Chapter 6

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The success of any organization is highly dependant on how it attracts, recruits, motivates, and retains its workforce. Today's organizations need to be flexible so that they are equipped to develop their workforce and enjoy their commitment. They need to adopt a strategy to improve the employees' quality of work life (QWL) for satisfying both the organizational objectives and employee needs.

The HR systems such as appraisals, manpower planning and career planning are often seen as ends in themselves. Consequently, virtually all aspects of HRM – selection and recruitment, induction and socialization, appraisal and training, career planning and job rotation are an integral part of workforce preparedness.

The changing employment scenario brings diversity and managing this diversity will be the HR Professional's job. Managing diversity implies dealing with employees with different backgrounds. The growing mobility, merit based selection process and cosmopolitan attitudes of the Indian employees are resulting in increased diversity at the workplace.

Globalization demands a major paradigm shift in HR orientation from being only employee oriented to looking for opportunities to serve better all the stakeholders including employees. The real challenge before HR is to incorporate all the subsystems and integrate all functions to create synergy that will propel the organizations to achieve competitive advantage.

But in order to stay competitive, organizations have to identify their key competencies, strengths and weaknesses in comparison to benchmarked industries and try to build on the strengths and reduce the weaknesses. This process should be an ongoing one as context will always be in a flux posing challenges and uncertainty.
Drucker (1995) stated that the basic economic resource is no longer capital, nor natural resources, nor labour, but is more likely to be knowledge. Currently, and in the future, the most successful organizations are likely to be those that are able to assess, anticipate and transform their environments, constantly developing themselves in innovative ways (Buckler 1998). Presently, most of the organizations are stressing on talent management because if they are to maintain an edge in the competitive environment, the talent of the people has to be given the maximum weightage.

In this chapter we are presenting the results arrived at on the basis of relevant data collected and analyzed for the present study entitled, "Factors Affecting Quality of Work Life: A Case Study of a Public Sector and Private Sector Organization" which was conducted through a survey and the questionnaire method as given in the preceding chapters. A structured questionnaire was administered to the respondents of the two identified organizations, i.e., Bharat Heavy Electricals Limited, (BHEL) and Hindustan Electro-Graphite Limited (HEG) both located in Bhopal, Madhya Pradesh. The questionnaire was administered to 120 respondents from BHEL and 30 from HEG. The respondents were mangers who were selected at random from the total employees of the two organizations. Questionnaire consisted of 50 statements and the respondents were supposed to mark what they considered matched their perception in totality. A five point scale was used for this purpose and data were collected and tabulated subsequently. The score of respondents to each statement was on a five-point scale of 'strongly agree', 'agree', 'can't say', 'disagree' and 'strongly disagree'.

QWL is considered to be a very important area in the field of HRM and many organizations have used the suggestions given by researchers and achieved good results. QWL has many facets, but for the purpose of our study we have judged the QWL in BHEL and HEG on the basis of the following eight attributes:
1. Job satisfaction, morale and motivation
2. Employee commitment and involvement
3. Equitable compensation and benefits
4. Immediate opportunities for using abilities at work
5. Opportunities for training, development and continued growth
6. Communication and relationship with supervisors
7. Work load and working conditions
8. Work and family life

The results are based on the conclusions drawn from the questionnaire and personal interviews with the respondents and the HR managers of both the organizations.

6.1 Conclusions

From the data presented in the previous chapter, the following conclusions have been arrived at

1. The majority of the respondents, i.e. more than 82.00 per cent were from the above 31 years age group and being quite mature and rational in their thinking, they have responded to the statements logically.

2. The majority i.e. more than 83.00 per cent of the respondents have a graduate degree either in engineering or an allied subject and are highly educated and have responded to the statements used for measuring the perception of their quality of work life, in an intelligent manner and have given satisfactory replies and comments.

