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FINDINGS, CONCLUSIONS AND SUGGESTIONS

In accordance with the rapid changes occurring in the economic conditions, business organisations are adopting and practicing new techniques and methods of operation for their survival. The changes in the economic conditions accelerated the intensity of competition, cost of production and quality consciousness among the consumers. In order to meet intense competition, rising cost of production and distribution of high quality goods and services, organisations felt the need for a strong workforce. They started to give serious look in this matter.

But when the Private Sector Enterprises are striving hard to attract and retain best people with them, the situation in the Public Sector Undertakings is different. Even though these organisations enjoy excessive manpower, quality of their performance is a matter of concern. One can find out many reasons for this, such as defective HR Policy, political interference in recruitment and selection of employees, lack of training and development efforts, lack of expertise in HR Management issues etc. But the root cause for the poor performance of the Public sector undertakings is that they are not profit motive. The objective of the PEs is to maximise the public utility services rather than make a commercial profit. As such their aim is “no profit no loss” or even “losses” - considering the development of the country. This is not applicable in Private Sector Enterprises. They are highly concerned about profit than any other factors and makes planned efforts for an optimum utilisation of its resources, including the manpower to achieve maximum profit.

While considering the large variety of social obligations fulfilled by the PSUs, their performance with reference to the financial returns on Public investments made in them must also be evaluated. A notable financial performance is the result of an effective allocation and utilisation of 3 M’s i.e., Men, Materials and Money. But unfortunately, the track record of majority of the PSUs in the country shows a poor financial
performance. From this it can be inferred that PSUs could not effectively make use of its resources including its human assets.

In this context, the present study was conducted to make a detailed review of the various aspects of HRM practices in some of the State Level Public Sector Enterprises (SLPEs) in Kerala. The system of Public Sector Enterprises in Kerala is also passing through a narrow path of intensive complexities as a result of the new economic policy and many other problems. So the present study examined the HR policies and practices followed by the PSUs which are under the management and control of the Government of Kerala. The research Problem was stated as “Human Resource Management in selected Public Sector Undertakings in Kerala”.

- The Present study, “Human Resources Management in Selected Public Sector Undertakings in Kerala” endeavoured to achieve the following objectives;

1) To examine the HRM practices followed by the selected PSUs
2) To determine the effectiveness of HRM in the selected PSUs
3) To ascertain Job satisfaction of workers and supervisors in the selected PSUs
4) To ascertain the employer-employee relationship in the selected PSUs
5) To know the impact of Trade Unionism on the work environment of the PSUs.
6) To test the relationship of Hygiene factors and Motivational factors proposed by Herzberg on Job satisfaction of the workers and supervisors
7) To identify the need priorities of the workers and supervisors in the PSUs for comparing them with the Need hierarchy theory formulated by Maslow
8) To suggest measures to improve the existing system of HRM in the selected PSUs.
The hypotheses assumed by the researcher in the present study are reiterated below;

1) An effective HRM system is prevailed in the selected PSUs

2) The workers and supervisors in PSUs are satisfied with the existing job conditions.

3) A fair employer-employee relationship is existing in the selected PSUs.

4) Trade unionism does not make a negative impact on the work environment of the PSUs.

5) The relationship pattern of motivational factors and hygiene factors on job satisfaction explained by Herzberg persists in the public sector environment of Kerala.

6) There is no discrepancy in the need priorities of the employees in the selected PSUs from the order of needs explained by Maslow.

The SLPEs for the purpose of conducting the study were selected by following Stratified Sampling Method. Since the study emphasis on the human factor, the total 102 performing State Level Public Enterprises were sorted in descending order on the basis of number of employees in these Units. Then these Units were classified into five groups by percentile. First, third and fifth groups were identified and selected as Large, Medium and Small sized Organisations. Second and fourth groups were discarded.

Further, each selected groups were sorted in descending order on the basis of profitability. Then they were categorized into five sub-groups by percentile. First, third and fifth groups were identified and selected as High profit, Medium profit and Low profit Enterprises. Second and fourth sub groups were discarded. Then first 4 Enterprises from each of the selected sub-groups were taken for the purpose of conducting the study. This arbitrary classification of SLPEs on the basis of employment and
profitability was made as per the data on employment and profitability supplied by the Review of Public Enterprises in Kerala (Annexure VII & VIII), 2000-2001, by the Bureau of Public Enterprises, Government of Kerala.

As per this methodology, **36 Enterprises** were selected out of the 102 operating SLPEs in the state (2000-2001). This methodology enabled the researcher to give due consideration to the heterogenic nature of the PSUs with regard to their employment and profitability and to select \( \frac{1}{3} \) portion of the total operating SLPEs in the State.

- **Sampling of Workers** - In order to take samples of workers from 36 selected Enterprises, **Proportion Allocation Procedure** was followed. Under the Proportion Allocation Procedure the total sample of size ‘n’ is obtained by applying the formula;

\[
n_L = \frac{N_L}{N} \cdot n
\]

Where ‘\( n_L \)’ is the sample size of \( L^{th} \) stratum, ‘\( N_L \)’ is the size of the ‘\( L^{th} \)’ stratum, ‘\( N \)’ is the total population and ‘\( n \)’ is the sample size. Here it is worked out to get 75 workers from each strata. As per this method of sampling, the total workers selected in the present study was 675.

- **Sampling of Supervisors** - Samples of supervisors are taken by following the **Representation Sampling Method**. This method is followed because there is high variation in the number of supervisors in different Enterprises. In some units, the number of supervisors are more and in some units they are very low in number. So one supervisor from each of the 36 selected units were taken for the study and here sample size of supervisors was 36.

- Both Primary and Secondary sources of data were used in the study. Data concerning the HRM Practices like HR Planning, Recruitment and Selection, Training and Development, Promotion Policy, Transfer of employees, Performance Appraisal, Motivation etc. were collected by interviewing the Senior Executives and Heads of
Department of the selected Enterprises with the help of a structured Interview Schedule (Appendix IV) and by verifying the Service Records of employees maintained by the organisations. Primary data were collected from sample supervisors and employees by using structured Questionnaires (Appendix II & III). Secondary data were collected from diverse sources such as company records, reports published by the BPE, Industries Department and other departments of the Government.

- Principal Component Analysis was resorted for evaluating HRM Effectiveness, Job satisfaction, Employer-Employee Relation, Impact of Trade Unionism and to test the Herzberg's Two Factor Theory. Principal Component Analysis (PCA) involves a mathematical procedure that transforms a number of correlated variables into a smaller number of uncorrelated variables called principal components. The first principal component accounts for as much of the variability in the data as possible, and each succeeding component accounts for as much of the remaining variability as possible. This technique is usually applied to discover or to reduce the dimensionality of a given set of data and to identify new meaningful underlying variables.

