

**“A STUDY OF ASSESSMENT OF QUALITY OF WORK
LIFE OF EMPLOYEES WORKING IN MAHARASHTRA
STATE ELECTRICITY DISTRIBUTION CO. LTD. WITH
SPECIAL REFERENCE TO PUNE CITY”**

**A Thesis Submitted to
Tilak Maharashtra Vidyapeeth, Pune
For the Degree of Doctor of Philosophy (Ph.D.)**

**SUBMITTED BY
Suresh Fakiraji Wankhede**

**UNDER THE GUIDANCE OF
Prof. Dr Sayalee Gankar**

Under the faculty of Management

JULY, 2016

Declaration

I declare that the thesis titled “**A STUDY OF ASSESSMENT OF QUALITY OF WORK LIFE OF EMPLOYEES WORKING IN MAHARASHTRA STATE ELECTRICITY DISTRIBUTION CO. LTD. WITH SPECIAL REFERENCE TO PUNE CITY**” submitted by me for the degree of Doctor of Philosophy is the record of work carried out by me during the period from **December 2010 to December 2015** under the guidance of _____ and has not formed the basis for the award of any degree, diploma, associateship, fellowship, titles in this country or in any other University or other institution of Higher learning.

I further declare that the material obtained from other sources has been duly acknowledged in the thesis.

Place : Pune

Date

(Signature of the candidate)

CERTIFICATE

This is to certify that, the thesis entitled **“A STUDY OF ASSESMENT OF QUALITY OF WORK LIFE OF EMPLOYEES WORKING IN MAHARASHTRA STATE ELECTRICITY DISTRIBUTION CO. LTD. WITH SPECIAL REFERENCE TO PUNE CITY”** is a genuine and bonafide work submitted by _____ . The work was carried out by the candidate under my guidance and submitted to the Tilak Maharashtra Vidyapeeth Pune for the award of **“Doctor of Philosophy” in organization Management** under the **Faculty of Management**. The material obtained from other sources has been duly acknowledged in the thesis.

Place : Pune

Date

Research Guide

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Mr Suresh Fakiraji Wankhede

Research Scholar

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CHAPTER 1

INTRODUCTION

1.1 Introduction of the Topic

The process of liberalization, privatization and globalization and its consequent competition upshot a tough circumstances for public sector organizations in India. To remain competitive in the market public sector organizations have to devise competitive strategies. For acquiring a competitive edge in such a situation employee, the most important amongst all the factors of production with positive attitude is a vital factor. Success of every business organization depends on their pool of able and willing human resources, which is able to produce an output greater than its input, than material and financial resources, whose value depreciates as time goes on.

Human Resources are critical to organizations and with better quality of work life they give better results which further provide competitive advantage to organizations. For gaining competitive advantage organizations need to create conducive work environment which will result in employee well being. It involves creating systems at workplace which will create value from human resources. One such initiative which is part of creating value cycle for human resources is enhancement of quality of work life. It involves identification, assessment, and enhancement of factors which lead to quality of work life of human resources. The QWL can be assessed and enhanced which lead to effectiveness of organizations.

1.2 Rationale of the Study

Human resource is animate, active, and living since man alone has the ability to feel, think, conceive and grow, shows satisfaction or dissatisfaction, resentment or pleasure, resistance or acceptance for all types of managerial actions. They are the most complex and unpredictable in its behaviour as a manager is able to acquire the employee's time, his physical presence at a given place and his

skilled muscular motions per hour or day, but it is difficult to buy his enthusiasm, initiative, loyalty and his devotion. Each individual has his own distinct background and psychological framework which cannot be interchanged with others.

In employing and supervising people a manager must follow tailor made approach based on his understanding of the actions, attitudes, needs and urges of the employee concerned which is a challenging task. The present industrial and economic scenario shows that managers' are confronted with the challenging task of raising the productivity and profitability of their organizations in the face of global competition. A good number of theories and approaches have appeared over the years in the literature of management for dealing with the intractable problems of motivation, performance, productivity and quality which have a far reaching impact on the ultimate success of an organization.

The quality of work life is a very broad concept focusing on the working conditions and has been developed to cope with the changing values of the new generation workers. By and large the studies in this area show the effect of organization and individual driven factors on satisfaction and commitment of employees' to their jobs.

QWL has been recognized to be important for job performance, job satisfaction, labour turnover, labour management relations and such other factors which play a crucial role in determining the overall well being of any industrial organization (Hoque and Rahman, 1999) Several researches have been conducted in the field. Haque (1992) examined the relationship between QWL and job satisfaction and found that QWL led to greater job satisfaction.

Hossain and Islam (1999) found that there existed a positive relationship between QWL and job satisfaction among government hospital nurse in

Bangladesh. Wadud (1996) found that QWL was significantly higher among the private sector women employees' than their counterparts in the public sector.

Therefore it is important imperative for HR practitioners to understand the concept of QWL in order to predict performance at workplace resulting in its effectiveness. This study is undertaken to gain an insight into the QWL across employees working in MSEDCL in Pune city.. The study will identify, assess and measure the parameters of QWL, thereby identifying status of QWL for employees across different levels in MSEDCL in Pune city.. The study will also throw light on employee perception about their quality of worklife and its impact on their functioning. The perception will help us to validate the importance of these QWL constructs in MSEDCL in Pune city.

For the study, 10 employees representing each level of management in MSEDCL in Pune city were interviewed for knowing their notions about the QWL which they perceive. Extensive literature review also suggested determinants of QWL considered in previous literature. This led to identification of constructs for quality of work life pertaining to MSEDCL in Pune city. Further 382 employees indicated their perceived quality of work life. Based on this assessment researcher has commented and suggested some interventions for improving QWL of employees across levels in MSEDCL in Pune city. The proposed hypothesis was tested with the help of employee perception towards QWL in MSEDCL in Pune city.

1.3 Statement of Problem

In recent years industries in India have registered tremendous growth. Industries occupy an important place in our economy both in view of the employment they generate and the contribution they make to the national product. A nation's overall economic performance is enhanced or inhibited by the performance of individual industrial sectors. In the Indian context,

Manufacturing has been recognized as the main engine of economic growth and creation of wealth. There is no denying that India comparatively enjoys an advantage in many respects.

Literature review shows that there is a need to dig deep in the area of QWL of employees in public sector organizations in India. Role analysis, interviewing employees across various levels will give an insight into the QWL of MSEDCL employees in Pune city. This will guide public sector organizations and their management on factors which are of key importance for QWL and its assessment. Further this will lead to action plan for improvement of QWL. There is need to systematically identify constructs which lead to enhanced QWL so following research questions were considered for the study.

- Which are the “constructs of QWL” required by employees across levels in MSEDCL in Pune city?
- What is “level of awareness” of employees for the identified constructs of QWL in MSEDCL in Pune city?
- How is QWL of MSEDCL employees in Pune city?
- Are there any improvements needed as far as QWL of MSEDCL employees in Pune city are concerned?
- How enhancement in QWL of MSEDCL employees in Pune city can be done?

1.4 Objectives of the Study

The objectives of the present research are as follows-

1. To study the concepts of Quality of Work life (QWL).
2. To study employee awareness related to Quality of work life.
3. To assess quality of work life of the employees in the organization.
4. To devise ways and means to enhance QWL in MSEDCL.
5. To study the reasons of work life imbalance.
6. To propose various measures to overcome work life imbalance.

1.5 Hypotheses of the Study

H₁: MSEDCL ensures quality of work life for its employees.

H₂: Quality of work life of MSEDCL employees leads to work life imbalance.

The hypotheses was tested by testing following sub hypotheis.

- 1) There is significant difference between male and female participants' Quality of Work Life Score.
- 2) There is significant difference among different levels of education of participants about Quality of Work Life Score.
- 3) There is significant difference among different levels of experience of participants about Quality of Work Life Score.
- 4) There is significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.
- 5) There is significant difference between Single and Married participants' Quality of Work Life Score.
- 6) There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.

1.6 Significance of the Study

Literature on QWL has highlighted the importance of maintaining QWL for better performance for the organization. Power sector has served as the pivotal factor in the economic development of a country. In recent years, demand for electricity in India has registered tremendous growth. Power sector plays a vital role in resolving the problems of energy consumption and its usage for industrial as well as domestic development. The public sector organizations are also becoming conscious of the fast developments in science and technology and the growing demands of modern world and are trying to cater as per their demands.

It has been seen that the success of any organization largely depends upon their quality of human resources available and the manner in which they utilize

creative talents available with the manpower. The quality of its manpower and the work environment are key ingredients for better performance.

Of all the input resources, the most crucial is the human resource which must be given prime importance. Human resources will have to be given a good environment to be productive at work place. Unlike the past, there is a growing awareness among employees' on the working conditions and the climates. This goes to prove that if any organization wants to sustain its growth, it needs to know about the working force and their quality of work life.

Human elements are being recognized as the deciding factor in the survival of organizations. Survival and growth of any organization depends on the contribution of the employees'. In such a situation, it would be quite interesting to study the quality of work life of MSEDCL employees in Pune city and to know their work environment.

The research will contribute to the analysis of QWL in MSEDCL in Pune city and which can be further utilized by public sector organizations working in India for enhancement of QWL of their employees. This will help organizations to create better workplace.

1.7 Scope of the Study

- 1) The research is confined to the employees across various levels working in MSEDCL in Pune city. The data of employees was obtained from seven divisions of MSEDCL in Pune city.
- 2) Researcher has considered employees across all four levels.
- 3) The QWL assessment was done by "self assessment" method by employees.

1.8 About MSEDCL

Maharashtra State Electricity Distribution Co. Ltd. Pune(Pune Municipal Corporation) is supplying electricity to 16,02,734 no. of consumers of various categories in Pune city .Maharashtra State Electricity Distribution Co. Ltd. has 2 Circle Offices, 7 Division Offices, 29 Subdivision Offices and 113 Section Offices. There are 1467 employees of all Pay-groups (Pay-group I to IV) working in various offices in Pune city. Electricity is Feed and distributed to various Feeders in Pune city from total 247 Sub-Stations.

The normal working hours for Administrative offices of MSEDCL is from 10am to 5:30pm and the normal working hours for the technical employees who are working in field is of 8 hours. However, in case of emergency and to achieve their personal allotted works, they will have to attend their duties after normal working hours and also on some holidays and when called by their in-charge/higher authority.

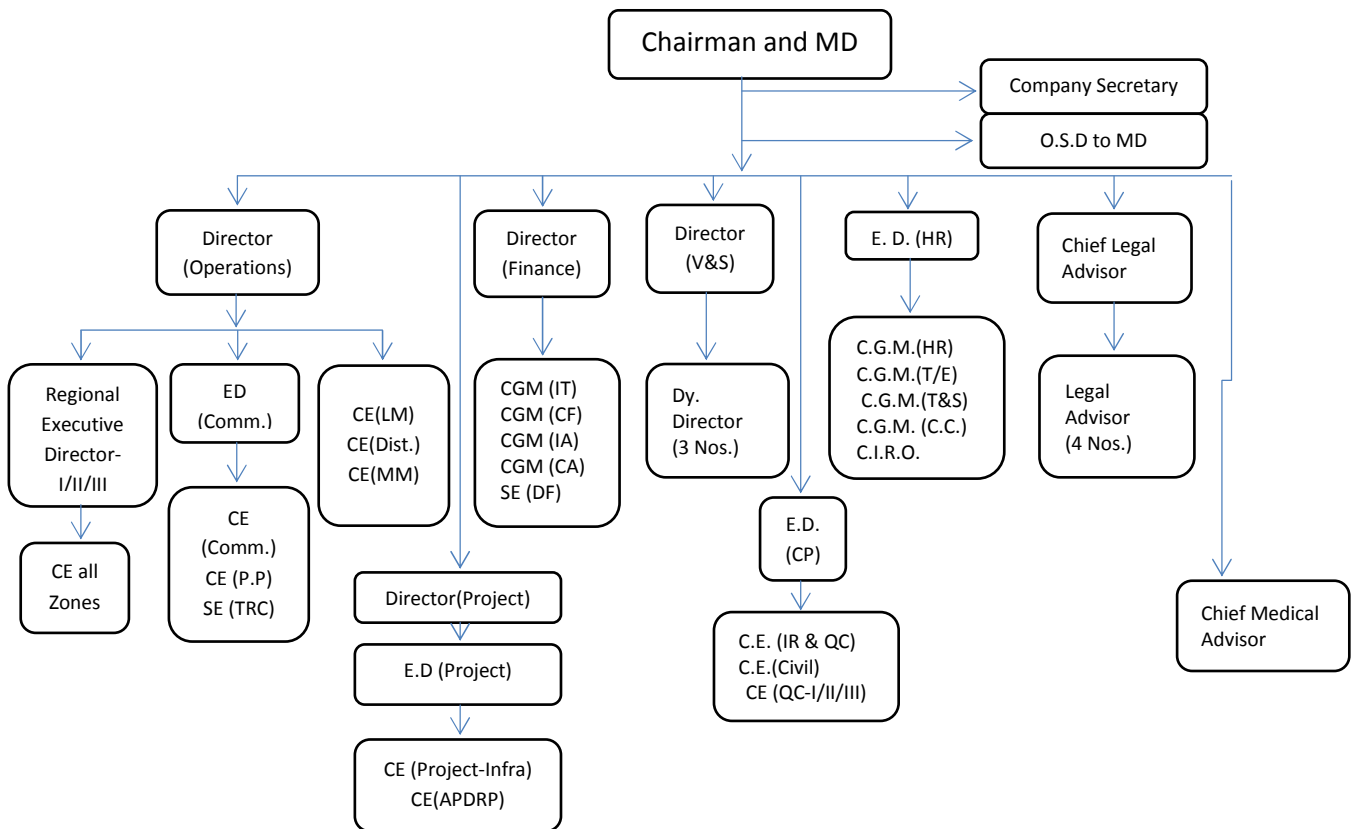
- Name of Zone – Pune Urban Zone Headed by Chief Engineer incharge.
- Name of Circles – Rastapeth Urban Circle and Ganeshkhind Urban Circle Headed by Superintending Engineer incharge.
- Name of Divisions – Rastapeth Division, Bandgarden Division, Parvati Division, Nagar Road Division, Padmavati Division, Shivajinagar Division and Kothrud Division Headed by Executive Engineer incharge.

Questionnaires were distributed to 550 employees for collecting data from various categories of employees of Pay-group I to IV working in various administrative offices and field offices at above mentioned divisions in Pune city.

MSEDCL AT GLANCE

SR. NO.	PARTICULARS	FIGURES
1.	<u>Geographical Area</u> (Where MSEDCL is supplying electricity)	3.08 Lakh Sq. Km. 41,095 Villages and 457 Cities.
2.	<u>Consumer Base</u>	Mahavitaran supplies electricity to a staggering 2.20 Crore consumers across the categories in Maharashtra excluding Mumbai
3.	<u>Infrastructure</u> 33/11 KV, Substations/Switching stations. Distribution Transformers HT line feeders (11 KV, 22 KV & 33 KV)	2815 4,93,566 16402
4.	Administrative Structure	Zones - 14 Circles - 42 Divisions - 133 Sub-Division - 621
5.	Human Resources (No. of employees working)	75,370
6.	Revenue (Annual)	52,363 Crore
7.	Electricity Consumed	85631.21 MUS

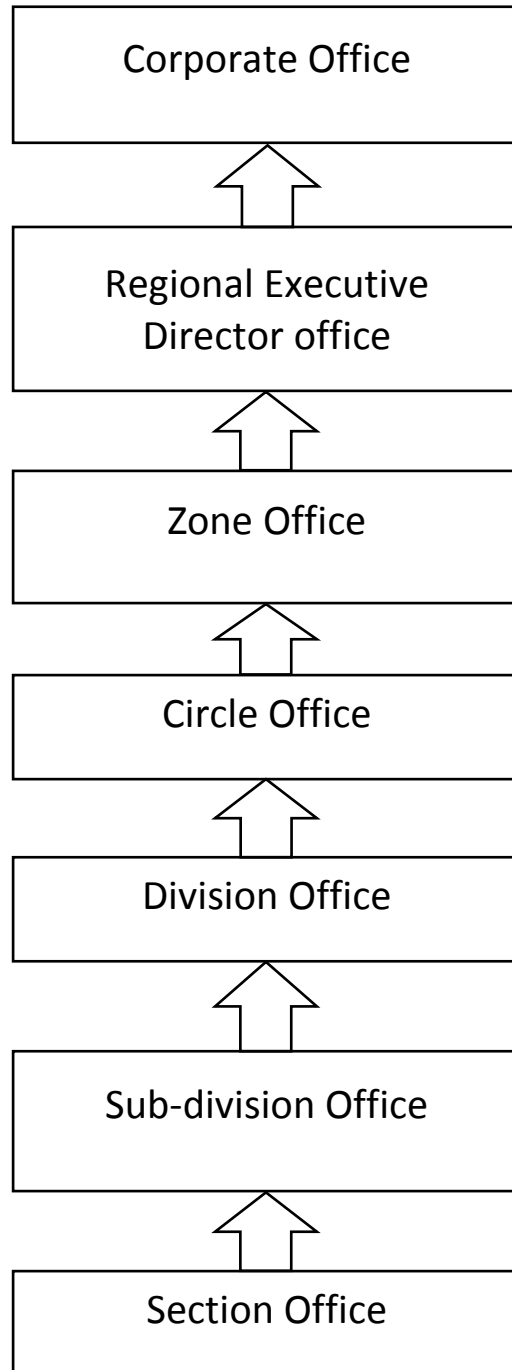
Organization Structure



Abbreviations:

O.S.D. – Officer on Special Duty	Dist. – Distribution
E.D. – Executive Directors	MM – Material Management
C.E. – Chief Engineer	APDRP – Accelerated Power Development & Reform Programme.
C.G.M. – Chief General Manager	IT – Information Technology
C.I.R.O. – Chief Industrial Relations Officer	CF – Corporate Finance
C.I.O. – Chief Investigation Officer	IA – Internal Audit
SE – Superintending Engineer	CA – Corporate Accounts
V&S – Vigilance & Security	DF – Distribution Franchise
C.P. – Corporate Planning	IR & QC – Internal Reform & Quality Control
Comm. – Commercial	HR – Human Resource
P.P. – Power Purchase	T/E – Technical Establishment
TRC – Tariff Regulatory Commission	T&S – Training & Security
LM – Load Management	C.C. – Corporate Communication

Organisation Hierarchy --



1.9 Chapter plan and layout of the Thesis

Present research is articulated with the help of five chapters as follows-

First chapter titled, '**Introduction to the study**', contains importance of QWL, 'rationale of the study, research problem, objectives of the study, hypothesis of the study, significance of the study, scope of the study, chapter plan and layout of the thesis.

Second chapter titled '**Theoretical Background**' which gives insight into theoretical background related to various concepts of QWL, historical evolution of QWL, Constructs of QWL and its assessment. It also includes previous research related to identification and assessment of QWL in various organizations.

Third chapter titled '**Review of literature** which gives insight into the research studies carried out on QWL in various industries and in various contexts.

Fourth chapter titled, '**Research methodology**' includes objectives of the study, hypothesis of the study, research design adapted for the study, variables of the study, designing of instrument, sampling, pilot testing, reliability and validity test of pilot data, data collection etc.

Fifth chapter titled, '**Data analysis and hypothesis testing**' includes introduction, data presentation, data processing, normality of data, tools used for data analysis, results of data analysis and hypothesis testing.

Sixth chapter titled, '**Findings and Recommendations**' contains introduction, findings, findings, suggestions and conclusion which contains utility of the study, limitations of the study and scope for further research. The thesis would be appended with questionnaire used for data collection and relevant annexure.

Seventh chapter titled, '**Conclusion**' contains conclusion, contribution to the body of knowledge scope for further research and limitations for the study. The thesis would be appended with questionnaire used for data collection and relevant annexure.

CHAPTER - 2

THEORETICAL BACKGROUND

2.1 Introduction

Organizations are giving emphasis on the quality of work life (QWL) its employees has. For managing its talent and retaining its human resources QWL plays a crucial role. For gaining competitive edge the organizations have shifted their focus to differentiating themselves rather than competing with others. And in this context employees play a major role being patrons for organizations in which they work. It is advantageous for organizations to retain its human resources that will see them through critical times. One of the important way to create differentiation is to retain, develop and nurture the human resources which are unique and of utmost importance in knowledge economy.

An exhaustive literature review was conducted in the time frame of year 1950 to year 2014. Details are as follows-

Table No. 2.1: Details of literature review

Sr. No.	Nature of literature	Nos.
1	Research Papers	60
2	Doctoral Thesis	3
3	Books	10
4	Reports	3

2.2 Contents and discussions in this chapter

The chapter has been divided into following parts as mentioned below, in order to establish a flow of concepts-

- Quality of work life :an overview

- Historical Development of QWL
- Quality of work life definitions and related aspects
- Measurement of Quality of work life
- Adequate & fair compensation
- Safe and healthy working conditions
- Immediate opportunity to use and develop human capacity
- Opportunity for continued growth and security
- Social integration in the work organization
- Constitutionalisation in the work organization
- Work and total life space
- The social relevance of work life
- Superior subordinate relationship
- Welfare facilities
- Development of QWL

2.3 Quality of worklife: an overview

The development of any organization lies in the development of the quality of life of its employees. All Human resource related actions are aimed at enhancing quality of life. Employees spend a majority part of their life while being in the occupation. The total life span of an employee can be classified into three aspects i.e. family life, working life and social life. These areas intersect each other and they constantly affect each other. So the total quality of life of the employees depends on the kind of these three aspects which they have. In order to enhance the total quality of life of the employees better balance between family life, work life and social life is required

The efficiency and productivity of each employee depends on the quality of work life of that employee. Human resources are critical to any organization. Human beings with their differentiating ability to think, feel, inspire, motivate and control can give organizations differentiation. For achieving organizational

objectives human resources play a vital role and nurturing human resources is of immense importance. The quality of the work life has major impact on quality of life of employees. Better quality of work life leads to a better quality of life of the employees. In this chapter an attempt has been made to present the theoretical background of the concept of QWL. Employees expect much more than money from their organizations. They are apprehensive about the overall quality of their working experience and what job has to offer them in return. Organizations have now realized that talent management will initiate organizational growth and a satisfied employee will contribute better to the organization.

At times the employees are not happy with the kind of QWL due to hectic schedule of work, worklife imbalance, less socialization. Thus job uneasiness is due to the limited scope of the job, short operating cycle, lack of opportunity to exercise carefulness, average compensation, average working conditions etc. Job dissatisfaction and job pressures have their major effect on employee's health in the form of reduction in overall happiness, increase in unhealthy habits such as smoking, drinking, putting excess body weight, etc. aggravation leads to various disorders such as heart diseases, joint pains, etc. and are mainly due to hectic work, unhealthy relations with other employees at all levels, average working conditions, work-related stress, workload, job monotony and boredom, fatigue, lack of security etc.

During Industrial Revolution there were changes in work related aspects in organizations. Machines were important than other factors of production such as men, money, material. Employees were considered as one of the factor of production. Because of which employees were dissatisfied. Researchers have been trying to find out what motivates employees. Research indicates that money is not the only motivator for employees and employees look for something else in their job. i.e. safe and healthy working conditions, better interpersonal relationships, appreciation from organization etc.

Organizations have realized the significance of enhancement of QWL of employees in organization. For achieving the productivity from employees better QWL acts as a solution. Various organizational initiatives are being implemented for obtaining high productivity and performance standards. These strategies are based on the assumption that employees are investments of an organization nurturing them is organization's responsibility.

Quality of work life is one of the most important aspect of HRM which leads to better conducive atmosphere for employees. Better quality of work life leads to highly motivated employees who work for their as well as organization's development. Making work environment employee friendly this will result in improving the life of employees while being on the job is called Quality of Work Life.

Though the concept Quality of Work life emerged in literature only in 1970 in the western countries, the concept was discussed and given importance since 1950's. The scope of the quality of work life is so broad that it includes all areas of HRM.

The expert in the field Richard Walton (1979) who had done extensive research on QWL has taken painstaking contribution to this concept. The concept of QWL and its Measurement has become easy with the constructs that Walton proposed. According to Richard Walton," the work culture of an organization should be recognized and improved to improve QWL in the organization. QWL is primarily an initiative of organization. It allows organization to maintain control of the workplace. The QWL philosophy proposes a socio-technical view which says Employees are social, psychological and physiological beings, technical aspect of work must be well-matched in analyzing their work and environment so that the social and technical aspects can be optimized."

The term QWL was first gained popularity at the first international conference on QWL in 1972 (Davis and Cherns, 1975). Quality of Work Life is the interactions between individuals and organizational factors existing in the working environment at workplace. It is the amount to which employees can satisfy their essential personal needs through their experiences while being part of the organization. It emphasizes on offering a conducive work environment to employees. The premise is if employees are happy about their experiences in organization then their productivity increases.

The quality of work life integrates an employee's attitude about various dimension of work including compensation and other fringe benefits. The total quality of life can be obtained only through the quality of work life. The experience gained through work life helps employees to acquire distinction, and competence which are needed for the total development of human resources. An employee's life cannot be distinguished as personal and professional. They both get affected by each other.

Low productivity and low employee morale are areas of concern for most of the Public sector organizations. The employee doesn't get a feeling of belongingness towards work and because of which he doesn't feel motivated to work. The improvement in QWL can be achieved by improving the morale and motivation of the work force. It refers to a feeling of enthusiasm in employees that they will be able to cope with the tasks assigned to them. A person's enthusiasm for his job reflects in his attitude towards work, and towards his organization, and it can be observed by willingness to strive for the goals set for employee by the organization in which he works. It impacts and affects employees in the best interest of the employee and the organizations.

2.4 Historical Development of QWL

Prior to industrial revolution people used to perform tasks in the same setting where they lived. Less dependence on agricultural work and the rise of machine related work made people wage earners working for others. The industrial revolution separated work from the society and created the organizations. There was little interaction between the organizations where employees worked and where they lived and Work was not part of social life; it was separate and detached.

F.W. Taylor pioneered time and motion studies, which were considered as de-humanizing because it gave control to organizations over employee performance. He emphasized on matching the individual's abilities to the complexities of the job, He promoted employee suggestions, he emphasized on training for a job, and He blamed organizations for employee restricted output of employees than employee abilities. He also emphasized on giving feedback to people to help them change. Taylor sought humane and sensible approach to dreadful conditions of work.

Application of scientific principles to human behavior can be seen in Ivan Pavlov's work, and applications are conducted in western countries. The psychologists focused on aspect that human being manifest their unconscious drives. Maslow emphasized on self-actualization, intrinsic motivation, and potential as important aspects than controlling or analyzing behavior.

The recent phenomenon is spirituality and meaning at work. The emergence of spirituality in contemporary business has its roots in multiple sources (Darling and Chalofsky, 2004)

2.5 Quality of Work Life: Definitions & related aspects

The term quality of work life appeared in research journals during 1970s. Now a days employees are not only concerned about monetary gains but also

working conditions interpersonal relationships, job pressure, absence of challenging work etc. As the organizations have changed their style of functioning the expectations of employees also have changed. Employees look forward to the conducive work environment and favorable terms of employment. The productivity and efficiency of employees depends upon the quality of work life provided by the organization.

The American Society for Training and Development selected a task force on the QWL in 1979. The task force defined quality of work life as, “a process of work organizations which enables its members at all levels to actively participate in shaping the organization’s environment, methods and outcomes. The value driven process is aimed toward meeting the twin goals of enhancing effectiveness of organization and improved quality life at work for employees.” Hence quality of work life is a process of work organization designed to improve the effectiveness of an organization and enhance the quality of work life of its employees.

Cohel and Rosenthal have concentrated on the employee - satisfaction. They discuss quality of work life as, “an internally designed effort to bring about increased labour management co-operation to jointly solve the problems of improving organizational performance and employee satisfaction”

Robert H. Guest defines QWL as feelings of an employee about his work. He further discusses the effect of QWL on employee’s life. According to him, “Quality of work life is a general phase that covers a person’s feelings about every dimension of work, including monetary rewards and benefits, security, working conditions, interpersonal relationships, and its intrinsic meaning in a person’s life, it is a process by which an organization tries to unleash the creative potential of its people by giving them participation in decision making.

Mansell and Rankin try to define QWL as “Quality of working life is the concrete expression of a particular set of beliefs and values- about people, about organizations and, ultimately about society”.

Robinson and Richard Alston defines it as the key purpose of the quality of work life is whether an individual employee feels off and a contributor to the organization in which he or she earns his/her living. “The quality of work life is related to the ease with which people can take on tasks they require to undertake and thus gives the performance necessary to the economic strength of the business”. The quality of work life of an organization can be assumed by the behaviour of its employees.

One way of measuring quality of work life would be to concentrate on the behavioral outcomes such as employee turnover, absenteeism, and mental and physical illness. Individual’s job involvement or self investment of an individual at work may be a good indicator of quality of work life experienced by the employees at work. To increase the employee involvement in organizational activities is by giving them autonomy and freedom in the working life. QWL is a state of mind or condition an employee goes through within the organization.

Indian philosophy emphasises on improving the quality of life of the people depicted in scriptures, sacred books and epics, to the needs and maintenance of quality in every one’s life. Karma refers to work and Karma yoga deals with meaning of work, and its implications, and the way in which it should be done. It can be considered as the highest quality in work.

In general QWL refers to the favorableness or unfavourableness of a job and work environment for employees. It exposes the quality of relationship between employees and the total working environment. QWL has assumed importance in both developed and developing countries of the world. In India,

its scope seems to be large than all labour legislations enacted to protect the employees. It focuses on job security and economic growth of employees. The concept of QWL looks at work as a process of interaction and joint problem solving by working people- managers, supervisors, and employees.

According to Harrison, “QWL is the degree to which work in an organization contributes to material and psychological well being of its members”. J.Richard and J.Lloy define QWL as “the degree to which members of a work organization are able to satisfy important personal needs through their experience in the organization”. According to Takezawa “What constitutes a high quality of working life may differ in relation to both the employee’s aspirations and the objective reality of his work and society. It is ultimately defined by the employee himself”.

In 1977, the staff of the American Center for the Quality of Working Life developed the definition of quality of work life improvements as any action which takes place at any level of an organization which seeks greater organizational effectiveness through the enhancement of human dignity and growth.

QWL is an indicator of how free the society is from misuse, injustice, inequality, domination, and restrictions of the continuity of growth of man, leading to his development to the fullest”. One of the reasons for growing importance of QWL could be realization on the part of employees about their rights and wellbeing. Employees do not depend upon the mercy of management for their existence. They are educated. They are more united now than ever. Each and every employee tends to join some unions or the other for their own protection and well being. Unions put in all their efforts to educate its members to understand their rights and also to make them understand what they can expect from management in return for what they add. It is not only monetary benefits but other aspects as well. For most of the employees the need to work

is deep rooted in their psychological makeup and the meaningful work takes on importance beyond mere material well being and economic satisfaction.

2.6 Measurement of Quality of Work Life

Richard Walton has proposed inclusive interpretation of eight conceptual categories narrating QWL. He proposed eight major conceptual variables contributing to quality of work life

1. Adequate and fair compensation
2. Safe and healthy working conditions
3. Immediate opportunity to use and develop human capacities
4. Opportunity for continued growth and security
5. Social integration in the work organization
6. Constitutionalism in the work organization
7. Work and total life space
8. The social relevance of the work life.

These criterias will help us to measure quality of work life.

2.6.1 Adequate and Fair Compensation

“In spite of the importance gained by the other aspects, compensation plays a major role in employee’s satisfaction. Especially in country like India, where the employee welfare programmes take back seat, compensation is the main source of satisfaction of the employee. Compensation includes wages and salaries and all other fringe benefits and social welfare programme.

In organizations compensations and benefits are offered in form of Monthly wages and salaries or total pay including basic wages, dearness allowance and city compensatory allowance, Bonus, house rent allowance, paid holidays leave, travel concession. Contribution towards retirement benefits such as employees’ provident fund and medical facilities. The significant aspect of compensation is wages and salaries. The two terms often used interchangeable are ‘salaries’ and ‘wages’.

The term wages is used to indicate the payment made to the worker level employees while the term salary is used for compensation to clerical and other supervisory employees who are all monthly rated and known as white collar employees. The factors that affect compensation of employees are demand and supply of labour, Ability to pay, Cost of living, Productivity of employees, Labour unions, Government regulations, and prevailing wage rates. Remuneration is the compensation an employee receives in return for his or her contribution to the organization.

It occupies an important place in the life of an employee. Employee's standard of living, status in the society, level of motivation, loyalty, and productivity depend upon the salary he or she receives. So typical compensation of an employee comprises of monetary and non - monetary benefits.

A fair and reasonable remuneration will attract competent employees, it will also help in retaining present employees, improving their productivity, improve employee employer relations, and also improve public image of the company. If organization wants attract and retain qualified and motivated employees it must pay fair compensation. For employees, pay is more than a means of satisfying their needs. It provides them a sense of appreciation and determines their social status.

Organizations situated at rural areas can satisfy their employees with comparatively low levels of compensation compared with their urban based counterparts. The organizations located in urban areas usually compensate the cost of living through higher dearness allowances, keeping basic the same. Thus employee compensation is a very significant issue for employers. Money is not the only motivator for employees, but less money demotivates significantly.

2.6.2 Safe and Healthy Working Conditions

Organization should be alarmed with the employees' health and provision of safety while they are at work. Due fulfillment with such provisions are likely to promote good employee health and safety which would result in greater employee efficiency and productivity as well as the increase in the employee's morale and loyalty. In India. Legislations such as the Factories Act 1948, and the Shop's and Establishment. Acts have made legal provisions with regard to employees' safety, health, working conditions including sanitation, cleanliness, lighting, drinking water and rest rooms.

The development of trade union movement has forced the organizations to provide better working conditions to the employees. The management realizes the significance of better working facilities to the employees for achieving greater productivity and efficiency. An employee spends about eight or more than eight hours at the place of work during working day. He must be provided with such type of facilities which will maintain his health and keep him involved in his work.

Physical environment consists of physical environmental factors prevalent within the organization such as lighting, ventilation, humidity, layout of machines, noise, temperature, etc. insufficient light causes strain on the eyes of the employees. Bad ventilation and absence of fresh air make the employees uncomfortable at work which leads to decrease in the efficiency. Unnecessary noise disturbs the attention of the employees which leads to accidents.

Mental environment of employees is concerned with the psychology of employees. Fear, anxiety, tension, anger, etc. are elements of bad mental environment. Such bad mental environment may adversely affect the efficiency of employees and leads to stress. Therefore, favorable mental environment should be created for the satisfaction of the employees and to boost their morale.

Social Environment is impacted by the society which surrounds employee. Every individual's attitude is greatly determined by the society in which he lives and works. Employee's thinking, feelings, preference etc. are affected by his social environment constituting the groups of persons he is associated with. Organization should try to create better relationship among the employees.

A healthy employee is important requirement of the organization. So incumbent on the part of the employer to look after the health of the employees and to provide such facilities and conveniences which would ensure minimum health standards. The Factories Act, 1948 deals with the provisions regarding health. It emphasizes on the conditions inside the organization as an important factor in the health and safety of the employees.

Cleanliness, sanitary and orderly conditions are must to conserve the health and happiness of employees. Organization must ensure that the highest possible standards of cleanliness are laid down and maintained.

Disposal of Waste and Effluents is necessary for organizations. Accumulation of dirt and refuse must be removed daily. Adequate and hygienic arrangement must be made for the disposal of waste and effluents.

Ventilation is an important factor for better working conditions. Deficient ventilation leads to diminished health of the employees. Work places must be properly ventilated. Noxious fumes and dust in an organization can be hazardous unless allowed to escape by scientific ways, will ruin the health of the employees. Effective measures must be taken to prevent its inhalation and accumulation.

