CHAPTER - VIII

SUMMARY, CONCLUSIONS AND SUGGESTIONS
Human resource is a vital resource for allround
development of the nation attracted the attention of
economists, planners, business administrators, sociologist
and social workers etc. Lack of human resources of right
quality is largely responsible for the backwardness of the
other rich countries. The key elements in this process is
that the values, attitudes, general organisation and quality
of the people of a country determine its economic
development. Human resources are to be developed nurtured
and properly organised in order to bring about prosperity to
any country. It should be noted that development is the
reflection of the quality and potential of the human force. Among the various factors of production human resource is the critical and crucial factor.

It is true that productivity is associated markedly with the nature of human resources and their total environment consisting of inter-related, inter-dependent and interacting economic and non-economic factors. The human resources also become important from cultural and social points of view. Cultural values and social system immensely influence human behaviour in work setting and provide a distinct value to them as compared to physical resources.

Quality of work life is the work-culture that serves as the cornerstone. Hence, work-culture of an organisation should be recognised and improved for providing quality of work life for any organisation. Quality of work life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organisational and interpersonal relationships and its intrinsic meaning in a persons life.
Quality of work life is both an end and a means. It is an end in self because it is a highly significant component in the quality of life in general and it is a means by which employees can acquire civic competence and skills. Quality of work life is a way of thinking about people, work, and organisations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organisational effectiveness and (2) the idea of participation in organisational problem solving and decision making. QWL also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. They also require the opportunity for personal growth in the jobs they do.

Quality of work life is the degree to which members of a work organisation are able to satisfy important personal needs through their experiences in the organisation. The essence of QWL is the opportunity for employees at all levels in an organisation to have substantial influence over their work-environment by participating in making of decisions related to their work and their by enhancing their self esteem and satisfaction of their work.
QWL calls for partnership between managerial people and representative chosen from the non-managerial levels for planning, developing and implementing agreed-upon programmes. The major task in developing a viable QWL process is to create a climate that promotes employees job satisfaction. The focus is not on improved productivity or reduced labour costs, but on the creation of an atmosphere in which workers can take part in making decisions on matters that effect them and do this in such a way that expands their opportunities for job satisfaction.

QWL is a concern not only to improve life at work, but also life outside work. Afterall, the two cannot be linked. One notices from the chart (No.1). The widely divergent views of quality of work life varying from global view of the role of work in one's life to as narrow concern as job content.

For a developing country, the issues relating to the QWL are important ones because industrialisation has brought in with it the problem of change and adaptation to new ways of working and living. Major restructuring of job tasks was
made in order to motivate the employees to work as a team. More decision making power was delegated to the workers vis-a-vis their jobs as well as the overall running of the plant generally. This resulted in increased commitment and morale.

In India, acute poverty, high unemployment, huge foreign debt, high disparity between the poor and the rich sections of the society etc., make some people doubt the relevance of the concept. Indian industrial sector (including the public sector) it is definitely possible to react fast to the workers ideas on work improvements and related matters. QWL programmes do not seem to take off unless unions force the management.

In our country, the working conditions at work premises are not conducive for healthy and challenging nature of work. The wages are very poor; the treatment of the management woefully lacking in the understanding human values and rights. On the other hand, the personnel in the executive cadre also feel frustrated because of alienation
over their conditions of employment interpersonal conflicts, role conflicts, job pressures, lack of freedom in work, absence of challenging work etc.

Employees are also experiencing alienation which may result from poor design of socio-technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, boredom, lack of ego involvement and lack of attachment to job. The workers are not satisfied at lower level with their work due to tight schedule of work, speed of machine, close supervision and less social interactions.

Frustration can also be due to absence of recognition tedious conditions, low self-esteem, occupational stress, work over load, monotony, fatigue, time pressures, lack of stability security etc. The privatization created many avenues for many unemployed people by reducing severity of the problem. Hence, it is absolutely necessary to improve the work environment leading to an improvement in the quality of work life of our country.

In industry, for understanding quality of life and quality of work life, the need for higher productivity also encourages greater automation, requiring better educated
workers who must understand machines and be alert to problems even before they develop. The QWL movement which draws 'attention to workers' need for meaningful and satisfying work and for participation in decisions that affect their work situation. Work is a major formative experience which can either promote or limit a man's growth in ways which affect the whole man; it shapes his life outside the job as well as within.

The workers are to be allowed to participate in decision at the job level, otherwise civic competence and skills by their workers may be affected in job involvement. The quality of work life become relevant in developing countries like India because "in a developing country, the quality of work life can become both ends and means. It is an end in itself; because it is a highly significant component in the quality of life - the goal of all development. It is a means because the experience of participation in the decision making at the work place and of progressive learning-help, workers acquire the civic competences and skills on which a country developing in the social democratic mode must rely".
The increase in QWL results in the increase in productivity. Improved QWL leads to improved performance. Performance means not only physical output but also the behaviour of the worker in helping his colleague in solving job-related problems, team spirit and accepting temporary unfavourable work conditions without complaint.

