is maintained. Time also acts as a factor for maintaining good relationship between superiors and subordinates, since both are busy with their own responsibilities. When seniors delegate authority, juniors considering it as an opportunity to be challenging may depend upon many factors such as the support given to them, superior’s approach towards them in the organisation and also the situation. A majority of employees’ opinioned that weaknesses of employees’ are communicated to them in a cordial way. Employees’ of both the sectors revealed that superiors adopt a positive attitude and issue clear instructions to subordinates whenever required. Interpersonal disputes among employees’ are very few. Even if it is there, it will be resolved amicably by them and superiors will step in only if issues are complicated.

Employees’ of both the sectors are least satisfied with the welfare facilities offered to them. Employees’ profess that welfare officers are more bothered about the welfare of the organisation rather than that of the employees’. Medical facilities provided are not fully satisfactory. Employees’ of private sectors do not have any recreational facilities aimed at reducing their stress. Canteens of both the sectors need to be well managed. And some companies of both the sectors do not have any canteen facility. Sufficient number of toilets,
washrooms, water coolers is available in both sectors. Newsletters, house magazines, suggestion schemes are not well activated in the organisation.

Education of employees’ children of the private sector and public sector are not systematically encouraged. First aid box and ambulance facilities are there in both the sectors. Managers keep themselves updated by taking recourse to computer, by maintaining good relations with other managers, etc. No special training is given to them. Manager’s works are cumbersome; but it depends on each and every manager’s handling capacity and dealing ability. A few of them approach the situation coolly, but for others that is not the situation.

Through confirmatory analysis it was found that the contribution of welfare facilities, adequate and fair compensation and safe and healthy working conditions is less than other parameters on the perspective of non - managerial employees’ of private sector enterprise. The situation is similar with regard to non - managerial employees’ of the public sector.

While considering non - managerial employees’ of both the sectors, it can be concluded that for maintaining better quality of work life in the organisation, the contribution of parameters like safe and healthy working conditions, adequate and fair compensation, opportunity for continued growth and security and welfare facilities is incalculably essential. On the perspective of managerial employees’ of private sector enterprise the contribution of safe
and healthy working conditions and work and the total life space are less than other parameters.

On the perspective of managerial employees’ of public sector enterprise the contribution of opportunity for continued growth and security and work and the total life space are less than other parameters. In totality it can be seen that the contribution of safe and healthy working conditions and adequate and fair compensation are an essential parameter for maintaining better quality of work life in the organisation.

FINDINGS BASED ON HYPOTHESES

Findings based on various hypotheses can be outlined as follows:

\( H_{01} \): No significant difference exists in the disposition of non managerial employees with respect to socio economic background and QWL parameters.

After studying the disposition of non managerial employees with respect to socio economic background and QWL parameters, it is found that significant difference exists, hence the null hypothesis is rejected.

\( H_{02} \) No significant difference exists in the disposition of managerial employees with respect to socio economic background and QWL parameters.
After studying the disposition of managerial employees with respect to socio economic background and QWL parameters, it is found that significant difference exists; hence the null hypothesis is rejected.

\( H_{03} \) QWL is the same in private and public sector manufacturing industries in Kerala.

After comparing QWL of public and private sector manufacturing industries in Kerala it is found that significant difference exists, hence the null hypothesis is rejected

\( H_{04} \) QWL is the same in managerial and non-managerial employee of private and public sector manufacturing industries in Kerala.

After studying QWL in managerial and non-managerial employees of private and public sector manufacturing industries in Kerala it is found that significant difference exists, and hence the null hypothesis is rejected.

\( H_{05} \) QWL is the same at top, middle and lower level managerial employees of private and public sector manufacturing industries in Kerala.

After studying QWL at top, middle and lower level managerial employees of private and public sector manufacturing industries in Kerala it is found that significant difference exists, and hence the null hypothesis is rejected.
6.3 SUGGESTIONS BASED ON FINDINGS

Based on the findings of the study the following suggestions are given for the betterment of quality of work life in the public and the private sector enterprises in Kerala.

Adequate and fair compensation is a vital constituent for better quality of work life in the organisation. The basic element which determines the total quality of work life is the adequacy and fairness in compensation. Adequacy implies that the income derived from work is sufficient for subsistence. Fairness in income means equal pay for equal work, pay linked to responsibility, skill, performance, etc. Remuneration is one of the promoting factors of human beings.

The pay should be competitive with external labour markets and responsive to prevailing practices and changing economic conditions. A sound wage and salary structure is one of the prerequisites of good employer employee relations. In order to develop such a structure, it is essential that pay is related to the nature and worth of the job. It is also essential to maintain proper differentials in the value of different jobs.

The study reveals that employees’, irrespective of level, are least satisfied with the compensation. When employees’ are under paid, it leads to a silent and cold war between the management and the employees’. As the stress and strains of employees’ are going on one side stagnant compensation on the
other face leads them to be discontent in their work both physically and psychologically.

The standard and cost of living is rising high at a fast pace day by day. The employees’ find it difficult to make both ends meet. Thus they opt for a fair return based on their work. An organisation is not an island; it needs the support and rapport of the employees. So without affecting the organisational profit, the management should take necessary action to redress the grievances relating to low remuneration.