Humidity in the organization must be controlled. Provision must also be made for securing and maintaining appropriate temperature at work places.

Temperatures which are too high or too low leads to physical discomfort and affect health and efficiency. Work room must not be overcrowded. Minimum space for each employee should be given.

Poor lighting will cause poor work atmosphere and strain on the eyesight. For maximum efficiency and production, lighting arrangement should be at the best. Employee must avoid casting of shadows causing eyestrain or accidents. Bright and cheerful surroundings have a better stimulating influence.

Sufficient supply of drinking water at suitable points handily accessible to all employees must be arranged. Such water points must not be within twenty feet of any washing place, urinal or latrine.

Provision for sufficient latrines and urinals is compulsory. In most organizations latrines are not kept in a clean and hygienic condition. This is for Sufficient number of spittoons must be provided at appropriate places, and they must be maintained in a clean and hygienic condition. Spitting anywhere except in spittoons is an offence punishable under the Act.

2.6.2.1 Safety Measures

Basic causes of accidents in organizations can be approved mainly to four categories such as supervisory responsibilities, action of employees, unsafe equipments or materials and unsafe working conditions. Supervisors can be held responsible for accident occurring on account of not issuing safety instructions, or instructions not properly forced; employees are not provided with safety devices and equipments, inspection of the equipment or jobs; inadequate planning of job, too much rush; conflict in supervision etc. If accident is due to negligence on the part of employees' or indifference such as haste or task shortcuts; disobedience of safety instructions; job ignorance, lack of skill, fatigue; inappropriate method of doing the job; language barriers etc. can be attributed to employees on lapses. Accidents can also cause due to

unsafe equipment, defective materials, defective tools, unsafe conditions of building or infrastructure etc.

Accidents can occur due to unsafe working conditions such as poor and defective lighting, congestion or improper inventory management, inappropriate housekeeping, inadequate ventilation, slippery floor, fire explosion, dust and fumes, inadequate exist, faulty facilities layout, different weather conditions etc.

Organization should take all the necessary safety measures. machines must be adequately fenced in factory. The safety colour code adopted by American Standards Association should be implemented in organisation indicates 'red' for danger, 'yellow' for caution 'green' for safe or first aid equipment and 'white' for housekeeping. Awareness should be created in employees of following safety rules. They should be informed about safety devices. Safety can be achieved only if the employee appreciate the need and utilizes it. Education related to Safety education is must for the entire employees. The employee at organization is full of risks and occupational hazards. Every year many employees are prone to industrial accidents. The injuries can be caused due to unsafe activity unhealthy working conditions

In India the act Workmen's Compensation Act was passed in 1923 providing compensation to employees and their families in case of industrial accidents or certain occupational diseases resulting in death or disablement. The Act suggests separate policy for compensation in case of death of employee as well as in case of permanent or temporary disability.

Safety means freedom from the occurrence or risk of injury or loss. Industrial safety means the protection of employees from the danger of industrial accidents and safeguarding them. Health is a state of complete physical, mental and social well being and not only merely the absence of disease. It is the

outcome of interaction between the individual employee and his environment which surrounds him. Employees spend a great deal of their time in organizational settings.

In many organizations, employees are exposed to various types of health concerns. Unless the working conditions are appropriate employees cannot concentrate on job. As a result, productivity and efficiency of employees will be low. The unhealthy employee will remain absent and which will result in greater absenteeism and labour turnover. The quality of work will endure and the organization's resources will not be utilized. The major factors influencing employee's health are work area and seating arrangement, cleanliness, lighting, temperature, ventilation, freedom from noise, dust control.

2.6.3 Opportunity to Use and Develop Human Capacities

An employee feels satisfied when he is given an opportunity to utilize and develop his capabilities. According to Maslow's need hierarchy, people want to satisfy their higher order needs once they satisfy their basic needs like fair compensation and good physical condition. This higher order needs include social recognition and social status as well. The basic purpose of human development is to enhance knowledge and skills, knowledge, qualifications and expertise so that a productive and fulfilling life can be lived, both in work and also in society at large. For the overall development of employees' capacities, an understandable organization structure is essential. Organization structure represents formal relationships among the individuals and segments within an organization. It is a structure which shows the authority and responsibility relationships among employees, the official communication channels, and the relationship of each part of the corporation to the others. The hierarchy in which people are related in a meaningful way will result individual responsibilities known clearly and the authority to act would be defined. In such case employees will benefit from superior-subordinate relationship in which each employee receives essential guidance.

The purpose of communication is to make the employee aware of his obligations to the organization and provide him with additional guidance on how to perform his duties efficiently. It is essential to encourage ideas and suggestions from subordinates for an improvement in the product and work conditions, for a reduction in the time or cost involved and for avoidance of the waste of resources. If an organization is to operate as an integrated unit, it is necessary that the top management should keep the lower level supervisors and employees well-informed of its ultimate objectives and what it wants each person to accomplish towards their realization. A good communication system not only ensures the transmission of information and understanding among individuals and groups, but unifies group behavior, which provides the basis for continuing group cooperation.

Employees should be encouraged to give suggestions to the organization for innovative changes and their suggestions should be considered. Rewards must also be given to those who make constructive suggestion for changes. This will boost the morale of the employee who made such suggestion. It is also better to give opportunities to employees to participate in organizational planning. They can give creative ideas while working.

There will be qualitative and quantitative differences while doing work by different employees. It is necessary for the organization to know these differences so that the employees with better abilities may be reinforced positively and the inappropriate placement of the employees may be amended. For this reason performance appraisal is essential. The objective of performance appraisal is Administrative and Self-improvement.

The various objectives are Promotion, transfer, wage administration, training and development and HR research are the administrative objectives. The performance appraisal helps to identify the deficiencies and shortcomings of

the employees. Performance appraisal helps the employee and his immediate superior to discuss the performance and thereby bring the areas of improvement. Stronger mechanisms by the organization of monitoring performance may dissatisfy the employees.

All employees should be given optimum freedom in doing work. This will give the employees an internal satisfaction that they are doing the work designed by him. Periodic discussions with the employees, calling for his suggestions, and framing work groups like 'Quality Circles' help an employee in improving his capabilities on job. Equitable treatment and fair attitude of the boss can increase the morale of subordinate employees. Proper training through various methods not only at the beginning but from time to time also helps an employee to improve his capabilities which in turn satisfy him.

An organization is responsible for the development of its employees. This involves training, skill developments, recognition and encouragement. Work arrangements should be made demanding enough to expand skills, abilities, and knowledge. They should create a positive effect on self esteem, independence, involvement and inspiration. Today work has become monotonous and mechanical so that the employee has tiny control over it. Successful candidates placed on the jobs need training to carry out their duties effectively. Employees must be trained to function machines, reduce scrap and avoid accidents. It is not merely the employees who need training. Supervisors, managers and top officials also need to be developed in order to allow them to grow and acquire maturity of thought and deed.

Training and development constitute an ongoing process in any business Taylor was criticized that an employee provided optimum point of freedom in work can improve him on the job which gives him enormous satisfaction. The job should contain sufficient variety of tasks to provide test and to ensure the utilization of talents.

2.6.4 Opportunity for Continued Growth and Security

The organisation should provide career opportunities for employee development and to sharpen new abilities and expansion of accessible skills on a continuous basis. Career development programme, performance appraisal, joint consultation and employee participation in management are crucial elements required for continuous development and security. Career growth is crucial for implementing career tactics. It consists of actions undertaken by the individual human resources and the organization to meet career aspirations and job requirements the most important prerequisite of career growth is that every employee must take onus for progress. Career development involves employees receiving demanding job assignment early in their careers and doing well. Managers recognize career path. The successful employees should pursue it. So, the organization should give the information to employees involving the best way for career growth. To give information to all employees about job opportunities, management can use job posting. The restructuring lists include competencies and abilities, experience, and seniority provisions to qualify for jobs. Job posting provides a channel by which the organization informs employees know available jobs and requirements for promotion. By assessing people through assessment centers, managers can get visible evidence of their ability to do specific jobs. The education and training is an effective career advancement technique.

By bringing together groups of employees with their immediate supervisors and managers, problems and misconceptions can be addressed and resolved. These programmes include self-diagnostic activities for employees' analysis of the organization. Job changes can take the form of straight, promotion lateral transfer or assignment. Experience in different areas through transfer and encouragement will certainly build confidence in the mind of the human resources This encourages the employees to accept new challenging jobs. An extended leave in form of sabbatical can permit time for attending executive

development conferences, continuous reading, accepting a visit, session at university, or other such activities which will boost one's career development.

Once the employee has been selected, educated and motivated, he is then appraised for his performance. Performance appraisal is the step where the management gets to know how effective it has been at selecting and placing employees. It is a continuous process to get information necessary for making appropriate decisions.

Performance appraisal is a formal mechanism in an organization is concerned not only with the assistance of the members who form part of the organization, but aims at finding the potentials also. A good system of performance appraisal helps the immediate superior to assess the performance of employees systematically and from time to time. It also helps him to assign that work to individuals for which they are fit. It can be used as a basis of sound HR policy in relation to transfers and growth opportunities. If the performance of the employee is better than others, his name can be suggested for promotion, if the employee performance is not at par, he or she may be transferred to some other job.

A sound system of performance appraisal should fulfill certain requirements. It should be uniform, fair, just and equitable. It should be ensured that the appraisers are honest, rational and objective in their approach. The employee should be made aware of the performance in terms of goals, targets, behaviour, etc. expected of them. Moreover, the appraisal plan should be devised in consultation with the subordinates. This will increase their commitment to the plan and their understanding of expected performance.

Active involvement of employees in the decision making process is a prerequisite for the successful implementation of the decision to action. In many countries it is statutory for the organization to constitute joint

consultation committee with representative of managers and employees at the unit level. Joint consultation is intended to stimulate interest and draw out the best contribution that every employee can make to the regular effort. It helps in establishing mutual understanding and admiration between management and employees in an atmosphere of joint accountability. It is a pre-requisite for satisfactory working of wage incentive schemes.

The subject of employees' input has gained popularity in the last three or four decades. An organization requires the joint effort of all the employees working together. With the increasing strength of the organization of employees and with their raising potential, a stage has now been reached where the employees not only demand development in benefits but also want to employ the power of their organization to secure partnership.

The concept of employees' participation in management revolves around the principle of equality and co-operation between organisation and employees. Employees will be motivated and their morale will improve if they are involved in the process of decision making. Employees participation in management is recommended to achieve the following objectives viz. Increasing productivity for the general benefit of the organization, the employees and the society at large.

The association of employees and management at all levels would lead to the promotion of improved productivity for the general benefit of the organisation, the employer and the community, Better employee employer relations and increased cooperation will enable organisations to win their confidence and cooperation. Such association of employees with management in a real way at all levels will break the barriers between employees and management and do away with distrustful environment and mistrust and replace hostility with cooperation.

Now a days The employees have started seeking career growth. Job security has ceased to satisfy employees in the organization. Employees tend to go away from a job which does not promise career growth. Organizations are helping employees in these areas by helping them draw their career paths. Organisations are also helping employees to get higher positions through training and development. The employee is developed to take up a higher position where there is a possibility.

There must be employment which gives for continuous growth, job and income security. The work should give career opportunities for development of new abilities and expansion of existing skills on a regular basis. QWL provides future opportunity for continued growth and security by enhancing one's capabilities, knowledge and qualifications. Here the focal point is on career opportunities as against the job.

2.6.5 Social Integration in the Work Organization

According to Walton, a satisfying uniqueness and self-esteem are influenced by five characteristics of the work place: freedom from discrimination, egalitarianism, upward mobility, supportive work groups and community of feelings, and interpersonal openness.

Social integration is a procedure of adaptation by which employees are able to recognize the basic values, norms and customs for becoming the accepted members of the association and assuming organizational roles. People who do not learn to regulate with the culture of organization are labelled as rebels and may be driven out of the organization. Social integration will have a large persuade on the attitude and behaviour of people at work. Because, people are normally socially oriented. The attitude and values of managerial peer groups, family members, friends, and others to whom they may collectively relate will influence profoundly their perception and actions.

Though the initiative is to be from organization, the employees also should give their complete support and collaboration to make the efforts of management a success. An organization can acquire supportive work groups and interpersonal honesty between employer and employee or concern and endeavor to settle any differences of views in respect of such matters. Good human relations are the preconditions for the success of better work environment.

An organization constitutes of employees who come from various backgrounds and are different from each other in their psychology. The performance of employees and their behavior when demanding in a particular job is influenced by various psychological and social factors such as family.

Knowledge about employees their behaviour is important in developing human relations. Human relations are the incorporation of employees into work situation in a way that motivates them to work jointly productively considerately and with economic, psychological and social Satisfaction. Human relation is the art of getting along with employees either as individuals or as a group. Human relations is a process through which an individual's attitude and job integrated with a view to completing a willing co-operation on employee's part in the achievement of the interests of an association as a whole.

The term industrial relation refers to various types' relationships between all the parties concerned they are the employees, organisation representing the owners. Hence, industrial relations denote a vast complex of relationships created between management and employees, union and management, union and employees and between employees themselves. The primary objective of industrial relations is to keep good and healthy relations between employees and the organization. This will protect the interest of the employee as well as management by protecting the highest level of shared understanding and goodwill amongst them.

An organization can possess helpful work groups and interpersonal openness. 'Industrial Democracy' by establishing work committees which propose to "promote measures for securing and managing good relations between employer and employees and to comment upon issues of their common interest and to settle differences of opinion if any.

2.6.6 Constitutionalism in the work organization

QWL provides constitutional shield to the employees only to the level of appeal as it hampers employee's fulfillment of doing the job beyond that level. Constitutional protection is given to employees on such matters as free speech, equity and due process. Regardless of the abundance of laws designed to ensure fair conduct at the workplace, employees are often treated in a dishonorable manner. In some cases, employers avoid the law, in others; the letter of the law is followed. Research indicates that the most serious ethical problems revolve more or less around managerial decisions regarding employment, promotion, compensation, and discipline that are based on favoritism, rather than ability or performance on the job. There should be the right to personal privacy, free speech and equitable conduct in the workplace. An average employee is simple, even naive and suspicious. He keeps himself at a distance from his superiors. He is aware, doubtful and undecided. This attitude of doubt and frustration changes when he is guaranteed of equal treatment for all employees and have the feeling that the organization is taking utmost care of employees who are diverse due to different age group, education and income . If he is assured of equal treatment he will give excellent results for organization.

A tolerant hearing of an employee's complaint and an expression of sympathy and thought can win the confidence of a employee. A good and fair scheme of grievance procedure gives the employees a sense of security and social justice. There should not be any space for favoritism or nepotism or injustice. Every employee problem must be handled vigilantly and cautiously. The future of an

employee, his job security or his promotions and growth should not be at the likes and the dislikes of his superior. It should be based on sound philosophy of equity, fairness and social justice.

Organization should offer some counseling to employees in case of personal problems. In case of bias, it is most dissatisfying to an employee to find out that his colleague is being treated in a different way from him which will have an adverse effect on his quality of work life. Enhanced QWL should ensure zero infringement of the constitutional guarantee by organizational decisions.

2.6.7 Work and Total Life Space

For better quality of work life a balance between work life and family life of employees is must. If the employee is anxious in his mind, about work or family life or social life it will eventually influence his work. He may become dissatisfied with his job or organization and he will remain absent or wish to leave the organization an employee with permanent grievance against his superiors and co workers and thereby becomes always a problem employee. Personal or family problem of the employee must always be taken by the organization with a sense of urgency. Otherwise it will affect his motivation and morale.

An employee's well-being in and out of organization is organisation's concern, because it has a direct bearing on the competence of his work. Unhappiness at home often affects employees conduct at work. It is the responsibility of the employer to secure for the employee good human conditions of work and living.

Working conditions create a simulated environment of dust, fumes, noise, excessive temperature etc. These circumstances impose strain on the human body and if uncontrolled may lead to the severe outcome. The hazards should be minimized and task should be made safe. Another job of the organization is

to increase wages of the employee. It is essential to add to the income of the employees by providing services such as housing, medical assistance, schools, co-operative stores, playgrounds, etc. for fulfilling employees' personal and social requirements. The organization must try his maximum for meeting employees' needs.

Every employee who works with other should identify his own personal needs and the needs and potential of his peers. Every individual's way of doing things is affected by the society in which he lives. The employee should not have a thought process that the time and energy spent at the work place is a waste. The organization should try to create a culture which will help employee to realize that his effort in the organisation is vital. Similarly, employee should think that he is receiving adequate compensation for the work done in the organization.

There should be proper equilibrium between work life and personal life of employees. The demands of job such as late working hours, frequent travel, and quick transfers are both psychologically, physiologically and socially very costly and damaging to quality of work life. Family life and social life should not be stressed by working hours including overtime, work during inconvenient hours, frequent business travel, transfers, etc. QWL provides the balanced relationship among work, non-work part of life.

2.6.8 The Social Relevance of Work Life

All employees should be given compensation, working conditions so they lead decent standard of life and they should enjoy the social and cultural opportunities. The employees feel a need to relate their work socially. For example, employees who work in an organization whose jobs are socially relevant can gain recognition in a group and they are most satisfied.

The need to give back to society is felt by all organizations now a day. The need was felt besides the interest of the organization and it also should be in the interest of employees, customers, suppliers, government and the public at large. It should try to help society even at the cost of its profit. Now, Organizations must try to improve their image in the eyes of the public by understanding social welfare measures.

Women and minorities have been discriminated against in their careers and professions. All should be given equal opportunity for getting job and grow. By avoiding discrimination on the basis of several aspects such as caste, creed, age, sex etc. organization help in creating a balanced social structure. Organizations should provide finances for the development of educational facilities. Organizations should spend for CSR activities. An organization will have the satisfaction of contributing to a noble cause if such help is given.

Organizations must always be ready for modernization. Modernization helps to make new quality products at cheaper rate. So modernization is helpful to the society by providing quality products at cheaper rate. There are some goods which are harmful to the individuals and society. The products such as tobacco, alcohol, drugs etc. are to be produced and marketed as per the guidelines of the government so that their use is restricted whenever possible.

Pollution has become a major issue of the society and it needs to be controlled. It is the responsibility of the organization to exercise control over its wastes. Organizations must deploy waste management mechanisms. The waste generating from toxic, excessive noise, chemical pesticides, automobile exhaust etc need to be prohibited. Organization can manage pollution by recycling its waste and by reducing the pollution in the first place.

The type of product made by the business is used by the end users. The product features such as quality efficacy, design, safety, durability have a direct effect

on customer satisfaction. The ease of access of quality products at reasonable price will enhance consumer satisfaction. Organization should take into account consumer preferences and their buying capacity while deciding its manufacturing policies.

The term 'social security' was emerged in western countries. The need of social security measures exist to help the people when they are unemployed and exposed to risks such as sickness, old age, maternity etc. According to ILO, "Social security is that security which furnishes through appropriate organization against certain risks to which its members are exposed. These risks are essentially contingencies against which the individual of small income and minimum resources cannot effectively provide by his own ability or foresight alone, or even in private combination with his fellows. These risks being sickness, maternity, old age and death, it is the characteristic of these contingencies that they impair the ability of the working man to support himself and his dependents in health and decency".

The scope of social security is very broad. Social security schemes comprise health insurance, maternity benefit, compensation for employment injury, employees' family pension, voluntary social insurance, provident fund schemes, etc.

India is a Welfare State as envisaged in her constitution. Social security is an important step towards the goal of Welfare State, by improving living and working conditions and affording people protection against various kinds of occupational hazards. Social security measures also help in industrial development through making employees efficient and productive and it also helps in reducing waste arising from industrial disputes. These measures help employee to feel social and economic security and put his heart and soul in increasing production. Employees' State Insurance Act, Employees Provident Fund Act, the Maternity Benefit Act help to protect social security in India.

Organization makes use of resources of society. No organization can be successful in the long run if it ignores the interest of the society. The standing of an organization in the society can control an employees' value of his work. Work should not only be a way of material and psychological satisfaction but a means of social welfare too. An organization that has better concern for social causes like consumer protection, pollution, national integration, employment, etc. can improve the quality of working life. QWL is worried about the establishment of social relevance to work in a socially advantageous manner. The organization's lack of concern for social deeds like waste disposal and management, low quality product etc. in turn affects the self esteem of employees. The employee's self esteem would be very high if their work is useful to the society at large and they feel proud about it. The social responsibility of the organization is an unavoidable determinant of QWL. As such, social relevance of work of each employee is very important for making working condition better.

2.6.9 Superior Subordinate Relationship

Improved superior - subordinate relationships give the employee a sense of social association, organizational belongingness, accomplishment of work etc. This leads to better QWL. So in organization employees should be free from excessive supervision and control and organization should not use undue pressure on employees to attain the scheduled target. An impartial treatment to all employees within the organization and sense of cooperation among employees and supervisors will help in shaping better quality of work life.

2.6.10 Welfare Facilities

Employee Welfare means doing well for employees. It refers to the physical, mental, moral and emotional well being of an individual employee. According to the Oxford dictionary, employee welfare means "the efforts to make life

worth living for workmen”. Labour welfare means taking care of the well being of employees by employers, trade unions and governmental and non - government agencies.

Welfare officers are educated and trained in such a way that they are in a better position to manage employee welfare. These officers are more concerned with compliance of statutory provisions than with the well being of employees. In organizations welfare measures should help to counteract the negative effects of the factory system. These measures should enable the employee and his family to lead a better life. Welfare facilities like housing, medical and children’s education, recreation and social well being, etc. help in improving QWL of the employees. For the organization, welfare measures lead to higher morale and better productivity.

2.7 Development of Quality of Work Life

Concept of QWL is not a recent phenomenon. It was always discussed by practitioners. There are a number of mechanisms for enhancing quality of life, starting with the ‘human relations’ movement Contributions by Mayo and McGregor, the job enrichment of Herzberg, the efforts to enhance work environment began in the early. The labour union activities with the help of collective bargaining and legislation led to improved conditions and improved QWL.

Employee aspirations for an improved work life go beyond continuous efforts to improve working conditions. Now a days employees with better education and high expectations are demanding better managerial ways and better ways to participate in the decision making process that affects their welfare and work life. Other aspects which influenced the rapid development of QWL is increasing recognition by management about social issues of the workforce, CSR and organization’s duty towards employees. Employee’s changing

attitudes towards authority, the unfriendly nature of organizations and a widening gap between the workplace reality and employees' expectations.

Several schools of thoughts suggest that QWL has got some components of motivation. QWL enhancement initiatives are generally designed to satisfy the higher level of needs as given by Maslow in his theory of Need Hierarchy. Employees are not satisfied with better working conditions or better salary but they also need social integration. They work for achievements, freedom, reputation, recognition, attention, appreciation etc. They desire for continuous self-development for unleashing their potential and self fulfillment.

Quality of work life closely works with the organizational development. Organizational development is a planned, methodical, organized and collaborative effort where the knowledge of behavioral sciences and organizational theory, principles and practices are deliberately applied to increase the QWL which is reflected in enhanced organizational health, validity and enhancement of the individual and group competence.

Therefore, organizational development efforts are intended to enhance the quality of work life of the employees, but also to the effectiveness of the organization. Organizational development connotes the continuous planned efforts made to improve the structural process and people aspect of the system. Such systematic efforts ensure the organization's survival and growth by enhancing the quality of work life.

The improvement in quality of work life doesn't involve cost to organization. like wages, working conditions, benefits, work design, organizational structure etc. in quality of work life Improved quality of work life leads to improved performance and yields better productivity and efficiency. Performance means mental output as well as the behavioral output of employees while helping the colleagues in solving job related issues, accepting orders with zeal and

enthusiasm, promoting team spirit and bearing with working conditions without complaints and the efforts for improving the life at work place but also the life apart from work.

2.8 Techniques for Improving Quality of Work Life

The concept of quality of work life has been realized through various systems such as job enrichment, job enhancement, employees' participation in management, organization development, quality circles, employees' welfare, worker's participation in management etc. Efforts are required at Individual as well as organizational level to enhance the quality of work life for employees in the organization. HR professionals and experts in the area recommended several techniques for enhancing quality of work life. Some important techniques involve job redesigning and Job enrichment which helps to satisfy higher order needs by giving interesting, stimulating and challenging work. Opportunity for career development and growth increases commitment in employees.

Organization should meet expectations of achievement-oriented employees. In self managed teams employees are given the freedom of decision making. In such a group the employees themselves plan, coordinate and control their activities. The group is accountable for success or failure. Flexible working hours (flextime), spread out hours, reduced work week, sharing of job, part-time employment and other types of alternative work schedules give freedom to employees in scheduling their work. Employees want to contribute in deciding matters which affect their lives. Quality circles, management by objectives, suggestion schemes and other forms of employees' participation in management help to improve QWL.

2.9 Conclusion

In nutshell, organizations do exist because of individuals and individuals exist for organizations. Without individuals, organizations cannot be managed.

Employees are investments for organizations and they help organization to realize organizational objectives. Employees of the organization should be inspired, encouraged and motivated. So that they can contribute to achievement of organizational objectives. And for this the organization must try to increase the quality of life of the employees in the organization. There is a continuous need for research and development in area of quality of work life. This chapter putforths the theoretical background related to the study undertaken by the researcher. Overview of Quality of work life Historical Development of QWL, Quality of work life definitions and related aspects, Measurement of Quality of work life etc. For the simplification the literature has been studied by classifying into various sections.

CHAPTER 3

REVIEW OF LITERATURE

3.1 Studies Relating to Quality of Work Life

The Human Relations movement started with the Hawthorne experiments conducted by Elton Mayo and his Harvard associates (1953) discovered the inter-relatedness of a variety of elements at work and established that changes in physical conditions of work such as working conditions, working hours, rest rooms, monotony, fatigue, incentives, employee attitude, the formal and informal association resulting in high morale, productive output and job satisfaction.

Milton L. Blum (1956) in his study acknowledged the significance of the association between job satisfaction and general satisfaction. The job satisfaction may be a function of general satisfaction or approach towards life.

George V Hawthorne (1963) conducted a study to observe what can organizations and government do to help employees in improving productivity and what employees themselves do. In his view the output improvement can best take place in the context of monetary growth. The study explains that many employees face the problems of change and uncertainty. This can be dealt with by training and retraining and by sufficient provisions of employees to go to other work within the same industry. He explained that the productivity can only be gained through effective teamwork and increased productivity should be common fairly among organization, employees and the public at large.

The study conducted by H.C. Ganguly (1964) on Indian workforce attempted to examine various aspects leading to job satisfaction or dissatisfaction and given the reason adequate compensation leading to job dissatisfaction. The

aspects which are ranked high are job security and opportunity for advancement. Some factors such as job status and prestige, working hours, relation with colleagues etc. have been identified as low motivators.

Allenspach (1975) made a study to examine the effect of flexible working hours conducted as experiments in Switzerland. In this research advantages and disadvantages of flexi working hours, and its effect on job satisfaction and employee attitude was studied.

Cherislicher (1975) gives new dimension about the relationship between working conditions and job satisfaction which indicate that job cannot be considered only from the viewpoint of productivity and that the changes in working conditions must provide to the satisfaction of worker's need.

Frike(1975) in his research explains the humanization of work, by considering its impact on the social aspect of the working conditions which matter more than the industrial aspects. The research also indicates differentiation between static and dynamic improvements in working conditions.

Fazakerley (1975) claims that human resources want from their employment challenge they can assemble. Some propinquity is knowing how well they are doing interesting work, congenial social climate and degree of protection which enables them to work in co-operative manner rather than conflict ridden situation.

Johnson (1975) explained that the employees often value factors such as job interest and better working conditions above salary. The conclusion is the compensation becomes the most important factor in job satisfaction only when it is seen as compensation for dissatisfying and alienating work situation.

Seashore (1975) stated that individual employees have completely unique sets of standards for analyzing the quality of the work settings. Groups of individuals divide particular personal attributes which cause them to analyze work in common, methodical measurable and predictable patterns. Among other things nature of job is responsible for differences in analyzing the quality of Work situation. There are systematic and universal characteristics of the work environment which give high levels of satisfaction and well being on the part of employees. Experienced job satisfaction is the one element among the various factors involved in the quality of work life.

The quality of work life is a sign of how free the society is from exploitation, injustice, disparity, domination and restriction on the continuity of development of employee, leading to his development to the fullest.

Ganguly and Joseph (1976) studied quality of working life amongst young employees in Air India with special reference to life and job satisfaction. Out of the various physical and psychological reasons working conditions, pride in organization, job earned community respect, sensible working hours, etc. are positively correlated with job satisfaction than Friendship with colleagues, better work location, physical and mental strain, variety of skills and risks of injury etc. Research also indicates that strong family bonding and rural background are more positively correlated with life and job satisfaction. Expectations and aspirations of young employees affect the quality of working life.

Prakasan Rajappa (1976) explains that work-related level has some influence over the satisfaction and dissatisfaction of employees. In higher level jobs, motivational factors act as satisfiers, and in lower level jobs both motivator and hygiene factors seem to operate as satisfiers and dissatisfiers.

Vasudeva and Rajbir (1976) commented that even though various factors such as compensation, opportunity of career advancement and growth, job security, organization and management, social relevance of work, communication and benefits are connected to job satisfaction, it is the interaction among these aspects that leads to job satisfaction.

According to Richard Walton (1977) quality of work life is the work culture that acts as the corner stone. Hence, work culture of an organisation should be value driven and improved to develop the quality of work life of an organisation.

Sinha (1977) suggested that – the truth of acute poverty, higher unemployment, higher disparity between the poor and the rich questions the authenticity of the concept of the quality of work life. He further explained that in India employee is seldom judged by what job he does. The criteria are: how he/she relates himself with others e.g. family and friends. He suggested for a close scrutiny for knowing the area between the work-life and the personal life and the way they are correlated.

Kavoysu *et al.* (1978) compared the not permitted absenteeism rates in two large textile factories in Isfahan, Iran. The working conditions in the study factory were disappointing, unlike the control factory. Considerably higher absenteeism rates are found in the study. He recommended for quicker attention for humanizing the quality of working life.

Goodman (1979) originated that people are looking for innovative ways to structure jobs and to organize employment in order to make better economic experiences for the worker. The development of the International Quality of Work Life Movement may be looked as a response to three main problems which are widespread and rising dissatisfaction and alienation of blue collar and white collar employees as well as many managerial employees from their

work and from the organization in which they are working declining rate of growth in employee productivity in the face of energy shortages, and the increasing appreciation of the supreme role of individuals “quality of work life” in physical and mental health as well as in family and societal well being.

Sekaran and Wagner (1980) emphasized on sense of competence for managerial employees of USA and India. Research shows that experienced meaningfulness of work was the very significant contributor to a sense of competence for employees in both countries because sense of capability has been strongly correlated with quality of work life.

Thackray (1981) made a research relating to the effect of boredom dullness and monotony on quality of work life. Research indicates that boredom and monotony produces undesirable effect on quality of work life.

Sinha and Sahaya (1981) Research indicates that even the best sophisticated and contemporary equipment could give no result if the human equipment marshaled to operate them was not sincere, valuable and efficient in using them to the best advantage of the organization. The Human Resource management to produce circumstances under which each individual employee would not only give highest job performance, but would also experience maximum job satisfaction.

Bharadwaj (1982) Research indicates that the quality of working life association offers India a value framework and organizational change leading to job-effectiveness by utilization and relating of the human potential. The frameworks of quality of work life have to be adopted by organizations to suit our needs, and our dream of an evolving society.

Manappa and Saiyadain (1983) indicated that worker’s participation in management had suffered heavily because of employees who felt that such a

strategy would take away from them their right to manage. This thought was supported on large-scale by government.

D'Souza (1984) explained that the classical, neo-classical and systems school of thought in organization theory give different conceptions of man and organisations, which lead to broadening of scope of quality of working life theory and application.

Rao (1985) carried out a study to evaluate the difference between quality of working life of male and female employees doing similar work. The result indicates a significantly higher complex quality of working life score for male than for female employees. Male employees have significantly high scores for opportunity to grasp new skills, challenge in work and optional element in work. Research found that age and income of employee had a positive impact on perceived quality of working life of female employees.

Muthikrishnan and Sethuraman (1986) laimed that organizations cannot themselves generate job satisfaction in employees. They can create only conducive environment for enhanced job satisfaction through job redesigning.

Rudrabasvaraj (1986) analyzed several areas in Human Resource Management and concluded that there were several ways in which employee estrangement manifested itself. It might be articulated by the positive withdrawal from work, turnover, absenteeism, lateness, and in-attention while on the job, or might be expressed in the form of fierceness, sabotage, assault, gheraos, violence and other disturbances in work routines. People might feel disconnected when their jobs ceased to give satisfaction and when their jobs were chopped into several meaningless little parts. People wanted to be mixed up and they wanted to have an opinion in all the aspects that affected them.

According to Saxena (1987) promotion was taken as the selection from inside the service. Therefore, promotion system was affected by various factors like; the kind of career system that existed, the preliminary recruitment and examining policy with which people were chosen on the basis of capacity for advancement, the number of key positions that were reserved for political appointees, the amount of career type appointments from outside, the size and heterogeneous nature of the organization, and the dynamism and growth in the organization's work programme .

Varandhani (1987) experimented that the Indian employee was not having a sense of responsibility with the organization. They were suffering from poverty, lived on normal standard of living, not well educated and inadequately trained. These circumstances resulted in low productivity and efficiency, usual performance, a high absenteeism and obvious indiscipline.

Oza (1988) argued that the government policy of HRD of large-scale industries during the first two decades post independence has not paid attention to development of human resources required to promote the growth of small and cottage industries.

M. K Manilal (1989) in a research study concluded that the operators, technicians and supervisors should be given adequate training from time to time in order to cope with the changes in the technology and equipments and measures are to be taken for reducing administrative cost.

Bhabani (1989) discussed that industrial relation and participative management gives detailed discussion on the concept of workers' participation and their experiences of participative management in some countries including India. The study was carried in a leading public sector steel plant, offers a systematic scheme which can be used in future. The inferences are based on the working of participative plan at the unit level.

For showing importance of enhanced relationship between the management and the employees, Srinivasan (1990) expressed that an employee was not a machine, nor he was a component in the wheel, but was complete with a lot of human features such as happiness, fears, desires, and needs. Love and respect are desirable for every employee being human.

Kumari (1990) expressed that the employees were highly organized and called a problem state in respect of industrial relations. In organizations, there were two entities management and the employees. That is why there could not be useful team work, co-operation or democracy, unless the basic inequality was redesigned. The new structure in industry intended to ensure sharing decision making process so that the employees, customers and suppliers could know themselves with the objectives products, processes and the distribution of civil liberties, profits and earnings from which they were estranged.

C.S Hemavathi (1990) in her research study demonstrated a historical perspective of motivation in India from beginning to end from the Indus Valley Civilisation to the modern age. Motivation has been researched from the stand point of Mahatma Gandhi, Karl Marx, Swami Vivekananda, and Thiruvalluvar. She emphasized that a federal organisation is must for the cooperative sector for manpower planning and HRD with special accent in streamlining recruitment and reducing deputation lists from the government. The researcher specifically mentions that job security is the main motivator to the employees in the government and public sectors.

George Zachariah (1990) attempted a study relating to the socio-economic background of organizations. Employment exchanges play insignificant part in finding placement for the job-seekers in industries. The established industrial employees have to stay longer to get the first factory job. These employees are more satisfied with their working conditions than traditional industrial employees. The gap between the traditional and modern industrial employees

are arising from the relatively economic background of the latter and perpetuated by the higher salary and other conditions which the modern industrial employees had. He opined that besides investment in other resources plants, equipment, machinery etc., an organization should invest in its own human resource, in the form of training and development.