In India, textile industry is highly labour-oriented, having workers more than all other fields of industries, second, only after agriculture. The textile labour were also participated in the labour union movements in India. The textile workers are facing many problems like poor working conditions and these workers are prone to many diseases due to dust, microbial attacks etc.

Textile industry has been confronted by several other problems including environmental pollution, industrial sickness, in adequate climate to improve the skills and capacities etc. It is necessary to stratify the employees in textile units to achieve new standards through providing good quality of work life. Further, modernisation of these firms may be attempted to enhance production and improve the quality of textile products to withstand global competition.
From time immemorial, India was the only country in the World to produce cotton fabrics and also export them to other countries. The cotton textile industry assumed national importance by virtue of size, investment output and employment. This industry produces a wide range of fabrics, provide employment to 20 million people in the country. India is one of the largest textile producing countries in the World. The Indian textile industry plays a crucial role with over 1416 organised units, 32 million spindles, 1.7 million power looms, 4 million handlooms, large number of small, medium and large processing houses and approximately one lakh garment and hosiery units. It occupies a unique place in the economy of the country by virtue of its contribution to the industrial output, employment generation and foreign exchange earnings. This industry constitutes 20% industrial output with annual growth of 15% and 7.5% GDP. It is also the single largest contributor to India’s export earnings 32% foreign exchange earnings through merchandise.

The growth of spinning mills was more than 80% during 1984-95. On the other hand, the number of composite mills
shown a marginal decline from 281 to 268 between 1984 and 1995. This indicates the favourable trend towards the establishment of good number of spinning mills in textile sector. It is important to note that largest number of spinning mills were located in Tamilnadu. In fact 56% of the total spinning mills in the country are found in Tamilnadu. Andhra Pradesh accounted for second in number of spinning mills followed by Maharastra state.

The total assets of the spinning mills increased from 607.44 crores in 1989-90 to 1435.79 crores in 1993-94. During period, the assets of the spinning mills increased by more than double that of their value in 1989-90. Tamilnadu followed by Rajasthan had the highest value of spinning mill assets in 1989-90. One-third of the total assets of the spinning mills in the country were in Tamilnadu only. More than 50% of the total assets of the spinning mills were found in Tamilnadu and Rajasthan.

The assets of composite mills were the highest in Maharastra followed by Gujrat State. More than sixty% of the assets of composite mills are in Maharastra State. More
than two-thirds of the total assets of the composite mills are located in Maharastra and Gujarat States by 1989-90. Maharastra maintained its lead, accounting for more than half of the assets of the composite mills in 1993-94. The assets of composite mills increased by more than two times during 1989-94. This indicates the expansion of the existing composite mills rather than the establishment of new composite mills in our country.

The total turnover of spinning mills increased from 2065.04 crores in 1989-90 to 4093.71 crores in 1993-94. Thus the turnover of spinning mills improved by nearly twice during 1989-94. An average of the turnover of each spinning mill, in 1993-94, was 3.56 crores.

Turnover was highest in Tamilnadu, Rajasthan, Punjab and Andhra Pradesh respectively. Tamilnadu alone accounted for nearly one-third of the total turnover of the spinning mills in 1989-90. By 1993-94 the turnover of the spinning mills in Tamilnadu and Rajasthan increased two times accounting together for nearly half of the total turnover of
the spinning mills. The per-unit turnover of the spinning mills in Tamilnadu and Andhra Pradesh in 1993 are 2.37 crores and 5.41 crores in 1994.

The total turnover of composite mills in 1989-90 was 3675.63 crores and is increased to 5703.99 crores in 1993-94. During this period, the turnover increased by 55%. On an average per-unit turnover of each composite mill was 21.5 crores. The turnover of composite mills was in Maharastra, accounting for one-half of the total turnover the composite mills in India 1989-90. The production of cotton fluctuated between the years and increased from 1372 million Kgs. in 1989-90 to 1586 million Kgs. in 1994-95 showing an increase of 76 million Kgs. at an average of 25 million Kgs. a year.

The growth of production of non-cotton yarn was nearly 50% at an average of 5.1 million Kgs. per year during 1989-94. The total production spun-yarn varied from 1.65 million Kgs. in 1989-90 to 2090 million Kgs. in 1994-95.
The share of cotton cloth produced in mill sector ranged from 7 to 10% of the total cotton cloth produced. The cotton cloth produced in the mill sector shinked by one third of the total production during 1990-95. Cotton textile handloom fabrics export also showed a continuous raise and increasing by more than three times during 1990-96. There is the phenomenal increase in export of man-made fibre textiles. The share of ready made garments was 53% of the total export of textiles and that of the cotton textile fabrics exports was only 25% of the total textile exports. Thus, the major items of textile exports, from India, are readymade garments and cotton textile fabrics.

The share of exports of textiles in total exports has been increasing steadily from 24% in 1989-90 to 32% in 1994-95. In the current year, there is a steep fall in the share of textile exports in the total commodities by nearly one-third of its share in the preceding year. More than 80% of the spinning mills in our country are in the private sector. Nearly 43% of the composite mills are in the public sector and 57% are in private sector. In all, it is found
that 13% of the textile units are in public sector, 10% in cooperative sector and the remaining are in the private sector. It is found that private sector has been dominating the textile activity in our country.