3. The majority of the respondents, more than 73.00 per cent have more than 10 years of experience with the organization which means that they are all well versed with the environment of the organization and have been through a host of HR and other work related initiatives taken by the company to improve the QWL and work processes, over the years.
4. The majority of the employees of both the organizations i.e. 91.67 per cent in BHEL and 96.67 per cent in HEG agree that there is sufficient challenge in the jobs that they are performing, therefore it is concluded that the job provides opportunities and challenges to the employees in both the organizations.

5. The majority of the employees (96.67 per cent of BHEL and 86.67 per cent of HEG) feel that they have enough authority to perform their jobs effectively. This means that both organizations have well defined authority and responsibility structures.

6. The majority of the respondents (81.67 per cent from BHEL and 73.33 per cent from HEG) feel that they are recognized and complemented for doing a good job in their organization. Both the organizations put a high value on the good work done by their employees, which results in their motivation.

7. The majority of the respondents i.e. 73.33 per cent think that their colleagues have high enthusiasm and morale. There may be situations which may affect the level of enthusiasm and morale of the employees. However, at the time of the present study, it has been found that majority of the respondents (73.33 per cent) of both the organizations were having high enthusiasm and morale.

8. Almost all (96.67 per cent) of the respondents from HEG take pride in the fact that their organization is successful in achieving the goal of providing outstanding quality of work and services to its clients, whereas in the case of BHEL, the percentage is lower at 76.67 per cent of the respondents. On the aspect of providing a satisfying work experience to its employees, it was found that the majority, comprising 86.67 per cent of the respondents of HEG found that their organization was successful in providing a satisfying work experience to its employees while 76.67 per cent of the respondents of BHEL agreed.
9. The majority of the respondents (78.33 per cent from BHEL and 83.33 per cent from HEG) agreed that there was adequate planning for achieving corporate objectives. This means that employees are highly involved and committed to the planning process in achieving the objectives of their organizations. The majority, 90.00 per cent of the respondents of BHEL and 96.67 per cent from HEG also agreed that their respective organization were successful in achieving the goal of being financially successful. The rest disagreed with the statement and felt that it could perform better in terms of financial performance.

10. The environment at the work place plays a significant role in enhancing the satisfaction level of the employees. In the present study, it has been found that a large number of employees (88.33 per cent) from both the organizations were satisfied with the environment at the workplace. Therefore, majority of the employees of both the organizations agree to recommend their organizations to others as a place to work.

11. 84.38 per cent of BHEL employees and 86.67 per cent of HEG respondents perceived their overall job satisfaction, morale and motivation levels to be satisfactory and also the majority 83.10 per cent of BHEL employees and 82.38 per cent of HEG employees perceived their overall employee commitment and involvement levels to be satisfactory.

12. The majority of the respondents, 88.33 per cent from BHEL and 86.67 per cent from HEG strongly feel that employees are encouraged to make suggestions to improve the way things were done at their workplace. This shows the existence of participative methodologies of improving work and work processes and for employees to contribute their suggestions. The majority of the respondents, 73.33 per cent from both BHEL and HEG also agreed that their organization took a genuine interest in their well being and the majority (71.67 per cent of the respondents from BHEL and 73.33 per cent form HEG) agreed that the
organization lived up to its values in its day to day actions. From this it is clear that the perception of the organization following a compatible value system with that of the employee leads to a direct linkage with the employee involvement and commitment.

13. 81.67 per cent of the respondents of BHEL and 63.33 per cent of the respondents of HEG felt free to express their opinion about the company’s policies and practices which means that the perceived job security of the individual in BHEL is high. However, since a large number of respondents of HEG i.e. 26.67 per cent do not feel free to express their feelings, one can conclude that job security seems to be low in HEG.