- In order to test the Maslow's Need Hierarchy Theory, the method 'Multi Dimensional Scaling (MDS)' was followed. This technique attempts to find the structure in a set of distance measures between objects or cases. This is accomplished by assigning observations to specific locations in a conceptual space (usually two- or three-dimensional) such that the distances between points in the space match the given dissimilarities as closely as possible. MDS is also applied to subjective ratings of dissimilarities between objects or concepts. It can handle dissimilarity data from multiple sources.

- The present study has gathered secondary sources of informations related with HRs of SLPEs for the past 10 years. Since 1992-93 to 2001-2002. This Period has been specifically selected for the study, because of the following reasons:

a) The new economic policy declared by the government in 1991 brought in drastic changes in the industrial and organisational climate of the country during this period.
b) The policy of Disinvestment and Restructuring of Public sector by the Central Government in this decade was a major issue affecting the Public sector.

c) Intense competition in the domestic market and supply of goods and services in the global market as per international accepted standards, made the management of Public sector more complex during this period.

d) As a result of Globalisation, many new management concepts and practices were entered into Indian corporate world during this period, also affected the public sector.

This chapter intends to provide a nutshell of the study, its major findings and conclusions. It also highlights the suggestions made by the researcher on the basis of findings. The chapter has been bifurcated into two segments. The first segment of the chapter, ie., section A unveils the major findings and conclusions derived from the study. The second segment, ie. section B furnishes the suggestions made by the researcher based on the findings of the study.

SECTION A

Summary of Findings and Conclusions

1 HRM Practices in the selected PSUs

1) Review of the HRM practices in SLPEs reveals that a sophisticated HRM system is not adopted by most of the organisations. Out of the 36 selected SLPEs only 10 enterprises are maintaining a formal Personnel Department to manage its personnel affairs. But the existing Personnel Departments were not properly designed to confront with the complexities in managing the workforce. Moreover, they treat HRs as ‘Simple Workers’ and views HRM practices as a ‘usual business’. Usually the Administration Department performs the personnel function in SLPEs which are not having a Personnel Department. Absense of a formal Personnel Department in most of the SLPEs and frailties of the existing
Personnel Departments pinpoints the deficiencies suffered by SLPEs in managing its people.

2) The recruitment procedures in SLPEs are executed through Kerala Public Service Commission, Employment Exchanges, advertisement in newspapers, notification in the company notice board etc. Mostly office staff were selected through P.S.C. Vacancies outside the purview of P.S.C. are filled by selecting candidates from the list supplied by Employment Exchanges. Filling up of vacancies by inviting applications through advertisements in newspapers will be resorted only after receiving non-availability certificate from the Employment Exchanges.

3) Selection of employees is made on the basis of interviews conducted by key persons of the SLPEs. Written tests are generally conducted only when candidates applied for the post are large in number.

4) Usually a selected employee in the SLPEs has to undergo a specified probationary training period. It ranges from 6 months to 1 year. This is intended to give him an idea about his work and to evaluate his performance. After this induction training, further training activities are rarely practiced by most of the SLPEs. This obstructs people from learning new techniques and methods to improve their performance.

5) Majority of the SLPEs follow on-the-job training methods to train their workforce. The supervisor or a senior employee give training to a newly selected person. Large scale enterprises like KSEB, KMML, Malabar cements etc. maintains in-house training mechanism. Some enterprises resorts external training programmes, but only for selected employees.

6) SLPEs like KMML which are having ISO certification complies their instructions while conducting training programmes.

7) A full fledged Performance Evaluation system is absent in most of the SLPEs. Only some brief confidential reports are maintained by them regarding the
performance of employees. This is sufficient enough to make a complete merit rating of the workforce. Further follow up actions, such as corrective steps, efforts to improve the quality of performance etc. are not executed. This resulted in the accumulation of incompetent people in the SLPEs.

8) SLPEs in Kerala strictly follows seniority based promotion system. As a result high performing employees were discarded and demotivated.

9) A Memorandum of Settlement between the management and employees dictates the system of wage payment and employee benefits in most of the SLPEs particularly manufacturing SLPEs. The Memorandum of Settlement is entered between recognised trade unions and management.

10) The wage payment and employee benefits in SLPEs which are not having a Memorandum of Settlement gets remuneration and other benefits as per the provisions of Kerala Service Rules followed by the Government.

Conclusion: Analysis of the HRM practices in the SLPEs revealed its major deficiencies. Absence of formal personnel departments, frailties of the existing personnel departments like inadequate training programmes, improper performance evaluation system, unscientific promotion system etc. hindered SLPEs from an optimum utilisation of its manpower. This affected worse productivity, profitability and overall performance of the SLPEs.

II Effectiveness of HRM System

1) Analysis of the employees’ opinion revealed that a good majority (70 percent) of the employees in the SLPEs do not have a precise knowledge about the expectations of the management from their work. This indicates the lapse on the part of the management in convincing the workforce about their requirements from them. If the workforce are acquainted with the needs of the management from their work, they can envisage and execute the performance required to fulfill the needs of the management.
2) Majority of the employees opined that their supervisors are not effective in conveying the targets fixed by the management to them. But supervisors feels that they are able to do so. Since employees are the appropriate persons to judge the performance of their supervisors their view can be taken for granted. If the supervisors could not effectively inform the workforce about the targets they need to attain, accomplishment of organisational goals will be impossible.

3) Many of the employees do not have a proper knowledge about their job and its scope. Inadequate knowledge about job contents will cause confusion among the workforce regarding the quantum and limit of their performance.

4) Employees in most of the SLPEs lacks adequate opportunities for best performance. This indicates the non-availability of adequate infrastructure and proper assistance from the management to the employees for producing best results. Best performance of the people is possible only when they are provided with best work atmosphere.

5) Employees are not satisfied with the present system of recognition and reward for good work done by them. Due reward and recognition are necessary to motivate people to work. It will stimulate the workforce for a maximum improvement in the quality of their performance.

6) Analysis of the care of management towards people indicates that managements of most of the SLPEs are less concerned about people employed. They do not get proper care and attention from their employers. This shows that SLPEs do not provide a right kind of care and attention towards its people required to lead them to the right direction. Caring the workforce means approach of the management towards them in imparting new skills and ideas to perform their jobs, providing them with the required facilities at the workplace to work, identifying and resolving their problems related with work and identifying their needs and its fulfillment for ensuring a best performance. But a scrutiny of these factors in the SLPEs divulged that they need a refurbishment of their approach towards the workforce.
7) Regarding the overall encouragement (encouragement received from all sides at the workplace) an employee is receiving at the workplace, shows that they have a mixed response in this regard. Only a moderate group of employees feel that there are some people to encourage them. This indicates that employees in SLPEs are not getting sufficient encouragement at the workplace for their growth and development. An employee needs right kind of backing and inducements from the superiors and colleagues for his progress in the career.