Largest number of employees are working in the textile units of Maharashtra, Tamil Nadu and Gujarat respectively. On an average the workers employed in the textile units of Tamil Nadu, Maharashtra, Gujarat are 296, 1187 and 1367 respectively. The public sector units are providing employment to 22% of the total workers employed in the textile industry, on an average 723 people are working in each textile unit in the country.

The first weaving mill was established in 1921 in Anantapur district and the first composite mill went into production in 1923 in Hyderabad. Andhra Pradesh stands fourth, next to Tamil Nadu in the installation of spindles capacity in India. During the First Plan Period, there was substantial increase in cotton production from 2.9 million bales in 1950-51 to 4.0 million bales in 1955-56. Andhra Pradesh occupied eleventh position in India in respect of installed capacity of spindles and looms.
During the Second Plan Period there was an improvement in the installed capacity. The textile production declined in Second Five Year Plan over the First Five Year Plan. During the third plan period liberalised policy was followed for the expansion of the textile industry. As the result, the installed capacity has increased by 76% over the previous plan and looms capacity by 4 per cent. During the Fourth Plan, development programmes were envisaged for popularising irrigated cotton. The increase in production in 1974-75 compared to 1995-96 was 255 per cent. A record in production of 4.83 lakh bales was achieved in 1974-75 against the target of 2.85 lakh bales. The annual average cotton production increased to 5.9 lakh bales from that of 3.2 lakh bales of Fifth Plan. The productivity also increased from 156 Kgs per hectare in 1975-76 to 362 in 1985-86. This may be compared well with all India average of 144 Kgs. per hectare. The increase in production and productivity is due to expansion of irrigated facilities.

There are 87 textile mills in the State of which 70 were in the Private Sector management National Textile
Corporation owned six mills and the remaining 11 are in the cooperative sector. All these mills employed 38,407 employees. The value of turnover increased at an annual rate of Rs. 56 crores, during the period of 1989-94 the total turnover of the spinning mills in Andhra Pradesh was Rs. 1560.14 crores at an average of Rs. 312 crores a year. During the period a total of 41.07 crore Kgs. of cotton yarn was produced at an average of 8.21 crores Kgs. a year. The production of blended yarn increased continuously during the period from 9794 thousand Kgs. to 18834 thousand Kgs. in 1994-95. Its production increased by twice annual average of 47836 thousand Kgs. a year. The production of cotton cloth was high till 1991-92 and declined very sharply afterwards.

The total cloth production showed continuous decline during the period and the decline was very significant after 1992-93. All this indicates a continuous decline and disappearance of cotton cloth production in Andhra Pradesh. In 1985, there were 13 mills with an investment of Rs. 29.4 crores and employment of 8483 persons in the Coastal Andhra consisting of 9 districts. Against this, Rayalaseema
region, consisting of 4 districts, had 20 mills with the investment of Rs. 74.32 crores and employment of 14065 persons. The region of Telengana with 10 districts had 19 mills with the investment of Rs. 60.06 crores and employment of 18415 persons.

From the point of employment, the percentages were 21, 34 and 45 for the coastal, Rayalaseema and Telengana regions respectively. This reveals that Rayalaseema and Telengana regions declared as backward are having large number of mills and with more investment and employment when compared to the forward region viz., the coastal both in absolute and percentage terms.

There is concentration of cotton textile industry in backward region of Andhra Pradesh Rayalaseema and Telengana rather than in the coastal region.

The Rayalaseema region, generally characterised as one of the backward pockets of the State, has also some peculiar characteristics which distinguish it from other regions of the State in terms of economic base and structure, consequently in terms of occupational structure.
If the total growth-rate is taken into consideration, Kurnool contributes highest with 58.13% followed by Anantapur, Chittoor and Cuddapah with 49.78 per cent, 39.30% and 38.70% respectively.

A significant distinguishing feature of the occupational structure among the districts of the Rayalaseema region is that the proportion of workforce in the secondary sector is very low. In 1991 the share of workforce in the secondary sector of Cuddapah and Kurnool district was nearly 10% while in the remaining districts it was less than 9 per cent. In the secondary sector, majority of the workers were employed in the manufacturing and processing industry during the 1991. There were 2581 industrial units in the Rayalaseema region in 1990-91, out of which 744 units were located in Kurnool district, 724 in Chittoor, 705 in Anantapur and 408 in Cuddapah district respectively.

Among the industries of the Rayalaseema region, Chittoor provided more employment as the number of industries these were more. The per unit industrial
employment in Rayalaseema region in 1991 was 25 workers. This varied among the districts in the region. The per-unit industrial employment was 30 workers in Cuddapah, Kurnool districts, 27 workers in Chittoor district, 16 workers in Anantapur district. An encouraging feature is that non-metallic products are emerging as significant items in the region with 667 units.

Agro-based industries are the largest number in each district. These comprise mainly flour mills, rice mills, sugar mills, gur and Khandosari, agricultural tools manufacturing etc. The development of manufacturing sector has been severely constrained, particularly due to lack of infrastructural facilities, low capital investment and under-utilization of resources.