14. It is worth mentioning that only about 50 per cent of the employees in BHEL and HEG have expressed their satisfaction with the remuneration that they are getting as compared to their competitors. 50 per cent have expressed their dissatisfaction with the remuneration structure. Therefore, this needs to be seen in depth and with seriousness. Also, only 53.33 per cent of respondents from BHEL and 60.00 per cent of the respondents from HEG expressed that they were paid fairly as compared to others in the organization. However, while viewing the organization as a whole, only 61.67 per cent of the respondents from BHEL and 60.00 per cent from HEG considered that the compensation system was managed fairly and equitably. Moreover, only 28.33 per cent of the respondents of BHEL and 56.67 per cent of the HEG respondents think that the organization rewards those who contribute the most and thus the majority is not satisfied with the reward system of the organization. There might be instances where non-performance may have got tolerated and thus, they do not think that the salary is commensurate with the efforts put in by the employees.

15. The majority, 65.00 per cent of BHEL respondents and 70.00 per cent HEG respondents agree with the statement that they are offered good
compensation growth opportunities like salary, bonus, profit sharing, benefits, etc so we conclude that less than two thirds of the respondents find the opportunities of compensation growth in their organizations as good and more than one third are not satisfied with it. Even so, the majority, though only 62.88 per cent of employees of BHEL, perceived an overall equitableness of the compensation and benefits while working with the organization and in the case of HEG, there were 68.48 per cent respondents who perceived satisfaction with the current level of compensation and benefits and felt that it was equitable.

16. The majority of the BHEL respondents (81.67 per cent) and 76.67 per cent of HEG respondents are satisfied with the prevalent sick leave policy. Regarding the health care benefits, 70.00 per cent of the respondents of BHEL feel that they are satisfied with the health care benefits they get whereas in HEG, 80.00 per cent of the respondents feel satisfied, while the rest felt that the benefits could be further improved.

17. In all 66.67 per cent of the respondents from BHEL and 93.33 per cent of HEG feel satisfied with the number of days of casual leave or vacation leave they get and the majority (80.00 per cent of the respondents of BHEL and 70.00 per cent) of respondents from HEG feel satisfied with the paid leave policy of their organization. In respect of the leave travel allowance they get, the majority, though only 55.00 per cent respondents of BHEL and 63.33 per cent of the respondents of HEG are satisfied.

18. 73.33 per cent of the respondents of BHEL and 80.00 per cent of respondents from HEG are satisfied with the social security measures including insurance benefits they get. The issue as to why the remaining 26.66 per cent respondents from BHEL are not satisfied with the insurance benefits needs to be examined.
19. More than 80.00 per cent (88.33 per cent of the respondents from BHEL and 80.00 per cent from HEG) felt that they were encouraged to initiate tasks or projects that they thought were important and so we can conclude that the majority of the respondents feel empowered enough to initiate tasks related to their work area.

20. Only about half (i.e. 58.33 per cent of respondents of BHEL and 56.67 per cent from HEG) felt that their previous performance accurately reflected their performance and that their supervisor had assessed them properly. Again, only about half of the total population comprising of 46.67 per cent BHEL respondents and 50.00 per cent respondents of HEG have felt that the way in which their last compensation decision was communicated to them was handled well. The rest were not satisfied with it. Both the organizations need to reinforce the fact that people who perform better grow better.

21. In BHEL only 71.67 per cent of the respondents felt that their job made good use of their skills and abilities, while in the case of HEG, the percentage was 93.33. Therefore, based on the utilization of skills and abilities, 75.00 per cent of BHEL respondents and 80.00 per cent of HEG agreed that their job provided them an opportunity to experience a real sense of personal accomplishment.