Narayana Reddy (1991) researched on the working life of employees in three large scale garment organizations in Goa and recommended some measures to motivate the employees to eliminate their dissatisfaction.

Sangeeta Jain (1991) in her study gives the hierarchical effect while viewing quality of work life in a large scale private industry.

Trivedi and Chundvat (1991) in their joint effort studied the quality of work life with special reference to banking industry emphasizing on the positive and negative attitude of employees about the work environment.

Ray (1991) suggested that the importance of career planning was due to additional rising concern for quality of work life and personnel life, increased education and occupational aspirations and sluggish growth and reduced career advancement opportunities.

Baig (1991) in an experiential assessment of job satisfaction and work involvement indicated that job satisfaction referred to an employee's general attitude about a job and an employee with high level of job satisfaction held positive attitude towards his job.

According to Venkata Rantna & Srivastava (1991) the objective of training is to bring change in the behaviour of employees to gather the current and future requirements of their jobs and roles. From the organizational perspective, training reduces the time required for employees to acquire peak efficiency

levels. Training helps to increase the quality and quantity of work and reduces inoperative time.

Mathew (1992) made a study on the HR practices in the co-operative sector in the state with the aim of assessing the extent of application of modern HR concepts in the cooperative sector. Even though employees were moderately compensated, their job satisfaction is moderate. The scope for improving HR practices in recruitment and selection, training and development, co-operative education, Industrial relations, employees participation in management, performance management, HR research, professionalization of management, communication, strengthening of HR department etc.

Asit Naryan and Amarnath Jha (1992) acknowledged that employee is human. They differ in mental abilities, emotional stabilities, institutions and sentiments. Quality of work life is a term that covers a person's feeling about various dimensions of work including monetary rewards and benefits, safe and healthy working conditions, organizational and interpersonal relationships and its essential meaning in a employee's life.

J.M Juran (1992) stated that without high-class physical working conditions employee satisfaction may not be obtained. This is factual irrespective of the type and size of the organisation .

A. Gani (1993) studied several aspects of QWL in the manufacturing organizations of Jammu & Kashmir. His suggestions to improve the troubles of working class in the state are notable.

Jyothi Varma (1993) stated that work experiences cannot be separated from total life experience of an employee because work is a way of seeking fulfillment in life. Life becomes qualitative when daily in various dimensions of life such as work life, social life, personal life, spiritual life are meaningfully

incorporated with the totality of life experience. Generally, quality of life must be an indicator of quality in general.

Industrial relation at work Ramachandran Nair's (1993) study is worth considering. He tested the trend of industrial relations by testing the hypothesis of labour militancy. The study resulted in the the argument of labour militancy is highly overstated, even though, there is scope of considerable improvement in industrial relations.

According to Rao Raghunathan (1994) permanent quality improvement depends on the best utilisation of talents and abilities of a company's workforce. To achieve outstanding quality, it is imperative that a company encourages its employees.

Companies must expand and realise the full potential contribution for personal and organisational growth. This can be gained through training employee participation and involvement.

R. K Dhawan (1994) explains the need for possessing human values to build up attitudes and behaviour. For being effective human being, one should properly deal with self, his family, work place, society at large. The ingredients of manifesting human values are positive attitude, self confidence, strong willpower, high objectives such as thinking big, acquiring knowledge, self help, regular practice, hard work, courage and conviction, conscientiousness, sprit of service, empathy, love of nation etc.

S Sajeev. (1994) in his research work explained that the trade unions are affiliated to political parties. Many of them were either members or sympathizers of political parties. Many union leaders are part of political movement. The union leaders were often being harassed for their union actions.

Bharat Wakhlu (1994), An organization which takes interest in the welfare of its employees will be considered as organization of repute. Employee engagement initiatives such as Arranging family picnics, celebration of various festivals, fests, organized interactions will create bonding between employees and employers. Planning for employee satisfaction begins with provision of better facilities. Employees want a peaceful and relaxing environment so that they can perform their best for the organization.

Pradeep Kumar (1995) researched on QWL in organizations of Thiruvananthapuram district and establish no significant difference in the favorable and unfavorable attitudes among the employees in respect of overall QWL. Some attitudinal differences among different groups were found when employees are segregated according to industry, compensation and skill. He commented that essence of quality of work life is the value of treating the employees as human being.

Bino Thomas (1995) researched that, for quality circle activities to grow the employees must believe that their support and participation will promote themselves as well as the organization. They must be persuaded that quality circle is a people-building philosophy. Developing a positive organisational culture with minimum stress and strain is a certain way for improving productivity in any organisation. For the quality circle to be functioning, It should be an essential part of the total quality of work life in the organisation.

V Anil Kumar (1995) researched that, in order to motivate the employees to develop their efficiency, the management should take measures to evaluate the skills of the employees and to make them feel that their skills and performance is appreciated by the organisation.

Gabriel Simon (1996) in his study suggested that management must treat training and development as a need rather than a luxury. All training

programmes. should begin with carrier planning and identification of training needs. Employees participation in management is possible only when employees are capable and willing to do so. Management should be willing so that employees are made true participants. He recommended research on study on the impact of the continuous service of dissatisfied employees.

S.R Achary (1997) explains The term labour, the term itself has been replaced by the term human resource, and efforts are being aimed at for the best use of these precious resources by giving appropriate training, welfare facilities and morale boosting, in the organizational interest, employees and employer have to join hand. By considering human factor in organisation the organisation should review their HR policies.

Anitha, and Subha Rao (1998) in their study “Quality of Work Life in Commercial Banks” explained the quality of work life prevailing in commercial banks. They made a comparison of quality of work life in public sector and private sector banks and remarked that quality of work life in public sector and private sector banks differ in some points like economic HRD point whereas in all other aspects of quality of work life they are similar.

According to Joseph Zakhariya P.J(1999) job intrinsic factors indicated that job security was most important to all employees irrespective of level. Analysis of the factors affecting quality of work life reveals that factors such as age, experience, educational qualification, are not related to quality of work life. but factors like job satisfaction and job perception were directly corelated to quality of work life. It was evident in case of workers because of the monotonous nature of jobs and less scope for promotion.

Arun Wakhlu (1999) explained that, when value based management goes hand-in-hand helping people find and do, their most natural work spirit explains further in the organization. It is called as ‘good work’. means working with a

spirit of love and total commitment, and making it constantly demanding adventure rather than routine chore.

According to Batra and Dangwal (2000) There are two aspects of viewing quality of work life. One emphasizes that QWL with a set of objective organizational condition and practices (e.g. job enrichment, democratic supervision, employee involvement, and safe working conditions). The second emphasizes that QWL entire range of human needs is met.

Basheer Ahammed (2000) in his study linking to motivational factors of industrial employees explained that the employees in organisation possess medium level of efficiency. Employees are moderately satisfied with the working conditions existing in organisation. The Level of satisfaction is inversely connected to the length of service. Other variables have no significant influence on satisfaction. The level of satisfaction depends upon various motivational factors for various companies. They also vary with the background of employees like age, caste, education, length of service etc. While instant financial improvement gets the highest inclination, other expectations like facilities at work site and medical facilities for family are also significant for some companies.

Reghan Bilgie (2001) and explained that organizational attitudes are essentially the feelings, beliefs and behaviour towards one's job and organization. Those attitudes consist of the feeling towards work, identification with a job and organisation, perception of the HR policy of the organization. Research indicates that attitudes towards the job change with organizational or job level.

Thomas Jacob (2001) mentions that the significant competitive advantage of any organization depends on the quality of its human resource and the effectiveness with which they were utilised. Acquisition of the sufficient and

appropriate kind of human resources is perhaps the most important, complex and perpetual task of management of any organisation.

Arun Kumar Krishnamurthy (2001) conducted a research on human resources management. The best function which a human resource function can do is to make the employees feel that they are in the right place, doing the right work and getting paid well as long as the employee remains in service. Few norms for employee compensation such as annual pay and perquisites, grade or positional based compensation, compensation based on number of years' service, rewarding performance with increments has a everlasting impact on compensation for ever, etc.

Gangadhar and Madhar Keswani (2001) researched on the changing nature of employment and payment. The study reveals that with today's compensation, employees are attaining the level of hygiene for the monetary compensation. The ability of monetary benefits to attract and retain has been reduced due to similar and better opportunities available and marginal utility of monetary gains.

Rethi Thampatty (2001) The employee productivity in organizations does not directly transmit to the kind of performance appraisal carried out. The other factors such as the technology used, level of innovation achieved, and the kind of market also plays a crucial role in keeping productivity elevated. Performance appraisal keeps the people aware of their job performance, motivate them sufficiently by helping them to develop and use fully their skill, potential and capability and creativity and talent.

Jacob (2002) conducted a research on the industrial relations in public sector organizations and found that industrial relations in the public sector organizations are relatively better than that of private organizations. He

checked the role of employee participation in management as well as the role of trade union in establishing industrial democracy.

Markel Karen. (2002) in his study affirmed that there has been a great deal of attention in work-life practices from researchers, practitioners and public policy makers. Work-life practices are generally defined as any practice intended to assist employees in managing their work and non-work lives. He checked why organizations take up these practices using a large study of organizations in the United States. The findings suggested that work-life practices are not identical and should not be treated as such by every stakeholder. Each practice has its own unique background while adopting, implementing for the organizations.

Prasad (2002) in his study observed that bulk of the employees in the Textile organizations were not well educated. Because of technical incompetence of the employees of the textile companies could not take up the challenges of globalization. He also commented that work-variety is crucial factor capable of increasing the morale of employees, providing them job satisfaction and avoiding boredom. Though the shift mechanism was essential to enhance productivity and to make better utilization of available resources, night-shift caused issues related to individual health and related to domestic as well as social life of the employees.

Ibrahim Muhammad Faishal (2003) made a study and stated that quality of work life studies are getting the attention of urban planners due to their utility in assessing and monitoring public policies The study of quality of work life of people staying near industrial estates in Jurong, Singapore using 18 subjective life variables to measure the in general life satisfaction and established that health, family life and public safety were as the most important indicators, while self-development, religion, and politics were of lesser importance. As far as satisfaction was concerned public safety, family life and public utilities were

among the most satisfied aspects, whereas consumer goods, politics and environment were measured to be among the least satisfied aspects.

Wilson (2003) observed that employees were generally satisfied with the setting in which they worked. The satisfaction rate was high among the public sector organisation employees than the private sector employees. Regarding supervision both the types were satisfied. Both the types were not satisfied with respect to promotion and participation in decision making. public sector employees are more satisfied than private sector employees with respect to reward and reorganization, human relations, behaviour of coworkers and nature of job.

Sarang Shankar Bhola (2003) completed a study of quality of work life in casting and machine shop industry in Kolhapur. He found that employees from public limited companies and limited number of employees from private limited companies were receiving good compensation. He commented that majority of the organizations under study have not focused on the safety aspects of the employees. All units were deficient in basic policy making and its implementation. They are also not up to the mark in defining the goals and mission. He recognized that the level of the quality of work life is not depending upon the nature of ownership of firm.

Smythe (2004) carried out a qualitative study of the working-lives of twenty six Chinese women sweepers in China. Majority of participants were illiterate and were migrants from the Chinese countryside. The sweeping employees indicated that illiteracy was root cause of their employment problems. Organised efforts are recommended for Policy and taxation reform initiatives addressing the formal and informal educational needs of poor women.

Mala Bhandari (2004) completed a study about women in two work roles and the quality of their life. The study was based on home and work as two

encompassing spheres of life. It investigates how the quality of life of women is affected by their dual roles, one at home and the other in organization. She studied their dual lives with the quality of life approach. It analyses the socioeconomic aspects of their households and discussed the determining factors of their quality of life.

Antti and others (2004) analyzed the relationship between provisional employment and the quality of working life by concentrating on findings during the late 1990's. Research on job insecurity, work attitudes, and work behaviour is analysed with comparisons between provisional and permanent employees. Analysis of the psychosocial work setting of fixed-term employees in Finland explains the differences in relation to age, gender, job demands and control, work support. However findings do not indicate adverse consequences of provisional employment.

Blanche R and Elma (2004) designed a questionnaire and given to twenty two social employees in South Africa. Job satisfaction was defined in advance. Work content, compensation, promotion opportunities, working conditions, leadership & management style, and group factors. How the supervisor can impact social worker job satisfaction is considered, along with how to improve social worker's quality of working life. Research shows that work content is positively practiced by respondents and they gave highest priority to adequate and fair remuneration, while attaching the significant value to supervisor attitude and credit of their good work.

Thomas Vander Ven, & Francis Cullen. T (2004) made a study relating to the growing entrance of women into the paid jobs. The authors analyses data to examine whether the work-related status of mothers has the criminal mindset effect on their children during adolescence and early adulthood. After finding the effects of maternal resources, work hours, and work-related controls to criminality, they found that cumulative time spent by mothers in paid jobs had

no measurable influence on criminal participation. And coercively controlled maternal work over time was connected to greater criminal involvement in the children in adolescence.

Sidde Gowda (2004) made an examination for understanding and also to test the efficacy of social work interference on the well being of the managerial employees and their family. A total of 80 managers were interviewed. The result of the study indicated that after the social work strategy the executives' work related profile was tested, and there were major changes in role perception, Role overload, role conflict, and poor peer relations. Major reduction was observed in their proneness to heart disease, depression, inadequate mental health, and perceived ill health. There was significant enhancement in their orientation, active-recreational and organisational characteristics.

Sreedhar (2004) explained that when the size of the organisation (based on number of employees) increases, efficacy of human resource management decreases. Research indicates that small sized state level public organizations are at effective human resource management systems as compared to medium and large sized state level public organisations. This indicates that when the number of employees in an organisation increases, the complexity in managing those employees also increases. There exists two solutions for this one is to absorb employees within the capacity of their HRM system and the other is Improve the capacity of the HRM system at the required level with increase in the manpower.

Ramakanta Patra¹ (2005) observed that 'employee relationship management' is a process by which organisation can achieve differentiation which enables employees and gives them additional motivation to do their work better in association to the conventional human resource practices. It is an effective tool to harness the cordial relationship between employees and the human resource

practices and create a devoted and effective work force. It is an incorporated human resource system which allows employees to participate in a clear communication in the organisation, which helps to achieve organisational goals without any confusion.

Perrucci (2005) and others researched the demand-control theory of work strain by designing the hypothesis that shift work has negative impact for employees including health and well-being of employee , family life and social relationships. by allowing for the effects of different job demands, as well as by considering the influence of different forms of employee control, and by counting several forms of work strain consisting of mental health, job satisfaction, and work-family conflict. The findings support the predictions of demand-control theory with important qualifications. Non-standard shift of working is a work stressor in the area of family life, and has no negative effects on mental health as well as job satisfaction. Independence, job control and supervisor support are very important for job satisfaction. Self control and resource control are of prime importance for understanding work-family conflict and mental health of employees.

Handel (2005) observed that there is significant disagreement over recent trends in the material and essential quality of work. Some researchers argue that material conditions such as compensation, job security, promotion and growth opportunities, have changed for the workforce. The new work designs are increasing levels of intrinsic rewards such as job challenge, autonomy, and cooperation and are also offering higher compensation. Results suggest that employees' awareness of quality of their jobs remained remarkably stable on most of the dimensions.

The QWL is a “broad term covering a vast variety of concepts techniques, theories and management styles with which organization and jobs are planned and redesigned so as to give employees more autonomy, responsibility and

authority than is usually given. Previous studies on quality of work life are essential to comment on the areas already focused and also the areas to be covered. In review of Indian employees (Kapoor, 1967, Vaid, 1968) found that compensation were ranked first important factor by Indian employees than other factors while working. The term quality of work life was first incepted by Davis (1972) in the context of the prevailing poor quality of life at work place; but it was not defined specifically. It was referred to the quality of relationship between the employees and their organization as a whole, giving importance to human dimensions. Sirota (1973) found that under utilization of worker's skill and abilities cause low QWL and suggest job enrichment programme to correct the problems of employees.

Job enrichment, job satisfaction, incentives, division of work and opportunities given by work settings along with considerations for humanization of work place were main concerns. Andretta, (1974) Studies show that individuals have completely special sets of standards for evaluating the quality of work life (Walton, 1974; Seashore, 1975). To quote Beinum (1974), it is the quality of relationship between human beings and their work . Walton (1974) one of the major interpreters of QWL movement, has proposed eight major conceptual categories for understanding what this is all about Fricke (1975) looks into the subject of the humanization of work, considering especially its impact on the social aspect of the working conditions which matter more than the technical aspects. Allenspach. H. (1975) report on flexible working hours based on experiments in Switzerland, views its advantages and disadvantages by considering its effect on job satisfaction and employee attitude.

Cherisilicheer (1975) regarding working conditions and job satisfaction, it is evident that work cannot be considered merely from the view point of productivity and that the improvement of working conditions must consider satisfaction of employees needs. Johnston R. (1975) supports the other studies which view that employees always value factors such as job interest and good

working conditions above compensation. According to Trist (1975), the quality of working life is both an end and a means.

Nitish R (1975) writes that the quality of working life is the pointer of how free the society is from exploitation, injustice, inequality, oppression and restrictions on the ongoing growth of employees leading to his development to the fullest extent.

The study made by Ganguli and Joseph (1976) for young employees in Air India with special reference to life and job satisfaction issues remarked that various physical and psychological working conditions, pride in organization and rational working hours are more positively correlated with job satisfaction than friendly relations with colleagues, good working place, physical strain, variety of skills and risk of injury. Opportunity and aspirations of young employees affect the QWL. According to Majumdar (1976), the quality of working life directly impacts the output from an individual. Vasedev and Rajbir (1976) studied several skilled and several semi skilled employees on various job factors and summarized that it is the interaction among these factors, rather than in seclusion that is counted for overall job satisfaction.

There are differences in approaches to the concept of QWL. One approach looks at it on a broadband encompassing all aspects of work life including wages, hours of work, work environment, employment benefits, career prospects, and human relations. In other words, it embraces the whole gamut of every conceivable aspect of work ethics and work conditions (Merton 1977) According to Suttle (1977), the quality of working life aims at healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organizations.

Kavoussi et al (1978) compared the unofficial absenteeism rate in two large textile companies in Iran and could find out that working conditions in the

studied organisations were unsatisfactory, unlike the control factory and commented that closer attention was to be paid for improving the quality of working life to minimize widespread absenteeism.

The richness of it is reflected in the definition given by Guest (1979). The definition says that the quality of working life is a general term that encompasses a person's feelings about each dimension of work including organizational rewards, benefits, security, working conditions, organizational and interpersonal relations, and their inherent meaning.

During 1980s, employees' welfare and union management relationships were given importance. Even thoughts were emerging to have national policies on QWL. It was believed that Life at work is an integral part of total life space (Lawler III et.al 1980). The QWL can be conceptualized as a subset of the quality of work life, and which is inclusive notion of life and living conditions (Mukherjee, 1980, Szalai and Andrews 1980). Keith Davis (1981) studied employees who worked in organizations which gave either a high or low QWL. Results showed that QWL aspects were related to job satisfaction in both types of organizations.

Sayeed and Sinha (1981) researched the relationship between QWL, job stress and performance. Research indicates that higher QWL leads to higher job satisfaction and better performance. Ghosh and Kalra (1982) establish that QWL is affected by age, income, qualification, experience of employee.

The importance of training role, and system analysis incentives to have better working conditions was the theme of research. Bharadwaj (1983) reiterated that the concepts, values, and methodologies of quality of working life have to be considered by us to suit our needs, and our dreams of an evolving society. Singhal (1983) gives importance to that quality of working life will be of use only if the people working in organizations live a happier and healthy life while

being in the society. Researcher says that quality of working life is a concept related to time and situation and will need constant revisions and modifications as societal context changes constantly. Sengupta (1983) in his study of managers from the public sector units concludes that the overall supposed QWL in the Indian organizations is considerably not good.

Rahman (1984) in his study on the employees in organizations of India found that respondents have feeble educational background and lower earnings had better perception of QWL than those having higher education and higher income. Levine, Taylor and Davis (1984) recommended that the implementation of quality of working life should be specific and concrete.

Previously, the QWL among African Americans has been shaped by inequality (Farley and Allen 1987). Thus, for most of them, work life consists of poor working conditions, inadequate income, less independence, and job instability. Gupta and Khandelwal (1988) carried out a study and found a significant positive relationship between quality of work life and role efficacy. Research also indicates that supervisory behavior is of immense important dimensions of the quality of work life contributing significantly in the employee's role efficacy.

According to Best (1988) quality of work life also expresses that employees have requirements beyond monetary gains, health and safety issues, and basic rights. Best further recommends that employees also need the opportunity for personal growth in the jobs that they are doing. Earlier emphasis was on the relationship of QWL with quality of life, technological advancement and better working conditions. The concept of socio technical system with the focus on the effective deployment of human resources, impact of technology on working conditions, introduction of artificial intelligence for safe and healthy working conditions, has been one of the aspect being addressed.

Haque (1992) researched the relationship between QWL and job satisfaction and found that QWL led to greater job satisfaction. The research also found that QWL is positively co related to performance and negatively correlated to absenteeism. But There is no significant relationship was found between perceived QWL and employees' age, his education and job experience are related. Previous research on job satisfaction of African Americans reveals lesser level of job satisfaction than whites. (Austin and Dodge 1992)

Wadud (1996) found that QWL was significantly higher among the private sector female employees than their counterparts in the public sector. QWL has been found to be significant for job performance, job satisfaction, labour turnover, and labour management relations and similar other factors which play an important role in determining the overall well - being of any organization (Hoque and Rahman, 1999).

Hossain and Islam (1999) found that there exists a positive relationship between QWL and job satisfaction among government hospital nurses in Bangladesh. The study deals with the correlation between Quality of work life and job satisfaction, QWL and performance, and job satisfaction and performance. The findings divulge that there was significant positive correlation between quality of work life and job satisfactions and Quality of Work life and performance and job satisfaction and performance.

In another study, Hussain (2000) found that public sector banking organization employees were in a better position when it comes to their job satisfaction than private sector banking organisation employees.

Saipin Narongrit and Supit Thongdri (2001) The research is done for finding the equality of work life and organizational commitment. It was found that quality of work life was moderate. All attributes of quality of work life had positive correlation with organizational commitment.

Another research study was conducted to predict QWL in relation to career related aspects. The MNC's and the small medium industries. QWL had the highest part to performance. Perceptions of QWL and job satisfaction were significantly higher among the participants in small organizations than in the large organizations. Morning shift nurses professed higher QWL and job satisfaction than the night shift nurses. Night shift nurses were in distress from more security problems than the nurses of other shifts. It is suggested to permit the nurses to work in small groups. This would give the nurses not only a feeling of safety but also an occasion to interact with each other which in turn would lead to improved and congenial working environment in the hospitals. QWL has different notion to various persons and the factors contributing to QWL are also diverse.

To employees it may mean a day's work, safe and healthy working conditions, and a superior who treats employee with dignity. To the employee it may mean opportunity for advancement, career growth, being able to utilize one's abilities etc. It also means being able to satisfy important personal needs. Thus various factors contribute to QWL, such as adequate and fair compensation, safe and healthy working conditions, employment security, opportunity for growth and development. promotion prospects, nature of supervision, application of philosophy of natural justice and fairness and respect at work place.

Most research studies focus on two sets of factors; one is organization - driven factors and other is Individual - driven factors. Under the first class such policies and procedures that deal with retaining the employees are being explained. The second factors are those that are very much governed by individual likes and dislikes. Both the factors are must for maintaining quality of work life of employees.

Organizations have created focus groups and conducted employee satisfaction surveys to get to know how their employees are feeling and to decide what they can do to make their employees happy. There are also a number of organizations that conduct employee surveys to gather the information. One such organization is the Families and Work Institute, it provides information to indicate decision making on the varying workforce and workplace, changing family and changing society.

Founded in 1989, FWI does research into emerging work life issues; for answers oriented studies addressing chapters of vital importance to all sectors of society, and for nurturing connections among workplaces, families and communities.

The level of economic development significantly determines people's quality of life. While the linkage between industrial relations and quality of employees in general seems distant, there exists a direct relationship between Industrial relation and Quality of Work life. It may be stated that Industrial relation gives the backdrop for QWL and the flourishing human resource management policies eventually lead to organizational effectiveness and employee efficiency.

In today's dynamic world, the work environment is very diverse from it was a some years ago. According to the Institute of Industrial Engineers, it is normal for an employee to change career on an average of six times during lifetime. It is now uncommon for an employee to stay with a single company during entire working life. Because employees are often prepared to leave a company for better opportunities so companies need to discover ways not only to hire qualified employees, but also to retain those employees.

3.2 Conclusion:

Quality of work life suffers from hurdles like any other new concept. Organisation should develop strategies to enhance quality of work life in view of hurdles. A variety of strategies for enhancement of quality of work life can be as self managed work teams, job redesign and job enrichment, effective leadership and better supervisory behaviour, career development and management, optional work schedules, job security, organizational justice, participative management etc.

Implementation of these strategies gurantees a higher level of quality of work life. The present study is an attempt to know the quality of work life of MSEDCL employees. By and large the studies in this area show the effect of organization and individual employee - driven factors on fulfillment and commitment of employees to their work. Various researches focus on the association of QWL with some variables such as employee performance, productivity, job satisfaction etc.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

The Present research was done with the aim to study the existing QWL of employees working in MSEDCL in Pune city. The review of literature was started from July 2011 which helped to choose the focus of the study, questions related with the quality of work life concepts to be studied and many variables to be included in undertaking this research study. The study's key emphasis was on assessment of QWL of MSEDCL employees working in Pune city. The study also concentrated on identifying the constructs of QWL which are of primary importance to the organization. Research questions were mainly related with the relationship between the independent and dependent variables taken for the study. The total duration of this research project was five years from December 2010 till date. This chapter deals with the research methodology considered for the present study. It presents the comprehensive research methodology adopted for carrying out the present research under various subsections as follows.

As stated by (C.R.Kothari, 2004) Research Methodology is a way to systematically solve the research problem. It can be viewed as a science of studying how research is scientifically and systematically initiated. It helps us to discover the research problem under study. It also helps to carry out various stages of research with the rationale behind them.

4.1.1 Nature of research

This research is an exploratory study which seeks to find out QWL by finding out perception of employees in MSEDCL in Pune city towards their QWL. The research tries to find out the various determinants of QWL and their assessment by employees at a variety of levels. It also tries to find out relationship which exists between demographic variables and their impact on QWL of employees such as gender, education, experience,

monthly income, marital status etc. The research is quantitative as it tried to quantify employee perception about QWL. Quantitative research is a predetermined methodology to conduct a research with an aim to measure a phenomenon. Quantitative analysis is easy to interpret for the users and has greater value and use.

4.2 Features of the research

The research was conducted to analyze the QWL that prompt the need of employee wellbeing for organizations and to know how QWL can be of value in the process of creation of value cycle for employees of the organization.

For gathering primary data the researcher had carried out structured interviews with top level management of MSEDCL in order to arrive at “their opinions of QWL” for employees their views were noted as they played central role in organizational policy designing and implementation. Self-administered questionnaire was circulated to employees at all levels to find out their observation about the kind of QWL which they have. The information relating to QWL was very insightful and gathering it from primary sources i.e. employees across all levels from a range of offices of MSEDCL in Pune City was a demanding task.

Key features of the research undertaken by the researcher are as follows-

1. This is an exploratory research. It tries to assess the QWL of employees across a variety of levels in MSEDCL in Pune city as perceived by the employees.
2. The study covers all levels in MSEDCL in Pune city and hence, covers a bigger canvas.
3. The research is intended at finding existing QWL of employees at MSEDCL in Pune city which in turn would indicate the need to improve QWL if found so.
4. It is a study of QWL of employees across levels which will give obtainable state of affairs as perceived by employees.

5. It is a quantitative study of measuring QWL constructs and then measuring them for the organization under study which is a Public sector organization in this case.
6. Although importance of QWL is growing among HR practitioners the concept is also looked with some uncertainty. The real issue is regarding validity of QWL as measurable constructs. The research helps to measure QWL by defining them and identifying input elements required for exhibiting the construct of QWL. The data is gathered by deploying several methods such as interviews with top level management, observation of organizational performance and interviews with employees across all levels.

4.2.1 Objectives of the study

The objectives of the present research are

1. To study the concept of Quality of Work life (QWL).
2. To study employee awareness related to Quality of work life.
3. To assess quality of work life of the employees in the organization.
4. To devise ways and means to enhance QWL in MSEDCL.
5. To study the reasons of work life imbalance.
6. To propose various measures to overcome work life imbalance.

4.2.2 Hypotheses of the study

H₁: MSEDCL ensures quality of work life for its employees.

H₂: Quality of work life of MSEDCL employees leads to work life imbalance.

The hypotheses were tested by testing following sub hypothesis.

- 1) There is significant difference between male and female participants' Quality of Work Life Score.
- 2) There is significant difference among different levels of education of participants about Quality of Work Life Score.

- 3) There is significant difference among different levels of experience of participants about Quality of Work Life Score.
- 4) There is significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.
- 5) There is significant difference between Single and Married participants' Quality of Work Life Score.
- 6) There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.

Hypothesis	Sub Hypothesis
1) MSEDCL ensures quality of work life for its employees.	<p>H₀₋₁: There is no significant difference between male and female participants' opinion (scores) about adequacy and fairness of compensation.</p> <p>H_{a-1}: There is significant difference between male and female participants' opinion (scores) about adequacy and fairness of compensation.</p> <p>H₀₋₂: There is no significant difference between male and female participants' opinion (scores) about Safe & healthy working conditions.</p> <p>H_{a-2}: There is significant difference between male and female participants' opinion (scores) about Safe & healthy working conditions.</p> <p>H₀₋₃: There is no significant difference between male and female participants' opinion (scores) about Opportunities to use and develop capacities.</p> <p>H_{a-3}: There is significant difference between male</p>

Hypothesis	Sub Hypothesis
	<p>and female participants' opinion (scores) about Opportunities to use and develop capacities.</p> <p>H₀-4: There is no significant difference between male and female participants' opinion (scores) about Opportunity for continued growth and security.</p> <p>H_a-4: There is significant difference between male and female participants' opinion (scores) about Opportunity for continued growth and security.</p> <p>H₀-5: There is no significant difference between male and female participants' opinion (scores) about Social Integration in the work organization.</p> <p>H_a-5: There is significant difference between male and female participants' opinion (scores) about Social Integration in the work organization.</p> <p>H₀-6: There is no significant difference between male and female participants' opinion (scores) about Social relevance of work life.</p> <p>H_a-6: There is significant difference between male and female participants' opinion (scores) about Social relevance of work life.</p> <p>H₀-7: There is no significant difference between male and female participants' opinion (scores) about Work and the total life space.</p> <p>H_a-7: There is significant difference between male</p>

Hypothesis	Sub Hypothesis
	<p>and female participants' opinion (scores) about Work and the total life space.</p> <p>H₀-8: There is no significant difference between male and female participants' opinion (scores) about Superior subordinate relationship.</p> <p>H_a-8: There is significant difference between male and female participants' opinion (scores) about Superior subordinate relationship.</p> <p>H₀-9: There is no significant difference between male and female participants' opinion (scores) about Welfare facilities.</p> <p>H_a-9: There is significant difference between male and female participants' opinion (scores) about Welfare facilities</p> <p>H₀-10: There is no significant difference between male and female participants' opinion (scores) Constitutionalisation in the work organization.</p> <p>H_a-10: There is significant difference between male and female participants' opinion (scores) Constitutionalisation in the work organization.</p> <p>H₀-11: There is no significant difference between male and female participants' Quality of Work Life Score.</p> <p>H_a-11: There is significant difference between male and female participants' Quality of Work Life Score.</p>

Hypothesis	Sub Hypothesis
	<p>H₀₋₁: There is no significant difference among different levels of education of participants about adequacy and fairness of compensation.</p> <p>H_{a-1}: There is significant difference among different levels of education of participants about adequacy and fairness of compensation.</p> <p>H₀₋₂: There is no significant difference among different levels of education of participants about Safe & healthy working conditions.</p> <p>H_{a-2}: There is significant difference among different levels of education of participants about Safe & healthy working conditions.</p> <p>H₀₋₃: There is no significant difference among different levels of education of participants about Opportunities to use and develop capacities.</p> <p>H_{a-3}: There is significant difference among different levels of education of participants about Opportunities to use and develop capacities.</p> <p>H₀₋₄: There is no significant difference among different levels of education of participants about Opportunity for continued growth and security.</p> <p>H_{a-4}: There is significant difference among different levels of education of participants about Opportunity for continued growth and security.</p> <p>H₀₋₅: There is no significant difference among different levels of education of participants about Social</p>

Hypothesis	Sub Hypothesis
	<p data-bbox="548 241 1094 279">Integration in the work organization.</p> <p data-bbox="451 304 1295 472">H_{a-5}: There is significant difference among different levels of education of participants about Social Integration in the work organization.</p> <p data-bbox="451 497 1295 665">H₀₋₆: There is no significant difference among different levels of education of participants about Social relevance of work life.</p> <p data-bbox="451 690 1295 858">H_{a-6}: There is significant difference among different levels of education of participants about Social relevance of work life.</p> <p data-bbox="451 884 1295 1052">H₀₋₇: There is no significant difference among different levels of education of participants about Work and the total life space.</p> <p data-bbox="451 1077 1295 1245">H_{a-7}: There is significant difference among different levels of education of participants about Work and the total life space.</p> <p data-bbox="451 1270 1295 1438">H₀₋₈: There is no significant difference among different levels of education of participants about Superior subordinate relationship.</p> <p data-bbox="451 1463 1295 1631">H_{a-8}: There is significant difference among different levels of education of participants about Superior subordinate relationship.</p> <p data-bbox="451 1656 1295 1824">H₀₋₉: There is no significant difference among different levels of education of participants about Welfare facilities.</p> <p data-bbox="451 1850 1295 1892">H_{a-9}: There is significant difference among different</p>

Hypothesis	Sub Hypothesis
	<p>levels of education of participants about Welfare facilities.</p> <p>H₀₋₁₀: There is no significant difference among different levels of education of participants about Constitutionalisation in the work organization.</p> <p>H_{a-10}: There is significant difference among different levels of education of participants about Constitutionalisation in the work organization.</p> <p>H₀₋₁₁: There is no significant difference among different levels of education of participants about Quality of Work Life Score.</p> <p>H_{a-11}: There is significant difference among different levels of education of participants about Quality of Work Life Score.</p>
	<p>H₀₋₁: There is no significant difference among different levels of experience of participants about adequacy and fairness of compensation.</p> <p>H_{a-1}: There is significant difference among different levels of experience of participants about adequacy and fairness of compensation.</p> <p>H₀₋₂: There is no significant difference among different levels of experience of participants about Safe & healthy working conditions.</p> <p>H_{a-2}: There is significant difference among different levels of experience of participants about Safe & healthy working conditions.</p>

Hypothesis	Sub Hypothesis
	<p>H₀₋₃: There is no significant difference among different levels of experience of participants about Opportunities to use and develop capacities.</p> <p>H_{a-3}: There is significant difference among different levels of experience of participants about Opportunities to use and develop capacities.</p> <p>H₀₋₄: There is no significant difference among different levels of experience of participants about Opportunity for continued growth and security.</p> <p>H_{a-4}: There is significant difference among different levels of experience of participants about Opportunity for continued growth and security.</p> <p>H₀₋₅: There is no significant difference among different levels of experience of participants about Social Integration in the work organization.</p> <p>H_{a-5}: There is significant difference among different levels of experience of participants about Social Integration in the work organization.</p> <p>H₀₋₆: There is no significant difference among different levels of experience of participants about Social relevance of work life.</p> <p>H_{a-6}: There is significant difference among different levels of experience of participants about Social relevance of work life.</p> <p>H₀₋₇: There is no significant difference among different levels of experience of participants about Work</p>