8) A deficient grievance hearing mechanism is persisting in most of the SLPEs. It is observed that collective grievances are handled by trade unions. But most of the SLPEs do not have a consultative agency or forum for the redressal of individual grievances. Currently an employee who is having any problem related with any issue at the workplace must report to his immediate supervisor. He then takes the necessary steps for resolving this problem. But mostly it takes a long time for the settlement of the problems. Further, it could not ensure an amicable settlement of the problems.

9) Employees’ suggestions are not considered by most of the SLPEs in management and decision making process. It is observed that SLPEs have not yet adopted proper suggestion system for encouraging suggestions from the employees. Currently, many organisations are establishing suggestion system for encouraging suggestions from its workforce, their processing and implementing the accepted suggestions. They also rewards for valuable suggestions for improving productivity, quality, profitability, reducing the rate of accidents, wastage etc.

10) Most of the SLPEs could not convince its people about the significance of their organisational goals. As a result, mission/purpose of most of the SLPEs failed to arouse a creative mood among the workforce towards its accomplishment.

11) Majority of the workforce in the SLPEs emphasised on their commitment in doing quality work. Employees revealed their willingness in making best
performance for the overall progress and prosperity of their organisations. Supervisors also admitted the commitment of the workers under their supervision in doing quality work. This shows that eventhough the workers are committed in doing quality work, SLPEs could not effectively utilise their potentials.

12) People get limited opportunities for learning and growing in the PSUs. This hinders them from improving their quality of performance. This indicates the deficiency of the prevalent training mechanism in the SLPEs. At present most of the SLPEs do not have adequate training programmes after the induction training. Moreover off the job training programmes are very rare in most of the SLPEs. It is observed that adequate education programmes are not prevailed in the SLPEs for imparting new skills and ideas among the workforce to improve their quality of performance.

13) Most of the workforce in the SLPEs are interested in learning new techniques and methods to improve the quality of their performance. This shows that eventhough they are interested in learning new techniques and methods to improve the quality of their performance, they are not getting sufficient opportunities for acquiring it.

14) SLPEs rarely considers the interest of the people before inducting them to a particular job. This reveals the unscientific allocation of work to the manpower in the SLPEs. It is observed that adequate interest tests, inorder to ascertain the interest of the workforce before the initial placement and before further induction, are not conducted by the SLPEs.

15) A large majority (70 percent) of workforce in the SLPEs are not feeling happy in their present jobs. There can be many reasons for this unhappy mind among them. A cheerful mind among people can be attained by understanding and resolving their discomforts at the workplace. But it is observed that managements of the SLPEs are not taking appropriate steps in this regard.
16) A harmonious worker-supervisor relationship is not existing in most of the SLPEs. This reveals that managements of the SLPEs are not taking serious efforts to monitor the type of worker - supervisor relationship prevailing in their organisations. Further, workers of the SLPEs maintain a fair relationship with their co-workers and supervisors enjoys a cordial relationship with their peers. It is ascertained that worker to worker relationship and supervisor to supervisor relationship are cordial in the SLPEs. But the essential relationship ie, worker-supervisor relationship is not effective. As a result, SLPEs could not lead its people in the desired direction.

17) SLPEs do not have a proper Recruitment & Selection Policy. The present system of R&S is not sufficient enough to absorb and maintain competent people in the organisation. It is observed that preposterous considerations such as caste, creed, religion etc. influences more on the R&S policy of the SLPEs than the competency of the people. Excessive political interferences also disturbs the R &S practices in the SLPEs.

18) A fair promotion and transfer policy is not prevailed in the SLPEs. At present substantial number of SLPEs considers seniority as the sole criterion for promotion, disregarding the ability and competency of the workforce. As a result, high performing and competent people are not getting enough chance for promotion. They are mostly sidelined or discarded at the time of promotion.

19) Most of the SLPEs do not have a scientific system for evaluating the performance of their workforce. A planned, coherent and creative system for evaluating the performance of the employees, is absent in many SLPEs. At present the methods followed by the SLPEs are outmoded and they are not sufficient enough to ensure a perfect monitoring of the performance of the employees. Currently, the evaluation is strictly based on a few brief confidential reports prepared and maintained by supervisors in the respective departments/sections. Further, follow up actions such as corrective steps, efforts to improve the quality of performance etc. are not properly executed.
20) A proper communication system is absent in most of the SLPEs. At present, downward type of communication is widely used by the SLPEs and they are mostly directive in nature. It is executed through circulars, telephone calls, fax messages and notices put up in the notice boards. Sometimes meetings of the employees will be organised to give them detailed explanation to them on significant job related matters. There is limited use of upward type of communication in the SLPEs. It is usually resorted when the supervisors want information to be fed upward to them inorder to know the progress of the work allocated and to determine the basis of fresh orders and directives. This prevents a free flow of upward communication in the SLPEs. As a result they could not encourage a participative system of management. Another major drawback of the prevalent communication system is that they strictly adheres to official channels only. This causes rigidity and procedural delays in effecting communication in these enterprises. Also it obstructs a free interaction between people in different levels of the organisation. It is also observed that lack of adequate training for improving the skills in communication disturbs the prevalent system of communication in the SLPEs.

21) Employees in most of the SLPEs are not satisfied with the prevalent system of wage payment and perks. A bilateral settlement of wages and other working conditions is followed by some SLPEs, especially manufacturing enterprises. But majority of the SLPEs do not considers opinions and suggestions of the workforce while fixing scale of pay and other allowances to them. This causes frustration among people in these enterprises.

22) Most SLPEs are lacking a systematic mechanism to motivate its workforce. Employee motivation is altogether ignored in these units. Even if some methods exists in few enterprises that too are not adequate. This worsely affects the performance of the people in the SLPEs.

23) Training programmes adopted by most of the SLPEs are not sufficient enough
in bringing out best results from the people employed. After the induction training, many PEs do not make a proper identification of further training needs of its workforce. Moreover training programmes on a regular basis are adopted by some SLPEs especially high profit manufacturing enterprises. This resulted in obsolescence of manpower in most SLPEs.

24) Managements of the SLPEs do not consult their employees in administrative matters. SLPEs do not have joint councils consisting of representatives from management and employees to deal with administrative problems and give suitable recommendations for consideration of the top management. Even though the Industrial disputes Act 1947 provides for compulsory formation of works committee in all the industrial units employing 100 or more workers, the system is not properly implemented by most SLPEs. At present, centralised management and decision making system exists in SLPEs.