22. The possibility of advancement and long term career growth has a direct bearing on the perception of satisfaction. However, only 43.33 per cent of the respondents of BHEL and 66.67 per cent of the respondents of HEG are clear about how to advance their careers in the organization. This means that the career paths and how to achieve the desired career path is also not clear to many employees and this area needs special attention. There may not be clarity in terms of the criteria on which performance is evaluated. The employees need to be counselled on this vital aspect of the career path.
23. The majority, 91.67 per cent of respondents from BHEL and 96.67 per cent from HEG find that there are opportunities of learning from their colleagues, subordinates, supervisors and peers—all the people that they work within the organization and thus, that they have sufficient opportunities to learn new skills and develop new talents at work. Similarly, the majority of the respondents from BHEL i.e. 83.33 per cent and all respondents of HEG agreed that they have opportunities to add value to themselves in terms of increased competencies. Therefore, on the whole, 76.00 per cent of employees of BHEL and 86.67 per cent of HEG are satisfied with the overall opportunities for training, development and continued growth.

24. The majority of the respondents (71.67 per cent from BHEL and 80.00 per cent form HEG) felt that they received effective support in the organization to develop their skills and talents. Additionally, in terms of the immediate superior being supportive towards their career development and progression and inspiring them to be their best, 85.00 per cent of respondents form BHEL and 86.67 per cent of respondents from HEG felt that they had supportive supervisors.

25. 78.33 per cent in BHEL and 86.67 of the respondents of HEG felt that they were kept informed about matters that affect them. This shows that a good communication system existed in both the organizations at the time of collecting information. Further, the majority (93.33 per cent of BHEL and 90.00 per cent of HEG respondents) feels that they are quite free to talk to their superiors about issues that are important to them and this again shows that there are open channels of communication in both the organizations.

26. The majority, more than 83.33 per cent of respondents form BHEL and 80.00 respondents from HEG feel that there is no undesirable interference in their work by their team leader/ boss. Thus, the majority
of the respondents enjoy the freedom to perform their tasks on their own, without interference from their superiors.

27. The majority of the respondents (71.67 per cent of BHEL and 80.00 per cent from HEG) feel that they are receiving regular and helpful feedback on how well they were doing in their jobs. Further, 66.67 per cent of respondents of BHEL and 60.00 per cent from HEG perceive that their supervisors themselves initiate their progress reviews, instead of waiting for the individual concerned to start the discussion. Hence, on an overall perception, the majority (78.33 per cent of respondents of BHEL and 86.67 per cent of the respondents of HEG) perceived that their supervisors were facilitative and supportive. On the overall satisfaction level of communication and relationship with the supervisors, the majority 75.42 per cent of respondents from BHEL and 78.75 of the respondents from HEG perceived the overall level to be satisfactory. This can be further increased and efforts are needed to be made in terms of development of positive interpersonal relationships, communication and facilitation skills for the supervisors so that confidence in the supervisor may increase.

28. The majority (86.67 per cent of the respondents of BHEL and 90.00 per cent of HEG) felt that they had clearly defined performance objectives and almost all (96.67 per cent respondents from BHEL and 93.33 per cent from HEG) felt that they were very clear about the expected performance level of the assigned jobs. The majority (90.00 per cent of the respondents in BHEL and 96.67 per cent from HEG) agreed that the management expected a high level of performance from the employees. All the respondents of HEG and 98.33 per cent of BHEL were clear about how their job contributes to the success of the organization. Clarity in goals leads to a better understanding of the objectives to be achieved.
29. The majority, 73.33 per cent of the respondents from BHEL and 70.00 per cent respondents from HEG feel that they have a manageable work load while about one fifth of the respondents feel that they do not have enough time to complete their job.

30. The majority about 75.00 per cent of the respondents (75.00 per cent from BHEL and 73.33 per cent from HEG) felt that their physical working environment was conducive for their working whereas the majority of the respondents, (90.00 per cent of BHEL and 86.67 per cent of HEG) felt their work area to be quite safe. This could be due to the installation of safety equipment and devices, frequent meetings of the safety committees and conduct of safety drills. On the whole, the majority, 84.00 per cent of BHEL employees and 82.67 per cent of HEG employees perceived their work load and working conditions to be satisfactory. This also leads to the feeling that the organization cares for the employee as a person.