There are 20 textile units in Rayalaseema region, of which fourteen are in the private sector, three each in the cooperative and the public sector management. This indicates that the textile industries in the region are dominated by the private sector management.
The Pre-cot Mills Ltd at Hindupur, with its humid climate, the availability of raw cotton and the cheap labourforce and market facility in the vicinity, absence of competition and efficient management, helped the mill authorities reap rich dividends. The company is exporting 15 to 30% of its production to England, Singapur, Malayasia, Switzerland, Mauritious and Spain etc. The company is in the process of establishing newer markets at overseas to absorb the increased capacity of export-oriented unit and trying for ISO 9000. There are 1100 workers and 51 staff (including managers). The manpower in the industry is energetic and enthusiastic towards development. There are administration, production, personnel, maintainance and engineering departments etc.

The Nellore Cooperative Spinning Mills Ltd., Nellore, started working in June 1971 with 12096 spindles and earned reasonable profit in 1973-74. The mill incurred substantial losses between 1974-78 mainly because of adverse market conditions, low machinery utilization and high interest charges. Between 1978-80 the mill made a profit of Rs.48 lakhs and was able to wipe out all the accumulated losses
till that date. The delay in expansion implementation resulted in escalation of project and due to this a certain machinery could not be procured within the funds available. Major portion of the expansion was completed by the year 1983. Because of poor performance and due to cash losses the statutory dues like ESI, PF, sales tax, municipal tax, power charges etc. were not cleared. Due to mounting losses, shortage of raw material only 50% of the capacity was operated from July 1984 onwards when the situation deteriorated further and when the power supply was disconnected, the mill was closed on 3-10-1984.

There is heavy pressure from the creditors of raw material suppliers and financial institutions for repayment of their dues. Many of the creditor have taken legal action. Even the financial institutions are threatening to take legal action against the mills for the persistant default in the payment of dues.

The Tirupati Cotton Mills Ltd. was able to start automatic weaving looms with waste cotton plant two's count and manufacturing blankets. Its name was Composite Mill,
from the year 1964 to 1971. In the year 1971, the mill faced critical position and the mill was losing heavily. The owner would not manage the mills and closed the mills in the year 1971 under the sick textile under (Nationalization) Act 1974, the Government of India took over the mill and presently it is run by the National Textile Corporation (NTC) Limited, Bangalore.

At present, the NTC mills are providing yarn to 16% of the total requirement of handlooms in the country, with this supply of yarn, the handlooms produce nearly 360 million metres of handloom cloth every year. Another important area in which the NTC is helping the handloom sector is in marketing some of their products through its directly managed showrooms.

The mill is working with the workers of 260 of all categories. Due to lack of workforce the machineries are kept unoperated, the machines are getting rusted. The workers who worked for many years opted for voluntary retirement scheme (VRS) knowingly or unknowingly. Some of
these people wasted the money they got by VRS, and are blaming the Management. Now and then, the mill gets closed for some reason or the other.

It is found that among the 200 selected workers 51.5% are in the age group of less than 30 years, 37% of the workers are in the age group of 31-35 years. This indicates that more than 80% of the workers in the textile units of the Rayalaseema are in the productive age group. It is found that the employees in the Private Sector units are relatively younger and in the productive age group compared to the workers in the other two sectors.

Those who have less number of dependents have more time. So they are expected to be involved more effectively in their jobs and to have high satisfaction towards quality of work life and more positive attitude towards management. Based on the above hypothesis, an enquiry was made to know the number of dependents of employees and extent of quality of life. The average number of dependents in private sector are more so their level of satisfaction is less in all respects because of more pressure to do more work to get
more money to meet more demands. Average number of dependents in cooperative and the public sector are 4 and 3 respectively and reported less pressure on their work and possibility to lead comfortable life.

Higher level of education makes the worker to understand the problems and prospects of the management, this induces the worker to commit more job-involvement and better understanding towards machinery; he tries for the quality along with quantity of product and develop positive attitude towards management.

In the private sector 66.96% of the sample workers are illiterates, in cooperative sector 10.72% workers are illiterates and in the public sector 17.39% are illiterates. About 28% in the private sector are non-graduates, while in cooperative sector 71.43% of workers are non-graduates and 43.48% of workers in the public sector are non-graduates. At each cadre level, we find people who are less job involved. At the earliest opportunity, they would like to shift to another job. If we look this in a different angle, it appears that highly paid workers should be more
job-involved, the reasoning for this that worker is paid more; as his financial needs are taken care of and hence he should be more job-involved. So, salary plays important role in determining the level of satisfaction and better quality of work life in India.

About 71.44% employees in the cooperative sector are getting salary between Rs.2000 and Rs.3000 per month, 43.47% of the respondents in the public sector are getting salary between Rs.2000 and Rs.3000 per month, and 23% in private sector. In private sector 61% of employees are getting below Rs.2000. On the whole, it is found that the salaries of employees under cooperative sector are good and followed by the public sector.