25) A good majority (75 percent) of the employees in the SLPEs do not have sufficient power to discharge their duties. This is an inherent deficiency of the PSUs. The employees have to act within the barricade and stick on to rules and regulations while discharging their duties operational flexibility is very low in SLPEs compared to private sector. Timely decisions and timely actions are the two important aspects in business. But the workforce in the SLPEs are not having adequate powers for decision making and performance as per the business lines. This obstructs them from effectively discharging their duties.

26) A healthy line and staff relationship is not prevailed in most of the SLPEs. It is noticed that staff people who are able to provide valuable suggestions in their area of operations are mostly ignored by the line managers at the time of decision making. Another major reason for ineffective line and staff relationship is the authoritative attitude of the line managers towards staff people. Moreover lack of adequate authority for the staff people in discharging their duties also disturbs the line and staff relationship in the SLPEs.
27) Most of the SLPEs could not provide their workforce with the required infrastructure for effectively performing their duties. It is observed that employees in most SLPEs do not get adequate and timely supply of equipments and machinery, power, men etc. required for performing their jobs this interrupts them from doing their work in a proper manner.

28) Supervisory staff in the SLPEs could not make an effective interaction with the workers on job related matters. It is observed that workers are not getting proper and timely directives from their supervisors while performing their work. This causes lot of confusion among workers on matters related with their work. As a result they could not perform their work diligently.

Testing of Hypothesis 1: Data analysis revealed that there is no effective HRM system prevailing in the SLPEs. Therefore the hypothesis that “An effective HRM system is prevailed in the selected PSUs” is rejected. A size wise analysis of the effectiveness of HRM system revealed that small sized and medium sized SLPEs enjoy an effective HRM system compared to large sized SLPEs. The results of a comparative study between profitability and HRM effectiveness shows that HRM effectiveness is high in High Profit, Low in medium profit and very low in Low profit. So there exists a direct relationship between HRM effectiveness and profitability. Therefore inorder to increase the profitability of an organisation, the effectiveness of its HRM system needs to be accelerated.

Conclusion: In the present study, it has been proved that when size of the organisation (based on number of people employed) increases, effectiveness of HRM decreases. So there exists an inverse relationship between size of the organisations and HRM Effectiveness. In this study Small sized SLPEs enjoy an effective HRM System compared to Medium and Large sized SLPEs. This reveals that when the number of people in an organisation increases, the complexity in managing these peoples also increases. Hence two options are available before the management to resolve this problem. (a) Absorb people
within the capacity of their HRM System and (b) Improve the capacity of their HRM System at the required level with every increase in the manpower.

- Here it has been identified that, HRM Effectiveness is high in High profit, Low in Medium profit and very low in Low profit SLPEs. So there exists a direct relationship between HRM Effectiveness and Profitability. Therefore inorder to increase the profitability of an organisation, the effectiveness of its HRM System needs to be accelerated.

An effective HRM System is the result of best HR practices. Unfortunately the prevalent HR practices in the SLPEs are not up to the standards. They are now outmoded and feeble to face the challenges posed by the new era of globalisation and liberalisation. It needs to undergo drastic changes touching the entire phase of its dimensions. The SLPEs must adapt to the innovative HRM techniques to improve its effectiveness for the overall growth and development.

III. Job Satisfaction

1) A fair compensation package is not prevailed in the SLPEs. A good majority (78 percent) of the workforce are not satisfied with the existing remmuneration system. It is observed that a bilateral way of settlement of wages and other working conditions is followed by some SLPEs. But opinions and suggestions of the employees are not properly considered by most SLPEs while fixing scale of pay and other allowances to them. This dissatisfies people in these organisations.

2) SLPEs do not have a judicious combination of salary components. It is noticed that many SLPEs provide many allowances and perquisites to its workforce besides basic salary. But this is conspicuously absent in many cases.

3) A good majority (78 percent) of the workforce in the PSUs are not satisfied with the Bonus scheme prevailed in their organisations. It is noticed that the prevalent bonus schemes in most of the SLPEs are formulated just to fulfill
legal obligations. It could not provide any additional benefits to the employees based on productivity and capacity utilisation. Moreover insufficiency of profits in many SLPEs resulted in an irregular distribution of bonus to the workforce.

4) Many SLPEs do not make a timely revision of the salary. It is noticed that a bilateral settlement of wage fixation is adopted by few SLPEs. Usually, Government broadly regulates the pay scales and fringe benefits of the workforce in most SLPEs. In this mode of wage fixation, eventhough, the Government is bound to revise the pay scales and benefits after a stipulated period, it could not do so in many situations. Undue delay in effecting salary revision worsely affects the Job Satisfaction of the workforce in most of the SLPEs.

5) Many SLPEs follow an improper revision of salary without making a suitable analysis of the required factors. Mutual settlement system of salary arrived on the basis of bilateral agreement between employees and management are adopted by some SLPEs. Employees in most of the SLPEs have the persuasion that their organisation do not consider their special requirements before making the salary revision.

6) The prevalent welfare benefits provided by the SLPEs are not satisfactory to its workforce. It is observed that employees in SLPEs having a bilateral settlement of pay scale and benefits enjoys better welfare benefits compared to others. In the case of SLPEs where pay scales and other benefits are fixed by the Government, the special requirements of the workforce related with pay and perks are not properly taken into account.

7) The prevalent promotion policy of the SLPEs dissatisfies majority of the workforce. It primarily considers seniority than any other qualities of an employee. Substantial number of SLPEs follow seniority as the sole criterion for promotion disregarding ability, competency and aptitude of the people.
8) Promotion opportunities in the SLPEs are scanty. Majority of the employees feels that they are not getting sufficient opportunities for growth. It is noticed that in medium and small sized SLPEs promotion opportunities are low compared to large. In these type of organisations, employees need to remain in a particular job for a long period of time and even retire from the initial job itself.

9) The prevalent work hours in the SLPEs dissatisfies most of the employees. It is observed that in manufacturing enterprises mostly there exists 3 kinds of shift for the factory workers, each covering 8 hrs of work. The General shift which is applicable to the Administrative section starts from 9 am to 5 pm. In the case of enterprises which are having bilateral agreement between employees and management considers the interests of the employees while fixing the hours of workshift. But in other cases interest of the employees are not properly considered. This causes frustration among the workforce.

10) A large majority (77 percent) of the employees are not satisfied with leave days alloted to them. They are of the feeling that they are not provided with sufficient days of leave. In many SLPEs leave days are not arrived on the basis of mutual understanding between the employees and management. As a result employees need to satisfy with the days of leave alloted to them by the management.