Hypothesis	Sub Hypothesis
	<p>and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of experience of participants about Work and the total life space.</p> <p>H₀₋₈: There is no significant difference among different levels of experience of participants about Superior subordinate relationship.</p> <p>H_{a-8}: There is significant difference among different levels of experience of participants about Superior subordinate relationship.</p> <p>H₀₋₉: There is no significant difference among different levels of experience of participants about Welfare facilities.</p> <p>H_{a-9}: There is significant difference among different levels of experience of participants about Welfare facilities.</p> <p>H₀₋₁₀: There is no significant difference among different levels of experience of participants about Constitutionalisation in the work organization.</p> <p>H_{a-10}: There is significant difference among different levels of experience of participants about Constitutionalisation in the work organization.</p> <p>H₀₋₁₁: There is no significant difference among different levels of experience of participants about Quality of Work Life Score.</p> <p>H_{a-11}: There is significant difference among different</p>

Hypothesis	Sub Hypothesis
	levels of experience of participants about Quality of Work Life Score.
	<p>H₀₋₁: There is no significant difference among different levels of Monthly Income of participants about adequacy and fairness of compensation.</p> <p>H_{a-1}: There is significant difference among different levels of Monthly Income of participants about adequacy and fairness of compensation.</p> <p>H₀₋₂: There is no significant difference among different levels of Monthly Income of participants about Safe & healthy working conditions.</p> <p>H_{a-2}: There is significant difference among different levels of Monthly Income of participants about Safe & healthy working conditions.</p> <p>H₀₋₃: There is no significant difference among different levels of Monthly Income of participants about Opportunities to use and develop capacities.</p> <p>H_{a-3}: There is significant difference among different levels of Monthly Income of participants about Opportunities to use and develop capacities.</p> <p>H₀₋₄: There is no significant difference among different levels of Monthly Income of participants about Opportunity for continued growth and security.</p> <p>H_{a-4}: There is significant difference among different levels of Monthly Income of participants about Opportunity for continued growth and security.</p>

Hypothesis	Sub Hypothesis
	<p>H₀₋₅: There is no significant difference among different levels of Monthly Income of participants about Social Integration in the work organization.</p> <p>H_{a-5}: There is significant difference among different levels of Monthly Income of participants about Social Integration in the work organization.</p> <p>H₀₋₆: There is no significant difference among different levels of Monthly Income of participants about Social relevance of work life.</p> <p>H_{a-6}: There is significant difference among different levels of Monthly Income of participants about Social relevance of work life.</p> <p>H₀₋₇: There is no significant difference among different levels of Monthly Income of participants about Work and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of Monthly Income of participants about Work and the total life space.</p> <p>H₀₋₈: There is no significant difference among different levels of Monthly Income of participants about Superior subordinate relationship.</p> <p>H_{a-8}: There is significant difference among different levels of Monthly Income of participants about Superior subordinate relationship.</p> <p>H₀₋₉: There is no significant difference among different levels of Monthly Income of participants about</p>

Hypothesis	Sub Hypothesis
	<p data-bbox="548 239 816 275">Welfare facilities.</p> <p data-bbox="451 304 1295 468">H_{a-9}: There is significant difference among different levels of Monthly Income of participants about Welfare facilities.</p> <p data-bbox="451 497 1295 661">H₀₋₁₀: There is no significant difference among different levels of Monthly Income of participants about Constitutionalisation in the work organization.</p> <p data-bbox="451 690 1295 854">H_{a-10}: There is significant difference among different levels of Monthly Income of participants about Constitutionalisation in the work organization.</p> <p data-bbox="451 884 1295 1047">H₀₋₁₁: There is no significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.</p> <p data-bbox="451 1077 1295 1241">H_{a-11}: There is significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.</p>
	<p data-bbox="451 1264 1295 1428">H₀₋₁: There is no significant difference between Single and Married participants' opinion (scores) about adequacy and fairness of compensation.</p> <p data-bbox="451 1457 1295 1621">H_{a-1}: There is significant difference between Single and Married participants' opinion (scores) about adequacy and fairness of compensation.</p> <p data-bbox="451 1650 1295 1814">H₀₋₂: There is no significant difference between Single and Married participants' opinion (scores) about Safe & healthy working conditions.</p> <p data-bbox="451 1843 1295 1881">H_{a-2}: There is significant difference between Single</p>

Hypothesis	Sub Hypothesis
	<p>and Married participants' opinion (scores) about Safe & healthy working conditions.</p> <p>H₀-3: There is no significant difference between Single and Married participants' opinion (scores) about Opportunities to use and develop capacities.</p> <p>H_a-3: There is significant difference between Single and Married participants' opinion (scores) about Opportunities to use and develop capacities.</p> <p>H₀-4: There is no significant difference between Single and Married participants' opinion (scores) about Opportunity for continued growth and security.</p> <p>H_a-4: There is significant difference between Single and Married participants' opinion (scores) about Opportunity for continued growth and security.</p> <p>H₀-5: There is no significant difference between Single and Married participants' opinion (scores) about Social Integration in the work organization.</p> <p>H_a-5: There is significant difference between Single and Married participants' opinion (scores) about Social Integration in the work organization.</p> <p>H₀-6: There is no significant difference between Single and Married participants' opinion (scores) about Social relevance of work life.</p> <p>H_a-6: There is significant difference between Single and Married participants' opinion (scores) about Social relevance of work life.</p>

Hypothesis	Sub Hypothesis
	<p>H₀-7: There is no significant difference between Single and Married participants' opinion (scores) about Work and the total life space.</p> <p>H_a-7: There is significant difference between Single and Married participants' opinion (scores) about Work and the total life space.</p> <p>H₀-8: There is no significant difference between Single and Married participants' opinion (scores) about Superior subordinate relationship.</p> <p>H_a-8: There is significant difference between Single and Married participants' opinion (scores) about Superior subordinate relationship.</p> <p>H₀-9: There is no significant difference between Single and Married participants' opinion (scores) about Welfare facilities.</p> <p>H_a-9: There is significant difference between Single and Married participants' opinion (scores) about Welfare facilities.</p> <p>H₀-10: There is no significant difference between Single and Married participants' opinion about Constitutionalisation in the work organization.</p> <p>H_a-10: There is significant difference between Single and Married participants' opinion about Constitutionalisation in the work organization</p> <p>H₀-11: There is no significant difference between Single and Married participants' Quality of Work</p>

Hypothesis	Sub Hypothesis
	<p data-bbox="548 241 716 275">Life Score.</p> <p data-bbox="451 304 1295 468">H_{a-11}: There is significant difference between Single and Married participants' Quality of Work Life Score.</p>
	<p data-bbox="451 499 1295 663">H₀₋₁: There is no significant difference among different levels of Pay Grade of participants about adequacy and fairness of compensation.</p> <p data-bbox="451 688 1295 852">H_{a-1}: There is significant difference among different levels of Pay Grade of participants about adequacy and fairness of compensation.</p> <p data-bbox="451 877 1295 1041">H₀₋₂: There is no significant difference among different levels of Pay Grade of participants about Safe & healthy working conditions.</p> <p data-bbox="451 1066 1295 1230">H_{a-2}: There is significant difference among different levels of Pay Grade of participants about Safe & healthy working conditions.</p> <p data-bbox="451 1255 1295 1419">H₀₋₃: There is no significant difference among different levels of Pay Grade of participants about Opportunities to use and develop capacities.</p> <p data-bbox="451 1444 1295 1608">H_{a-3}: There is significant difference among different levels of Pay Grade of participants about Opportunities to use and develop capacities.</p> <p data-bbox="451 1633 1295 1797">H₀₋₄: There is no significant difference among different levels of Pay Grade of participants about Opportunity for continued growth and security.</p> <p data-bbox="451 1822 1295 1877">H_{a-4}: There is significant difference among different</p>

Hypothesis	Sub Hypothesis
	<p>levels of Pay Grade of participants about Opportunity for continued growth and security.</p> <p>H₀₋₅: There is no significant difference among different levels of Pay Grade of participants about Social Integration in the work organization.</p> <p>H_{a-5}: There is significant difference among different levels of Pay Grade of participants about Social Integration in the work organization.</p> <p>H₀₋₆: There is no significant difference among different levels of Pay Grade of participants about Social relevance of work life.</p> <p>H_{a-6}: There is significant difference among different levels of Pay Grade of participants about Social relevance of work life.</p> <p>H₀₋₇: There is no significant difference among different levels of Pay Grade of participants about Work and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of Pay Grade of participants about Work and the total life space.</p> <p>H₀₋₈: There is no significant difference among different levels of Pay Grade of participants about Superior subordinate relationship.</p> <p>H_{a-8}: There is significant difference among different levels of Pay Grade of participants about Superior subordinate relationship.</p>

Hypothesis	Sub Hypothesis
	<p>H₀₋₉: There is no significant difference among different levels of Pay Grade of participants about Welfare facilities.</p> <p>H_{a-9}: There is significant difference among different levels of Pay Grade of participants about Welfare facilities.</p> <p>H₀₋₁₀: There is no significant difference among different levels of Pay Grade of participants about Constitutionalisation in the work organization.</p> <p>H_{a-10}: There is significant difference among different levels of Pay Grade of participants about Constitutionalisation in the work organization.</p> <p>H₀₋₁₁: There is no significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.</p> <p>H_{a-11}: There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.</p>
<p>2) QWL of MSEDCL employees lead to work life imbalance.</p>	<p>H₀₋₇: There is no significant difference between male and female participants' opinion (scores) about Work and the total life space.</p> <p>H_{a-7}: There is significant difference between male and female participants' opinion (scores) about Work and the total life space.</p> <p>H₀₋₇: There is no significant difference among different levels of education of participants about Work</p>

Hypothesis	Sub Hypothesis
	<p>and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of education of participants about Work and the total life space.</p> <p>H₀₋₇: There is no significant difference among different levels of experience of participants about Work and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of experience of participants about Work and the total life space.</p> <p>H₀₋₇: There is no significant difference among different levels of Monthly Income of participants about Work and the total life space.</p> <p>H_{a-7}: There is significant difference among different levels of Monthly Income of participants about Work and the total life space.</p> <p>H₀₋₇: There is no significant difference between Single and Married participants' opinion (scores) about Work and the total life space.</p> <p>H_{a-7}: There is significant difference between Single and Married participants' opinion (scores) about Work and the total life space.</p> <p>H₀₋₇: There is no significant difference among different levels of Pay Grade of participants about Work and the total life space.</p> <p>H_{a-7}: There is significant difference among different</p>

Hypothesis	Sub Hypothesis
	levels of Pay Grade of participants about Work and the total life space.

4.3 Thought Process behind the Research

The present research was chosen after a detailed review of around 80 research papers, many books, doctoral thesis and other material in the domain of QWL and its enhancement. The thought process was developed with the emerging trends in strategic human resource management and need for betterment of QWL for the effective functioning of human resource management function in the organizations. Employee productivity emerged as the challenge for organizations and ensuring real time performance from employees was need of the hour. With keen interest in QWL and MSEDCL, the researcher was fascinated towards finding out existing QWL and wanted to suggest improvement in QWL of employees of MSEDCL.

4.3.1 Closing a few 'Gaps' in the present literature

The widespread literature review as done by the researcher brought forward a few gaps in the existing literature. They shaped scope for further research in the area of assessment of QWL. Researcher tried to seal some of the gaps so found. Public sector organizations are putting great efforts to ensure QWL and to maintain employee productivity and due to complexity in understanding of QWL concept and lack of expertise in the area.

Few research scholars like Richard Walton has done extensive research in the area of QWL identification and assessment, their presentation in the organization etc. However, implementation and thoughtful understanding of the QWL and its utility in public sector undertakings is limited in Indian context.

The present research has tried to bridge this gap by deciding to assess the QWL in MSEDCL, a public sector undertaking which would enhance the awareness of kind of QWL in PSU exists.

Lot of research has been undertaken on QWL assessment in private sector but QWL initiatives have been relatively limited. Literature has underlined QWL classification, its

assessment and framework etc as aspects, important to the better functioning of employees in the organization. Understanding the QWL that add to the well being of employees is the first step of making employees productive. Thus, the researcher, has studied constructs of QWL and the level of QWL in the organization.

Western Countries are much ahead in the context of research on QWL. They are using the concepts and its applications in HR system. However, much research has not been found on public sector organizations and its utilization in scheming effective QWL initiatives. Much research is available on quality of work life and how it gets demonstrated.

QWL constructs and its exhibition was recognized by the researcher by interviewing top level management of MSEDCL. Literature review also helped to identify factors of QWL for employees. Thus, in the present study, researcher has taken MSEDCL in Pune city and has taken 382 employees across all levels. For finding out QWL the researcher has considered ten constructs of QWL, the employees across various levels of MSEDCL given their perception on different parameters and the way those parameters get demonstrated. Study on qualitative aspects of QWL is more as compared to quantitative aspects of QWL. Richard Walton has taken painstaking to study QWL concept in detail with exposure to all important aspects of QWL.

Researcher in the present study tried to recognize constructs of QWL to develop a framework for evaluation of QWL in MSEDCL in Pune city. Researcher has restricted the study to MSEDCL employees across all levels in Pune city.

4.3.2 Purpose of Research

This research is intended for towards understanding the concept of QWL, the framework of QWL and evaluation of QWL in public sector organization MSEDCL in Pune city. Any stakeholder who associates with the organization MSEDCL would be interested in knowing the QWL evaluation for the organization. The researcher aims to help them in this.

In Indian context, this research is more important knowing the fact that the need of QWL has been understood by the organizations and organizations are trying to implement QWL enhancement programs.

4.3.3 Research Problem

The QWL have been well researched topic for all types of organizations and is one of the important aspects for employees to perform better in the organization. However, most QWL research has concentrated on identifying and defining determinants of QWL. The research is on identification and assessment of QWL for MSEDCL employees in Pune city. QWL was first used in organizations as a way to create conducive culture for the employees. As the employees work in the organization it is necessary for organization to give conducive environment to its employees. This study focused on identifying parameters of QWL and its assessment for employees working in MSEDCL in Pune city. It also finds out the demographic variables and QWL as per those demographic variables. The QWL studies must be amended over time in order to include new trends within the sector.

4.3.4 Research Question

The researcher tries to find out QWL concept for employees in MSEDCL in Pune city. Researcher also gathers the perception of employees towards their QWL. The focus of the study is on identification of parameters of QWL. This was done by doing organizational analysis of MSEDCL. The analysis consists of discussion on various

dimensions of jobs, a range of levels across organization, Job descriptions, job specifications, duty timings, working conditions were also studied in detail by researcher for understanding a variety of important and key aspects of determinants of QWL which leads to existing QWL. For analyzing constructs of QWL researcher had also interviewed ten top level management employees. Researcher has used “expert panel” and “subject matter experts” as dependable sources of gathering data for key parameters of QWL and aspects important to QWL and additional defining and deciding relevant items as identified in reviewed literature.

Researcher is also concerned in findings existing QWL of MSEDCL employees. Based on this, following research questions emerge in the process-

- Which are the “parameters of QWL” required by employees across levels in MSEDCL in Pune city?
- What is “level of awareness” of employees for the identified parameters of QWL in MSEDCL in Pune city?
- How is QWL of MSEDCL employees in Pune city?
- Are there any improvements needed as far as a QWL of MSEDCL employee in Pune city is concerned?
- How development in QWL of MSEDCL employees in Pune city can be done?

4.3.5 Significance of study

Literature review has indicated that considerable work has been done in the area of defining determinants of QWL. It has been known time and again that QWL is crucial and the organization must have better QWL for gaining competitive advantage over its competitors because employees act as key differentiator in knowledge economy for organization all over the world. Employee productivity is a key issue in the public sector organizations. For past decade or so the organizations are struggling to manage the employee productivity.

Looking at the current scenario, the QWL enhancement initiatives has given fruits to many organizations in developed countries. They are relatively more mindful of the utility and benefits that better QWL can fetch. However, public sector organizations are yet struggling to take up this approach of embedding QWL initiatives as a part of employee value cycle thereby investing in employees and getting return on investment from employees.

The present study will be more important now in the light of public sector organizations finding new ways to optimize human resources. Thus, assessment of QWL will definitely help organizations to differentiate themselves from their competitors.

Thus, researcher determined to venture into the identification and assessment of QWL for employees in MSEDCL in Pune city.

4.4 Research Design

Since the present study tries to find out QWL for employees of MSEDCL in Pune city with the objectives of the study, it can be appropriately referred to as exploratory research design. (Kothari, 2004) It measured various aspects of QWL to be studied. As the present study is based on assessment of QWL of employees of MSEDCL across levels in Pune city.

4.5 Variables of the study:

The determinants of QWL and the demographic variables were taken as dependent and independent variables for the study. The researcher wanted to measure QWL in MSEDCL in Pune city.

4.5.1 Dependent Variables

The dependent variables used in the study are the ‘parameters of QWL’. All those determinants have been considered as dependent variables. 10 dependent variables were

used for data analysis. They include all the parameters (adequate & fair compensation, Safe & healthy working conditions, Opportunities to use and develop capacities, Opportunity for continued growth and security, Social Integration in the work organization, Social relevance of work life, Work and the total life space, Superior subordinate relationship, Welfare facilities, Constitutionalisation in the work organization)

4.5.2 Independent Variables

The present research projects demographic variables such as gender, education, experience, monthly income, marital status. All these variables have been taken as independent variables.

4.6 Designing of Questionnaire

For doing survey research, a survey instrument was developed systematically for the study. It started with exhaustive review of literature on defining and classification of QWL, various QWL frameworks, assessment of QWL and its utility in improving QWL. This helped to define and categorize various QWL determinants and their items. The analysis of organization, interviews with employees and top level management in MSEDCL helped to narrow down the survey instrument for the research. The researcher has used the standard instrument and tested it for reliability and validity.

4.6.1 Expert opinion

While conducting the research, the survey questionnaire is very important and is key for ensuring quality input data from respondents. To ensure the complete and accurate constructs, expert opinion i.e. top level management and subject matter experts were interviewed to decide which items were most appropriate for the survey questionnaire. The objective was to evaluate the validity of items for each construct of competency included in the questionnaire.

The experts asked to give their opinion on standard scale items used to evaluate each concept. The results of the experts are considered by consensus and high level of agreement. The major comments related to adjusting the details of wording (rewording or shortening of questions), reverse coding in some questions, clarity in some of the items, more concise items, and elimination of some repetition in items. On all the items all experts had consensus. The final draft of the questionnaire was developed based on the, both literature review and expert opinion.

Two questionnaires were designed by the researcher. Ten QWL determinants and their items constituted the questionnaire.

The survey questionnaire contained two sections. The first section of the survey contained respondents' demographics. The second section of the survey contained items for 10 QWL determinants. The questionnaire was constructed keeping in view the objectives of the study. The general form of the questionnaire was prepared. The questions were definite, concrete and predetermined. All the questions were closed end type. Thorough literature review and discussions with top level management and with subject matter experts assisted and enabled the researcher to finalize the questionnaire. The entire questionnaire was skillfully structured so that the employees had no hesitation in revealing all the necessary information. The questionnaire consisted of following two sections.

Section I

It comprised of questions to obtain personal profile of the respondents. The personal profile of the respondents included gender, age, and educational qualification, monthly income, and level of management.

Section II

It comprised of assessment of 10 constructs and all the items aiming to measure the QWL of employees.

The responses were considered on a five point rating scale in terms of strongly agree, agree, neutral, disagree, strongly disagree. Answers were given scores as five (5) was “strongly agree” and one (1) was “strongly disagree” for employees.

4.7 Pilot study

The questionnaire was pretested with an aim to get first hand information from the respondents.

Data from around 30 respondents across organization was considered for pilot study. Questionnaire went through changes suggested by subject matter experts for making it more effective.

In order to test the reliability and validity of the instrument, a pretest was conducted with the help of the questionnaire. The reliability of the instrument checks two important aspects i.e. accuracy and precision. It deals with how much the instrument is accurate in measuring the variables it is supposed to measure and how precise it is while doing so. The purpose of the pilot study was to examine the potential issues during the research due to the conceptual clarity, wording, and the format of survey questionnaire. Another important aspect measured was the time duration which respondents spent while filling the survey questionnaire.

Validity was also checked. On the basis of pilot study, the questionnaire was revised and finalized with minor changes. The data collected was coded and subjected to descriptive statistics in order to classify and foresee the practical difficulties in the final data processing and analysis. Then the questionnaire was executed for data collection.

4.7.1 Reliability testing

Testing the reliability of the questionnaire means that the questionnaire is measuring what it is supposed to measure. Reliability of the questionnaire was assessed using reliability testing method for all the variables. Reliability testing is the most direct method of attesting the reliability of questions. In this method, The correlation coefficient (cronbach alpha) having value more than 0.7 indicated reliability supported.

4.8 Defining the population and Sample Size

This study is focused on the employees working in MSEDCL in Pune city. The organization operates in seven divisions. Those all divisions are considered for collecting data from Pune city. The divisions are Rastapeth Division, Bandgarden Division, Parvati Division, Nagar Road Division, Padmavati Division, Shivajinagar Division and Kothrud. The population of the study comprises of employees working in MSEDCL from pay group I to IV across Pune city. Questionnaires were distributed to 550 employees for collecting data from various categories of employees of Pay-group I to IV working in different administrative offices and field offices at above mentioned divisions in Pune city. However completed ones in all respect received were 382.

4.9 Scope of the study

- 1) The research is confined to the employees working in MSEDCL in Pune city in seven divisions. Researcher has taken into consideration employees across pay group I to IV.
- 2) The assessment of QWL was done by “self assessment” method by employees.

4.10 Data Collection

Data collection is very important part of any research as it involves collecting of a important primary as well as secondary data from various sources related to research.

4.10.1 Primary Data

Primary data was essential since it meant getting the first hand information from employees about their perception of QWL. Researcher was keen on examining the QWL.

The researcher has conducted extensive literature review and interviews with ten top level management in order to arrive at QWL constructs and their views were noted.

For collecting primary data self-administered questionnaire was distributed across all levels of employees in MSEDCL. Simple random sampling was used to collect the primary data. The distribution of the questionnaire was done on the basis of suitability mostly by personal contact, e-mail. The concerned person was contacted through phone or email before sending the questionnaire. As the questionnaire was self explanatory, the respondents were asked to respond as per the instructions given in the questionnaire and were assured of confidentiality. The first portion of the questionnaire was about the personal information of the respondents. Data was collected from 382 employees from various levels of MSEDCL in Pune city.

Employees were contacted personally by snowballing method as well. As per the time schedule given by the employees the researcher distributed the questionnaire personally and through email. Researcher made the follow up calls and ensured return of the questionnaires. The questionnaires were checked for completeness and correctness of the data. In some cases discussions were carried out by the researcher with the respondents and help was provided to respondents who had difficulty in filling up the questionnaire by explaining them the questions. Once total 382 valid questionnaires from MSEDCL employees in Pune city were collected.

4.10.2 Secondary Data

Secondary data has been gathered from various research articles, books, magazines, reports, extensive use of library and online research database has been done for referring various research articles. Researcher has also referred variety of job descriptions and organizational analysis as well as organizational functioning to get information about QWL constructs. Various Websites related to the human resources, QWL were referred by the researcher.

4.11 Analysis of Data

4.11.1 Categorization of the data

For the purpose of analysis, the variables of the study were categorized in a structured way. The categories crafted for the various variables are given below

- 1 Gender
- 2 Age
- 3 Educational qualification
- 4 Marital Status
- 5 Monthly income

Similarly categories considered for various QWL variables i.e. (adequate & fair compensation, Safe & healthy working conditions, Opportunities to utilize and develop capacities, Opportunity for sustained growth and security, Social Integration in the work organization, Social relevance of work life, Work and the total life space, Superior subordinate relationship, Welfare facilities, Constitutionalisation in the work organization).The data classification, coding and tabulation was done systematically and the data was processed further.

4.11.2 Statistical Analysis

The data was analyzed using IBM SPSS i.e. the statistical package for social sciences, 19.0. Data was analyzed using descriptive as well as inferential statistics for the purpose of hypothesis testing and drawing inferences.

Descriptive Statistics

The data was analyzed for the following information. Personal profile of respondents consists of gender, age, educational qualification, marital status and monthly income.

Inferential Statistics

Statistical analysis was carried out to assess the QWL by using advanced statistical techniques.

4.12 Limitations of the study

- 1) The method used for assessing QWL is self assessment method.
- 2) During data collection unwillingness on the part of employees to participate in the study from the fear of being quoted and identified.
- 3) The generalizations occurring from the study were more favorable and limited to a particular group of employees' working in MSEDCL in Pune city.
- 4) The researcher faces inherent limitation in the study of QWL as the concept is not researched to that level in public sector organizations.

4.13 Conclusion

This chapter presents the constructs of QWL, research survey instrument development process and systematic data collection process with which this study was executed. The chapter explains key features of the research .It also explains objectives and hypotheses for the study. Then the chapter describes in detail the development of research survey instrument, systematic data collection process and data analysis methodology. Finally, the process of data preparation and data assessment is presented. Having designed a

robust research design, now, the researcher enters into the actual data analysis of QWL in MSEDCL in Pune city. The aim of the data analysis is assessment of QWL and impact of QWL on demographic variables considered for the study.

CHAPTER 5

DATA ANALYSIS & HYPOTHESIS TESTING

5.1 Introduction

The present chapter articulates presentation and analysis of the data. This is an effort to suffice the objectives set for this research and to test the hypotheses. The objectives and hypotheses of research are reproduced here. Use of statistical tools allowed the researcher to study various facets of the research problem.

Present study purports following objectives:

1. To study the concepts of Quality of Work life (QWL).
2. To study employee awareness related to Quality of work life.
3. To assess quality of work life of the employees in the organization.
4. To devise ways and means to enhance QWL of employees in MSCDEL
5. To study the reasons of work life imbalance.
6. To propose various measures to overcome work life imbalance.

Following hypothesis has been set to test

H₁: MSEDCL ensures quality of work life for its employees.

H₂: Quality of work life of MSEDCL employees leads to work life imbalance.

The hypotheses were tested by testing following sub hypothesis.

- 1) There is significant difference between male and female participants' Quality of Work Life Score.
- 2) There is significant difference among different levels of education of participants about Quality of Work Life Score.

- 3) There is significant difference among different levels of experience of participants about Quality of Work Life Score.
- 4) There is significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.
- 5) There is significant difference between Single and Married participants' Quality of Work Life Score.
- 6) There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.

5.2 Data Presentation

Data is presented into sections. Each section is narrating details of entire data, data of all respondents for QWL.

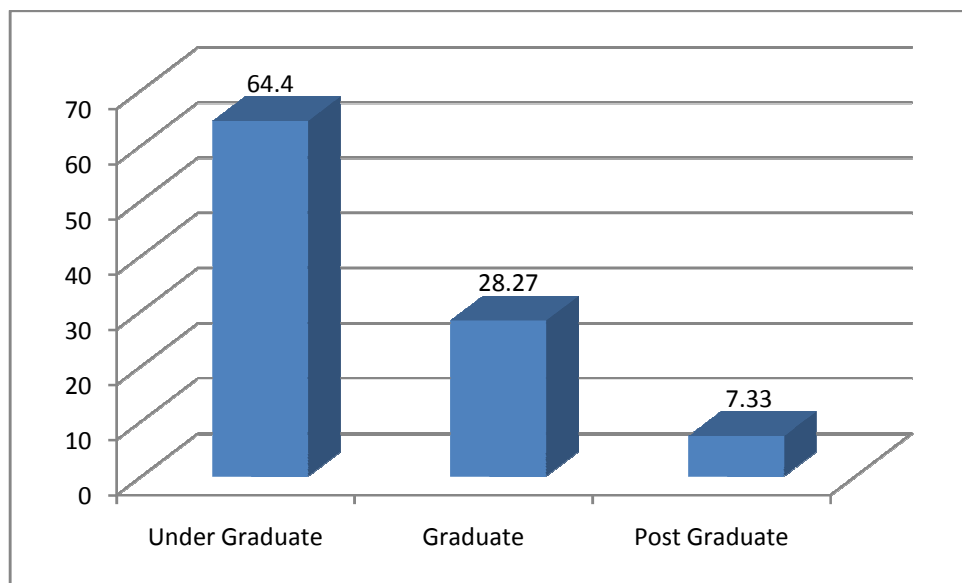
5.3 Data Processing

A total of 10 constructs of QWL were identified as factors that contribute to QWL for employees at MSEDCL ten QWL constructs were further analyzed for finding out existing QWL. The ten constructs considered have around (four to seven) behavioral indicators narrating various important dimensions related to the quality of work life which are relevant to employees across all levels of MSEDCL.

Demographic Data Distribution

Table No 5.1 Educational Qualifications

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	246	64.4	64.4	64.4
	Graduate	108	28.3	28.3	92.7
	Postgraduate	28	7.3	7.3	100.0
	Total	382	100.0	100.0	

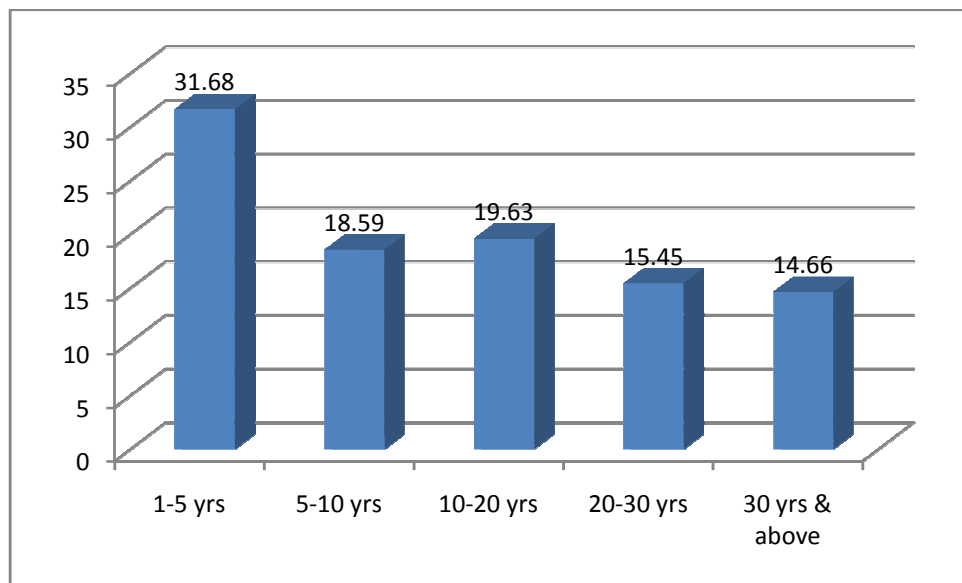


Interpretation:

With reference to the data collected from 382 employees', it can be seen that majority of the employees 64.4. % are undergraduate, 28.3% are graduate and 7.3 % are postgraduate.

Table No 5.2 Experience (Years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5 Yrs	121	31.7	31.7	31.7
	5-10 Yrs	71	18.6	18.6	50.3
	10-20 Yrs	75	19.6	19.6	69.9
	20-30 Yrs	59	15.4	15.4	85.3
	30 Yrs& above	56	14.7	14.7	100.0
	Total		382	100.0	100.0

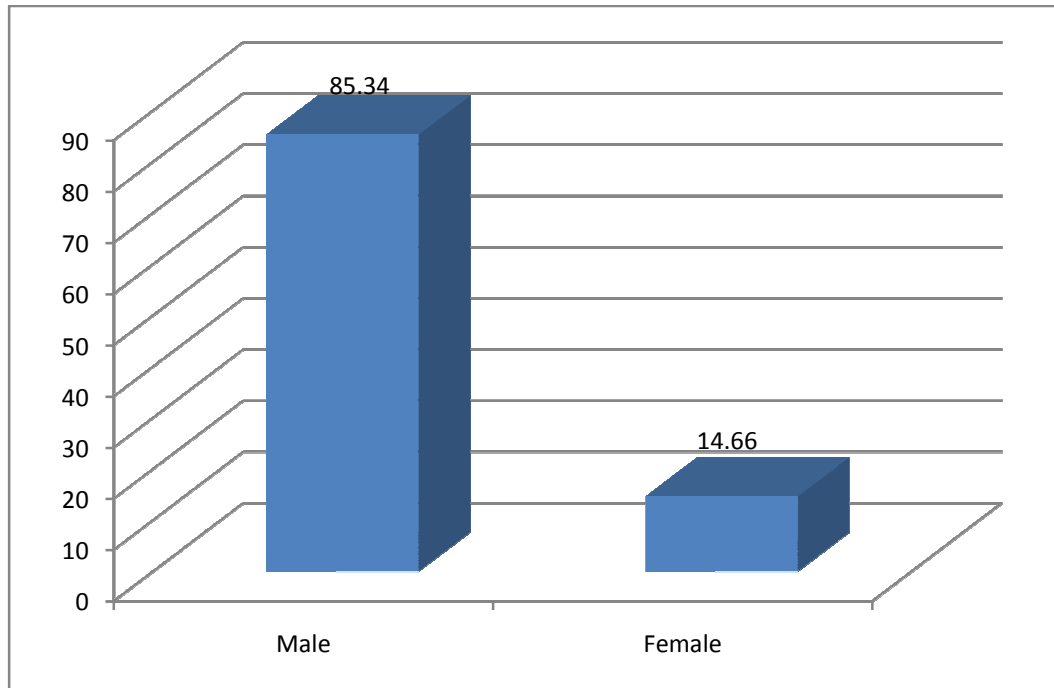


Interpretation:

With reference to the data collected from 382 employees', it can be seen that 31.7% of the employees have 1-5 years of experience, 18.6% have 5-10 years of experience, 19.6% have 10-20 years of experience, 15.4% have 20-30 years of experience, 14.7% have 30 years and above experience.

Table No 5.3 Gender of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	326	85.3	85.3	85.3
	Female	56	14.7	14.7	100.0
	Total	382	100.0	100.0	

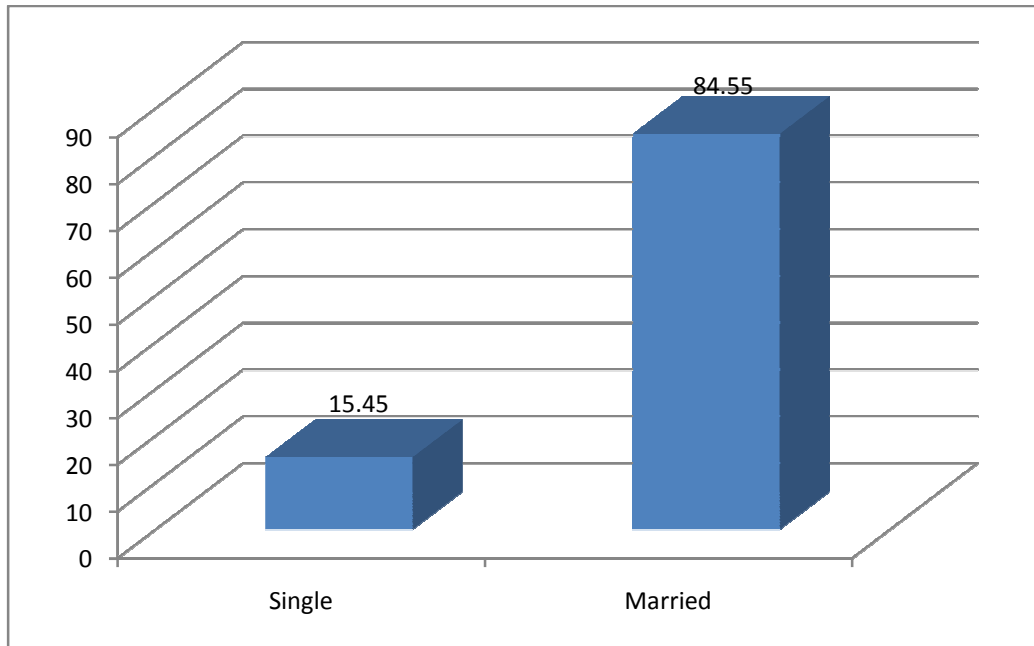


Interpretation:

With reference to the data collected from 382 employees', it can be seen that the employees 85.35% are Male and 14.66 % are Female.