Usually a senior worker will have a better understanding of the problems faced by the management and he usually goes with the management. This may further lead the worker to have more adjustment, job-involvement and positive attitude towards management. The average service in private sector, cooperative sector and public sector are 6 years, 13 years 66 days, and 15 years 32 days respectively.
The healthy work environment not only improves production of the organisation but also improves the personality and skills of the employees. The leadership in the organisation helps in a long way in encouraging the employees to develop their career. The very important aspect of work environment is interpersonal relations and conflicts.

Basic needs to employee are food, clothing and other needs like education of children, their marriages and buying comforts etc. The basic pay is very important because the other components such as HRA and DA are calculated in percentages to basic pay. The HRA is aimed to meet the house rents of the employees. In cities the Government is paying HRA at the rate of 15% and in town it is 7.5 percent. The rates are increased to 20% in the case of cities and 10% in the case of towns. DA is compensation for cost of living. DA forms a significant part of the total gross salary of the employees. The system of DA payment owed its origin to the First World War when it was introduced for the first time in the cotton textile industry in Bombay and Ahemdabad.
The practice of granting DA which was introduced only as a temporary benefit, ultimately it became the bone of contention. Some system of DA based on the linkage with the cost of living indices must be evolved. It is further felt that higher rate of DA should be allowed to the low paid employees.

About 43% of the selected workers in private sector expressed their satisfaction over their basic pay while one-quarter of the selected workers (respondents) expressed their dissatisfaction with their basic pay, remaining 32% workers remain not worried much. On the other hand, 16 to 18% of the workers each in the cooperative and public sector unit expressed their dissatisfaction over their basic pay. One-third of the workers expressed their satisfaction over their HRA, while 44% of them feel HRA is low in the private sector units. Three-quarter of the workers in the cooperative sector and more than one-half of the workers in the public sector are unhappy with their HRA benefits.

About DA emoluments, one-quarter of the workers are happy and 42% of the workers in private sector are unhappy,
on the other hand, less than one-tenth of the workers in the cooperative and the public sector units are dissatisfied with their DA emoluments.

It is found that the salary benefits of the selected workers are better in the Public Sector followed by the cooperative sector and not up to the satisfaction of the workers in the private sector.

The satisfaction regarding safe and healthy working conditions like drinking water, canteen, medical, recreation, library, lunchroom, temperature maintainance and rest duration facilities etc. are every important.

It is observed that 85% of the selected workers in the private sector expressed their satisfaction regarding drinking water facility. One-quarter of workers expressed their satisfaction about canteen facility, while one-half of them feel that this facility is not very good in the private sector units.
About medical aspect in the private sector, one-half of the workers are unhappy and one-quarter of the workers expressed satisfaction. On the other hand, one-half of the workers in cooperative and public sector satisfied about medical facilities. One-half and one-third of the workers in the cooperative and the public sector are dissatisfied about lunch room facility. While one-third in three sectors not worried about this facility.

Aspect of temperature maintainance for inside the factory 50% of workers in the private and cooperative sectors are happy, on the other hand 63% employees are happy in the public sector. The rest period given at work in three sectors is accepted by the workers more than half of the workers satisfied with the rest period being provided to them.

In general, the criteria for promotion is experience, mostly merit-cum-experience. It is found that the basis for promotion in the public sector and the cooperative sector, nearly two-third employees expressed their opinion that experience was the basis for promotion. While one-fourth of...
the workers responded with the similar opinion. Whereas other one-fourth employees were of different opinion, that promotion should based on merit-cum-experience and only six% of the workers expressed that merit only should be the basis for promotion. In the private sector 61.78% of the respondents did not get even single promotion in private sector while 23 respondents got one promotion. 12.91% respondents got two promotions and 6.61% get three promotions.

The feeling of tiresomeness varies from employee to employee. In this study, it is found that one-half of the respondents in the public sector responded that they were very tired and one-half of the respondents in cooperative sector were tired and one-fourth of them were very tired.

Two-thirds of the workers in the private sector, 85.72% in the cooperative sector and 73.91% in the public sector are usually interested in the work entrusted by the management. It is found that 9.92% of the workers in the private sector 5.35% in the cooperative sector workers and 4.35% of workers in the public sector are bored most of the time while working.
The employees should spend sufficient time with their spouse and family members. The employees should satisfy the expectations of their spouse to get one self free from family problems and for discharging duties in the company in effective manner.

The employees, on an average, spent with their families in private sector unit 9 hours 52 minutes, 11 hours by the public sector employees and 12 hours 28 minutes by the cooperative sector unit people with their families. If the workers are forced to work continuously, they may feel bored and tired. Hence, it is better to provide some time for relaxation to get rid of fatigue, otherwise, his capacity to work further will be reduced. The average rest period of the respondents is 56 minutes, 46 minutes and 38 minutes in private, public and cooperative sectors respectively.

The employees should spend sufficient time with their spouse and family. They should also be ready to answer the expectations of the spouse as women, can provide pleasure for tired husbands. One-third in the public sector,
one-half in the cooperative sector and one-fourth of the employees in the private sector were able to stand to the expectations of the family.