11) A good majority (78 percent) of the employees in the SLPEs are now highly concerned about their security in the present job. This is mainly because of the privatisation policy adopted by the Central Government as a result of the new economic policy. Even though the State Government has not yet adopted this policy, they fear that in the near future the State Government will also be forced to do so. Other reasons such as poor financial performance of most of the SLPEs, competition from the private sector, political and social factors also agitates the minds of the employees.
12) A good majority of the workforce in the SLPEs revealed their dissatisfaction with regard to medical, canteen, sanitation and recreation facilities in their enterprises. It is observed that high profit SLPEs offer standardised fringe benefits to its workforce as compared to medium and low profit. Some large sized high profit SLPEs like KMML, KSEB etc. maintain their own hospital facility to offer free medical aid to their employees. But free medical aid to their employees. But people in many other SLPEs are only getting the medical benefits provided under the ESI Act. Likewise some SLPEs maintain a canteen facility to offer subsidised food to its workforce. But many others are not having this facility.

13) A large majority of the employees in the SLPEs are not satisfied with the present type financial assistance offered to them by the management. It is noticed that some SLPEs especially high and medium profit organisations offer loans at concessional rate of interest to its workforce. This includes housing loan, vehicle loan etc. But many other SLPEs are not providing this type of financial assistance to its workforce.

14) A cordial superior-subordinate relationship is absent in most of the SLPEs. This reveals that managements of the SLPEs are not taking serious efforts monitor the type of superior-subordinate relationship existing in their organisations.

15) The prevalent workload of most of the SLPEs causes frustration among the employees. Since the work hours and work load in most of the SLPEs are fixed by their managements unilaterally the interests and convenience of the people are not properly taken into account.

16) Participative system of management is not adopted by most of the SLPEs. It is noticed that a centralised management and decision making system exists in SLPEs. They do not have joint councils consisting of representatives from management an employees to deal with administrative problems and give
recommendations for consideration of the management. As a result, the employees are clearly unaware about specific problems and issues related with their organisations. Lack of awareness among the employees about company affairs obstructs the possibility of team work in the SLPEs.

17) A congenial work environment is not prevailed in most of the SLPEs. It is observed that SLPEs are characterised by poor work environment. This is due to lack of adequate planning and long term perspective, inefficiency of the management in leading people to the right direction, inadequate system of reward and punishment, excessive control by the Government, political interferences in management and decision making process, excessive trade unionism etc.

18) It is ascertained that a healthy worker co-worker and supervisor-peer relationship exists in the SLPEs. But unfortunately the most required relationship i.e., worker -supervisor relationship is not effective. As a result SLPES could not lead its people in the desired direction.

19) Most of the SLPEs are lacking a fair transfer policy for adopting judicious transfers of its workforce. Substantial number of SLPEs mostly resort transfers not as a part of career development plan. Usually they transfer employees from one department where labour requirements are high, without making any changes in the position of their jobs. Another type of transfer they follow is shift transfers. In this an employee transferred from one shift to another on the same type of work. It is observed that likes and dislikes of the people, suitability to the posts etc. are not properly considered before effecting transfers. It is made at the discretion of the management.

20) A scientific Performance Appraisal System is absent in the SLPEs. Most of the SLPEs are following outmoded techniques for the evaluation of the performance of its workforce. It is noticed that at present performance evaluation in many SLPEs is limited to some brief confidential reports covering only the work output are prepared and maintained by supervisors in the
respective departments/sections. Follow up actions such as corrective steps efforts to improve the quality of performance of the workforce etc. are not properly executed.

21) The prevalent insurance benefits offered by the SLPEs to its employees are not satisfactory. The inadequacy in these benefits dissatisfies the people in most of the enterprises. It is noted that currently many SLPEs are offering insurance benefits just to comply with the provisions of the ESI Act. It provides for certain benefits to employees in case of sickness, maternity employment injury etc. But some high profit manufacturing enterprises belonging to the large and medium sized categories are offering additional insurance protection to its workforce. This includes group insurance scheme, where the organisation contributes a specified percentage of an employee’s salary to LIC.

22) It is ascertained that the retirement benefits provided by the SLPEs are not sufficient enough for the employees to lead a secured life after their retirement. This is due to the reason that the Government regulates the retirement benefits in many SLPEs along with scale of pay and other benefits. Since it is inconsistent with the autonomy of the SLPEs, special requirements of the people in this regard are not properly considered.

23) A good majority (77 percent) of the employees in the SLPEs feels that the management do not maintains a favourable attitude towards them. It is noticed that many SLPEs are not providing proper attention to the job related needs of its workforce, such as knowing their interest before induction, identification of training needs, identification of the infrastructures required in performing their job, understanding the causes of their satisfaction and dissatisfaction at the work place etc.

24) A deficient communication system is existing in most of the SLPEs. At present a downward type of communication is widely used in the SLPEs. It is directive in nature. It do not consider suggestions and opinions of the workforce in
administrative matters. Another major drawback of the prevalent communication system is that it strictly adheres to official channels only.

**Testing of Hypothesis 2:** Data analysis revealed that the level of job satisfaction among the workers and supervisors in the SLPEs is very low. Therefore the hypothesis that “The Workers and Supervisors in PSUs are satisfied with the existing job conditions” is rejected.

- A comparative study between workers and supervisors with regard to their job satisfaction shows that compared to workers supervisors enjoy more job satisfaction.

- A comparative study between the job satisfaction levels of the male and female employees reveals that male employees are more satisfied than female employees.

- The job satisfaction level of unmarried employees are more than married employees.

- Employees having longer period of services are more satisfied than employees having lesser period of service. This is due to the reason that being in a particular job for a considerable period of time, one acquires sufficient skill, knowledge and experience to perform it in a systematic manner. Usually people having longer service periods enjoys more confidence and courage to tackle any intricacies related with their jobs compared to people having lesser period of service. But it is also identified that the satisfaction level of employees with more service declines after a particular period. This may be due to ‘monotony of work’ experienced by these people.

- As per the reported results on job satisfaction and size, (based on manpower) it has been identified that workforce feel more satisfied in Medium sized work environment, compared to Large and Small. This shows that there exists some kind of relationship between number of people in an organisations and their job satisfaction level.
The results of the comparative study between job satisfaction and profitability, shows that job satisfaction is more (compared to Medium and Low) in High profit SLPEs, low in Medium profit and very low in Low profit SLPEs. This indicates a direct relationship between job satisfaction and profitability.