Table No 5.4 Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	59	15.4	15.4	15.4
	Married	323	84.6	84.6	100.0
	Total	382	100.0	100.0	

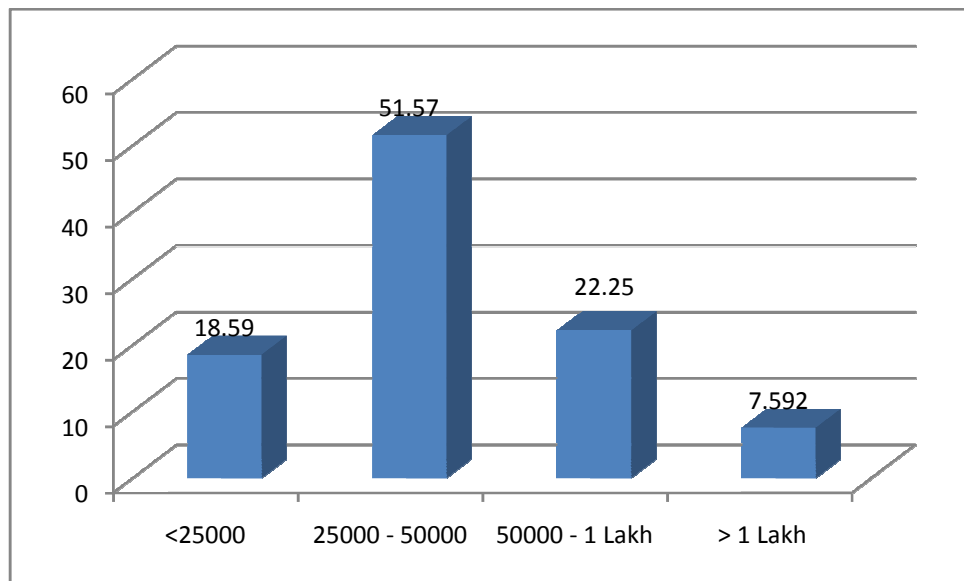


Interpretation:

With reference to the data collected from 382 employees', it can be seen that majority of the employees 84.6. % are married and 15.4 % are single.

Table No 5.5 Monthly Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 25000	71	18.6	18.6	18.6
	25000 - 50000	197	51.6	51.6	70.2
	50000 - 1 Lakh	85	22.3	22.3	92.4
	> 1 Lakh	29	7.6	7.6	100.0
	Total	382	100.0	100.0	

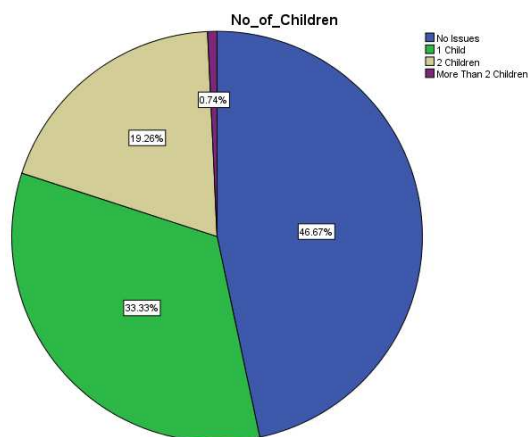


Interpretation:

With reference to the data collected from 382 employees', it can be seen that 18.6% of the employees have less than 25,000 monthly income, 51.6% of the employees have monthly income between 25,000-50000. 22.3% of the employees have monthly income between 50000-1 lakh and 7.6% of the employees have monthly income more than 1 lakh rupees.

Table No. 5.6 Children Details

No_of_Children			
		Freque ncy	Percent
	No Issues	180	46.7
	1 Child	126	33.3
	2 Children	73	19.3
	More Than 2 Children	3	.7
	Total	382	100.0

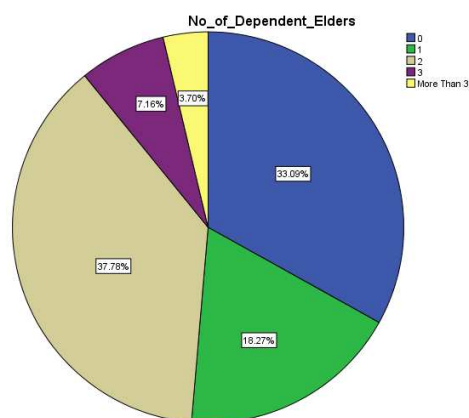


Interpretation:

Respondents were asked to select to indicate issues and children they have.No Issues, 1 Child, 2 Children, More than 2 Children responsibility were the options provided to respondents. More than half respondents have at least 1 Child. 46.7% respondents do not have any issues.

Table No.5.7 Dependent Elder Responsibility

No_of_Dependent_Elders			
		Freque ncy	Percent
	0	126	33.1
	1	69	18.3
	2	145	37.8
	3	27	7.2
	More than 3	15	3.7
	Total	382	100.0

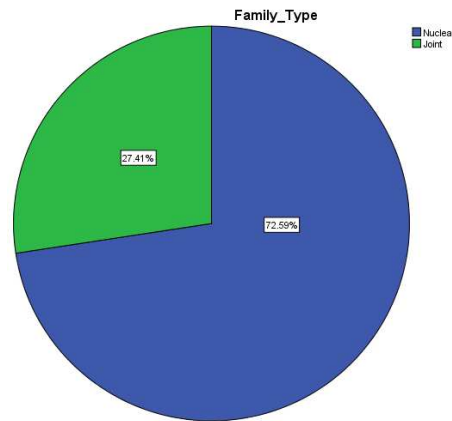


Interpretation:

Dependent responsibility was also asked to respondents. Starting from nil, to more than 3 dependent elders. 37.8% respondents indicated that they have 2 dependent respondents. 7.2% respondents either have 3 or more than 3 dependent elders. 33.1% respondents do not have any dependentelder

Table No.5.8 Family Background/Type

Family_Type			
	Family_Type	Frequency	Percent
	Nuclear	279	72.6
	Joint	103	27.4
	Total	382	100.0



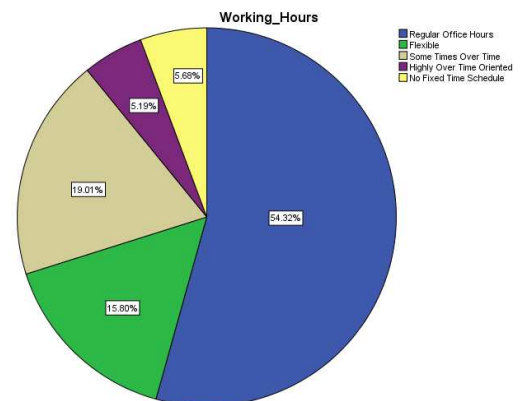
Interpretation:

Typical to India is the family type, respondents were asked to select their family type 27.4% respondents are staying in joint family, 72.6% are in nuclear family.

Table No.5.9 Work Specific Data

Working Hours

Working_Hours			
	Working_Hours	Frequency	Percent
	Regular Office Hours	206	54.3
	Flexible	61	15.8
	Some Times Over Time	73	19.0
	Highly Over Time Oriented	19	5.2
	No Fixed Time Schedule	23	5.7
	Total	382	100.0

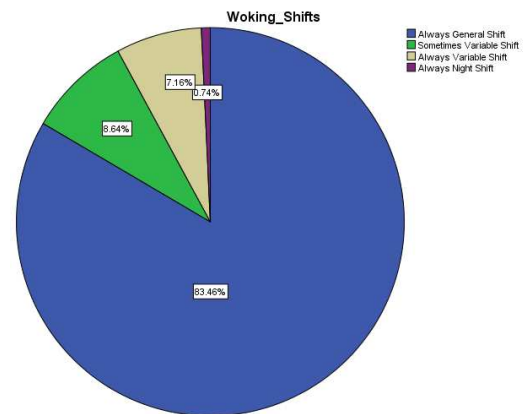


Interpretation:

Respondents were asked to select their working Hours. From Regular working hour, Overtime orientation, flexibility to not having fixed time were the options provided to respondents. More than 50% respondents had regular office working as work time. Followed by sometime over time 19%, flexible working hours were given to 15.8% respondents. 5.2% respondents have highly over time oriented schedule, 5.7% respondents said that they do not have fixed time schedule for their work.

Table No.10 Working Shift

Woking_Shifts		Freq.	Percent
Always	General Shift	321	83.5
Sometimes	Variable Shift	34	8.6
Always	Variable Shift	24	6.2
Always	Night Shift	3	0.7
Total		382	100.0

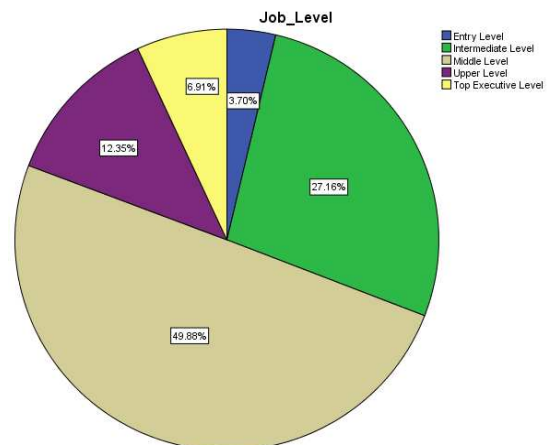


Interpretation:

Respondents were asked to inform about their shift schedule. Such as fixed shift, variable shift, and night shift. 83.5% employee respondents work in fixed shift. 15.8% respondents have variable shifts (includes fixed and graveyard shift and 2nd shift) and 0.7% employee respondents work in graveyard shift.

Table No.11 Job Level

Job Level		Frequency	Percent
Entry Level	15	3.7	
Intermediate Level	103	27.2	
Middle Level	191	49.9	
Upper Level	46	12.3	
Top Ex Level	27	6.9	
Total		382	100.0

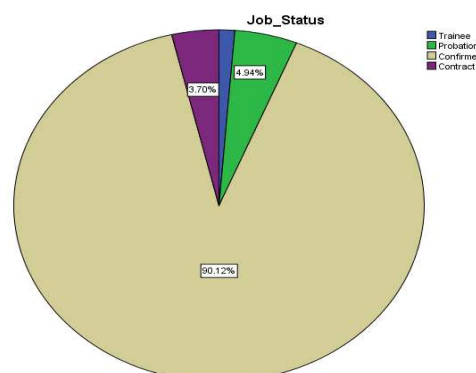


Interpretation:

Respondents were asked to mention their Job Level in the organization they are working for 5 options were given to the respondents viz. Entry Level, Intermediate Level, Middle Level, Upper Level, Top Executive Level. 49.9% respondents represent middle level. 19.20% constitutes above the middle level. 30.9% combined are representing the entry and intermediate level.

Table No.12 Job Status:

Job_Status		
	Frequency	Percent
Trainee	4	1.2
Probation	19	4.9
Confirmed	344	90.1
Contract	15	3.7
Total	382	100.0

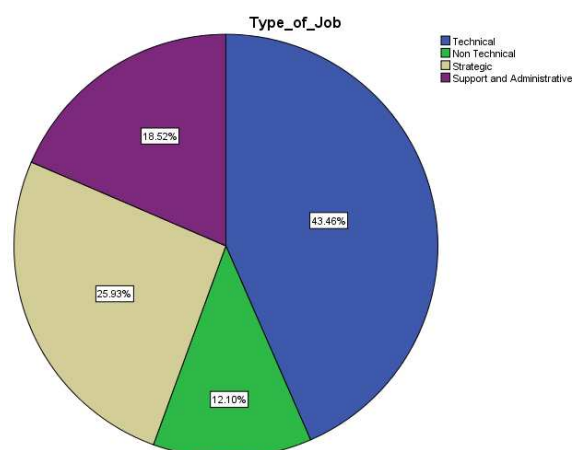


Interpretation:

Respondents were asked to choose between choice of their Job Status like Trainee, Probation, Confirmed, and Contract. Respondents were largely confirmed with the organization. This also implies that 90.1% employees are in a condition to take benefits of employee policies of their organizations. 9.8% respondents were of trainee, probationer or contractual nature

Table No.13 Type of Job

Type_of_Job		
	Frequency	Percent
Technical	168	43.5
Non Technical	46	12.1
Strategic	99	25.9
Support and Administrative	69	18.06
Total	382	100.0



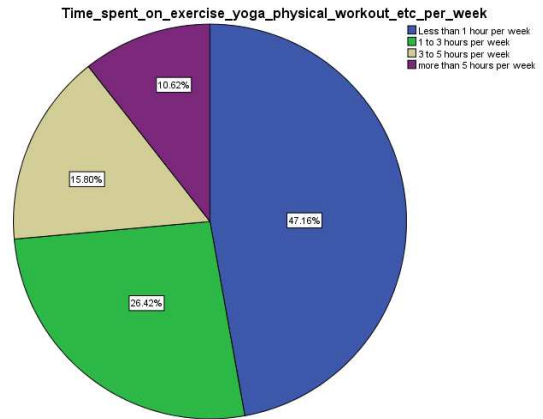
Interpretation:

Respondents were asked to choose the nature of their job in organization. Options provided were Technical, Non Technical, Strategic, Support and Administrative. Most of the respondents counting to 168 are involved in Technical Job. Strategic job is done by 25.9% respondents which means around 1 quarter of employees are directly involved in strategic Job.

Table No.14 Time Utilization

Time Spent on Physical Exercise such as Yoga, Gym, Jogging etc.

Time_spent_on_exercise_yoga_physical_workout_etc_per_week			
		Freq	Perc
	Less than 1 hour per week	180	47.2
	1 to 3 hours per week	99	26.4
	3 to 5 hours per week	61	15.8
	more than 5 hours per week	42	10.6
	Total	382	100.0

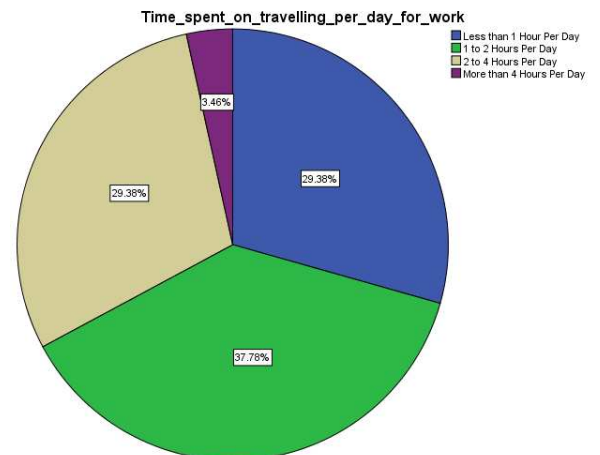


Interpretation:

Respondents were asked about mentioning hours they spend on personal exercise, yoga or physical workout per week. 47.2% respondents spend less than 1 hour per week for physical work out. 26.4% respondents spend more than 1 hours but less than 3 hours per week for this purpose. 26% respondents spend more than 3 hours per week for physical work out.

Table No.15 Time spent for travelling per day for work

Time_spent_on_travelling_per_day_for_work			
		Frequenc	Percent
		y	
	Less than 1 Hour Per Day	111	29.4
	1 to 2 Hours Per Day	145	37.8
	2 to 4 Hours Per Day	111	29.4
	More than 4 Hours Per Day	15	3.5
	Total	382	100.0

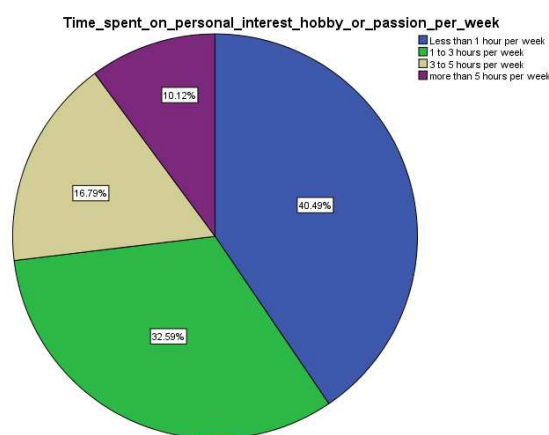


Interpretation:

Travelling time spent to reach the workplace per day was asked to respondents. 3.5% employee respondent travel for more than 4 hours per days for work. 2 to 4 hours are taken by 29.4% respondents, also percentage of less than 1 hours travel time amounts the same. Travel time of 1 to 2 hours is taken by maximum employee i.e. 37.8% respondents.

Table No.5.16 Time Spent for Passion, Interest and Hobbies

Time_spent_on_personal_interest_hobby_or_passion_per_week			
		Freq	Perc
	Less than 1 hour per week	153	40.5
	1 to 3 hours per week	126	32.6
	3 to 5 hours per week	65	16.8
	more than 5 hours per week	38	10.1
	Total	382	100.0



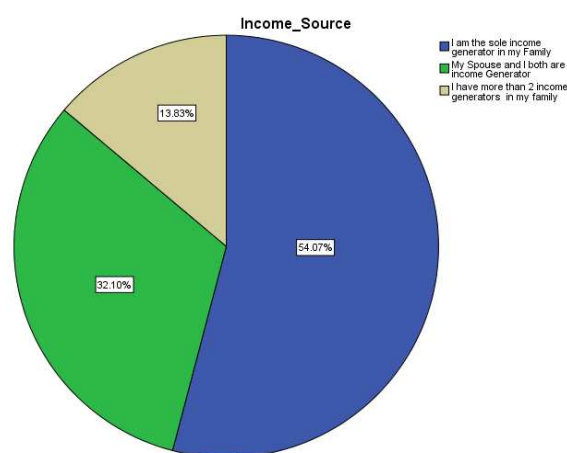
Interpretation:

Respondents were asked to select option in hours per week they spend for their own interest, hobbies or passion. 4 options starting from less than an hour per week to more than 5 hours per week was provided to the respondents. Most of the respondents (40.5%) cannot spend more than an hour per week for their passion, interest or hobbies. About 10% of the respondents do spend more than 5 hours per week for such activities. 32.6% spend more than an hour but less than 3 hours on their interest area. 16.8% respondent employees do spend 3 to 5 hours per week on their interest, passion and hobbies

Table No.5.17 Financial Background

Income Generation Source(s)

Income Source(s)	Freq.	Percent
I am the sole income generator in my Family	207	54.1
My Spouse and I both are income Generator	122	32.1
I have 2 or more than 2 income generators in my family	53	13.8
Total	382	100.0

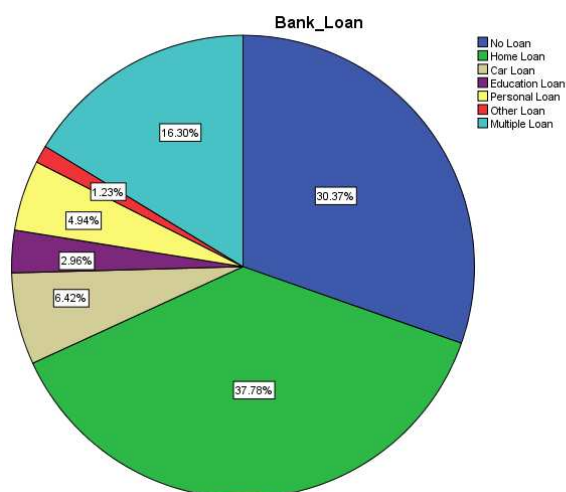


Interpretation:

Respondents were asked to choose option of their income generation source(s). Options provided to respondents were I am the sole income generator in my Family, My Spouse and I both are income Generator, I have 2 or more than 2 income generators in my family

Table No.5.18 Bank Loans Taken By Respondents

Bank Loan	Frequency	Percent
No Loan	115	30.4
Home Loan	145	37.8
Car Loan	23	6.4
Education Loan	11	3.0
Personal Loan	19	4.9
Other Loan	8	2
Multiple Loan	61	16.3
Total	382	100.0



Interpretation:

Respondents were asked to mention their liabilities of loan payments options of no loan, home loan, car loan, education loan, personal loan, other loan, and multiple loans. Most of the respondents have home loan liabilities followed by multiple loans, and other loan liabilities. About 30% respondents do not have liabilities of loan repayment

Table No. 5.19 Table indicating policy utilization by employees

Policy/ Practice/ Procedure	Not Available	Available Not Utilized	Available Utilized	Total
National Holidays	26	146	210	382
Paid/Privilege Leave	39	160	183	382
Casual Leave	48	165	169	382
Lessthan6Daysaweek	63	143	176	382
Short Leave	80	167	135	382
Compulsory Annual Leave	80	147	155	382
Medical Assistance	90	225	67	382
Maternity Leave And Benefits	27	233	122	382
Learning Provision	145	205	32	382
Career Breaks/Unpaid Leave/Sabbatical	151	214	17	382
Flexitime	168	134	80	382
Sports Or Social Facilities Or Gymnasium	169	155	58	382
Parental Leave	170	162	50	382
Time Off In Lieu Of Overtime	175	128	79	382
Study Leave	190	161	31	382
Leave For Shifting (In Case Of New Joiner / Transfer)	192	163	27	382
Time Off for Dependants	199	122	61	382
Job Sharing	239	111	32	382
Childcare Provision	253	112	17	382
Part-Time Working	262	78	42	382
Carers Leave	260	91	31	382
Compressed Hours	276	77	29	382

5.3.1 Reliability Testing

Scale: Adequate & Fair Compensation

Reliability Statistics

Cronbach's Alpha	N of Items
.733	8

Scale: Safe & Healthy working conditions

Reliability Statistics

Cronbach's Alpha	N of Items
.580	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The work environment is safe and healthy.	16.87	10.478	.234	.572
The Safety measures provided in the organization are adequate.	16.79	9.424	.471	.467
Safety officer strictly implements the safety rules and regulations.	16.77	9.849	.376	.508
Safety training is given to the employees.	17.90	10.624	.205	.585
Work environment emphasizes more on machines than individuals.	17.03	11.183	.182	.588
Organization has well established health and safety policy.	16.76	9.279	.466	.466

Reliability Statistics

Cronbach's Alpha	N of Items
.588	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The work environment is safe and healthy.	13.48	8.287	.249	.586
The Safety measures provided in the organization are adequate.	13.40	7.438	.477	.462
Safety officer strictly implements the safety rules and regulations.	13.38	7.691	.404	.501
Safety training is given to the employees.	14.50	8.618	.186	.621
Organization has well established health and safety policy.	13.37	7.436	.445	.477

Reliability Statistics

Cronbach's Alpha	N of Items
.621	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
The work environment is safe and healthy.	10.95	5.580	.330	.605
The Safety measures provided in the organization are adequate.	10.87	5.432	.442	.521
Safety officer strictly implements the safety rules and regulations.	10.85	5.429	.420	.537
Organization has well established health and safety policy.	10.84	5.401	.416	.539

Cronbach's alpha value 0.580 indicates weak reliability of scale 'Safe & Healthy working conditions'. Deletion of item 'Work environment emphasizes more on machines than individuals' would improve the reliability score to 0.588 and subsequently deletion of item 'Safety training is given to the employees' would further improve the reliability to 0.621. Hence, these items were deleted. Further improvement in reliability score was not possible. Alpha value 0.7 and above are desirable, however, following the expert advice this scale with alpha value 0.621 was retained.

Scale: Opportunities to use and develop capacities

Reliability Statistics

Cronbach's Alpha	N of Items
.774	8

Scale: Opportunity for continues growth and security

Reliability Statistics

Cronbach's Alpha	N of Items
.719	6

Scale: Social Integration in the work organisation

Reliability Statistics

Cronbach's Alpha	N of Items
.691	7

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In my organization employees are recognized as individuals.	18.35	15.838	.476	.637
The organization clearly communicates its objectives and strategies.	18.04	16.996	.340	.672
I have enough opportunity to interact with other employees formally.	18.80	14.756	.525	.620
There is no discrimination based on age, gender and religion in the organization.	19.42	15.809	.442	.645
At the work place you are treated with dignity and respect.	19.06	14.792	.585	.604
All members of the work organization have the sense of community.	18.28	19.058	.087	.735
I have freedom to discuss problems with top management.	17.95	16.906	.372	.664

Reliability Statistics

Cronbach's Alpha	N of Items
.735	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
In my organization employees are recognized as individuals.	14.98	13.677	.525	.682
The organization clearly communicates its objectives and strategies.	14.67	15.283	.318	.738
I have enough opportunity to interact with other employees formally.	15.43	12.812	.550	.672
There is no discrimination based on age, gender and religion in the organization.	16.05	13.832	.463	.700
At the work place you are treated with dignity and respect.	15.69	13.028	.588	.662
I have freedom to discuss problems with top management.	14.58	14.989	.378	.722

Cronbach's alpha value 0.691 indicates weak reliability of scale 'Social Integration in the work organisation'. Deletion of item 'All members of the work organization have the sense of community' would improve the reliability score to 0.735 and subsequently deletion of item 'The organization clearly communicates its objectives and strategies' would further improve the reliability to 0.738. However, after weighting marginal improvement in alpha value against the loss of information if latter item deleted, the researcher decided to delete the former item with scale alpha value 0.735.

Scale: Social relevance of work life

Reliability Statistics

Cronbach's Alpha	N of Items
.829	7

Scale: Work & the total life space

Reliability Statistics

Cronbach's Alpha	N of Items
.682	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
After an average work day, I have sufficient leisure time to relax and pursue activities that I enjoy.	13.08	8.606	.601	.556
I never feel that my work is stressful.	13.14	9.072	.487	.609
My family life and social life is not strained by working hours.	13.25	9.346	.538	.591
I have to work on holidays if required.	14.64	10.971	.187	.738
My organization has flextime/flexi work policy.	13.49	9.573	.416	.641

Reliability Statistics

Cronbach's Alpha	N of Items
.738	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
After an average work day, I have sufficient leisure time to relax and pursue activities that I enjoy.	10.82	6.112	.658	.602
I never feel that my work is stressful.	10.88	6.391	.560	.662
My family life and social life is not strained by working hours.	10.99	6.761	.592	.647
My organization has flextime/flexi work policy.	11.23	7.574	.339	.784

Reliability Statistics

Cronbach's Alpha	N of Items
.784	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
After an average work day, I have sufficient leisure time to relax and pursue activities that I enjoy.	7.41	3.539	.668	.657
I never feel that my work is stressful.	7.47	3.662	.588	.749
My family life and social life is not strained by working hours.	7.58	3.987	.619	.715

Cronbach's alpha value 0.682 indicates weak reliability of scale 'Work & the total life space'. Deletion of item 'I have to work on holidays if required' would improve the reliability score to 0.738 and subsequently deletion of item 'My organization has flextime/flexi work policy' would further improve the reliability to 0.784 . Hence, these items were deleted. Further improvement in reliability score was not possible .

Scale: Constitutionlisation in the work organisation

Reliability Statistics

Cronbach's Alpha	N of Items
.798	7

Scale: Superior subordinate relationship

Reliability Statistics

Cronbach's Alpha	N of Items
.804	9

Scale: Welfare facilities

Reliability Statistics

Cronbach's Alpha	N of Items
.743	8

5.3.2 Normality Testing

Case Summaries

	N	Mean	Std. Deviation	Kurtosis	Skewness
Adequate & Fair compensation	382	3.2978	.65208	-.157	-.286
Safe & healthy working conditions	382	3.6257	.73392	.039	-.701
Opportunities to use and develop capacities	382	3.0668	.70312	-.023	-.416
Opportunity for continued growth and security	382	3.3408	.74507	-.066	-.041
Social Integration in the work organization	382	3.0467	.72759	-.182	.148
Social relevance of work life	382	2.5643	.78308	.078	.584
Work and the total life space	382	3.6603	.82805	.520	-.930
Constitutionalisation in the work organization	382	2.5722	.69878	1.829	1.046
Superior subordinate relationship	382	3.1146	.70997	-.324	-.309
Welfare facilities	382	3.7974	.61478	-.143	-.435

When sample size is large test of significance is not used to test the normality. (Ref. Field A. Discovering statistics using SPSS. 3 ed. London: SAGE publications Ltd; 2009. p. 822) Except 'Constitutionalisation in the work organization' all variables are normally distributed as the values of kurtosis and skewness between ± 1 . Further visual examination of Histogram confirms the normality.

MSEDCL employees perceive that their compensation is average. (Mean=3.29)

MSEDCL employees perceive that their working conditions are not safe and healthy.(Mean=3.66)

MSEDCL employees perceive that they have average opportunity to use and develop capacities.(Mean=3.06)

MSEDCL employees perceive that they have average opportunity for continued growth and security.(Mean=3.34)

Employees perceive that social integration in MSEDCL is average.(Mean=3.04)

MSEDCL employees perceive that they have average social relevance of work life. (Mean=2.56)

MSEDCL employees perceive that there is no work and total life space. (Mean=3.66)

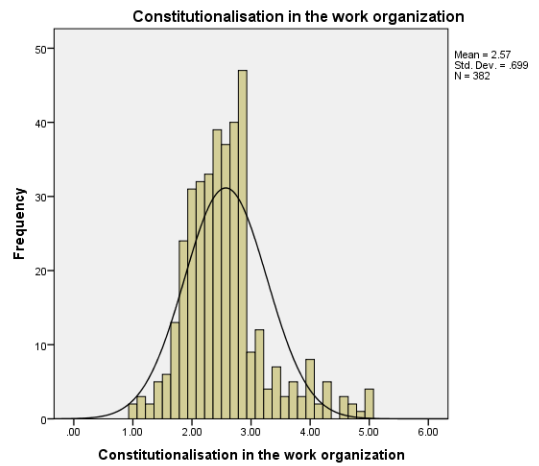
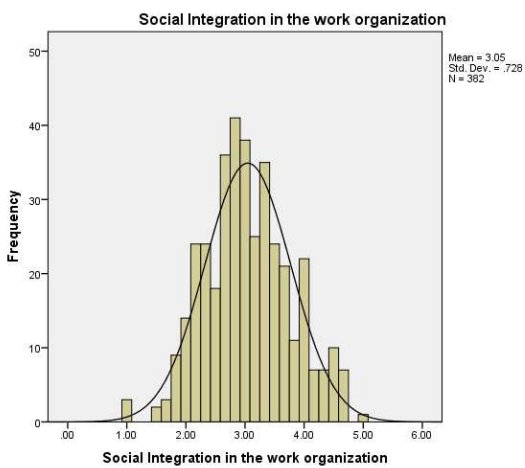
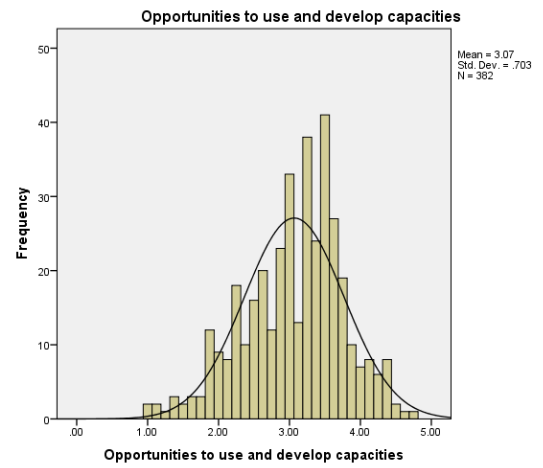
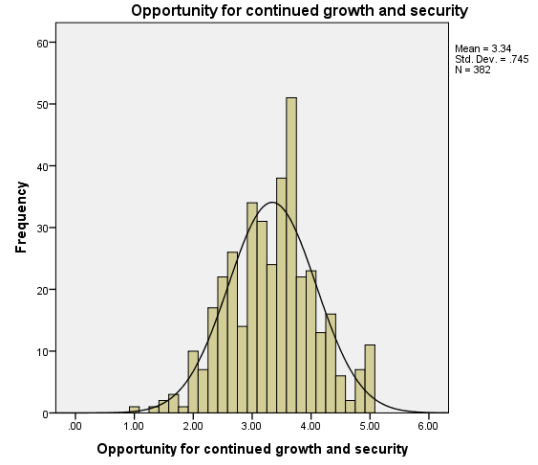
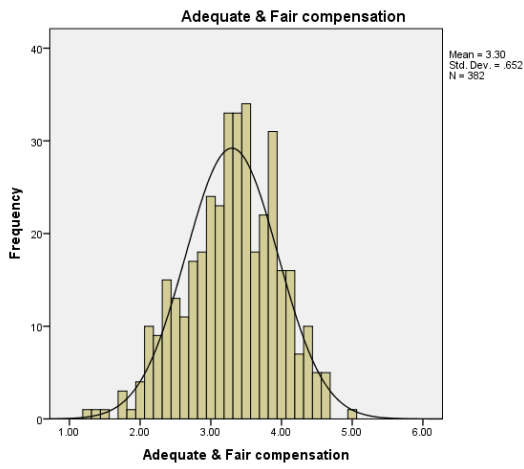
MSEDCL employees perceive that they have average constitutionalism. (Mean=2.57)

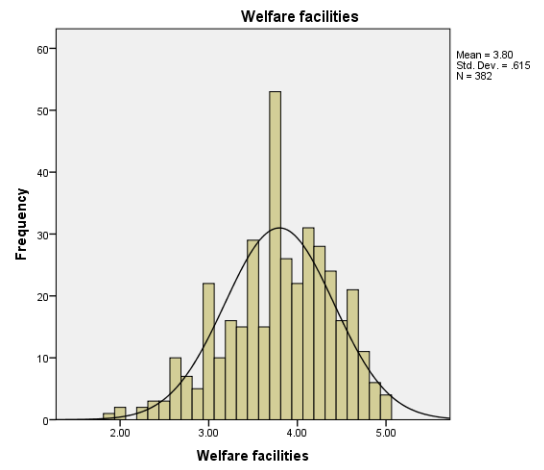
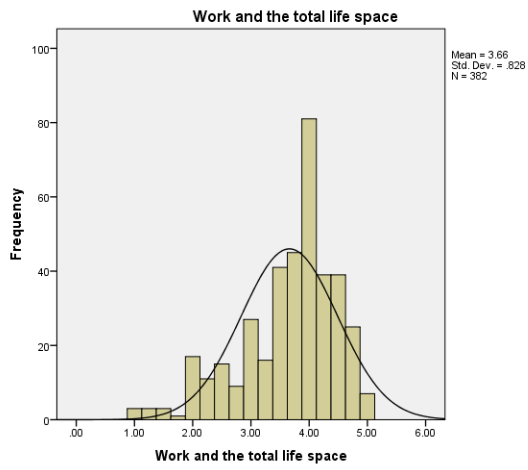
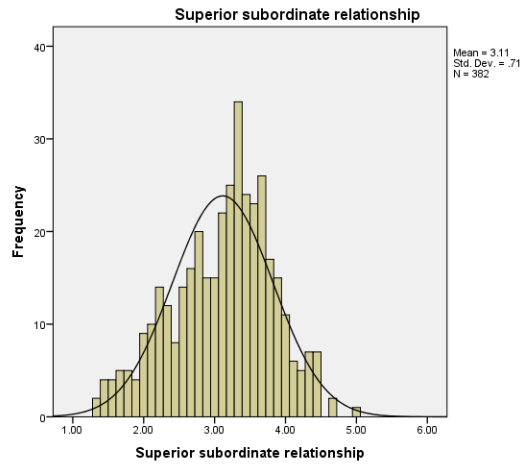
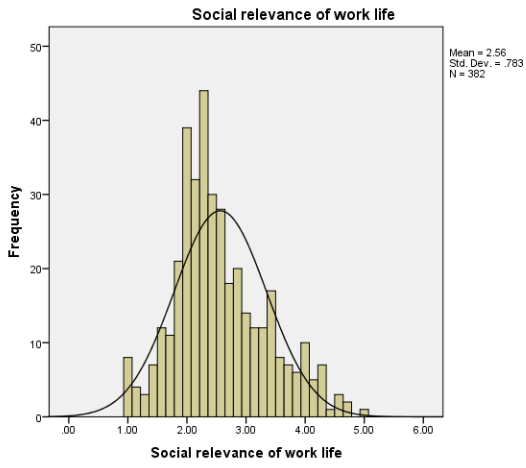
MSEDCL employees perceive that they have average superior subordinate relationship. (Mean=3.11)

MSEDCL employees perceive that there are no welfare facilities.. (Mean=3.79)

Histogram

0



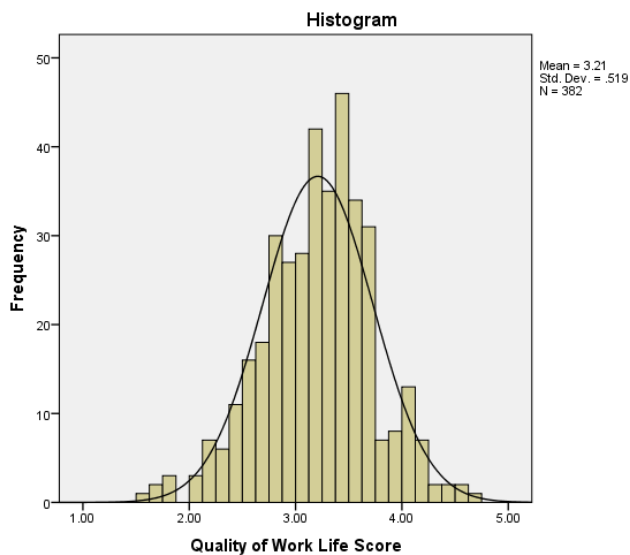


Quality of Work Life Score

Statistics

Quality of Work Life Score

N	Valid	382
	Missing	0
Mean		3.2087
Std. Deviation		.51934
Skewness		-.245
Std. Error of Skewness		.125
Kurtosis		.334
Std. Error of Kurtosis		.249



Value of skewness -0.245 and kurtosis 0.334 and visual examination of histogram indicates normal distribution of 'Quality of worklife' scores. Hence parametric test of significance are used.