31. The majority of the respondents (80.00 per cent in BHEL and 76.67 per cent of HEG) agreed that there was support at work for employees to balance their work and personal life. Further, the majority of BHEL respondents i.e. 81.67 per cent and 56.67 per cent of HEG respondents felt that their personal circumstances like time off for childcare, caring for elders and for any disability were taken care of by the organization. Overall, 80.33 per cent of employees of BHEL perceive that they have a balanced work and family life, while this percentage in the case of HEG is 66.67 per cent. This also builds up the employees' confidence that the organization will support him in times of a personal crisis.

**Overall Perception of Quality of Work Life in BHEL and HEG**

There is not much difference in the perceived satisfaction level of the BHEL and HEG respondents. 77.53 per cent of the respondents of BHEL have
indicated that they are satisfied with the overall level of QWL in their organization. In the case of HEG, the percentage of respondents who have agreed is 78.72 per cent. The difference in the overall level of satisfaction between the two organizations under study as expressed in the percentage is very small i.e. only 1.18 per cent. This means that the overall perception of QWL in both the organizations – one from the public sector and one from the private sector is almost the same, though only a little higher in the private sector.

One of the major findings is that the eight factors identified earlier have shown a fairly good response in affecting the quality of work life in both the organizations under study, as the responses observed ranged between 86.67 per cent and 62.88 per cent for these factors.

In the case of BHEL and HEG, we have found that the factor pertaining to job satisfaction, morale and motivation ranked highest in terms of the perceived satisfaction level, followed by favourable work load and conducive working conditions. The third factor having a major impact is employee commitment and involvement. In BHEL equitable compensation and benefits showed the least satisfaction level, while in HEG the factor of work and family life indicated least satisfaction. The factors of pertaining to communication and relationship with supervisors, opportunities to use abilities at work, opportunities for training, development and continued growth also showed a favour able satisfaction level.

6.2 Suggestions

The organizations studied as a part of this research, BHEL and HEG have a good reputation for progressive personnel policies and human resource management practices. They take active interest in human resource development and have good industrial relations as well. The findings of this study indicate that the level of quality of work life in both these organizations is
almost at the same level. Since the perception of QWL in an organization is based on the perception of the employees about the factors which determine it, if the perceptions about the factors like job satisfaction, morale and motivation, work environment etc, is positive or high, the magnitude of perceived QWL is also high. These factors reflect the employees' commitment to the organization, satisfaction with the participative group activities and other job enrichment programmes and work environment and safety systems.

The findings of the case study undertaken in two organizations, BHEL and HEG lend support to these considerations. Both these organizations, despite the differences in their ownership, nature of activities and background have a high level of QWL on the whole. In both the organizations, the management is highly professional and both have good managerial perception of QWL. As is evident from their corporate objectives, there is a lot of support to QWL, encouragement to small group activities, active job enrichment measures, effectively functioning forums for employee participation in decision making, good working environment and substantial investment of resources in HRD efforts, etc.

There is scope of further improvement and efforts can be made by the senior management and the departmental heads to ensure a higher level of employees' satisfaction with the factors which influence the QWL in the organization. Satisfied employees will lead to higher productivity levels and subsequently to satisfied customers and hence to growth in business and profit. Therefore, efforts are required to strengthen each of the factors which have an effect upon the perception of a good QWL experience.

The aim of the organization while attempting to improve the quality of work life that it offers to its employees, must therefore ensure a high employee satisfaction and engagement, so that there is a strong emotional bond between the employees and the organization that employs them. This is associated with people demonstrating a willingness to recommend the organization to others and committing time and effort to help the organization
succeed. So on the basis of the findings from this study, it can be suggested that since employees are motivated by intrinsic factors (e.g. personal growth, working to a common purpose, being part of a larger process) in addition to extrinsic factors (e.g. pay/reward); both these areas must be worked upon to achieve a good QWL.