**Conclusion**: Job satisfaction level among the workforce in the SLPEs is very low. Since it is a crucial factor in deciding the profitability and overall performance of an organisation, the leaders of the SLPEs need to take serious efforts to improve the satisfaction level of their workforce. By doing so productivity of the existing workforce can be accelerated and better results can be achieved thereby ensuring an optimum utilisation of the people employed.

**IV Employer-Employee Relations**

1) Most of the SLPEs do not have a fair system for maintaining discipline in the organisation. It is noticed that a joint effort between trade unions and management is absent in many of the SLPEs inorder to maintain discipline at the workplace. Only few SLPEs constituted joint committees containing representatives from the employees and management inorder to contribute materially to discipline and productivity within their organisations.

2) A systematic grievance hearing system and dispute clearing system is absent in most of the SLPEs. As a result these enterprises could not make a fair redressal of the grievances of their employees. Most of the SLPEs do not have specially designed Forum for redressal of grievances of the workforce. At present an employee who is having any problem related with any issue at the workplace must report it to his immediate supervisor. He then takes the necessary stops for resolving this problem. A major drawback of this system, is that it takes a long time in settlement of the grievances. Further it could not ensure are amicable settlement of the labour problems.
3) The existing communication and information sharing mechanism in the SLPEs are unable to ensure a smooth flow of informations in the enterprises. SLPEs mostly follow a downwards system of communication. It is directive in nature. As a result it could not encourage a participative system of management and decision making. Upward type communications are resorted only when the superiors want informations related with allotted work in order to determine fresh orders and directives to the subordinates. A major deficiency of the prevalent communication system is that it is not flexible in nature. It strictly adheres to official channels only. This causes rigidity and procedural delays in effecting communication.

4) Attitude of the managements of the SLPEs towards its people are not favourable. It is noticed that many SLPEs are not providing proper attention to the job related needs of the workforce such as knowing of their interest in doing a particular job before induction, identification of training needs, understanding the cause of their satisfaction and dissatisfaction at the workplace, identification of the infrastructure required in performing their jobs etc.

5) A satisfactory wage payment and remuneration system is not prevailed in most of the SLPEs. A bilateral settlement of wages and other working conditions is followed by some SLPEs. But opinions, suggestions and special requirements of the employees are not properly considered by most SLPEs while fixing scale of pay and other allowances to them.

6) The existing working conditions in the SLPEs are not satisfactory. They are not adequate enough to reduce rate of accidents, illness, fatigue etc. of the employees while at work. It is observed that a comprehensive safety rules and regulations are not prevailed in most SLPEs especially in manufacturing enterprises. As a result they could not keep their accident rate at the minimum level. The use of outmoded technology in production and lack of adequate facilities at the workplace such as cleanliness lighting drinking water, sanitaiions,
rest rooms, causes more fatigue and increased rate of illness among the workforce.

7) Satisfactory welfare facilities are not prevailed in most of the SLPEs. They are not sufficient enough to generate a strong relationship between the management and the workforce. It is noticed that SLPEs having a bilateral settlement for fixing pay scales and benefits provides better welfare benefits and facilities compared to others. In the case of SLPEs where pay scales and other benefits are fixed by the Government the special requirements of the workforce are not properly taken into account.

8) Most of the SLPEs do not enjoy a fair superior-subordinate relationship. This shows the absence of a team work among the management and employees in most SLPEs, for the accomplishment of organisational goals.

9) The existing level of work load in the SLPEs causes frustration among most of the employees. Since the work hours and work load in most of SLPEs are regulated by their managements unilaterally the interests and convenience of the people are not properly taken into account.

10) A satisfactory distribution of gains of productivity is not prevailed in most of the SLPEs. The prevalent scheme in the SLPEs for distribution of gains of productivity is not sufficient enough to enhance their commitment towards the organisation. It is noted that SLPEs have not evolved a scientific approach for the distribution of gains on the basis of productivity and capacity utilisation. At present most of the SLPEs are established a Bonus scheme just to fulfill its legal obligations. It provides for payment of bonus to all employees at a specified rate irrespective of whether there are profits in the accounting year or not. It does not considers productivity and capacity utilisation by the workforce.

11) Participative system of management and decision making is not adopted by the SLPEs. A centralised management and decision making system exists in SLPEs they do not have joint councils consisting of representatives from management
and employees to deal with administrative problems and give recommendations for consideration of the management.

12) The prevalent system for training and education in the SLPEs are not sufficient enough to improve the competency and skill of the workforce. After the induction training, training programmes on a regular basis are adopted by some SLPEs, especially high profit manufacturing enterprises. Inadequate training programmes obstructs the employees from improving their skills and competence which resulted in obsolescence of manpower in most of the SLPEs.

13) Style and functioning of the HR Departments in the SLPEs are not satisfactory. A sophisticated HRM system is not adopted by most of the SLPEs. Out of the 36 selected SLPEs, only 10 enterprises are maintaining a formal personnel department to manage its personnel affairs. But the existing personnel departments were not properly designed to confront with the complexities in managing the workforce. Moreover, they treat people as 'Simple Workers' and views HRM pracices as a 'usual business'.

14) Most of the SLPEs do not have a sensible HR policy. The prevalent policies related with HR are not sufficient enough to promote satisfactory industrial relations. Since policy formulation in the SLPEs are influenced by Government regulations and political interventions, they could not frame their policies completely on the basis of organisational interests. This is applicable in the case of HR policy matters also.

15) Managements of the SLPEs do not force for a fair settlement of labour problems. It is noticed that most SLPEs are not having; (a) an elaborate consultative machinery consisting of representatives from recognised trade unions and management for conducting systematic negotiations for an amicable settlement of all labour problems and (b) an Industrial Relations Body consisting of top executives of the enterprises and leaders of the recognised trade unions for taking final decisions on all industrial relations matters.
Testing of Hypothesis 3: Data analysis revealed that a cordial employer-employee relationship is not prevailed in most of the SLPEs. Therefore the hypothesis that "A fair employer-employee relationship is existing in the selected PSUs" is rejected.

- A comparative study between size of the organisation (on the basis of manpower) and employer-employee relations revealed that size of the organisation affects the relationship between employer and employees. It has been identified that employer-employee relation is better in small sized SLPEs compared to medium and large.

- While comparing the influence of profitability on employer-employee relation, it has been ascertained that employer-employee relation is better in High profit SLEPs compared to Medium and Low. This shows that employer-employee relation has an impact on the profitability of an organisation. The present study indicates a direct relationship between profitability and employer-employee relation. Thus it can be concluded that a better employer-employee relation also contributes to the better profitability of an organisation.

V Impact of Trade Unionism on the work environment of the SLPEs.