Mean (3.20) of total QWL score indicates that QWL of MSEDCL is perceived as average QWL.

5.4 Hypothesis Testing

5.4.1 Gender

Hypothesis:

- H₀₋₁: There is no significant difference between male and female participants' opinion (scores) about adequacy and fairness of compensation.
- H_{a-1}: There is significant difference between male and female participants' opinion (scores) about adequacy and fairness of compensation.
- H₀₋₂: There is no significant difference between male and female participants' opinion (scores) about Safe & healthy working conditions.
- H_{a-2}: There is significant difference between male and female participants' opinion (scores) about Safe & healthy working conditions.
- H₀₋₃: There is no significant difference between male and female participants' opinion (scores) about Opportunities to use and develop capacities.
- H_{a-3}: There is significant difference between male and female participants' opinion (scores) about Opportunities to use and develop capacities.
- H₀₋₄: There is no significant difference between male and female participants' opinion (scores) about Opportunity for continued growth and security.
- H_{a-4}: There is significant difference between male and female participants' opinion (scores) about Opportunity for continued growth and security.

- H₀-5: There is no significant difference between male and female participants' opinion (scores) about Social Integration in the work organization.
- H_a-5: There is significant difference between male and female participants' opinion (scores) about Social Integration in the work organization.
- H₀-6: There is no significant difference between male and female participants' opinion (scores) about Social relevance of work life.
- H_a-6: There is significant difference between male and female participants' opinion (scores) about Social relevance of work life.
- H₀-7: There is no significant difference between male and female participants' opinion (scores) about Work and the total life space.
- H_a-7: There is significant difference between male and female participants' opinion (scores) about Work and the total life space.
- H₀-8: There is no significant difference between male and female participants' opinion (scores) about Superior subordinate relationship.
- H_a-8: There is significant difference between male and female participants' opinion (scores) about Superior subordinate relationship.
- H₀-9: There is no significant difference between male and female participants' opinion (scores) about Welfare facilities.
- H_a-9: There is significant difference between male and female participants' opinion (scores) about Welfare facilities
- H₀-10: There is no significant difference between male and female participants' opinion (scores) Constitutionalisation in the work organization.
- H_a-10: There is significant difference between male and female participants' opinion (scores) Constitutionalisation in the work organization.

H₀-11: There is no significant difference between male and female participants' Quality of Work Life Score.

H_a-11: There is significant difference between male and female participants' Quality of Work Life Score.

T-Test
Group Statistics

	Gender of Respondent	N	Mean	Std. Deviation	Std. Error Mean
Adequate & Fair compensation	Male	326	3.2926	.65513	.03628
	Female	56	3.3281	.63896	.08539
Safe & healthy working conditions	Male	326	3.6687	.71111	.03938
	Female	56	3.3750	.81742	.10923
Opportunities to use and develop capacities	Male	326	3.0778	.71004	.03933
	Female	56	3.0022	.66379	.08870
Opportunity for continued growth and security	Male	326	3.3471	.75982	.04208
	Female	56	3.3036	.65760	.08787
Social Integration in the work organization	Male	326	3.0767	.73479	.04070
	Female	56	2.8720	.66362	.08868
Social relevance of work life	Male	326	2.5920	.81193	.04497
	Female	56	2.4031	.56694	.07576
Work and the total life space	Male	326	3.6641	.84847	.04699
	Female	56	3.6384	.70376	.09404
Superior subordinate relationship	Male	326	3.1036	.72220	.04000
	Female	56	3.1786	.63623	.08502
Welfare facilities	Male	326	3.7914	.62574	.03466
	Female	56	3.8326	.55045	.07356
Quality of Work Life Score	Male	326	3.2207	.52757	.02922
	Female	56	3.1383	.46668	.06236

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Adequate & Fair compensation	Equal variances assumed	.128	.721	-.377	380	.707	-.03556	.09443	-.22124	.15011
	Equal variances not assumed			-.383	76.237	.703	-.03556	.09277	-.22033	.14920
Safe & healthy working conditions	Equal variances assumed	5.053	.025	2.791	380	.006	.29371	.10523	.08681	.50062
	Equal variances not assumed			2.529	70.029	.014	.29371	.11612	.06213	.52530
Opportunities to use and develop capacities	Equal variances assumed	.303	.583	.743	380	.458	.07561	.10177	-.12450	.27571
	Equal variances not assumed			.779	78.234	.438	.07561	.09703	-.11756	.26877
Opportunity for continued growth and security	Equal variances assumed	1.039	.309	.404	380	.687	.04357	.10790	-.16858	.25571
	Equal variances not assumed			.447	82.387	.656	.04357	.09743	-.15024	.23737
Social Integration in the work organization	Equal variances assumed	1.128	.289	1.952	380	.052	.20466	.10486	-.00152	.41085
	Equal variances not assumed			2.098	80.004	.039	.20466	.09757	.01049	.39884

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Social relevance of work life	Equal variances assumed	8.419	.004	1.672	380	.095	.18896	.11301	-.03324	.41116
	Equal variances not assumed			2.145	98.513	.034	.18896	.08810	.01414	.36378
Work and the total life space	Equal variances assumed	1.949	.164	.214	380	.830	.02572	.11993	-.21009	.26153
	Equal variances not assumed			.245	84.998	.807	.02572	.10513	-.18331	.23475
Superior subordinate relationship	Equal variances assumed	1.233	.268	-.729	380	.466	-.07496	.10276	-.27701	.12710
	Equal variances not assumed			-.798	81.367	.427	-.07496	.09396	-.26190	.11198
Welfare facilities	Equal variances assumed	1.414	.235	-.463	380	.644	-.04118	.08902	-.21621	.13386
	Equal variances not assumed			-.506	81.449	.614	-.04118	.08131	-.20295	.12059
Quality of Work Life Score	Equal variances assumed	1.102	.294	1.098	380	.273	.08249	.07510	-.06518	.23016
	Equal variances not assumed			1.198	81.138	.234	.08249	.06887	-.05453	.21951

Mann-Whitney Test

Ranks

	Gender of Respondent	N	Mean Rank	Sum of Ranks
Constitutionalisation in the work organization	Male	326	195.09	63598.00
	Female	56	170.63	9555.00
	Total	382		

Test Statistics^a

	Constitutionalisation in the work organization
Mann-Whitney U	7959.000
Wilcoxon W	9555.000
Z	-1.537
Asymp. Sig. (2-tailed)	.124
a. Grouping Variable: Gender of Respondent	

Male ($M = 3.33, SE = 0.85$) and Female ($M = 3.29, SE = 0.036$) participants did not differ significantly in their opinion about adequate & fair compensation than to male participants. $t_{(380)} = -0.377, p > .05$

On average, male participants ($M = 3.67, SE = 0.039$) felt working conditions were Safe & healthy than female participants ($M = 3.375, SE = 0.11$). This difference was significant $t(380) = 2.791, p = 0.006 < .05$

Male ($M = 3.078, SE = 0.039$) and Female ($M = 3.00, SE = 0.089$) participants did not differ significantly in their opinion about Opportunities to use and develop capacities, $t(380) = 0.743, p = 0.458 > .05$

Male ($M = 3.35, SE = 0.042$) and Female ($M = 3.30, SE = 0.088$) participants did not differ significantly in their opinion about Opportunity for continued growth and security $t(380) = 0.404, p = 0.687 > .05$

Male (M = 3.07, SE = 0.041) and Female (M = 2.87, SE = 0.089) participants did not differ significantly in their opinion about Social Integration in the work organization $t(380) = 01.952, p=0.52 > .05$

Male (M = 2.59, SE = 0.045) and Female (M = 2.4, SE = 0.076) participants did not differ significantly in their opinion about Social relevance of work life, $t(380) = 1.672, p=0.095 > .05$

Male (M = 3.66, SE = 0.047) and Female (M = 3.64, SE = 0.094) participants did not differ significantly in their opinion about Work and the total life space, $t(380) = 0.214, p=0.830 > .05$

Male (M = 3.10, SE = 0.040) and Female (M = 3.179, SE = 0.085) participants did not differ significantly in their opinion about Superior subordinate relationship, $t(380) = -.729, p=0.466 > .05$

Male (M = 3.79, SE = 0.035) and Female (M = 3.83, SE = 0.073) participants did not differ significantly in their opinion about Welfare facilities, $t(380) = -.463, p=0.644 > .05$

Male and Female participants did not differ significantly in their opinion about Constitutionalisation in the work organization, $U = 7959, z = -1.1537, p=<0.05$

Male (M = 3.22, SE = 0.029) and Female (M = 3.14, SE = 0.062) participants did not differ significantly in their opinion about Quality of Work Life Score, $t(380) = 1.098, p=0.273 > .05$

5.4.2 Education

Hypothesis:

H₀₋₁: There is no significant difference among different levels of education of participants about adequacy and fairness of compensation.

H_{a-1}: There is significant difference among different levels of education of participants about adequacy and fairness of compensation.

H₀₋₂: There is no significant difference among different levels of education of participants about Safe & healthy working conditions.

H_{a-2}: There is significant difference among different levels of education of participants about Safe & healthy working conditions.

H₀₋₃: There is no significant difference among different levels of education of participants about Opportunities to use and develop capacities.

H_{a-3}: There is significant difference among different levels of education of participants about Opportunities to use and develop capacities.

H₀₋₄: There is no significant difference among different levels of education of participants about Opportunity for continued growth and security.

H_{a-4}: There is significant difference among different levels of education of participants about Opportunity for continued growth and security.

H₀₋₅: There is no significant difference among different levels of education of participants about Social Integration in the work organization.

H_{a-5}: There is significant difference among different levels of education of participants about Social Integration in the work organization.

H₀₋₆: There is no significant difference among different levels of education of participants about Social relevance of work life.

- H_{a-6}: There is significant difference among different levels of education of participants about Social relevance of work life.
- H₀₋₇: There is no significant difference among different levels of education of participants about Work and the total life space.
- H_{a-7}: There is significant difference among different levels of education of participants about Work and the total life space.
- H₀₋₈: There is no significant difference among different levels of education of participants about Superior subordinate relationship.
- H_{a-8}: There is significant difference among different levels of education of participants about Superior subordinate relationship.
- H₀₋₉: There is no significant difference among different levels of education of participants about Welfare facilities.
- H_{a-9}: There is significant difference among different levels of education of participants about Welfare facilities.
- H₀₋₁₀: There is no significant difference among different levels of education of participants about Constitutionalisation in the work organization.
- H_{a-10}: There is significant difference among different levels of education of participants about Constitutionalisation in the work organization.
- H₀₋₁₁: There is no significant difference among different levels of education of participants about Quality of Work Life Score.
- H_{a-11}: There is significant difference among different levels of education of participants about Quality of Work Life Score.

Oneway

		Sum of Squares	df	Mean Square	F	Sig.
Adequate & Fair compensation	Between Groups	2.464	2	1.232	2.926	.055
	Within Groups	159.539	379	.421		
	Total	162.003	381			
Safe & healthy working conditions	Between Groups	9.313	2	4.657	9.009	.000
	Within Groups	195.905	379	.517		
	Total	205.219	381			
Opportunities to use and develop capacities	Between Groups	4.338	2	2.169	4.467	.012
	Within Groups	184.023	379	.486		
	Total	188.360	381			
Opportunity for continued growth and security	Between Groups	3.330	2	1.665	3.032	.049
	Within Groups	208.176	379	.549		
	Total	211.507	381			
Social Integration in the work organization	Between Groups	13.052	2	6.526	13.111	.000
	Within Groups	188.644	379	.498		
	Total	201.695	381			
Social relevance of work life	Between Groups	6.508	2	3.254	5.429	.005
	Within Groups	227.126	379	.599		
	Total	233.634	381			
Work and the total life space	Between Groups	2.185	2	1.092	1.598	.204
	Within Groups	259.057	379	.684		
	Total	261.242	381			
Superior subordinate relationship	Between Groups	3.003	2	1.501	3.010	.050
	Within Groups	189.042	379	.499		
	Total	192.045	381			
Welfare facilities	Between Groups	5.584	2	2.792	7.645	.001
	Within Groups	138.415	379	.365		
	Total	143.999	381			
Quality of Work Life Score	Between Groups	4.800	2	2.400	9.286	.000
	Within Groups	97.962	379	.258		
	Total	102.762	381			

Post Hoc Tests

Multiple Comparisons

LSD

Dependent Variable	(I) Educational Qualification	(J) Educational Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adequate & Fair compensation	Undergraduate	Graduate	.13336	.07489	.076	-.0139	.2806
		Postgraduate	-.16790	.12940	.195	-.4223	.0865
	Graduate	Undergraduate	-.13336	.07489	.076	-.2806	.0139
		Postgraduate	-.30126*	.13759	.029	-.5718	-.0307
	Postgraduate	Undergraduate	.16790	.12940	.195	-.0865	.4223
		Graduate	.30126*	.13759	.029	.0307	.5718
Safe & healthy working conditions	Undergraduate	Graduate	.34762*	.08299	.000	.1844	.5108
		Postgraduate	.20311	.14339	.157	-.0788	.4851
	Graduate	Undergraduate	-.34762*	.08299	.000	-.5108	-.1844
		Postgraduate	-.14451	.15247	.344	-.4443	.1553
	Postgraduate	Undergraduate	-.20311	.14339	.157	-.4851	.0788
		Graduate	.14451	.15247	.344	-.1553	.4443
Opportunities to use and develop capacities	Undergraduate	Graduate	.20898*	.08043	.010	.0508	.3671
		Postgraduate	.26586	.13898	.057	-.0074	.5391
	Graduate	Undergraduate	-.20898*	.08043	.010	-.3671	-.0508
		Postgraduate	.05688	.14777	.701	-.2337	.3474
	Postgraduate	Undergraduate	-.26586	.13898	.057	-.5391	.0074
		Graduate	-.05688	.14777	.701	-.3474	.2337
Opportunity for continued growth and security	Undergraduate	Graduate	.20551*	.08555	.017	.0373	.3737
		Postgraduate	.14136	.14782	.340	-.1493	.4320
	Graduate	Undergraduate	-.20551*	.08555	.017	-.3737	-.0373
		Postgraduate	-.06415	.15717	.683	-.3732	.2449
	Postgraduate	Undergraduate	-.14136	.14782	.340	-.4320	.1493
		Graduate	.06415	.15717	.683	-.2449	.3732
Social Integration in the work organization	Undergraduate	Graduate	.36194*	.08144	.000	.2018	.5221
		Postgraduate	.46269*	.14071	.001	.1860	.7394
	Graduate	Undergraduate	-.36194*	.08144	.000	-.5221	-.2018
		Postgraduate	.10075	.14962	.501	-.1934	.3949
	Postgraduate	Undergraduate	-.46269*	.14071	.001	-.7394	-.1860
		Graduate	-.10075	.14962	.501	-.3949	.1934
Social relevance of work life	Undergraduate	Graduate	.28255*	.08936	.002	.1069	.4583
		Postgraduate	.22719	.15440	.142	-.0764	.5308
	Graduate	Undergraduate	-.28255*	.08936	.002	-.4583	-.1069
		Postgraduate	-.05537	.16417	.736	-.3782	.2674

Dependent Variable	(I) Educational Qualification	(J) Educational Qualification	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	Postgraduate	Undergraduate	-.22719	.15440	.142	-.5308	.0764
		Graduate	.05537	.16417	.736	-.2674	.3782
Work and the total life space	Undergraduate	Graduate	.12777	.09543	.181	-.0599	.3154
		Postgraduate	.23127	.16489	.162	-.0930	.5555
	Graduate	Undergraduate	-.12777	.09543	.181	-.3154	.0599
		Postgraduate	.10351	.17533	.555	-.2412	.4482
	Postgraduate	Undergraduate	-.23127	.16489	.162	-.5555	.0930
		Graduate	-.10351	.17533	.555	-.4482	.2412
Superior subordinate relationship	Undergraduate	Graduate	.19738*	.08152	.016	.0371	.3577
		Postgraduate	.11537	.14086	.413	-.1616	.3923
	Graduate	Undergraduate	-.19738*	.08152	.016	-.3577	-.0371
		Postgraduate	-.08201	.14977	.584	-.3765	.2125
	Postgraduate	Undergraduate	-.11537	.14086	.413	-.3923	.1616
		Graduate	.08201	.14977	.584	-.2125	.3765
Welfare facilities	Undergraduate	Graduate	.26581*	.06976	.000	.1286	.4030
		Postgraduate	.18529	.12053	.125	-.0517	.4223
	Graduate	Undergraduate	-.26581*	.06976	.000	-.4030	-.1286
		Postgraduate	-.08052	.12816	.530	-.3325	.1715
	Postgraduate	Undergraduate	-.18529	.12053	.125	-.4223	.0517
		Graduate	.08052	.12816	.530	-.1715	.3325
Quality of Work Life Score	Undergraduate	Graduate	.24453*	.05869	.000	.1291	.3599
		Postgraduate	.18435	.10140	.070	-.0150	.3837
	Graduate	Undergraduate	-.24453*	.05869	.000	-.3599	-.1291
		Postgraduate	-.06018	.10782	.577	-.2722	.1518
	Postgraduate	Undergraduate	-.18435	.10140	.070	-.3837	.0150
		Graduate	.06018	.10782	.577	-.1518	.2722

*. The mean difference is significant at the 0.05 level.

Kruskal-Wallis Test

Ranks

	Educational Qualification	N	Mean Rank
Constitutionalisation in the work organization	Undergraduate	246	206.40
	Graduate	108	161.28
	Postgraduate	28	177.11
	Total	382	

Test Statistics^{a,b}

	Constitutionalisation in the work organization
Chi-Square	13.140
df	2
Asymp. Sig.	.001

a. Kruskal Wallis Test

b. Grouping Variable: Educational Qualification

There is significant difference among different levels of education of participants about adequacy and fairness of compensation, $F(2, 379) = 2.93$, $p = 0.055 < 0.10$. Post hoc test results confirms that Graduate differs significantly from postgraduates ($p=0.029 < 0.05$) and undergraduates ($p=0.76 < 0.10$)

There is significant difference among different levels of education of participants about Safe & healthy working conditions, $F(2, 379) = 9.01$, $p = 0.001 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p=0.001 < 0.05$)

There is significant difference among different levels of education of participants about Opportunities to use and develop capacities, $F(2, 379) = 9.01$, $p = 0.012 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p=0.01 < 0.05$)

There is significant difference among different levels of education of participants about Opportunity for continued growth and security, $F(2, 379) = 3.032$, $p = 0.049 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p = 0.017 < 0.05$)

There is significant difference among different levels of education of participants about Social Integration in the work organization, $F(2, 379) = 13.111$, $p = 0.001 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p = 0.001 < 0.05$) and undergraduates differs significantly from postgraduate ($p = 0.001 < 0.05$)

There is significant difference among different levels of education of participants about Social relevance of work life, $F(2, 379) = 5.429$, $p = 0.005 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p = 0.002 < 0.05$) and

There is no significant difference among different levels of education of participants about Work and the total life space, $F(2, 379) = 1.598$, $p = 0.204 > 0.05$.

There is significant difference among different levels of education of participants about Superior subordinate relationship, $F(2, 379) = 3.010$, $p = 0.05 < 0.1$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p = 0.016 < 0.05$)

There is significant difference among different levels of education of participants about Welfare facilities, $F(2, 379) = 7.645$, $p = 0.001 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p = 0.001 < 0.05$)

There is significant difference among different levels of education of participants about Constitutionalisation in the work organization, $H(2) = 13.14$, $p=0.001 < 0.05$

There is significant difference among different levels of education of participants about Quality of Work Life Score, $F(2, 379) = 9.286$, $p = 0.001 < 0.05$. Post hoc test results confirms that Graduate differs significantly from undergraduates ($p=0.001 < 0.05$)

5.4.3 Experience

Hypothesis:

H₀₋₁: There is no significant difference among different levels of experience of participants about adequacy and fairness of compensation.

H_{a-1}: There is significant difference among different levels of experience of participants about adequacy and fairness of compensation.

H₀₋₂: There is no significant difference among different levels of experience of participants about Safe & healthy working conditions.

H_{a-2}: There is significant difference among different levels of experience of participants about Safe & healthy working conditions.

H₀₋₃: There is no significant difference among different levels of experience of participants about Opportunities to use and develop capacities.

H_{a-3}: There is significant difference among different levels of experience of participants about Opportunities to use and develop capacities.

H₀₋₄: There is no significant difference among different levels of experience of participants about Opportunity for continued growth and security.

H_{a-4}: There is significant difference among different levels of experience of participants about Opportunity for continued growth and security.

H₀₋₅: There is no significant difference among different levels of experience of participants about Social Integration in the work organization.

H_{a-5}: There is significant difference among different levels of experience of participants about Social Integration in the work organization.

H₀₋₆: There is no significant difference among different levels of experience of participants about Social relevance of work life.

- H_{a-6}: There is significant difference among different levels of experience of participants about Social relevance of work life.
- H₀₋₇: There is no significant difference among different levels of experience of participants about Work and the total life space.
- H_{a-7}: There is significant difference among different levels of experience of participants about Work and the total life space.
- H₀₋₈: There is no significant difference among different levels of experience of participants about Superior subordinate relationship.
- H_{a-8}: There is significant difference among different levels of experience of participants about Superior subordinate relationship.
- H₀₋₉: There is no significant difference among different levels of experience of participants about Welfare facilities.
- H_{a-9}: There is significant difference among different levels of experience of participants about Welfare facilities.
- H₀₋₁₀: There is no significant difference among different levels of experience of participants about Constitutionalisation in the work organization.
- H_{a-10}: There is significant difference among different levels of experience of participants about Constitutionalisation in the work organization.
- H₀₋₁₁: There is no significant difference among different levels of experience of participants about Quality of Work Life Score.
- H_{a-11}: There is significant difference among different levels of experience of participants about Quality of Work Life Score.

**Oneway
ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Adequate & Fair compensation	Between Groups	4.843	4	1.211	2.904	.022
	Within Groups	157.160	377	.417		
	Total	162.003	381			
Safe & healthy working conditions	Between Groups	11.814	4	2.953	5.757	.000
	Within Groups	193.405	377	.513		
	Total	205.219	381			
Opportunities to use and develop capacities	Between Groups	3.660	4	.915	1.868	.115
	Within Groups	184.700	377	.490		
	Total	188.360	381			
Opportunity for continued growth and security	Between Groups	1.796	4	.449	.807	.521
	Within Groups	209.711	377	.556		
	Total	211.507	381			
Social Integration in the work organization	Between Groups	6.726	4	1.681	3.251	.012
	Within Groups	194.970	377	.517		
	Total	201.695	381			
Social relevance of work life	Between Groups	4.140	4	1.035	1.700	.149
	Within Groups	229.494	377	.609		
	Total	233.634	381			
Work and the total life space	Between Groups	6.217	4	1.554	2.297	.059
	Within Groups	255.025	377	.676		
	Total	261.242	381			
Superior subordinate relationship	Between Groups	2.710	4	.677	1.349	.251
	Within Groups	189.335	377	.502		
	Total	192.045	381			
Welfare facilities	Between Groups	1.356	4	.339	.896	.466
	Within Groups	142.643	377	.378		
	Total	143.999	381			
Quality of Work Life Score	Between Groups	3.435	4	.859	3.259	.012
	Within Groups	99.328	377	.263		
	Total	102.762	381			

Post Hoc Tests
Multiple Comparisons

LSD

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adequate & Fair compensation	1-5 Yrs	5-10 Yrs	.20692*	.09652	.033	.0171	.3967
		10-20 Yrs	.24201*	.09489	.011	.0554	.4286
		20-30 Yrs	.21080*	.10252	.040	.0092	.4124
		30 Yrs& above	.28903*	.10435	.006	.0838	.4942
	5-10 Yrs	1-5 Yrs	-.20692*	.09652	.033	-.3967	-.0171
		10-20 Yrs	.03509	.10691	.743	-.1751	.2453
		20-30 Yrs	.00388	.11374	.973	-.2198	.2275
		30 Yrs& above	.08212	.11539	.477	-.1448	.3090
	10-20 Yrs	1-5 Yrs	-.24201*	.09489	.011	-.4286	-.0554
		5-10 Yrs	-.03509	.10691	.743	-.2453	.1751
		20-30 Yrs	-.03121	.11236	.781	-.2521	.1897
		30 Yrs& above	.04702	.11403	.680	-.1772	.2712
	20-30 Yrs	1-5 Yrs	-.21080*	.10252	.040	-.4124	-.0092
		5-10 Yrs	-.00388	.11374	.973	-.2275	.2198
		10-20 Yrs	.03121	.11236	.781	-.1897	.2521
		30 Yrs& above	.07824	.12046	.516	-.1586	.3151
	30 Yrs& above	1-5 Yrs	-.28903*	.10435	.006	-.4942	-.0838
		5-10 Yrs	-.08212	.11539	.477	-.3090	.1448
		10-20 Yrs	-.04702	.11403	.680	-.2712	.1772
		20-30 Yrs	-.07824	.12046	.516	-.3151	.1586
Safe & healthy working conditions	1-5 Yrs	5-10 Yrs	.46307*	.10708	.000	.2525	.6736
		10-20 Yrs	.27410*	.10526	.010	.0671	.4811
		20-30 Yrs	.22608*	.11373	.048	.0025	.4497
		30 Yrs& above	.38869*	.11576	.001	.1611	.6163
	5-10 Yrs	1-5 Yrs	-.46307*	.10708	.000	-.6736	-.2525
		10-20 Yrs	-.18897	.11860	.112	-.4222	.0442
		20-30 Yrs	-.23699	.12618	.061	-.4851	.0111
		30 Yrs& above	-.07438	.12801	.562	-.3261	.1773
	10-20 Yrs	1-5 Yrs	-.27410*	.10526	.010	-.4811	-.0671

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		5-10 Yrs	.18897	.11860	.112	-.0442	.4222
		20-30 Yrs	-.04802	.12464	.700	-.2931	.1971
		30 Yrs& above	.11458	.12650	.366	-.1341	.3633
	20-30 Yrs	1-5 Yrs	-.22608*	.11373	.048	-.4497	-.0025
		5-10 Yrs	.23699	.12618	.061	-.0111	.4851
		10-20 Yrs	.04802	.12464	.700	-.1971	.2931
		30 Yrs& above	.16261	.13363	.224	-.1001	.4254
	30 Yrs& above	1-5 Yrs	-.38869*	.11576	.001	-.6163	-.1611
		5-10 Yrs	.07438	.12801	.562	-.1773	.3261
		10-20 Yrs	-.11458	.12650	.366	-.3633	.1341
		20-30 Yrs	-.16261	.13363	.224	-.4254	.1001
	Opportunities to use and develop capacities	1-5 Yrs	5-10 Yrs	.19222	.10464	.067	-.0135
10-20 Yrs			.25288*	.10287	.014	.0506	.4551
20-30 Yrs			.16641	.11114	.135	-.0521	.3849
30 Yrs& above			.18222	.11313	.108	-.0402	.4047
5-10 Yrs		1-5 Yrs	-.19222	.10464	.067	-.3980	.0135
		10-20 Yrs	.06066	.11590	.601	-.1672	.2885
		20-30 Yrs	-.02581	.12330	.834	-.2683	.2166
		30 Yrs& above	-.01000	.12510	.936	-.2560	.2360
10-20 Yrs		1-5 Yrs	-.25288*	.10287	.014	-.4551	-.0506
		5-10 Yrs	-.06066	.11590	.601	-.2885	.1672
		20-30 Yrs	-.08647	.12180	.478	-.3260	.1530
		30 Yrs& above	-.07065	.12362	.568	-.3137	.1724
20-30 Yrs		1-5 Yrs	-.16641	.11114	.135	-.3849	.0521
		5-10 Yrs	.02581	.12330	.834	-.2166	.2683
		10-20 Yrs	.08647	.12180	.478	-.1530	.3260
		30 Yrs& above	.01581	.13058	.904	-.2410	.2726
30 Yrs&above		1-5 Yrs	-.18222	.11313	.108	-.4047	.0402
		5-10 Yrs	.01000	.12510	.936	-.2360	.2560
		10-20 Yrs	.07065	.12362	.568	-.1724	.3137
		20-30 Yrs	-.01581	.13058	.904	-.2726	.2410

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Opportunity for continued growth and security	1-5 Yrs	5-10 Yrs	.12230	.11150	.273	-.0969	.3415
		10-20 Yrs	.15522	.10961	.158	-.0603	.3707
		20-30 Yrs	-.01457	.11843	.902	-.2474	.2183
		30 Yrs& above	.09979	.12054	.408	-.1372	.3368
	5-10 Yrs	1-5 Yrs	-.12230	.11150	.273	-.3415	.0969
		10-20 Yrs	.03293	.12350	.790	-.2099	.2758
		20-30 Yrs	-.13687	.13139	.298	-.3952	.1215
		30 Yrs& above	-.02251	.13330	.866	-.2846	.2396
	10-20 Yrs	1-5 Yrs	-.15522	.10961	.158	-.3707	.0603
		5-10 Yrs	-.03293	.12350	.790	-.2758	.2099
		20-30 Yrs	-.16979	.12979	.192	-.4250	.0854
		30 Yrs& above	-.05544	.13172	.674	-.3144	.2036
	20-30 Yrs	1-5 Yrs	.01457	.11843	.902	-.2183	.2474
		5-10 Yrs	.13687	.13139	.298	-.1215	.3952
		10-20 Yrs	.16979	.12979	.192	-.0854	.4250
		30 Yrs& above	.11436	.13915	.412	-.1592	.3880
	30 Yrs& above	1-5 Yrs	-.09979	.12054	.408	-.3368	.1372
		5-10 Yrs	.02251	.13330	.866	-.2396	.2846
		10-20 Yrs	.05544	.13172	.674	-.2036	.3144
		20-30 Yrs	-.11436	.13915	.412	-.3880	.1592
Social Integration in the work organization	1-5 Yrs	5-10 Yrs	.09124	.10751	.397	-.1202	.3026
		10-20 Yrs	.36489*	.10569	.001	.1571	.5727
		20-30 Yrs	.09287	.11419	.417	-.1317	.3174
		30 Yrs& above	.21020	.11623	.071	-.0183	.4387
	5-10 Yrs	1-5 Yrs	-.09124	.10751	.397	-.3026	.1202
		10-20 Yrs	.27365*	.11908	.022	.0395	.5078
		20-30 Yrs	.00163	.12669	.990	-.2475	.2507
		30 Yrs& above	.11896	.12853	.355	-.1338	.3717
	10-20 Yrs	1-5 Yrs	-.36489*	.10569	.001	-.5727	-.1571
		5-10 Yrs	-.27365*	.11908	.022	-.5078	-.0395
		20-30 Yrs	-.27202*	.12514	.030	-.5181	-.0259

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
	20-30 Yrs	30 Yrs& above	-.15468	.12701	.224	-.4044	.0950	
		1-5 Yrs	-.09287	.11419	.417	-.3174	.1317	
		5-10 Yrs	-.00163	.12669	.990	-.2507	.2475	
		10-20 Yrs	.27202*	.12514	.030	.0259	.5181	
	30 Yrs& above	30 Yrs& above	.11733	.13417	.382	-.1465	.3811	
		1-5 Yrs	-.21020	.11623	.071	-.4387	.0183	
		5-10 Yrs	-.11896	.12853	.355	-.3717	.1338	
		10-20 Yrs	.15468	.12701	.224	-.0950	.4044	
	Social relevance of work life	1-5 Yrs	20-30 Yrs	-.11733	.13417	.382	-.3811	.1465
			5-10 Yrs	.13145	.11664	.260	-.0979	.3608
			10-20 Yrs	.29620*	.11466	.010	.0707	.5217
			30 Yrs& above	.14724	.12389	.235	-.0964	.3908
5-10 Yrs		5-10 Yrs	-.13145	.11664	.260	-.3608	.0979	
		10-20 Yrs	.16475	.12919	.203	-.0893	.4188	
		20-30 Yrs	.01579	.13745	.909	-.2545	.2860	
		30 Yrs& above	-.02831	.13944	.839	-.3025	.2459	
10-20 Yrs		1-5 Yrs	-.29620*	.11466	.010	-.5217	-.0707	
		5-10 Yrs	-.16475	.12919	.203	-.4188	.0893	
		20-30 Yrs	-.14896	.13577	.273	-.4159	.1180	
		30 Yrs& above	-.19306	.13779	.162	-.4640	.0779	
20-30 Yrs	1-5 Yrs	-.14724	.12389	.235	-.3908	.0964		
	5-10 Yrs	-.01579	.13745	.909	-.2860	.2545		
	10-20 Yrs	.14896	.13577	.273	-.1180	.4159		
	30 Yrs& above	-.04410	.14556	.762	-.3303	.2421		
30 Yrs& above	1-5 Yrs	-.10314	.12610	.414	-.3511	.1448		
	5-10 Yrs	.02831	.13944	.839	-.2459	.3025		
	10-20 Yrs	.19306	.13779	.162	-.0779	.4640		
	20-30 Yrs	.04410	.14556	.762	-.2421	.3303		
Work and the total life space	1-5 Yrs	5-10 Yrs	.34612*	.12296	.005	.1044	.5879	
		10-20 Yrs	.17185	.12087	.156	-.0658	.4095	
		20-30 Yrs	.20987	.13060	.109	-.0469	.4667	