Employees will experience a high quality of work life and engagement when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. These employees tend to do a higher quality of work and be more productive. They are more likely to stay with the company and also tend to create happy customers.

The Figure 6.1 shows the adaptation of the model of employee satisfaction and engagement that can be followed to strengthen the perceived Quality of Work Life in BHEL and HEG.

The strongest factor for enhancing the perceived QWL is by enhancing the employees' sense of feeling valued and involved. This is an expression of the other factors like the eight factors which have been studied. This can be achieved in BHEL and HEG through these methodologies, for building up the QWL given under the following heads:-

- **Training, development and career building:** Having a sense of accomplishment on the job by providing opportunities for employees to fully utilize their skills and abilities and by creating a thorough understanding of the relationship between the goals of the job and the organization's goals changes the employee attitude. If employees are satisfied and engaged with the jobs they are performing, they will experience a better quality of work life. In order to provide such opportunities to employees to utilize and develop fully their abilities, a proper placement of persons is suggested through:-
  - The determination of abilities and aptitudes of people.
Source: IES Survey, 2003

Figure 6.1  Adaptation of the IES engagement model of employee satisfaction and engagement that can be followed to strengthen the perceived Quality of Work Life in BHEL and HEG.
• Analyzing of jobs with respect to core dimensions e.g. skill variety, task identification, task significance, autonomy and feedback

• Allocating suitable jobs to each employee

• Having autonomy in the job. This refers to the degree to which the job provides substantial freedom, independence and discretion to the employee in scheduling the work and in determining the procedure to be used to carry it out.

• By taking knowledge initiatives. The companies can have tie-ups with leading educational institutions for advanced courses for employees so that competence enhancement and sustenance is possible.

• Aspects of the individual’s performance, strategic vision, ability to communicate, problem-solving skills, responsiveness must be given opportunity to develop. Other skills which the employee has must find use in the organizational set up. These are possible if the immediate supervisor keeps a keen eye on the persons reporting to him and has employee development as an agenda as his own KRA.

- **Immediate management:** Setting example of high standards. Employees tend to emulate superiors if reasonable output and quality norms are set. Very tight norms cause frustration whereas too loose norms allow complacency to set in. Hence, supervisors must be able to praise the good performer and condone the poor performer. The immediate supervisor or the line manager clearly has a very important role in fostering employees’ sense of involvement and value – and this is itself critical in the employee-supervisor/manager relationship. This can be strengthened through good quality line management, two-way communication, effective internal co-operation, a development focus,
commitment to employee wellbeing, clear, accessible HR policies and practices, to which managers at all levels are committed. This is also possible only when there is freedom from excessive supervision, which as the results of our survey show, more than 80.00 per cent of the respondents have mentioned is not there in BHEL and HEG and the immediate supervisors do not use unreasonable pressure on employees to attain the scheduled targets without giving due consideration to the employee. Mentoring is another method that can help in creation of a free and frank developmental dialogue between the employee and the supervisor. It can help in bringing about a sense of freedom – freedom meaning absence of anxiety and not of control. An effective manager encourages people to work independently or in a team interdependently. He trusts people to work independently and does not interfere with them unless absolutely necessary.

- **Performance appraisal**: The immediate supervisor/manager must take out time and provide feedback and guidance and discuss problems while seeking ideas and input from everyone. The immediate supervisor/manager must be able to provide the resources to solve problems or to do a job well and give real recognition and/or reward and also provide opportunities to people to develop their potential. Supervisors should encourage discussion of work problems and hold meetings to solve them. Group belongingness, pride and solidarity are a direct outcome of this and its leads to greater employee commitment and involvement.

- **Communication**: Timely and necessary information must be imparted to employees to enable a good output. Well informed workers consider themselves a part of the system and are committed to the organization.