The style of leadership aspect paternalistic style is exercised through the use of affection and care for those who are to be lead. Quite possibility to mingle and talk with colleague during the working hours is more in this style. One-fourth of employees in private sector felt that their superiors adopt democratic style of leadership. Whereas one-sixth of employees in the private sector and 8.69% in the public sector felt that they have paternalistic style of leadership.

Communication is the process of transmitting ideas or thoughts from one person to another for the purpose of creating understanding the policies and programmes of the industry. There are two important forms of communication network viz., formal and informal communication. Majority of the respondents (85.12 per cent) said that the company is depending mostly on formal communication. Whereas 69.66% in
the public sector reveals that formal communication is the medium. While in cooperative sector the forms of communication is both formal and informal, that is 50% in each form.

Repetitive work makes man perfect over the concern machinery and cause to get new skill to have command over it. He will observe changes in his handling capacities, and can easily grasp the quality of production with the involvement of his supervisors and technical experts, the worker will learn new skills. In three sectors viz., public, private and cooperative about 58 per cent, 64% and 79% of the workers in private, cooperative and public sectors respectively agree that they always learn new skills on job.

Regarding using of the workers existing skills properly, more than three-fourths of the workers in all three sectors told that the management was not using existing skills properly. One quarter of the workers in private sector agreed that the management is consulting them in decision making, on the other hand nearly one-half of the
workers in public sector agreed that the management was consulting them in decision making and 64% of workers in the cooperative sector responded positively that management was consulting in decision-making.

The participation of the workers in management is the new approach to manage workers to create interest and to make workers responsible about work in the factory for quality and quantity aspects of production. The workers in private sector and nearly one-half of the workers in public and the cooperative sectors are told that the management was encouraging workers participation in the management.

The workers at present are doing job to their level best or not. It is found in the private sector employees told that job is using the existing skills properly and the similar response by the employees of other two sectors.

It is important to note that the worker prepares career plans for himself or management further prepares the career-plan either for promotion or for imparting knowledge to reach positions. Sometimes, company superior prepares
career-plan for the worker to look after the well being of the worker. Most of the companies are taken care of their employees career development. There are about 80 per cent of the workers in cooperative and public sectors told that they prepare career plans themselves. One-half of the workers both in the public and the private sectors told their company superior prepares career-plans for them.

About company taking care of career development the opinions of the workers in three sector are presented as follows. One-fourth of workers in public sector and one-quarter in the private sector opined positively, on the other hand one half and one quarter of the workers in the cooperative and the public sector opined negatively. Regarding whether worker strives single handedly about his career development three fourth of the workers in public, private and cooperative sectors responded they prepare career plans single handedly.

Regarding career counselling, one-half of employees in cooperative sector responded that it is true, on the other hand one fifth of the employees in private and public sectors told it was also true.
The social and interpersonal aspect, nearly 80 per cent of the workers in the public, the cooperative sectors and one-half of workers from the private sector told that they had the possibility to talk and mingle with friends.

The freedom at work place is more in the public, the cooperative sectors followed by the private sector. About the existence of interpersonal relations among workers, staff and management, cooperative sector having excellent interpersonal relations followed by the private sector (65 per cent) and the public sector (50 per cent).

If the subordinate gives suggestion, some supervisors may receive them cordially and some may reject. This attitude of supervisor effects the relationship between the subordinate and the supervisor and also establish the cooperation among them. About 60 per cent of the workers in three sectors felt that they were consulted either always or sometimes matters concern to them, 68 per cent, 63 per cent and 56 per cent having private, cooperative and public sector respectively.
Regarding feeling free in giving suggestions to their superiors, the workers response from three sectors. About 80 per cent in the cooperative sector, three fourth (77 per cent) and one half (54 per cent) of the workers from the public and the private sectors said that their suggestions were accepted. Most of the employees feel free in giving suggestions to their superiors and also most of the employees feel that their suggestions are accepted with fine hands both in the cooperative and the public sector units and 40 per cent of the employees in the private sector are satisfied.

Quality of work life improvement is defined as any activity which takes place at every level of an organisation. Which seeks further organisation effectiveness through the enhancement of human dignity and growth. It is the process through which the stake holders in the organisation, unions and employees learn how to work together in better way. To determine for themselves what actions, changes and improvements are desirable and workable.
Through job-rotation, enrichment and enlargement, workers can contribute more towards the company. It is found that job rotation is done well in all three sectors. But equal in the private and the cooperative sector i.e., 25 per cent less than the public sector. About job enlargement /enrichment first place goes to the cooperative sector, second place to the public sector and third occupied by the private sector. The training in private sector is given often but very less in the cooperative and the public sectors.

It is found that the benefits of job-rotation, job enrichment and enlargement in all three sectors workers opinion is favourable, they help in general for the growth of an employee and provision is their excellent in three sectors for these aspects.

The communication network aspect 80 per cent of workers from cooperative sector and 60 per cent of workers from private and public sectors said that it is between line and staff are fair to the greater extent. Only 12 per cent in public sector are having little satisfaction. Regarding
relations between line and staff, three fourths of the workers from the public, the private and the cooperative sectors have said that the relationship between the line and staff are fair. It is found that the communication network is excellent and relations between staff and line staff are also excellent in cooperative sector followed by the public and the private sectors.