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
		30 Yrs & above	.25708	.13293	.054	-.0043	.5185	
	5-10 Yrs	1-5 Yrs	-.34612*	.12296	.005	-.5879	-.1044	
		10-20 Yrs	-.17427	.13619	.201	-.4421	.0935	
		20-30 Yrs	-.13625	.14489	.348	-.4211	.1486	
		30 Yrs & above	-.08903	.14699	.545	-.3781	.2000	
	10-20 Yrs	1-5 Yrs	-.17185	.12087	.156	-.4095	.0658	
		5-10 Yrs	.17427	.13619	.201	-.0935	.4421	
		20-30 Yrs	.03802	.14313	.791	-.2434	.3194	
		30 Yrs & above	.08524	.14526	.558	-.2004	.3709	
	20-30 Yrs	1-5 Yrs	-.20987	.13060	.109	-.4667	.0469	
		5-10 Yrs	.13625	.14489	.348	-.1486	.4211	
		10-20 Yrs	-.03802	.14313	.791	-.3194	.2434	
		30 Yrs & above	.04722	.15344	.758	-.2545	.3489	
	30 Yrs & above	1-5 Yrs	-.25708	.13293	.054	-.5185	.0043	
		5-10 Yrs	.08903	.14699	.545	-.2000	.3781	
		10-20 Yrs	-.08524	.14526	.558	-.3709	.2004	
		20-30 Yrs	-.04722	.15344	.758	-.3489	.2545	
	Superior subordinate relationship	1-5 Yrs	5-10 Yrs	.09189	.10594	.386	-.1164	.3002
			10-20 Yrs	.21099*	.10415	.043	.0062	.4158
			20-30 Yrs	.07648	.11253	.497	-.1448	.2977
		30 Yrs & above	.19808	.11454	.085	-.0271	.4233	
5-10 Yrs		1-5 Yrs	-.09189	.10594	.386	-.3002	.1164	
		10-20 Yrs	.11910	.11734	.311	-.1116	.3498	
		20-30 Yrs	-.01541	.12484	.902	-.2609	.2301	
		30 Yrs & above	.10619	.12666	.402	-.1428	.3552	
10-20 Yrs		1-5 Yrs	-.21099*	.10415	.043	-.4158	-.0062	
		5-10 Yrs	-.11910	.11734	.311	-.3498	.1116	
		20-30 Yrs	-.13451	.12332	.276	-.3770	.1080	
		30 Yrs & above	-.01291	.12516	.918	-.2590	.2332	
20-30 Yrs		1-5 Yrs	-.07648	.11253	.497	-.2977	.1448	
		5-10 Yrs	.01541	.12484	.902	-.2301	.2609	

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
		10-20 Yrs	.13451	.12332	.276	-.1080	.3770	
		30 Yrs& above	.12160	.13221	.358	-.1384	.3816	
		30 Yrs& above	1-5 Yrs	-.19808	.11454	.085	-.4233	.0271
			5-10 Yrs	-.10619	.12666	.402	-.3552	.1428
		10-20 Yrs	.01291	.12516	.918	-.2332	.2590	
		20-30 Yrs	-.12160	.13221	.358	-.3816	.1384	
	Welfare facilities	1-5 Yrs	5-10 Yrs	-.08537	.09196	.354	-.2662	.0954
			10-20 Yrs	.04539	.09040	.616	-.1324	.2231
			20-30 Yrs	.10669	.09767	.275	-.0854	.2987
			30 Yrs& above	-.02217	.09942	.824	-.2177	.1733
5-10 Yrs		1-5 Yrs	.08537	.09196	.354	-.0954	.2662	
		10-20 Yrs	.13075	.10185	.200	-.0695	.3310	
		20-30 Yrs	.19205	.10836	.077	-.0210	.4051	
		30 Yrs& above	.06319	.10993	.566	-.1530	.2794	
10-20 Yrs		1-5 Yrs	-.04539	.09040	.616	-.2231	.1324	
		5-10 Yrs	-.13075	.10185	.200	-.3310	.0695	
		20-30 Yrs	.06130	.10704	.567	-.1492	.2718	
		30 Yrs& above	-.06756	.10863	.534	-.2812	.1460	
20-30 Yrs		1-5 Yrs	-.10669	.09767	.275	-.2987	.0854	
		5-10 Yrs	-.19205	.10836	.077	-.4051	.0210	
		10-20 Yrs	-.06130	.10704	.567	-.2718	.1492	
		30 Yrs& above	-.12886	.11476	.262	-.3545	.0968	
30 Yrs& above		1-5 Yrs	.02217	.09942	.824	-.1733	.2177	
		5-10 Yrs	-.06319	.10993	.566	-.2794	.1530	
		10-20 Yrs	.06756	.10863	.534	-.1460	.2812	
		20-30 Yrs	.12886	.11476	.262	-.0968	.3545	
Quality of Work Life Score		1-5 Yrs	5-10 Yrs	.16313*	.07673	.034	.0122	.3140
			10-20 Yrs	.24140*	.07543	.001	.0931	.3897
			20-30 Yrs	.16004	.08150	.050	-.0002	.3203
			30 Yrs& above	.20685*	.08296	.013	.0437	.3700
		5-10 Yrs	1-5 Yrs	-.16313*	.07673	.034	-.3140	-.0122
			10-20 Yrs	.07827	.08499	.358	-.0889	.2454

Dependent Variable	(I) Experience (Years)	(J) Experience (Years)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		20-30 Yrs	-.00308	.09042	.973	-.1809	.1747
		30 Yrs& above	.04372	.09174	.634	-.1367	.2241
	10-20 Yrs	1-5 Yrs	-.24140*	.07543	.001	-.3897	-.0931
		5-10 Yrs	-.07827	.08499	.358	-.2454	.0889
		20-30 Yrs	-.08135	.08932	.363	-.2570	.0943
		30 Yrs& above	-.03455	.09065	.703	-.2128	.1437
	20-30 Yrs	1-5 Yrs	-.16004	.08150	.050	-.3203	.0002
		5-10 Yrs	.00308	.09042	.973	-.1747	.1809
		10-20 Yrs	.08135	.08932	.363	-.0943	.2570
		30 Yrs& above	.04680	.09576	.625	-.1415	.2351
	30 Yrs& above	1-5 Yrs	-.20685*	.08296	.013	-.3700	-.0437
		5-10 Yrs	-.04372	.09174	.634	-.2241	.1367
		10-20 Yrs	.03455	.09065	.703	-.1437	.2128
		20-30 Yrs	-.04680	.09576	.625	-.2351	.1415

*. The mean difference is significant at the 0.05 level.

Ranks

	Experience (Years)	N	Mean Rank
Constitutionalisation in the work organization	1-5 Yrs	121	223.51
	5-10 Yrs	71	207.10
	10-20 Yrs	75	165.81
	20-30 Yrs	59	161.40
	30 Yrs& above	56	168.68
	Total	382	

Test Statistics^{a,b}

	Constitutionalisation in the work organization
Chi-Square	22.586
df	4
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Experience (Years)

There is significant difference among different levels of Experience of participants about adequacy and fairness of compensation, $F(4, 377) = 2.904, p = 0.022 < 0.05$. Post hoc test results confirms that participants with 1-5 Yrs Experience differs significantly from the participants with 5-10 Yrs Experience ($p = 0.033 < 0.05$). Participants with 1-5 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.011 < 0.05$) and participants with 1-5 Yrs Experience differs significantly from the participants with 20-30 Yrs Experience ($p = 0.04 < 0.05$) and participants with 1-5 Yrs Experience differs significantly from the participants with 30 Yrs and above Experience ($p = 0.006 < 0.05$)

There is significant difference among different levels of Experience of participants about Safe & healthy working conditions, $F(4, 377) = 5.757, p = 0.001 < 0.05$. Post hoc test results confirms that participants with 1-5 Yrs Experience differs significantly from the participants with 5-10 Yrs Experience ($p = 0.010 < 0.05$). Participants with 1-5 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.048 < 0.05$) and participants with 1-5 Yrs Experience differs significantly from the participants with 20-30 Yrs Experience ($p = 0.001 < 0.05$) and participants with 1-5 Yrs Experience differs significantly from the participants with 30 Yrs and above Experience ($p = 0.006 < 0.05$)

There is no significant difference among different levels of Experience of participants about Opportunities to use and develop capacities, $F(4, 377) = 1.868, p = 0.115 > 0.10$.

There is no significant difference among different levels of Experience of participants about Opportunity for continued growth and security, $F(4, 377) = 0.807, p = 0.521 > 0.10$.

There is significant difference among different levels of Experience of participants about Social Integration in the work organization, $F(4, 377) = 3.251, p = 0.012 < 0.05$. Post hoc test results confirms that participants with 1-5 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.001 < 0.05$) and participants with 1-5 Yrs Experience differs significantly from the participants with 30 Yrs and above Experience ($p = 0.071 < 0.10$). Participants with 5-10 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.022 < 0.05$) and participants with 20-30 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.030 < 0.05$)

There is no significant difference among different levels of Experience of participants about Social relevance of work life, $F(4, 377) = 1.7, p = 0.149 > 0.10$.

There is significant difference among different levels of Experience of participants about Work and the total life space, $F(4, 377) = 2.297, p = 0.059 < 0.10$. Post hoc test results confirms that participants with 1-5 Yrs Experience differs significantly from the participants with 5-10 Yrs Experience ($p = 0.005 < 0.05$)

There is no significant difference among different levels of Experience of participants about Superior subordinate relationship, $F(4, 377) = 1.349, p = 0.251 > 0.10$.

There is no significant difference among different levels of Experience of participants about Welfare facilities, $F(4, 377) = 0.896, p = .466 > 0.10$.

There is significant difference among different levels of Experience of participants about Constitutionalisation in the work organization, $H(4) = 22.586, p = 0.001 < 0.05$.

There is significant difference among different levels of Experience of participants about Quality of Work Life Score, $F(4, 377) = 3.259, p = 0.012 < 0.05$. Post hoc test results confirms that participants with 1-5 Yrs Experience differs significantly from the participants with 5-10 Yrs Experience ($p = 0.034 < 0.05$). Participants with 1-5 Yrs Experience differs significantly from the participants with 10-20 Yrs Experience ($p = 0.001 < 0.05$). Participants with 1-5 Yrs Experience differs significantly from the participants with 30 Yrs and above Experience ($p = 0.013 < 0.05$)

5.4.4 Monthly Income

Hypothesis:

H₀₋₁: There is no significant difference among different levels of Monthly Income of participants about adequacy and fairness of compensation.

H_{a-1}: There is significant difference among different levels of Monthly Income of participants about adequacy and fairness of compensation.

H₀₋₂: There is no significant difference among different levels of Monthly Income of participants about Safe & healthy working conditions.

H_{a-2}: There is significant difference among different levels of Monthly Income of participants about Safe & healthy working conditions.

H₀₋₃: There is no significant difference among different levels of Monthly Income of participants about Opportunities to use and develop capacities.

H_{a-3}: There is significant difference among different levels of Monthly Income of participants about Opportunities to use and develop capacities.

H₀₋₄: There is no significant difference among different levels of Monthly Income of participants about Opportunity for continued growth and security.

H_{a-4}: There is significant difference among different levels of Monthly Income of participants about Opportunity for continued growth and security.

H₀₋₅: There is no significant difference among different levels of Monthly Income of participants about Social Integration in the work organization.

- H_{a-5}: There is significant difference among different levels of Monthly Income of participants about Social Integration in the work organization.
- H₀₋₆: There is no significant difference among different levels of Monthly Income of participants about Social relevance of work life.
- H_{a-6}: There is significant difference among different levels of Monthly Income of participants about Social relevance of work life.
- H₀₋₇: There is no significant difference among different levels of Monthly Income of participants about Work and the total life space.
- H_{a-7}: There is significant difference among different levels of Monthly Income of participants about Work and the total life space.
- H₀₋₈: There is no significant difference among different levels of Monthly Income of participants about Superior subordinate relationship.
- H_{a-8}: There is significant difference among different levels of Monthly Income of participants about Superior subordinate relationship.
- H₀₋₉: There is no significant difference among different levels of Monthly Income of participants about Welfare facilities.
- H_{a-9}: There is significant difference among different levels of Monthly Income of participants about Welfare facilities.
- H₀₋₁₀: There is no significant difference among different levels of Monthly Income of participants about Constitutionalisation in the work organization.
- H_{a-10}: There is significant difference among different levels of Monthly Income of participants about Constitutionalisation in the work organization.

H_{0-11} : There is no significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.

H_{a-11} : There is significant difference among different levels of Monthly Income of participants about Quality of Work Life Score.

**Oneway
ANOVA**

		Sum of Squares	df	Mean Square	F	Sig.
Adequate & Fair compensation	Between Groups	2.497	3	.832	1.972	.118
	Within Groups	159.506	378	.422		
	Total	162.003	381			
Safe & healthy working conditions	Between Groups	8.190	3	2.730	5.238	.001
	Within Groups	197.028	378	.521		
	Total	205.219	381			
Opportunities to use and develop capacities	Between Groups	4.719	3	1.573	3.237	.022
	Within Groups	183.642	378	.486		
	Total	188.360	381			
Opportunity for continued growth and security	Between Groups	1.415	3	.472	.849	.468
	Within Groups	210.092	378	.556		
	Total	211.507	381			
Social Integration in the work organization	Between Groups	8.925	3	2.975	5.834	.001
	Within Groups	192.770	378	.510		
	Total	201.695	381			
Social relevance of work life	Between Groups	4.108	3	1.369	2.255	.082
	Within Groups	229.526	378	.607		
	Total	233.634	381			
Work and the total life space	Between Groups	2.468	3	.823	1.202	.309
	Within Groups	258.774	378	.685		
	Total	261.242	381			
Superior subordinate relationship	Between Groups	2.283	3	.761	1.516	.210
	Within Groups	189.762	378	.502		
	Total	192.045	381			
Welfare facilities	Between Groups	3.310	3	1.103	2.965	.032
	Within Groups	140.689	378	.372		
	Total	143.999	381			
Quality of Work Life Score	Between Groups	3.738	3	1.246	4.756	.003
	Within Groups	99.025	378	.262		
	Total	102.762	381			

Post Hoc Tests
Multiple Comparisons

LSD

Dependent Variable	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
Adequate & Fair compensation	< 25000	25000 - 50000	.18279*	.08992	.043	.0060	.3596	
		50000 - 1 Lakh	.16864	.10444	.107	-.0367	.3740	
		> 1 Lakh	.30160*	.14316	.036	.0201	.5831	
	25000 - 50000	< 25000	< 25000	-.18279*	.08992	.043	-.3596	-.0060
		50000 - 1 Lakh	50000 - 1 Lakh	-.01415	.08430	.867	-.1799	.1516
		> 1 Lakh	> 1 Lakh	.11881	.12920	.358	-.1352	.3729
	50000 - 1 Lakh	< 25000	< 25000	-.16864	.10444	.107	-.3740	.0367
		25000 - 50000	25000 - 50000	.01415	.08430	.867	-.1516	.1799
		> 1 Lakh	> 1 Lakh	.13296	.13970	.342	-.1417	.4076
	> 1 Lakh	< 25000	< 25000	-.30160*	.14316	.036	-.5831	-.0201
		25000 - 50000	25000 - 50000	-.11881	.12920	.358	-.3729	.1352
		50000 - 1 Lakh	50000 - 1 Lakh	-.13296	.13970	.342	-.4076	.1417
Safe & healthy working conditions	< 25000	25000 - 50000	.22308*	.09994	.026	.0266	.4196	
		50000 - 1 Lakh	.35973*	.11608	.002	.1315	.5880	
		> 1 Lakh	.55233*	.15911	.001	.2395	.8652	
	25000 - 50000	< 25000	< 25000	-.22308*	.09994	.026	-.4196	-.0266
		50000 - 1 Lakh	50000 - 1 Lakh	.13665	.09369	.146	-.0476	.3209
		> 1 Lakh	> 1 Lakh	.32925*	.14360	.022	.0469	.6116
	50000 - 1 Lakh	< 25000	< 25000	-.35973*	.11608	.002	-.5880	-.1315
		25000 - 50000	25000 - 50000	-.13665	.09369	.146	-.3209	.0476
		> 1 Lakh	> 1 Lakh	.19260	.15526	.216	-.1127	.4979
	> 1 Lakh	< 25000	< 25000	-.55233*	.15911	.001	-.8652	-.2395
		25000 - 50000	25000 - 50000	-.32925*	.14360	.022	-.6116	-.0469

Dependent Variable	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
		50000 - 1 Lakh	-.19260	.15526	.216	-.4979	.1127	
Opportunities to use and develop capacities	< 25000	25000 - 50000	.14934	.09648	.123	-.0404	.3390	
		50000 - 1 Lakh	.32179*	.11206	.004	.1014	.5421	
		> 1 Lakh	.31702*	.15361	.040	.0150	.6191	
	25000 - 50000	< 25000	25000 - 50000	-.14934	.09648	.123	-.3390	.0404
		50000 - 1 Lakh	50000 - 1 Lakh	.17245	.09045	.057	-.0054	.3503
		> 1 Lakh	> 1 Lakh	.16769	.13863	.227	-.1049	.4403
	50000 - 1 Lakh	< 25000	50000 - 1 Lakh	-.32179*	.11206	.004	-.5421	-.1014
		25000 - 50000	25000 - 50000	-.17245	.09045	.057	-.3503	.0054
		> 1 Lakh	> 1 Lakh	-.00477	.14989	.975	-.2995	.2900
	> 1 Lakh	< 25000	> 1 Lakh	-.31702*	.15361	.040	-.6191	-.0150
		25000 - 50000	25000 - 50000	-.16769	.13863	.227	-.4403	.1049
		50000 - 1 Lakh	50000 - 1 Lakh	.00477	.14989	.975	-.2900	.2995
Opportunity for continued growth and security	< 25000	25000 - 50000	.14095	.10320	.173	-.0620	.3439	
		50000 - 1 Lakh	.18009	.11986	.134	-.0556	.4158	
		> 1 Lakh	.11761	.16430	.475	-.2054	.4407	
	25000 - 50000	< 25000	25000 - 50000	-.14095	.10320	.173	-.3439	.0620
		50000 - 1 Lakh	50000 - 1 Lakh	.03914	.09675	.686	-.1511	.2294
		> 1 Lakh	> 1 Lakh	-.02334	.14828	.875	-.3149	.2682
	50000 - 1 Lakh	< 25000	50000 - 1 Lakh	-.18009	.11986	.134	-.4158	.0556
		25000 - 50000	25000 - 50000	-.03914	.09675	.686	-.2294	.1511
		> 1 Lakh	> 1 Lakh	-.06247	.16033	.697	-.3777	.2528
	> 1 Lakh	< 25000	> 1 Lakh	-.11761	.16430	.475	-.4407	.2054
		25000 - 50000	25000 - 50000	.02334	.14828	.875	-.2682	.3149
		50000 - 1 Lakh	50000 - 1 Lakh	.06247	.16033	.697	-.2528	.3777

Dependent Variable	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Social Integration in the work organization	< 25000	25000 - 50000	.10579	.09885	.285	-.0886	.3002
		50000 - 1 Lakh	.42811*	.11481	.000	.2024	.6539
		> 1 Lakh	.28728	.15738	.069	-.0222	.5967
	25000 - 50000	< 25000	-.10579	.09885	.285	-.3002	.0886
		50000 - 1 Lakh	.32233*	.09267	.001	.1401	.5045
		> 1 Lakh	.18149	.14204	.202	-.0978	.4608
	50000 - 1 Lakh	< 25000	-.42811*	.11481	.000	-.6539	-.2024
		25000 - 50000	-.32233*	.09267	.001	-.5045	-.1401
		> 1 Lakh	-.14084	.15357	.360	-.4428	.1611
	> 1 Lakh	< 25000	-.28728	.15738	.069	-.5967	.0222
		25000 - 50000	-.18149	.14204	.202	-.4608	.0978
		50000 - 1 Lakh	.14084	.15357	.360	-.1611	.4428
Social relevance of work life	< 25000	25000 - 50000	.19341	.10786	.074	-.0187	.4055
		50000 - 1 Lakh	.32394*	.12528	.010	.0776	.5703
		> 1 Lakh	.21557	.17173	.210	-.1221	.5532
	25000 - 50000	< 25000	-.19341	.10786	.074	-.4055	.0187
		50000 - 1 Lakh	.13053	.10112	.198	-.0683	.3294
		> 1 Lakh	.02215	.15499	.886	-.2826	.3269
	50000 - 1 Lakh	< 25000	-.32394*	.12528	.010	-.5703	-.0776
		25000 - 50000	-.13053	.10112	.198	-.3294	.0683
		> 1 Lakh	-.10837	.16758	.518	-.4379	.2211
	> 1 Lakh	< 25000	-.21557	.17173	.210	-.5532	.1221
		25000 - 50000	-.02215	.15499	.886	-.3269	.2826
		50000 - 1 Lakh	.10837	.16758	.518	-.2211	.4379
Work and the total life space	< 25000	25000 - 50000	.08740	.11453	.446	-.1378	.3126

Dependent Variable	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		50000 - 1 Lakh	.17349	.13303	.193	-.0881	.4351
		> 1 Lakh	.31071	.18234	.089	-.0478	.6692
	25000 - 50000	< 25000	-.08740	.11453	.446	-.3126	.1378
		50000 - 1 Lakh	.08609	.10737	.423	-.1250	.2972
		> 1 Lakh	.22331	.16456	.176	-.1003	.5469
	50000 - 1 Lakh	< 25000	-.17349	.13303	.193	-.4351	.0881
		25000 - 50000	-.08609	.10737	.423	-.2972	.1250
		> 1 Lakh	.13722	.17793	.441	-.2126	.4871
	> 1 Lakh	< 25000	-.31071	.18234	.089	-.6692	.0478
		25000 - 50000	-.22331	.16456	.176	-.5469	.1003
		50000 - 1 Lakh	-.13722	.17793	.441	-.4871	.2126
Superior subordinate relationship	< 25000	25000 - 50000	.06469	.09808	.510	-.1281	.2575
		50000 - 1 Lakh	.14593	.11392	.201	-.0781	.3699
		> 1 Lakh	.30306	.15615	.053	-.0040	.6101
	25000 - 50000	< 25000	-.06469	.09808	.510	-.2575	.1281
		50000 - 1 Lakh	.08123	.09195	.378	-.0996	.2620
		> 1 Lakh	.23836	.14092	.092	-.0387	.5155
	50000 - 1 Lakh	< 25000	-.14593	.11392	.201	-.3699	.0781
		25000 - 50000	-.08123	.09195	.378	-.2620	.0996
		> 1 Lakh	.15713	.15237	.303	-.1425	.4567
	> 1 Lakh	< 25000	-.30306	.15615	.053	-.6101	.0040
		25000 - 50000	-.23836	.14092	.092	-.5155	.0387
		50000 - 1 Lakh	-.15713	.15237	.303	-.4567	.1425
Welfare facilities	< 25000	25000 - 50000	.02378	.08445	.778	-.1423	.1898
		50000 - 1 Lakh	.08063	.09809	.412	-.1122	.2735
		> 1 Lakh	.36856*	.13445	.006	.1042	.6329

Dependent Variable	(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
	25000 - 50000	< 25000	-.02378	.08445	.778	-.1898	.1423
		50000 - 1 Lakh	.05685	.07917	.473	-.0988	.2125
		> 1 Lakh	.34478*	.12134	.005	.1062	.5834
	50000 - 1 Lakh	< 25000	-.08063	.09809	.412	-.2735	.1122
		25000 - 50000	-.05685	.07917	.473	-.2125	.0988
		> 1 Lakh	.28793*	.13120	.029	.0300	.5459
	> 1 Lakh	< 25000	-.36856*	.13445	.006	-.6329	-.1042
		25000 - 50000	-.34478*	.12134	.005	-.5834	-.1062
		50000 - 1 Lakh	-.28793*	.13120	.029	-.5459	-.0300
Quality of Work Life Score	< 25000	25000 - 50000	.13955*	.07085	.050	.0002	.2789
		50000 - 1 Lakh	.26513*	.08229	.001	.1033	.4269
		> 1 Lakh	.33645*	.11280	.003	.1147	.5582
	25000 - 50000	< 25000	-.13955*	.07085	.050	-.2789	-.0002
		50000 - 1 Lakh	.12558	.06642	.059	-.0050	.2562
		> 1 Lakh	.19690	.10180	.054	-.0033	.3971
	50000 - 1 Lakh	< 25000	-.26513*	.08229	.001	-.4269	-.1033
		25000 - 50000	-.12558	.06642	.059	-.2562	.0050
		> 1 Lakh	.07132	.11007	.517	-.1451	.2877
	> 1 Lakh	< 25000	-.33645*	.11280	.003	-.5582	-.1147
		25000 - 50000	-.19690	.10180	.054	-.3971	.0033
		50000 - 1 Lakh	-.07132	.11007	.517	-.2877	.1451

*. The mean difference is significant at the 0.05 level.

Kruskal-Wallis Test

Ranks

	Monthly Income	N	Mean Rank
Constitutionalisation in the work organization	< 25000	71	225.32
	25000 - 50000	197	199.88
	50000 - 1 Lakh	85	159.98
	> 1 Lakh	29	144.19
	Total	382	

Test Statistics^{a,b}

	Constitutionalisation in the work organization
Chi-Square	20.191
df	3
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Monthly Income

There is no significant difference among different levels of monthly income of participants about adequacy and fairness of compensation, $F(3, 378) = 1.972$, $p = 0.118 > 0.10$.

There is significant difference among different levels of monthly income of participants about Safe & healthy working conditions, $F(3, 378) = 5.238$, $p = 0.001 < 0.05$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with 25000-50000 monthly income ($p = 0.026 < 0.05$) and participants with <25000 monthly income differs significantly from the participants with 50000- 1 Lakh monthly income ($p = 0.002 < 0.05$) and participants with <25000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.001 <$

0.05) and participants with 25000-50000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.022 < 0.05$)

There is significant difference among different levels of monthly income of participants about Opportunities to use and develop capacities, $F(3, 378) = 3.237$, $p = 0.022 < 0.05$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with 50000-1 Lakh monthly income ($p = 0.004 < 0.05$) and participants with <25000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.04 < 0.05$)

There is no significant difference among different levels of monthly income of participants about Opportunity for continued growth and security, $F(3, 378) = 0.849$, $p = 0.468 > 0.10$.

There is significant difference among different levels of monthly income of participants about Social Integration in the work organization, $F(3, 378) = 5.834$, $p = 0.001 < 0.05$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with 50000-1 Lakh monthly income ($p = 0.001 < 0.05$)

There is significant difference among different levels of monthly income of participants about Social relevance of work life, $F(3, 378) = 2.255$, $p = 0.082 < 0.10$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with 50000-1 Lakh monthly income ($p = 0.010 < 0.05$)

There is no significant difference among different levels of monthly income of participants about Work and the total life space, $F(3, 378) = 1.202$, $p = 0.309 > 0.10$.

There is no significant difference among different levels of monthly income of participants about Superior subordinate relationship, $F(3, 378) = 1.516, p = 0.210 > 0.10$.

There is significant difference among different levels of monthly income of participants about Welfare facilities, $F(3, 378) = 2.965, p = 0.032 < 0.05$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.006 < 0.05$) and participants with 25000 - 50000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.005 < 0.05$) and participants with 50000- 1 Lakh monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.029 < 0.05$)

There is significant difference among different levels of monthly income of participants about Constitutionalisation in the work organization, $H(3) = 20.191, p = 0.001 < 0.05$.

There is significant difference among different levels of monthly income of participants about Quality of Work Life Score, $F(3, 378) = 4.756, p = 0.003 < 0.05$. Post hoc test results confirms that participants with <25000 monthly income differs significantly from the participants with 25000-50000 monthly income ($p = 0.050 < 0.10$) and participants with <25000 monthly income differs significantly from the participants with 50000- 1 Lakh monthly income ($p = 0.001 < 0.05$) and participants with <25000 monthly income differs significantly from the participants with > 1 Lakh monthly income ($p = 0.003 < 0.05$)

5.4.5 Marital Status

Hypothesis:

H₀₋₁: There is no significant difference between Single and Married participants' opinion (scores) about adequacy and fairness of compensation.

H_{a-1}: There is significant difference between Single and Married participants' opinion (scores) about adequacy and fairness of compensation.

H₀₋₂: There is no significant difference between Single and Married participants' opinion (scores) about Safe & healthy working conditions.

H_{a-2}: There is significant difference between Single and Married participants' opinion (scores) about Safe & healthy working conditions.

H₀₋₃: There is no significant difference between Single and Married participants' opinion (scores) about Opportunities to use and develop capacities.

H_{a-3}: There is significant difference between Single and Married participants' opinion (scores) about Opportunities to use and develop capacities.

H₀₋₄: There is no significant difference between Single and Married participants' opinion (scores) about Opportunity for continued growth and security.

H_{a-4}: There is significant difference between Single and Married participants' opinion (scores) about Opportunity for continued growth and security.

H₀₋₅: There is no significant difference between Single and Married participants' opinion (scores) about Social Integration in the work organization.

H_{a-5}: There is significant difference between Single and Married participants' opinion (scores) about Social Integration in the work organization.

- H₀-6: There is no significant difference between Single and Married participants' opinion (scores) about Social relevance of work life.
- H_a-6: There is significant difference between Single and Married participants' opinion (scores) about Social relevance of work life.
- H₀-7: There is no significant difference between Single and Married participants' opinion (scores) about Work and the total life space.
- H_a-7: There is significant difference between Single and Married participants' opinion (scores) about Work and the total life space.
- H₀-8: There is no significant difference between Single and Married participants' opinion (scores) about Superior subordinate relationship.
- H_a-8: There is significant difference between Single and Married participants' opinion (scores) about Superior subordinate relationship.
- H₀-9: There is no significant difference between Single and Married participants' opinion (scores) about Welfare facilities.
- H_a-9: There is significant difference between Single and Married participants' opinion (scores) about Welfare facilities.
- H₀-10: There is no significant difference between Single and Married participants' opinion about Constitutionalisation in the work organization.
- H_a-10: There is significant difference between Single and Married participants' opinion about Constitutionalisation in the work organization
- H₀-11: There is no significant difference between Single and Married participants' Quality of Work Life Score.
- H_a-11: There is significant difference between Single and Married participants' Quality of Work Life Score.

T-Test
Group Statistics

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Adequate & Fair compensation	Single	59	3.3983	.60372	.07860
	Married	323	3.2794	.65975	.03671
Safe & healthy working conditions	Single	59	3.7924	.64686	.08421
	Married	323	3.5952	.74561	.04149
Opportunities to use and develop capacities	Single	59	3.1568	.62569	.08146
	Married	323	3.0503	.71603	.03984
Opportunity for continued growth and security	Single	59	3.2034	.66456	.08652
	Married	323	3.3658	.75711	.04213
Social Integration in the work organization	Single	59	3.1582	.54353	.07076
	Married	323	3.0263	.75530	.04203
Social relevance of work life	Single	59	2.6368	.72617	.09454
	Married	323	2.5511	.79338	.04414
Work and the total life space	Single	59	3.7712	.71512	.09310
	Married	323	3.6401	.84648	.04710
Superior subordinate relationship	Single	59	3.1168	.64473	.08394
	Married	323	3.1142	.72218	.04018
Welfare facilities	Single	59	3.7246	.60252	.07844
	Married	323	3.8108	.61698	.03433
Quality of Work Life Score	Single	59	3.2663	.44643	.05812
	Married	323	3.1981	.53153	.02957

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Adequate & Fair compensation	Equal variances assumed	.528	.468	1.289	380	.198	.11889	.09224	-.06247	.30026
	Equal variances not assumed			1.371	85.333	.174	.11889	.08675	-.05358	.29136
Safe & healthy working conditions	Equal variances assumed	2.807	.095	1.904	380	.058	.19717	.10355	-.00644	.40078
	Equal variances not assumed			2.100	88.627	.039	.19717	.09388	.01063	.38372
Opportunities to use and develop capacities	Equal variances assumed	1.185	.277	1.070	380	.285	.10647	.09953	-.08923	.30217
	Equal variances not assumed			1.174	88.160	.243	.10647	.09068	-.07373	.28667
Opportunity for continued growth and security	Equal variances assumed	.942	.332	-1.543	380	.124	-.16245	.10530	-.36949	.04459
	Equal variances not assumed			-1.688	87.872	.095	-.16245	.09623	-.35369	.02879
Social Integration in the work organization	Equal variances assumed	8.983	.003	1.281	380	.201	.13188	.10293	-.07050	.33425
	Equal variances not assumed			1.602	103.806	.112	.13188	.08230	-.03133	.29508
Social relevance of work life	Equal variances assumed	.254	.614	.773	380	.440	.08572	.11093	-.13239	.30383
	Equal variances not assumed			.822	85.319	.414	.08572	.10434	-.12172	.29316
Work and the total life space	Equal variances assumed	3.762	.053	1.119	380	.264	.13109	.11720	-.09934	.36153
	Equal variances not assumed			1.256	90.421	.212	.13109	.10434	-.07618	.33836
Superior subordinate relationship	Equal variances assumed	1.803	.180	.025	380	.980	.00255	.10065	-.19535	.20045
	Equal variances not assumed			.027	86.810	.978	.00255	.09306	-.18242	.18752
Welfare facilities	Equal variances assumed	.373	.542	-.990	380	.323	-.08618	.08704	-.25733	.08496
	Equal variances not assumed			-1.007	81.805	.317	-.08618	.08562	-.25652	.08416
Quality of Work Life Score	Equal variances assumed	2.501	.115	.927	380	.355	.06818	.07354	-.07643	.21278
	Equal variances not assumed			1.045	90.828	.299	.06818	.06521	-.06136	.19772

Mann-Whitney Test

Ranks

	Marital Status	N	Mean Rank	Sum of Ranks
Constitutionalisation in the work organization	Single	59	215.00	12685.00
	Married	323	187.21	60468.00
	Total	382		

Test Statistics^a

	Constitutionalisation in the work organization
Mann-Whitney U	8142.000
Wilcoxon W	60468.000
Z	-1.784
Asymp. Sig. (2-tailed)	.074

a. Grouping Variable: Marital Status

On average, married participants feel Adequate & Fair compensation ($M = 3.28$, $SE = 0.037$) than to single participants ($M = 3.4$, $SE = 0.079$). This difference was not significant $t(380) = 1.289$, $p=0.198 > .05$

On average, married participants feel Safe & healthy working ($M = 3.60$, $SE = 0.041$) than to single participants ($M = 3.79$, $SE = 0.084$). This difference was not significant $t(380) = 1.904$, $p=0.058 > .05$

On average, married participants feel Opportunities to use and develop capacities ($M = 3.05$, $SE = 0.04$) than to single participants ($M = 3.16$, $SE = 0.081$). This difference was not significant $t(380) = 1.07$, $p=0.285 > .05$

On average, married participants feel Opportunity for continued growth and security ($M = 3.36$, $SE = 0.042$) than to single participants ($M = 3.20$, $SE = 0.086$). This difference was not significant $t(380) = -1.543$, $p=0.124 > .05$

On average, married participants feel Social Integration in the work organization ($M = 3.03$, $SE = 0.042$) than to single participants ($M = 3.16$, $SE = 0.070$). This difference was not significant $t(380) = 1.281$, $p=0.201 > .05$

On average, married participants feel Social relevance of work life ($M = 2.55$, $SE = 0.044$) than to single participants ($M = 2.64$, $SE = 0.047$). This difference was not significant $t(380) = .773$, $p=0.44 > .05$

On average, married participants feel Work and the total life space ($M = 3.64$, $SE = 0.047$) than to single participants ($M = 3.77$, $SE = 0.093$). This difference was not significant $t(380) = 1.119$, $p=0.264 > .05$

On average, married participants feel Superior subordinate relationship ($M = 3.11$, $SE = 0.04$) than to single participants ($M = 3.11$, $SE = 0.084$). This difference was not significant $t(380) = 0.25$, $p=0.98 > .05$

On average, married participants feel Welfare facilities ($M = 3.81$, $SE = 0.034$) than to single participants ($M = 3.72$, $SE = 0.078$). This difference was not significant $t(380) = -.990$, $p=0.332 > .05$

Single and Married participants differ significantly in their opinion about Constitutionalisation in the work organization, $U = 8142$, $z = -1.784$, $p=0.074 < 0.10$

On average, married participants feel Quality of Work Life Score ($M = 3.20$, $SE = 0.03$) than to single participants ($M = 3.26$, $SE = 0.058$). This difference was not significant $t(380) = .927$, $p=0.355 > .05$

5.4.6 Pay Grade

Hypothesis:

H₀₋₁: There is no significant difference among different levels of Pay Grade of participants about adequacy and fairness of compensation.