- **Equal opportunities and a fair treatment**: Appreciation of ability and talents is an area where special attention needs to be focused, though
81.00 per cent and 73.00 per cent of the respondents have mentioned that they are recognized when they do a good work, but coupled with the fact that only about 50.00 per cent of the respondents felt that they were assessed and rewarded according to the efforts they had put in or what they deserved to get. A fair and transparent appraisal and related compensation system will go a long way in building up this aspect.

- **Pay and benefits:** The results of our study have shown an unfavourable attitude towards the perception of equitable, adequate and fair compensation. There must be a transparent system of compensation (and also of appraisal) so that employees know what they will get and what competencies to develop to get to the next grade. With the introduction of the Balanced Score Card approach, in BHEL and HEG, there is a lot of clarity in terms of work allocation and assessment. But, the system of salary and the career path is not clear and so, the HR department and the immediate supervisor can work to bring about the required clarity. Poor work place morale leads to frustrations resulting from lack of recognition and from the belief that promotions were unfair, from jealousies between departments and between persons and from fear of being inefficient. This is nourished by the industrial practice of using blame much more frequently than praise and immediate supervisors must remember that praise and recognition can go a long way in retaining happy employees.

- **Health and safety:** A genuine concern for employee welfare is reflected in the various workplace amenities and social security measures put in place by the organizations. Both HEG and BHEL have already put in a number of HR initiatives to enhance this aspect of employee well-being.

- **Co-operation:** An integral part of organizational culture is building an environment of respect for each other, enhancing team spirit, providing
enlightened leadership and capable supervision to show that employees are wanted. This converts lukewarm desire for achievement into a burning passion for accomplishment. An opportunity for participation at the emotional level for employees in group situations encourages them to contribute to group goals and it also improves involvement in the change process. People need to be empowered to be able to discharge responsibilities of a higher level, hence the importance of cooperation, and participation.

- **Family friendliness:** Being flexible and helping employees to actively balance work and home responsibilities, so that employees are able to concentrate and give their best while enjoying a high QWL.

- **Providing for job satisfaction through the provision of basic needs:** If the workers are worried about their salary, housing, safety and job security, much effort will be wasted by them in ensuring them. It is therefore imperative that the basic needs of the people in the organization are provided for. Some aspects which need to be looked at are the insurance schemes and the health related benefits where there has been a low score as brought out in the results.

The suggestions have implications for the immediate manager/boss/supervisor the human resources department and the top management. The immediate manager/supervisor must work on building relationships and reinforcing productive behaviors. The HR department must work towards building up and sharing of the career plans. Performance appraisal and compensation are sensitive issues and must be managed so that these systems may work at their maximum efficiency. And as always, top management support and reiteration regarding the values and image it wishes to project must be backed up with appropriate and timely communication.

We have studied the impact of certain factors on the perceived QWL. The contribution of this study includes the empirical evidence that supports the
notion that HRM is the enabling factor that induces appropriate workplace behaviours and the perception of an ideal QWL experience.

The managerial implications that have stemmed from the empirical results suggest that the organizations need to redefine the role of their HR practitioners to be more business and employee oriented. Also, they need to manage their HRM practices to align with today’s dynamic conditions and the atmosphere of people participation to shape the desired work behaviour in order to successfully bring the concept of high QWL in the organization. We must have a working life that is sustainable in the long run and that creates more and better jobs. Everybody must have the possibility to remain in work for a longer time than today. Working conditions must permit this which involves paying attention not only to the work environment, but also to competence development, life long learning, equality and influence. Flexibility must be combined with security, influence, mobility, safety and learning at work. The employees must be able to influence their own work and working time, work organization and work content.

In the future it will be necessary to motivate enterprises to take on more responsibility concerning quality in work and quality in work life. The problem for the employers is not always lack of resources or will, but finding the right tools and methods. Quality of work life must be seen as profitable for all in the long run and this will help in enhancing the involvement and commitment level of the employees at their workplaces.

India has a vast potential in harnessing its highly talented manpower to creative and productive goals and the efforts of HR can be directed towards this end very fruitfully.