1) Majority of the employees in the SLPEs are confident on the capability of existing trade unions in presenting their needs before the management. Trade unions activities are very strong in the SLPEs. It is noticed that the new economic policy of the Government characterised by globalisation and privatisation brought the employees more closer to trade unions and trade union activities. Number of employee outfits political and non political and having different ideological backgrounds are functioning in the SLPEs.

2) Most of the workforce in the SLPEs are satisfied with the working and functioning of trade unions existing in their organisations. This reveals the loyalty of the workforce towards trade unions functioning in their organisations.
3) Political interests of trade unions affect the interests of the workforce. Even though employees expressed their satisfaction on the style of functioning of trade unions in their enterprises, most of them have objections with regard to the political interests of trade unions which hinders them from effectively safeguarding the interests of the workforce. It is observed that many trade unions in the SLPEs are promoted by major political parties and they are functioning as subordinate outfits of these political parties.

4) Multiplicity of trade unions in the SLPEs resulted in inter union conflicts rather than the welfare of the employees. It is observed that every state owned PE is having multiple trade unions functioning at its workplace. Political and ideological differences between these unions mostly results in inter union rivalries and conflicts. As a result they could not provide due attention to the problems faced by the employees.

5) Analysis of the employees' opinion divulged that they like the existence of a single trade union which is totally free from politics in their organisations. This shows that employees are fully aware of the pitfalls of multi unionism.

6) A good trade union-management relationship does not exist in most of the SLPEs. It is noticed that absence of an Industrial Relations Body and the existence of multiunionism in the SLPEs worsely affected their trade union management relationship.

7) Most of the SLPE managements do not maintains a favourable attitude towards trade unions. It is noticed that SLPEs do not have a systematic mechanism to maintain a smooth rapport between management and trade unions. They are also lacking a proper system for bilateral bargaining and redressal of grievances of employees. It is also noticed that SLPEs are not adopted joint committees of recognised trade unions and management for promoting employee participation at various levels of management and decision making process. All these factors
pin points the ailments of the prevalent attitude of the SLPE managements towards trade unions.

**Testing of Hypothesis 4**: Data analysis on trade unionism revealed that it affects worsely on work environment of the SLPEs. Therefore hypothesis that “Trade Unionism does not make a negative impact on the work environment of the PSUs” is rejected.

- The results of the analysis on trade unionism and size of the organisation reveals that there is not much difference between trade union activities in Medium and Large sized enterprises. This result shows the intensity of trade union activities in the SLPEs. But compared to Medium and Large enterprises, the trade union activities in Small sized SLPEs are not so intense.

- While comparing trade unionism and profitability, it has been identified that profitability is better in those organisations where trade unionism is feeble. The intensity of trade unionism is low in High profit SLPEs and it is high in Low profit SLPEs. Thus it can be concluded that trade unionism has an impact on profitability. The relationship is somewhat inverse in nature. When the intensity of trade unionism is high in an organisation it can reduce the profit making capacity of that organisation. When it is less, it can contribute to better profitability.

VI Test of Herzberg’s Two Factor Theory

- The maintenance factors proposed by Herzberg, i.e., company policy and administration, technical supervision, inter-personal relationship with supervisors, inter-personal relationship with peers, inter-personal relationship with subordinates, salary, job security, personal life, working conditions and status have impact on the job satisfaction. The job satisfaction increases with the positive response to these ten variables and attains a steady state for the neutral and good levels of job satisfaction and then it increases for the excellent level of job satisfaction.
The motivational factors proposed by Herzberg, i.e., achievement from the job, recognition, advancement, work, possibility of growth and responsibility have a positive relationship with the job satisfaction. Job satisfaction increases with an increase in the object scores.

**Testing of hypothesis 5:** In the case of first type of factors, i.e., maintenance factors, the theory tells that these factors are necessary to maintain a reasonable level of satisfaction among the workforce. Any increase of these factors will not provide any satisfaction to them. But the result obtained by the researcher in this context shows that the level of job satisfaction moves in the upward direction with an increase in the object scores. The test results of second type of factors i.e., motivational factors are same as per the theory. The level of job satisfaction increases with an increase in these factors. So the hypothesis that “The relationship pattern of motivational factors and hygiene factors on job satisfaction explained by Herzberg persists in the public sector environment of Kerala” is rejected. It can be concluded that a clear segregation of various job related factors into maintenance and motivational with regard to their influence on job satisfaction is a complex task. Job satisfaction is influenced by all the job related factors even though, their degree of influence on job satisfaction varies.

**VII Test of Maslow's Need Hierarchy Theory**

As per the test results obtained on Maslow’s Need Hierarchy Theory, the order of needs ranked by the employees in the SLPEs in Kerala are quoted below;

1. Salary and monetary benefits
2. Job Security
3. Promotion
4. Recognition for good work done
(5) Better human relations

(6) More power and leadership

(7) Decision making

Here employees ranked salary and job security in the same order as suggested by Maslow. After this, they gave more emphasis to promotion and growth opportunities instead of better human relations. Recognition for good work done and better human relations got the 4th and 5th rank respectively. After this people are interested in achieving more power and leadership and finally they want decision making authority. The change in the order of needs occurred with regard to 3rd, 5th 6th and 7th ranks. Here the 3rd rank became 5th, 5th became 7th, 6th became 3rd and 7th became 6th. After salary and monetary benefits job security was given the next priority by the employees. This indicates the insecurity feeling among the workforce in the present job. This is because of drastic changes happening in the public sector as a result of the new economy policy.

**Testing of Hypothesis 6:** Data analysis on need priorities of the employees in the SLPEs revealed that it differs from the order of needs suggested by Maslow. Therefore the hypothesis that “There is no discrepancy in the need priorities of the employees in the selected PSUs from the order of needs explain by Maslow” is rejected.
SECTION B

Suggestions

In pursuance of the findings, below mentioned are some of the suggestions for refurbishing the existing system of HRM in the selected PSUs.

1) Revamp the role of Government

Since SLPEs are controlled by the Government, all dimensions of its managements including HR related issues are influenced by its regulations. So a thorough revival of its approach towards SLPEs is highly essential to tackle the challenges posed by globalisation and liberalisation. At present many power centres are exerting control over SLPEs. They are the Ministry, Bureaucracy of the Dept, State Legislature, BPE etc. This multi control system must be avoided and managements of the SLPEs must be given more autonomy and powers to lead these enterprises in pursuit of its organisational interests.

2) Restructure the existing HR Depts

SLPEs which are having an HR Department are suggested to make an immediate ie, engineering of their HRM system and refinement of their HR practices of face the threats posed by the new economic policy.

- SLPEs which are currently not having HR departments, are suggested to take serious efforts for establishing sophisticated HR departments having a professionalised approach in their organisations to ensure an effective utilisation of the people employed.