Safe and healthy working conditions should be accorded top priority while ensuring quality of work life in the organisation. Quality of work environment is an essential element for quality of work life. The study reveals that the management is blind towards the employees’ with regard to safe and healthy working conditions. Lack of proper functioning of the safety committee brought out the inadequacy of the organisation regarding safety measures. No regular enquiry is being made from the part of management to foresee that whether the employees’ are satisfied with the safety measures.

Thus the working of safety committee should be regularised and it must be ensured that employees’ use the safety equipment properly and in time. The management should go through the new requirements relating to safety measures. Working atmosphere should be structured in such a way that it is user-friendly and provides a homely atmosphere. Health is an unavoidable
factor for an employee. So the medical checkups should sustain promptness and required treatment ought to be provided to the employees’.

Annual medical checkups should be made compulsory for all employees’, irrespective of their levels. Studies have proved that greenery and parks, fountains and art gallery within the works area are some of the new innovative measures which would have been mere fantasies in the traditional industrial environment. Such an environment frees employees’ from the excruciating atmosphere. Reasonable steps should be taken to examine the cause of accidents, and should implement remedial measures so as to avoid recurrence. Safe and healthy working conditions should be made adequate for the present situation.

Opportunity to use and develop human capacity is an added aspect which contributes further to quality of work life. Positive feedback and habitual motivation are a part which boosts the efficiency of employees’ in their work. The employers should realise that individual contributions need to be highlighted aptly, which will be a reward for the employees’. Both financial and non-financial motivation schemes should be introduced in the organisation for the better performance of employees’. Employee encouragement is a factor for maintaining better quality of work life in the organisation.

Promotion is a factor which increases the dignity of the employee. Promotions must be systematic and fair as per the rules. Proper training makes the employees’ adaptable with the changing work environment. So the
management should never be delayed regarding training variable. Counseling committee in the organisation is a good panacea for problems like alcoholism, family frictions and other domestic problems. A cordial relationship among the management, employer and employee will add more flavour towards the quality of work life. Organization’s new rules and regulation should be simplified for the benefit of all work forces time to time.

Superior subordinate relationship is another important factor which maintains the quality of work life. Superiors and subordinates should work in tandem for the success of the organisation. Superiors should be understanding, provide positive feedbacks and bind the employees’ together to retain enhanced working conditions. The families of employees’ have no proper perspective of the work place in which they work. An employee has to earn his living and also has to play a meaningful role as an employee of the company. So he lives in between two worlds. The management should bring about opportunities annually for the family to share a role in the organisation in the form of celebrations, which will keep the employee and his family satisfied.

Welfare facilities are to be counted more in the organisation where the employees’ are found least satisfied. Company’s newsletters, magazines, suggestions schemes should be well managed. Canteen facilities are an important factor which determines company’s care for an employee in the organisation. Mobile van catering services are essential for employees’ of scattered workplaces. Maintenance and improvements of welfare amenities are
essential which add more value to quality of work life of the organisation. Regular revision and enquiries should be conducted by the management to ensure that employees’ are satisfied with the welfare facilities provided to them. Welfare of the organisation and also welfare of the employees’ should be given equal preference for maintaining better quality of work life.

6.4 CONCLUSION

After the investigation by the researcher on the topic “quality of work life - a comparative study on public and private sector enterprises in Kerala”, it can be concluded that socio economic parameters like age, education, monthly income and experience of employees’ have a big role in sustaining quality of work life in an organisation. Employees’, irrespective of age, education, monthly income and experience, should be given due consideration regarding various parameters of quality of work life to maintain high-quality state of affairs in the organisation.

Quality of work life is found to be better in the public sector enterprise. The cause for such a result is due to various factors like inadequate and irregular payment system, restrictive and personalized superior – subordinate relations, anxiety, stress, feeling of insecurity, alienation, life dissatisfaction, inadequate safety and welfare facilities, duration of working hours and unhealthy working conditions. These limitations limits the employees’ to fulfill his expectations based on his ambitions and eventually exposed to high tensions, poor performance and even resulting in mental imbalance.
The success of an organisation depends on the well being of its employees’ and not merely profit maximisation. Today’s organisation is in need of fast, flexible, dynamic, enthusiastic, motivated, creative and fully self expressed employees’ marching at the forefront and record growth with excellence. In such a context employee satisfaction of job through better QWL is an essential factor. QWL denotes all organizational inputs which aim at employees’ satisfaction and enhancing organizational effectiveness. So irrespective of sectors organisations immense care and attention is needed on all QWL parameters for the betterment of employees’ to maintain conducive environment in the organisation. An employee-centered organisation will maintain better quality of work life.

6.5 SCOPE FOR FURTHER RESEARCH

The present study is focused on QWL of employees’ in public and private sector manufacturing enterprises in Kerala. Even though the study was evaluated through the parameters developed by Professor Richard Walton (adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organisation, social relevance of work life, work and the total life space, constitutionalisation in the work organisation, superior subordinate relationship and welfare facilities), there is ample scope for further research in the area of Quality of Work Life with respect to work performance, behaviour and productivity.