The jobs carry social status, about 80 per cent of all the three sectors workers feel that their social status has improved after joining in the company. About 75 per cent to 90 per cent always feel proud to talk about their jobs outside the work place was expressed by the employees.

The dignity and respect of an employee depends on the job he does in a company. About this aspect, 75 per cent to 90 per cent of the workers from the three sectors feel that their job gives them dignity and respect.

The challenge in the work is the motivator. If the job is challenging the employee may feel to work more. In the cooperative sector, 95 per cent of the workers said that
their job is challenging while 80 per cent in the public sector and 60 per cent of the workers in the private sector feel their job challenging.

It is found that in three sectors, majority of them do not carry office work to home. But 11 per cent and 3 to 4 per cent of the private, cooperative and the public sector employees carry office work to their home to do. It is found that the workers in three sectors think about work while they were at home. About 87 per cent of the cooperative sector employees, 80 per cent of the public sector employees and 52 per cent of the private sector employees think about work at their homes.

It is found that opinions of the employees on their basic pay in the three sectors are more or less the same, revealing their satisfaction. Similarly the payment of Dearness Allowance is also upto the satisfaction of the workers, while there are significant variations in the House Rent Allowance paid to the workers in the three sectors. On the whole, the salaries of the workers in the cooperative and the public sectors are adequate to meet their needs to a larger extent.
It is found that the opinions of the employees about drinking water facility in the three sectors are more or less the same revealing their full satisfaction; however, this facility is, to a little extent, less in the public sector. Similarly, about adequacy of rest duration is also upto the satisfaction of the workers in all the three sectors.

Regarding canteen facility, the satisfaction among the three sector employees opinion, their is significant difference. About medical facility, workers satisfaction in the three sectors is also upto their satisfaction. However, there are significant variations in the opinions about lunch room facility.

The physical working conditions in the private, public sectors are good to a larger extent; in the cooperative sector the physical working conditions are less comparing with the other two sectors.

It is found that views of employees about social integration in the three sectors regarding possibility to
mingle and chat with colleague are more or less the same revealing their satisfaction. Similarly existence of interpersonal relations are also upto the satisfaction of the workers; relations in the cooperative sector are very good. But consultations about matters concerning employees are upto the satisfaction of the workers in the three sectors, while there is 'free atmosphere to give suggestions' in the public and the cooperative sectors, whereas in the private sector it is restrictive. On the whole, the aspect of social integration is more of decreasing in the cooperative sector, the public sector and the private sector respectively.

It is found that the opinions of the employees in the three sectors about 'usefulness of work' expressed more or less the same opinions; indicating the workers having much awareness about the work they do is useful to society. The reaction of friends and relatives about the job status in the cooperative sector workers is good followed by the public and the private sectors. Regarding the individual status, after joining in the job generally goes up as stated by all the workers in the three sectors.
The nature of work is more challenging in the cooperative sector, followed by the public and the private sectors. So, there are significant variations about 'Challenging nature of job' in the three sectors of textile industry.

It is found that opinions of the employees 'on opportunity to learn new skills on job-aspect' in the three sectors are having significant variations in the opportunity to learn new skills on job-aspect. About job-making use of existing skills of workers, there is significant variation between the cooperative sector on the one hand the private and the public sector on the other hand.

Regarding 'encouragement to participate in management' in the three sectors, more or less or the same, revealing their satisfaction. QWL provides future opportunity for continued growth and security by expanding one's capabilities, knowledge and qualifications.

It is found that opinions of the employees about 'superior preparing career plans' in the three sectors more
or less the same but less in the cooperative sector, revealing their satisfaction. 'The self-dependency on preparation of career plans' by workers in the private sector is more while the other two sector company provides career planning for workers. The career development aspect of private employees is taken care of by the Management while career development in other two sectors is the same but not upto the expectation. Employees working towards career development less or more or the same revealing their satisfaction in the three sectors. 'The level of satisfaction with promotional chances' in the three sector textile mill workers is more or less or the same. The availability of career counselling facility the level of satisfaction of workers in the public, the cooperative sectors is more, less in the private sector.

On the whole, work and quality of work life of textile workers in the three sectors is more or less the same but level of goodness in the public sector, the private sector and the cooperative sectors are in the descending order.
It is found that opinions of the employees on fairness of relations between line and staff employees are fair but there are significant variations in the fairness of relations among workers in the three sectors; the relations are good in the cooperative and the public sectors but less in the private sector in fairness of relations. Regarding level of satisfaction with communication network more or less the same i.e., good in all the three sectors.

It is found that opinions of the employees on carrying work to home in the three sectors are more or less the same revealing their satisfaction. Regarding thinking of work 90 per cent they won't think work at home to the larger extent in the three sectors.

All the Managers of the private sector textile units expressed their satisfaction over the salaries of their employees compared to the ability of their managements while unsatisfactory opinion over the salaries of their employees was expressed by the Managers of cooperative sector units. In relation to the cost of living of the employees, the
salaries paid to the workers are found satisfaction to a greater extent in the private sector, to some extent in the public sector and in the cooperative sector.