3) Evolve appropriate techniques of manpower planning

In order to prevent the accumulation of excessive manpower, SLPEs must adopt a systematic manpower planning covering the current and future manpower needs of the organisation. For this;
(a) Proper HR inventory records must be maintained to compare what exists in stock with what can be expected in stock at future dates. This would indicate the possible shortfalls in terms of organisational expansion requirements.

(b) Systematic HR planning techniques must be adopted to evaluate shortfalls in manpower due to retirement, transfer etc.

4) Ensure a judicious selection procedure

Selection process must be preceded by appropriate job analysis and man specification. Selection should be strictly based on quality and merit of the potential employees than any other considerations. Political interferences in the selection process must be avoided for selecting the best candidates. It can be reduced to a great extend by hiring the services of professionalised agencies for recruitment & selection to the posts outside the purview of the P.S.C.

5) Adopt a systematic Induction Process

Interest of the employees must be properly considered before inducting them to a particular job. For this suitable interest tests must be conducted before induction. At present a new technique called job sculpting was developed by the management experts to match people to jobs that allow their deeply embedded life interests to be expressed. Whatever be the method followed for induction, it should ensure that right jobs are allocated to right people.

6) Refine the existing training programmes

The existing training programmes must be extended beyond the induction training. Employees must be given right kind of training at right intervals sufficient enough to improve their skills and efficiency. It is also suggested to carry out a systematic study for identifying the needs for training before implementing the training programmes. This will help to assess the existing status of the knowledge and skills of the employees.
7) Introduce new methods of training

In the changed work environment, outmoded training methods must be replaced by the new methods. At present many new methods are available for training the people. For eg:- sensitivity training, management games, transactional analysis, mentoring etc. Among this, mentoring is the latest training method. In mentoring processes, a more experienced, competent and senior person in the superior position acts as a role model, trustee, tutor, coach etc. to his subordinates for developing their skills and efficiency. This concept has its origin from apprenticeship training. From the new techniques of training appropriate one is to be selected by considering the training objectives of the organisation. The selected method must be one that is capable enough to avoid obsolescence in the people employed.

8) Refurbish the existing Performance evaluation system

The prevalent performance appraisal system must be rejuvenated to get valuable information on the effectiveness of the recruitment, selection, motivation and compensation practices of the organisation. It should categorically reveal the present state of efficiency of a worker inorder to establish the actual need for training. The confidential report maintained by the SLPEs to evaluate the performance of its workforce must be framed in a wider perspective to rate the overall features and performance of an employee at the workplace. It must consider his job knowledge, leadership, personality, work output, Communication ability, organising ability, creativity, personal contacts etc. Further, separate confidential reports must be introduced for covering different categories of employees.

9) Evolve a scrupulous Promotion Policy

Inorder to promote people from lower positions to higher positions in a systematic manner, merit -cum-seniority based promotion policy must be formulated. Under this promotability is decided on the basis of past performance records as well as potential of the candidates determined on the basis of his age, service, educational
qualification, technical qualification, job knowledge, intelligence, emotional balance etc.

10) **Implement a bilateral bargaining system.**

A bilateral settlement of wage, allowances and fringe benefits must be made in the SLPEs inorder to consider special requirements of the workforce. This will help to maintain harmonious relations between employees and management and ensures uninterrupted production and increased productivity.

11) **Establish a Forum for redressal of grievances**

A body containing top officials of the management and representatives of the recognised trade unions must be established for ensuring speedy redressal of individual and collective grievances. This machinery can be structured with a broader outlook to advise the management on steps for improving productivity, welfare of the people employed, working conditions and maintaining discipline and industrial peace at the workplace.

12) **Adopt a Perfect Communication system.**

An exhaustive communication process, which utilises all channels of communication and with maximum flexibility in its operations must be established to generate a friendly and co-operative work atmosphere in the organisation. This type of communication is not unilateral and hence it gives due consideration and recognition to upward communication which will promote a participative style of management and decision making. Further, to maintain a smooth flow of communication within the organisation, adequate training facilities must be provided to the work force, to improve their skills in effective speaking, listening and report writing. In addition to this, in this new world of information technology, SLPEs must take serious efforts to introduce office automation system, internet, corporate intranets, data warehouses and wide area data bases etc. as per its needs for ensuring a systematic communication process.
13) Develop an appropriate scheme to motivate people

Suitable motivation package must be designed and implemented to increase productivity and overall effectiveness of the SLPEs. A scheme of motivation should be designed after conducting a systematic study on the needs, emotions, attitudes etc. of the employees. The success of this motivation scheme highly depends on the effectiveness of the techniques used to ascertain the job related needs and aspirations of the workforce.

14) Always try to retain a cordial Superior - subordinate relationship

A systematic monitoring mechanism must be established in the SLPEs to observe the type of relationship exists between superiors and subordinates. Attitude of the superiors who are delegating work to the subordinates influences their performance on the work delegated. Therefore serious efforts must be taken to maintain a creative superior-subordinate relationship.

15) Encourage Employee Participation in management and decision making

A scheme for promoting participative system of management and decision making in the SLPEs must be introduced to create an awareness among the employees about the administrative matters of the organisation. This will help to establish a friendly work atmosphere in the SLPEs and team working mind among the employees. Further, it reduces complaints and grievances of the workforce. The scheme of EPM can be implemented by forming joint councils and work committees containing representatives of the management and employees to advise management on all administrative matters.

16) Establish an Industrial Relations Body

In order to avoid unnecessary work stoppages, strikes, lock outs, slogan shouting etc. and to maintain a peaceful work environment in SLPEs, monitoring body containing top executives and representatives of trade unions must be established. This body can act as a platform for deliberations between management and trade unions on an ongoing
basis through its meetings at regular intervals. It can also act as an intermediary between management and trade unions at the time of labour unrest and can resolve it amicably through creative negotiations without wasting a single day of work. Further, this will help the SLPEs to maintain a cordial trade union - management relationship.

17) Implement a proper scheme for sharing gains of productivity

By providing a satisfactory portion of the profit earned to the employees on the basis of their productivity and capacity utilisation, wastages in the SLPEs can be reduced to greater extend. When the distribution of profits is on the basis on productivity and capacity utilisation, people will try hard to achieve maximum results.

For Further Study: The present study made an overall review of the HRM Practices in the selected PSUs in Kerala. Hence the researcher could not make an indepth analysis of the various factors affecting the different HRM Functions. So separate studies can be conducted on the different dimensions of the HRM Practices in the PSUs in Kerala, such as, Recruitment & Selection, Training & Development, Performance Appraisal etc. Also the researcher felt the need for a comparative study on the HRM Practices in the Public Sector and Private Sector Enterprises.