All most all the Managers interviewed, revealed that the adequacy of physical facilities are satisfactory upto some extent only in the public and the cooperative sectors; satisfaction is to complete extent in the private sector regarding physical facilities.

Private sector, cooperative sector employees have to satisfy to the level of complete and greater extent of interpersonal relations compared to the public sector.

About 'appropriation of conflict resolution mechanism' in their factories, the Managers revealed that, in private sector, to the complete extent the mechanism is good; next to the greater extent in the cooperative sector while only some extent in the public sector.

Regarding 'fairness of promotion policy' in the cooperative sector the satisfaction is complete to a greater
extent, followed by the private sector while in the public sector satisfaction is only to a little extent.

All most all the workers in all the selected textile units are members of one union or the other. The awareness about labour unions seems to be more in the public sector units compared to the cooperative and the private sector units in Rayalaseema. While the satisfaction in the cooperative sector units are to a greater extent, whereas in the public sector, the efforts of the union in creating interpersonal relations are nil in the opinion of the Managers.

There are three unions in the cooperative sector unit at Nellore. The membership of the workers of these unions differ from one another. The union affiliated to INTUC is the biggest one with more than 40 per cent of the workers in this unit. TNTUC is the new union came into existence very recently. It is found that AITUC is the organisation with the widest base in the selected textile units of Rayalaseema.
The financial position of trade unions includes the membership fees paid by the workers, contributions, donations and gifts offered by others. The income of many unions, such as INTUC, TNTUC, BMS etc., are varying according to the size of their membership.

It is also to be noted that all the income raised by these unions has been spent by them for the purpose of executing their plans and programmes intended to promote quality of work life of the workers.

About efforts for safe and healthy working conditions, the private sector unions have tried to the satisfaction of complete to greater extent compared to the efforts of other two sectors, the cooperative and the public sectors respectively. The participation of workers in management the efforts of the unions are to 'complete' to 'greater' extent satisfaction in the private sector compared to other two sector units only to some extent of satisfaction.

The interpersonal relations maintainance efforts by the union among the workers, staff and Management, the private sector unions are putting maximum efforts, that is,
to complete extent, while cooperative sector is to greater extent, whereas in public sector the efforts of the union in creating interpersonal relations are nil-extent in the opinions of the managers.

There are six unions in the public sector, four are labour unions and two are staff and employees unions. All the six unions took part in improving various aspects of quality of work life in the past eight years, all these unions have also put their efforts for pay levels and for safe and healthy working conditions.

On the whole it is found that, in the private sector, AITUC is the only union existing putting good efforts for all aspects of quality of work life through strikes, negotiations and gheraos.

8.2 SUGGESTIONS

The responses of the employees, the leaders of the trade unions and the management in the selected three types of Textile industry are analysed to through light on the
quality of work life obtained as it stands today. The following suggestions have been offered to improve the quality of work life in the Textile Industry.

The physical working conditions are to be improved in the Textile units under all types of management, more specially in the cooperative sector units. Managements have to set right the disorders and cover up the deficiencies found in the implementation of several aspects of the quality of work life in textile units.

The salary emoluments of the workers in the private sector are considerably low and hence the managements are advised to increase the salaries of the employees to that of the level of salaries of the workers in public and cooperative sectors. The House Rent Allowances of the employees under the two types of management are also to be increased in view of ever increasing house rents in towns and urban localities.

The capacities of the workers under different types of managements are to be utilised optimally by placing
right man on the right job. By this the managements would do sell to use the capacities of the employees providing better quality of work life.

The management is advised to open special cells to help the workers in their career planning and career development. Career counselling and interpersonal relationships in the private and public sector units are to be streamlined to proper initiation of management and the unions.

All managements are advised to provide training facilities to their employees for improving their skills and capacities.

The private sector managements are advised to provide facilities for job enlargements and enrichments to derive the optimum advantage from the skilled employees in their units.

The challenging nature of job in the private sector is done if the management improves the quality of work life
(in aspect) in good earnest by exposing the workers to the changing and improved techniques of production.

In view of the willingness, of the workers for job rotation and enrichment, management have to take the lead and use the services of their employees to improve their quality of work.

All the managements, particularly the private managements have to maintain the seniority list of its employees for purposes of promotion and career planning to improve their quality of work life.

The private and the public sector managements have to involve their employees in the decision making of their managements. Workers participation in the management of the companies lead to improved industrial relations, effective decision making, and their by to increase the levels of production.

The statuary provisions like subsidised canteen, and medical facilities are to be improved in the private sector
and lunchroom facilities are to be provided in the cooperative and public sector units. Further, all types of textile units management are advised to seriously consider the provision of recreational facilities for their employees. These facilities help to relieve the fatigue of the workers and make them fit for further hard work.

All these suggestions prove effective and useful only if awareness among the workers to different aspects of quality of work life are improved. Managements have to strive hard to enlighten its employees on the advantages of different aspects of quality of work life such as education, health and other facilities that have indirect bearing on the quality of work life of workers.