H_{a-1}: There is significant difference among different levels of Pay Grade of participants about adequacy and fairness of compensation.

H₀₋₂: There is no significant difference among different levels of Pay Grade of participants about Safe & healthy working conditions.

H_{a-2}: There is significant difference among different levels of Pay Grade of participants about Safe & healthy working conditions.

H₀₋₃: There is no significant difference among different levels of Pay Grade of participants about Opportunities to use and develop capacities.

H_{a-3}: There is significant difference among different levels of Pay Grade of participants about Opportunities to use and develop capacities.

H₀₋₄: There is no significant difference among different levels of Pay Grade of participants about Opportunity for continued growth and security.

H_{a-4}: There is significant difference among different levels of Pay Grade of participants about Opportunity for continued growth and security.

H₀₋₅: There is no significant difference among different levels of Pay Grade of participants about Social Integration in the work organization.

H_{a-5}: There is significant difference among different levels of Pay Grade of participants about Social Integration in the work organization.

H₀₋₆: There is no significant difference among different levels of Pay Grade of participants about Social relevance of work life.

- H_{a-6}: There is significant difference among different levels of Pay Grade of participants about Social relevance of work life.
- H₀₋₇: There is no significant difference among different levels of Pay Grade of participants about Work and the total life space.
- H_{a-7}: There is significant difference among different levels of Pay Grade of participants about Work and the total life space.
- H₀₋₈: There is no significant difference among different levels of Pay Grade of participants about Superior subordinate relationship.
- H_{a-8}: There is significant difference among different levels of Pay Grade of participants about Superior subordinate relationship.
- H₀₋₉: There is no significant difference among different levels of Pay Grade of participants about Welfare facilities.
- H_{a-9}: There is significant difference among different levels of Pay Grade of participants about Welfare facilities.
- H₀₋₁₀: There is no significant difference among different levels of Pay Grade of participants about Constitutionalisation in the work organization.
- H_{a-10}: There is significant difference among different levels of Pay Grade of participants about Constitutionalisation in the work organization.
- H₀₋₁₁: There is no significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.
- H_{a-11}: There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Adequate & Fair compensation	Between Groups	3.713	3	1.238	2.932	.033
	Within Groups	157.870	374	.422		
	Total	161.584	377			
Safe & healthy working conditions	Between Groups	8.094	3	2.698	5.203	.002
	Within Groups	193.936	374	.519		
	Total	202.030	377			
Opportunities to use and develop capacities	Between Groups	6.301	3	2.100	4.383	.005
	Within Groups	179.203	374	.479		
	Total	185.504	377			
Opportunity for continued growth and security	Between Groups	1.152	3	.384	.696	.555
	Within Groups	206.347	374	.552		
	Total	207.499	377			
Social Integration in the work organization	Between Groups	7.559	3	2.520	4.931	.002
	Within Groups	191.121	374	.511		
	Total	198.680	377			
Social relevance of work life	Between Groups	1.689	3	.563	.918	.432
	Within Groups	229.341	374	.613		
	Total	231.030	377			
Work and the total life space	Between Groups	8.607	3	2.869	4.255	.006
	Within Groups	252.156	374	.674		
	Total	260.763	377			
Superior subordinate relationship	Between Groups	2.419	3	.806	1.603	.188
	Within Groups	188.173	374	.503		
	Total	190.592	377			
Welfare facilities	Between Groups	6.350	3	2.117	5.819	.001
	Within Groups	136.055	374	.364		
	Total	142.405	377			
Quality of Work Life Score	Between Groups	3.489	3	1.163	4.441	.004
	Within Groups	97.940	374	.262		
	Total	101.429	377			

Post Hoc Tests
Multiple Comparisons

LSD

Dependent Variable	(I) Pay Grade of respondents	(J) Pay Grade of respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Adequate & Fair compensation	Pay Grade I	Pay Grade II	-.14524	.14412	.314	-.4286	.1381
		Pay Grade III	.04009	.13369	.764	-.2228	.3030
		Pay Grade IV	-.18003	.12844	.162	-.4326	.0725
	Pay Grade II	Pay Grade I	.14524	.14412	.314	-.1381	.4286
		Pay Grade III	.18533	.10248	.071	-.0162	.3868
		Pay Grade IV	-.03479	.09553	.716	-.2226	.1531
	Pay Grade III	Pay Grade I	-.04009	.13369	.764	-.3030	.2228
		Pay Grade II	-.18533	.10248	.071	-.3868	.0162
		Pay Grade IV	-.22012*	.07892	.006	-.3753	-.0649
	Pay Grade IV	Pay Grade I	.18003	.12844	.162	-.0725	.4326
		Pay Grade II	.03479	.09553	.716	-.1531	.2226
		Pay Grade III	.22012*	.07892	.006	.0649	.3753
Safe & healthy working conditions	Pay Grade I	Pay Grade II	-.32381*	.15974	.043	-.6379	-.0097
		Pay Grade III	-.43514*	.14818	.004	-.7265	-.1438
		Pay Grade IV	-.53276*	.14236	.000	-.8127	-.2528
	Pay Grade II	Pay Grade I	.32381*	.15974	.043	.0097	.6379
		Pay Grade III	-.11133	.11359	.328	-.3347	.1120
		Pay Grade IV	-.20895*	.10588	.049	-.4171	-.0008
	Pay Grade III	Pay Grade I	.43514*	.14818	.004	.1438	.7265
		Pay Grade II	.11133	.11359	.328	-.1120	.3347
		Pay Grade IV	-.09762	.08747	.265	-.2696	.0744
	Pay Grade IV	Pay Grade I	.53276*	.14236	.000	.2528	.8127
		Pay Grade II	.20895*	.10588	.049	.0008	.4171

Dependent Variable	(I) Pay Grade of respondents	(J) Pay Grade of respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
		Pay Grade III	.09762	.08747	.265	-.0744	.2696
Opportunities to use and develop capacities	Pay Grade I	Pay Grade II	-.29782	.15355	.053	-.5997	.0041
		Pay Grade III	-.23502	.14244	.100	-.5151	.0451
		Pay Grade IV	-.43736*	.13684	.002	-.7064	-.1683
	Pay Grade II	Pay Grade I	.29782	.15355	.053	-.0041	.5997
		Pay Grade III	.06279	.10919	.566	-.1519	.2775
		Pay Grade IV	-.13954	.10178	.171	-.3397	.0606
	Pay Grade III	Pay Grade I	.23502	.14244	.100	-.0451	.5151
		Pay Grade II	-.06279	.10919	.566	-.2775	.1519
		Pay Grade IV	-.20233*	.08409	.017	-.3677	-.0370
	Pay Grade IV	Pay Grade I	.43736*	.13684	.002	.1683	.7064
		Pay Grade II	.13954	.10178	.171	-.0606	.3397
		Pay Grade III	.20233*	.08409	.017	.0370	.3677
Opportunity for continued growth and security	Pay Grade I	Pay Grade II	-.23307	.16477	.158	-.5571	.0909
		Pay Grade III	-.18874	.15284	.218	-.4893	.1118
		Pay Grade IV	-.17318	.14684	.239	-.4619	.1156
	Pay Grade II	Pay Grade I	.23307	.16477	.158	-.0909	.5571
		Pay Grade III	.04433	.11717	.705	-.1861	.2747
		Pay Grade IV	.05989	.10922	.584	-.1549	.2746
	Pay Grade III	Pay Grade I	.18874	.15284	.218	-.1118	.4893
		Pay Grade II	-.04433	.11717	.705	-.2747	.1861
		Pay Grade IV	.01556	.09023	.863	-.1619	.1930
	Pay Grade IV	Pay Grade I	.17318	.14684	.239	-.1156	.4619
		Pay Grade II	-.05989	.10922	.584	-.2746	.1549
		Pay Grade III	-.01556	.09023	.863	-.1930	.1619

Dependent Variable	(I) Pay Grade of respondents	(J) Pay Grade of respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Social Integration in the work organization	Pay Grade I	Pay Grade II	-.07275	.15857	.647	-.3846	.2391
		Pay Grade III	-.38063*	.14710	.010	-.6699	-.0914
		Pay Grade IV	-.37165*	.14132	.009	-.6495	-.0938
	Pay Grade II	Pay Grade I	.07275	.15857	.647	-.2391	.3846
		Pay Grade III	-.30788*	.11276	.007	-.5296	-.0862
		Pay Grade IV	-.29890*	.10511	.005	-.5056	-.0922
	Pay Grade III	Pay Grade I	.38063*	.14710	.010	.0914	.6699
		Pay Grade II	.30788*	.11276	.007	.0862	.5296
		Pay Grade IV	.00898	.08684	.918	-.1618	.1797
	Pay Grade IV	Pay Grade I	.37165*	.14132	.009	.0938	.6495
		Pay Grade II	.29890*	.10511	.005	.0922	.5056
		Pay Grade III	-.00898	.08684	.918	-.1797	.1618
Social relevance of work life	Pay Grade I	Pay Grade II	.04059	.17371	.815	-.3010	.3822
		Pay Grade III	-.12960	.16114	.422	-.4464	.1872
		Pay Grade IV	-.12381	.15480	.424	-.4282	.1806
	Pay Grade II	Pay Grade I	-.04059	.17371	.815	-.3822	.3010
		Pay Grade III	-.17019	.12352	.169	-.4131	.0727
		Pay Grade IV	-.16440	.11514	.154	-.3908	.0620
	Pay Grade III	Pay Grade I	.12960	.16114	.422	-.1872	.4464
		Pay Grade II	.17019	.12352	.169	-.0727	.4131
		Pay Grade IV	.00579	.09512	.951	-.1813	.1928
	Pay Grade IV	Pay Grade I	.12381	.15480	.424	-.1806	.4282
		Pay Grade II	.16440	.11514	.154	-.0620	.3908
		Pay Grade III	-.00579	.09512	.951	-.1928	.1813
Work and the total life space	Pay Grade I	Pay Grade II	-.30833	.18214	.091	-.6665	.0498
		Pay Grade III	-.15968	.16896	.345	-.4919	.1725

Dependent Variable	(I) Pay Grade of respondents	(J) Pay Grade of respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
	Pay Pay Grade II	Pay Pay Grade IV	-.44626*	.16232	.006	-.7654	-.1271	
		Pay Pay Grade I	.30833	.18214	.091	-.0498	.6665	
		Pay Pay Grade III	.14865	.12952	.252	-.1060	.4033	
	Pay Pay Grade III	Pay Pay Grade IV	-.13793	.12073	.254	-.3753	.0995	
		Pay Pay Grade I	.15968	.16896	.345	-.1725	.4919	
		Pay Pay Grade II	-.14865	.12952	.252	-.4033	.1060	
	Pay Pay Grade IV	Pay Pay Grade IV	-.28658*	.09974	.004	-.4827	-.0905	
		Pay Pay Grade I	.44626*	.16232	.006	.1271	.7654	
		Pay Pay Grade II	.13793	.12073	.254	-.0995	.3753	
	Superior subordinate relationship	Pay Pay Grade I	Pay Pay Grade III	.28658*	.09974	.004	.0905	.4827
			Pay Pay Grade II	-.28236	.15735	.074	-.5918	.0270
			Pay Pay Grade IV	-.25796	.14596	.078	-.5450	.0290
Pay Pay Grade II		Pay Pay Grade IV	-.30575*	.14022	.030	-.5815	-.0300	
		Pay Pay Grade I	.28236	.15735	.074	-.0270	.5918	
		Pay Pay Grade III	.02441	.11189	.827	-.1956	.2444	
Pay Pay Grade III		Pay Pay Grade IV	-.02338	.10430	.823	-.2285	.1817	
		Pay Pay Grade I	.25796	.14596	.078	-.0290	.5450	
		Pay Pay Grade II	-.02441	.11189	.827	-.2444	.1956	
Pay Pay Grade IV		Pay Pay Grade IV	-.04779	.08616	.579	-.2172	.1216	
		Pay Pay Grade I	.30575*	.14022	.030	.0300	.5815	
		Pay Pay Grade II	.02338	.10430	.823	-.1817	.2285	
Welfare facilities	Pay Pay Grade I	Pay Pay Grade III	.04779	.08616	.579	-.1216	.2172	
		Pay Pay Grade II	-.48313*	.13379	.000	-.7462	-.2201	
		Pay Pay Grade IV	-.45890*	.12411	.000	-.7029	-.2149	
			-.48707*	.11923	.000	-.7215	-.2526	

Dependent Variable	(I) Pay Grade of respondents	(J) Pay Grade of respondents	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval		
						Lower Bound	Upper Bound	
	Pay Pay Grade II	Pay Pay Grade I	.48313*	.13379	.000	.2201	.7462	
		Pay Pay Grade III	.02424	.09514	.799	-.1628	.2113	
		Pay Pay Grade IV	-.00393	.08868	.965	-.1783	.1704	
	Pay Pay Grade III	Pay Pay Grade I	.45890*	.12411	.000	.2149	.7029	
		Pay Pay Grade II	-.02424	.09514	.799	-.2113	.1628	
		Pay Pay Grade IV	-.02817	.07327	.701	-.1722	.1159	
	Pay Pay Grade IV	Pay Pay Grade I	.48707*	.11923	.000	.2526	.7215	
		Pay Pay Grade II	.00393	.08868	.965	-.1704	.1783	
		Pay Pay Grade III	.02817	.07327	.701	-.1159	.1722	
	Quality of Work Life Score	Pay Pay Grade I	Pay Pay Grade II	-.21667	.11352	.057	-.4399	.0065
			Pay Pay Grade III	-.24457*	.10530	.021	-.4516	-.0375
			Pay Pay Grade IV	-.34777*	.10116	.001	-.5467	-.1489
Pay Pay Grade II		Pay Pay Grade I	.21667	.11352	.057	-.0065	.4399	
		Pay Pay Grade III	-.02790	.08072	.730	-.1866	.1308	
		Pay Pay Grade IV	-.13110	.07524	.082	-.2791	.0169	
Pay Pay Grade III		Pay Pay Grade I	.24457*	.10530	.021	.0375	.4516	
		Pay Pay Grade II	.02790	.08072	.730	-.1308	.1866	
		Pay Pay Grade IV	-.10320	.06216	.098	-.2254	.0190	
Pay Pay Grade IV		Pay Pay Grade I	.34777*	.10116	.001	.1489	.5467	
		Pay Pay Grade II	.13110	.07524	.082	-.0169	.2791	
		Pay Pay Grade III	.10320	.06216	.098	-.0190	.2254	
*. The mean difference is significant at the 0.05 level.								

Kruskal-Wallis Test

Ranks

	Pay Pay Grade of respondents	N	Mean Rank
Constitutionalisation in the work organization	Pay Pay Grade I	30	153.48
	Pay Pay Grade II	63	160.09
	Pay Pay Grade III	111	177.58
	Pay Pay Grade IV	174	213.96
	Total	374	

Test Statistics^{a,b}

	Constitutionalisation in the work organization
Chi-Square	17.996
df	3
Asymp. Sig.	.000

a. Kruskal Wallis Test

b. Grouping Variable: Pay Pay Grade of respondents

There is significant difference among different levels of Pay Grade of participants about adequacy and fairness of compensation, $F(3, 374) = 2.932, p = 0.033 < 0.05$. Post hoc test results confirms that participants with Pay Grade III differs significantly from the participants with Pay Grade IV ($p = 0.006 < 0.05$).

There is significant difference among different levels of Pay Grade of participants about Safe & healthy working conditions, $F(3, 374) = 5.203, p = 0.002 < 0.05$. Post hoc test results confirms that participants with Pay Grade I differs significantly from the participants with Pay Grade II, III and IV ($p < 0.05$) and participants with Pay Grade II differs significantly from the participants with Pay Grade IV ($p < 0.05$).

There is significant difference among different levels of Pay Grade of participants about Opportunities to use and develop capacities, $F(3, 374) =$

4.383, $p = 0.005 < 0.05$. Post hoc test results confirms that participants with Pay Grade IV differs significantly from the participants with Pay Grade I and III ($p < 0.05$).

There is no significant difference among different levels of Pay Grade of participants about Opportunity for continued growth and security, $F(3, 374) = 0.696, p = 0.555 > 0.10$.

There is significant difference among different levels of Pay Grade of participants about Social Integration in the work organization, $F(3, 374) = 4.931, p = 0.002 < 0.05$. Post hoc test results confirms that participants with Pay Grade I differs significantly from the participants with Pay Grade III and IV ($p < 0.05$). Similarly, participants with Pay Grade II differs significantly from the participants with Pay Grade III and IV ($p < 0.05$).

There is no significant difference among different levels of Pay Grade of participants about Social relevance of work life, $F(3, 374) = .918, p = 0.432 > 0.05$.

There is significant difference among different levels of Pay Grade of participants about Work and the total life space, $F(3, 374) = 4.255, p = 0.006 < 0.05$. Post hoc test results confirms that participants with Pay Grade IV differs significantly from the participants with Pay Grade I and III ($p < 0.05$).

There is no significant difference among different levels of Pay Grade of participants about Superior subordinate relationship, $F(3, 374) = 1.603, p = 0.188 > 0.05$.

There is significant difference among different levels of Pay Grade of participants about Welfare facilities, $F(3, 374) = 5.819, p = 0.00 < 0.05$. Post

hoc test results confirms that participants with Pay Grade I differs significantly from the participants with Pay Grade II, III and IV ($p < 0.05$)

There is significant difference among different levels of Pay Grade of participants about Constitutionalisation in the work organization, $H(3) = 17.996, p = 0.000 < 0.05$.

There is significant difference among different levels of Pay Grade of participants about Quality of Work Life Score, $F(3, 374) = 4.441, p = 0.004 < 0.05$. Post hoc test results confirms that participants with Pay Grade I differs significantly from the participants with Pay Grade III and IV ($p < 0.10$)

CHAPTER 6

FINDINGS & RECOMMENDATIONS

6.1 Findings of the study

This section consists of outcomes of the existing study achieved by investigation of the data collected. The employees are the key respondents of the existing study. The data was collected from 382 employees across all levels from MSEDCL in Pune city through questionnaires. The data collected from the said respondents was structured, explained, defined and discussed in the subsequent pages in order to provide significant analysis of the study.

FINDINGS

I) Gender wise QWL of employees in MSEDCL in Pune city

- 1) Male and Female respondents did not vary significantly in their opinion about adequate & fair compensation.
- 2) On an average, male respondents felt working conditions were Safe & healthy than female respondents. This was the major difference.
- 3) Male and Female respondents did not vary significantly in their opinion about Opportunities to practice and improve capabilities.
- 4) Male and Female respondents did not differ significantly in their opinion about Opportunity for sustained growth and security.
- 5) Male and Female respondents did not differ significantly in their opinion about Social Integration in the work organization.
- 6) Male and Female respondents did not differ significantly in their opinion about Social relevance of work life.
- 7) Male and Female respondents did not differ significantly in their opinion about Work and the total life space.
- 8) Male and Female respondents did not differ significantly in their opinion about Superior subordinate relationship,

- 9) Male and Female respondents did not differ significantly in their opinion about Welfare facilities.
- 10) Male and Female respondents did not differ significantly in their opinion about Constitutionalisation in the work organization.
- 11) Male and Female respondents did not differ significantly in their opinion about Quality of Work Life Score.

II) Education wise QWL of employees in MSEDCL in Pune city

- 1) There is significant difference among different stages of education of respondents about adequacy and fairness of compensation. Graduate differs significantly from postgraduates and undergraduates.
- 2) There is significant difference among different levels of education of respondents about Safe & healthy working conditions. Graduate differs significantly from undergraduates.
- 3) There is significant difference among different levels of education of respondents about Opportunities to practice and develop capabilities, Graduate differs significantly from undergraduates.
- 4) There is significant difference among different levels of education of respondents about Opportunity for continued advancement and security, Graduate differs significantly from undergraduates.
- 5) There is significant difference among different levels of education of respondents about Social Integration in the work organization. Graduate differs significantly from undergraduates and undergraduates differ significantly from postgraduates.
- 6) There is significant difference among different levels of education of respondents about Social relevance of work life, Graduate differs significantly from undergraduates.
- 7) There is no significant difference among different levels of education of respondents about Work and the total life space.

- 8) There is significant difference among different levels of education of respondents about Superior subordinate relationship. Graduate differs significantly from undergraduates.
- 9) There is significant difference among different levels of education of respondents about Welfare facilities, Graduate differs significantly from undergraduates.
- 10) There is significant difference among different levels of education of respondents about constitutionalisation in the work organization.
- 11) There is significant difference among different levels of education of respondents about Quality of Work Life Score. Graduate differs significantly from undergraduates.

III) Experience wise QWL of employees in MSEDCL in Pune city

- 1) There is significant difference among different levels of Experience of respondents about adequacy and fairness of compensation. Respondents with 1-5 Yrs Experience differ significantly from the respondents with 5-10 Yrs Experience. Respondents with 1-5 Yrs Experience differs significantly from the respondents with 10-20 Yrs Experience and respondents with 1-5 Yrs Experience differs significantly from the respondents with 20-30 Yrs Experience and respondents with 1-5 Yrs Experience differs significantly from the respondents with 30 Yrs and above Experience
- 2) There is significant difference among different levels of Experience of respondents about Safe & healthy working conditions. Respondents with 1-5 Yrs Experience differ significantly from the respondents with 5-10 Yrs Experience. Respondents with 1-5 Yrs Experience differs significantly from the respondents with 10-20 Yrs Experience and respondents with 1-5 Yrs Experience differs significantly from the respondents with 20-30 Yrs Experience and respondents with 1-5 Yrs Experience differs significantly from the respondents with 30 Yrs and above Experience.

- 3) There is no significant difference among different levels of Experience of respondents about Opportunities to practice and improve capabilities.
- 4) There is no significant difference among different levels of Experience of respondents about Opportunity for continued growth and security.
- 5) There is significant difference among different levels of Experience of respondents about Social Integration in the work organization .Respondents with 1-5 Yrs Experience differs significantly from the respondents with 10-20 Yrs Experience and respondents with 1-5 Yrs Experience differs significantly from the respondents with 30 Yrs and above Experience. Respondents with 5-10 Yrs Experience differ significantly from the respondents with 10-20 Yrs Experience and respondents with 20-30 Yrs Experience differ significantly from the respondents with 10-20 Yrs experience.
- 6) There is no significant difference among different levels of Experience of respondents about Social relevance of work life.
- 7) There is significant difference among different levels of Experience of respondents about Work and the total life space. Respondents with 1-5 Yrs Experience differ significantly from the respondents with 5-10 Yrs Experience.
- 8) There is no significant difference among different levels of Experience of respondents about Superior subordinate relationship.
- 9) There is no significant difference among different levels of Experience of respondents about Welfare facilities;
- 10) There is significant difference among different levels of Experience of respondents about Constitutionalisation in the work organization.
- 11) There is significant difference among different levels of Experience of respondents about Quality of Work Life Score, respondents with 1-5 Yrs Experience differs significantly from the respondents with 5-10 Yrs Experience. Respondents with 1-5 Yrs Experience differs significantly from the respondents with 10-20 Yrs Experience Respondents with 1-5 Yrs Experience differs significantly from the respondents with 30 Yrs and above Experience.

IV) Marital Status wise QWL of employees in MSEDCL in Pune city

- 1) On an average, married respondents feel adequate & fair compensation than to single respondents. This difference was not significant.
- 2) On an average, married respondents feel Safe & healthy working than to single respondents. This difference was not significant
- 3) On an average, married respondents feel that they get opportunities to practice and improve capabilities than to single respondents. This difference was not significant.
- 4) On an average, married respondents feel that they get opportunity for continued growth and security than to single respondents. This difference was not significant.
- 5) On an average, married respondents feel social Integration in the work organization than to single respondents. This difference was not significant.
- 6) On an average, married respondents feel social relevance of work life than to single respondents. This difference was not significant.
- 7) On an average; married respondents feel balance of work and the total life space than to single respondents. This difference was not significant
- 8) On an average; married respondents feel better superior subordinate relationship than to single respondents. This difference was not significant
- 9) On an average; married respondents feel better welfare facilities than to single respondents. This difference was not significant.
- 10) Single and Married respondents differ significantly in their opinion about constitutionalisation in the work organization.
- 11) On an average, married respondents have better quality of Work Life Score than to single respondents This difference was not significant

V) Monthly Income wise QWL of employees in MSEDCL in Pune city

- 1) There is no significant difference among different levels of monthly income of respondents about adequacy and fairness of compensation.

- 2) There is significant difference among different levels of monthly income of respondents about Safe & healthy working conditions, respondents with <25000 monthly income differs significantly from the respondents with 25000-50000 monthly income and respondents with <25000 monthly income differs significantly from the respondents with 50000- 1 Lakh monthly income and respondents with <25000 monthly income differs significantly from the respondents with > 1 Lakh monthly income and respondents with 25000-50000 monthly income differs significantly from the respondents with > 1 Lakh monthly income.
- 3) There is significant difference among different levels of monthly income of respondents about Opportunities to practice and improve capabilities. respondents with <25000 monthly income differs significantly from the respondents with 50000- 1 Lakh monthly income and respondents with <25000 monthly income differs significantly from the respondents with > 1 Lakh monthly income.
- 4) There is no significant difference among different levels of monthly income of respondents about Opportunity for continued growth and security.
- 5) There is significant difference among different levels of monthly income of respondents about Social Integration in the work organization, Post hoc test results confirms that respondents with <25000 monthly income differs significantly from the respondents with 50000- 1 Lakh monthly income.
- 6) There is significant difference among different levels of monthly income of respondents about Social relevance of work life. Respondents with <25000 monthly income differs significantly from the respondents with 50000- 1 Lakh monthly income.
- 7) There is no significant difference among different levels of monthly income of respondents about Work and the total life space.
- 8) There is no significant difference among different levels of monthly income of respondents about Superior subordinate relationship

- 9) There is significant difference among different levels of monthly income of respondents about Welfare facilities, respondents with <25000 monthly income differs significantly from the respondents with > 1 Lakh monthly income and respondents with 25000 - 50000 monthly income differs significantly from the respondents with > 1 Lakh monthly income and respondents with 50000- 1 Lakh monthly income differs significantly from the respondents with > 1 Lakh monthly income.
- 10) There is significant difference among different levels of monthly income of respondents about Constitutionalisation in the work organization.
- 11) There is significant difference among different levels of monthly income of respondents about Quality of Work Life Score. Respondents with <25000 monthly income differs significantly from the respondents with 25000-50000 monthly income and respondents with <25000 monthly income differs significantly from the respondents with 50000- 1 Lakh monthly income and respondents with <25000 monthly income differs significantly from the respondents with > 1 Lakh

II) QWL across Organizational Hierarchy

- 1) There is significant difference among different levels of Pay Grade of respondents about adequacy and fairness of compensation, respondents with Pay Grade III differs significantly from the respondents with Pay Grade IV.
- 2) There is significant difference among different levels of Pay Grade of respondents about Safe & healthy working conditions, respondents with Pay Grade I differs significantly from the respondents with Pay Grade II, III and IV and respondents with Pay Grade II differs significantly from the respondents with Pay Grade IV
- 3) There is significant difference among different levels of Pay Grade of respondents about Opportunities to practice and improve capabilities. Respondents with Pay Grade IV differs significantly from the respondents with Pay Grade I and III .
- 4) There is no significant difference among different levels of Pay Grade of respondents about Opportunity for continued growth and security.

- 5) There is significant difference among different levels of Pay Grade of respondents about Social Integration in the work organization, respondents with Pay Grade I differs significantly from the respondents with Pay Grade III and IV. Similarly, respondents with Pay Grade II differ significantly from the respondents with Pay Grade III and IV.
- 6) There is no significant difference among different levels of Pay Grade of respondents about Social relevance of work life.
- 7) There is significant difference among different levels of Pay Grade of respondents about Work and the total life space. Respondents with Pay Grade IV differ significantly from the respondents with Pay Grade I and III.
- 8) There is no significant difference among different levels of Pay Grade of respondents about Superior subordinate relationship.
- 9) There is significant difference among different levels of Pay Grade of respondents about Welfare facilities, respondents with Pay Grade I differs significantly from the respondents with Pay Grade II, III and IV.
- 10) There is significant difference among different levels of Pay Grade of respondents about Constitutionalisation in the work organization.
- 11) There is significant difference among different levels of Pay Grade of respondents about Quality of Work Life Score .respondents with Pay Grade I differs significantly from the respondents with Pay Grade III and IV .

Findings related to overall QWL:

MSEDCL employees perceive that their compensation is average. (Mean=3.29)

MSEDCL employees perceive that their working conditions are not safe and healthy (Mean=3.66)

MSEDCL employees perceive that they have average opportunity to practice and improve capabilities.(Mean=3.06)

MSEDCL employees perceive that they have average opportunity for continued growth and security.(Mean=3.34)

Employees perceive that social integration in MSEDCL is average.(Mean=3.04)

MSEDCL employees perceive that they have average social relevance of work life. (Mean=2.56)

MSEDCL employees perceive that there is no work and total life space. (Mean=3.66)

MSEDCL employees perceive that they have average constitutionalism. (Mean=2.57)

MSEDCL employees perceive that they have average superior subordinate relationship. (Mean=3.11)

MSEDCL employees perceive that there are no welfare facilities. (Mean=3.66)

Mean (3.20) of total QWL score indicates that QWL of MSEDCL is perceived as average QWL.

6.2 Suggestions & Recommendations

Based on the several outcomes of this research, and judgements supported by literature review, few recommendations were suggested by the researcher aiming at QWL identification, QWL assessment and improvement, in addition to that to make better utilization of human resources in MSEDCL. Researcher has suggested some interventions for making QWL of employees better in MSEDCL. The objective of researcher is to identify the current level of QWL of employees working in MSEDCL Pune and make necessary recommendations.

The suggestions made by the researcher for the organization can be considered by the organization while designing “employee engagement initiatives” and the given suggestions can be implemented for building better “QWL at workplace. The findings of

the study putforths a number of outcomes which are self explanatory. The study can be beneficial for academicians, researchers and practitioners. After having done a thorough analysis of primary and secondary data, recommendations are made. Improvement in QWL is recommended for the organization.

Sr. No.	Constructs of QWL	Recommendations
1	Adequate & Fair Compensation	<p>i) There is significant change among different levels of Pay Grade of respondents about adequacy and fairness of compensation, Hence parity should be recognized by organization while compensating employees across all levels. Adequate and fair compensation is key ingredient for better quality of work life in the organization. The basic element which controls quality of work life is the adequacy and fairness in compensation. A sound compensation structure is one of the requirements of good employee employer relations. In order to develop such a structure, it is essential that pay is linked to the nature and worth of the job. It is also essential to maintain proper differentials in the value of different jobs. The study reveals that employees, irrespective of level, differ significantly with the compensation.</p> <p>For e.g. pay grade one to four Class employees come with designations on different posts such as technical staff and non-technical staff. The job description of these employees varies as far as risk and responsibility is concerned but the basic salary which these employees get is almost same. Hence parity should be recognized while designing compensation structure in terms of the job and the salary paid.</p> <p>ii) Organization should implement performance based appraisal system instead of seniority based appraisal system. Promotions, special allowances</p>

Sr. No.	Constructs of QWL	Recommendations
		and awards to the employees should be given based on their Performance for every year rather than their experience.
2	Safe & healthy working conditions	<p>i) There is significant difference among different levels of Pay Grade of respondents about Safe & healthy working conditions, Safe and healthy working conditions should be given top priority while guaranteeing quality of work life in the organization.</p> <p>The MSEDCL employees are less satisfied with their work environment. The organization has to take essential steps to provide a satisfied physical appearance of work place, adequate basic and safety requirements etc. which are highly important for the complex work environment of MSEDCL. ie safe & healthy working conditions should be made adequate for the present situation such as proper maintenance of electrical equipment, cleanliness at all the places of electrical equipment installed for distribution of electricity where employees have to work at any time for restoring power supply.</p> <p>Safety measures and equipments are very important for any employee to safe guard himself. That too organizations like MSEDCL where the work environment is harmful must concentrate more and must be certain in quality of these equipments provided to the employees.</p> <p>ii) The management should go through the new necessities relating to safety measures. Working atmosphere should be such that it is pleasant and provides a homely atmosphere to the employees. Health is indispensable factor for an employee. So the Annual medical checkups should be made compulsory for all employees', irrespective of their levels.</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>iii) Literature indicates that workspace ambiance also plays a major role in better QWL of employees. Some of the new innovative measures associated to work space should be introduced by organization. Space norms should be reviewed for section offices upto division offices so that safe and healthy working conditions can be guaranteed by providing appropriate space for line equipments, maintenance material, restrooms and washrooms for technical staff as well as for other staff.</p> <p>iv) Organization must guarantee safe & healthy working conditions for females working in the organization by creating alertness and giving training about health and safety measures at workplace. Organization can also start special “women cell” at Division level which will address their grievances.</p> <p>v) Day care facility should be given to women employee for their children.</p> <p>vi) In case of personal emergency flexi hour facility should be given to women employees.</p> <p>vii) The responsibility of employees working on field job for Pay Group I to IV employees is 24 hours for which alternative work schedule should be presented in case of emergency after the end of regular working hours or on holidays. Also for extended working hours due to urgency of works conveyance facility should be provided.</p> <p>viii) On field uptoat section offices restroom and washroom facility should be given for both male and female employees.</p> <p>ix) Organization should provide safe drinking water facilities at all offices of the organization i.e. up to section level office.</p> <p>x) Currently canteen facility is available at circle</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>office and zonal office it should be provided up to section offices.</p> <p>xi) First aid facility should be provided for on field employees up to section level.</p> <p>xii) Safety audit cell should be established at sub-divisional level. And safety audit should be conducted at regular intervals. Special post should be formed at sub-division level as safety officer and job description should be amended and updated by keeping in mind contemporary role of safety officer.</p>
3	Opportunities to practice and improve capabilities	<p>i) There is significant difference among different levels of Pay Grade of respondents about Opportunities to practice and improve capabilities. respondents with Pay Grade IV varies significantly from the respondents with Pay Grade I and III .Hence employees should be given various opportunities to practice and improve their capabilities and creative energies.</p> <p>ii)MSEDCL should adapt various measures in the areas of employee relations like employee empowerment and involvement, suggestion schemes, collective bargaining, grievance and conflict management, and union-management relations to improve quality of work life Empowerment as a recent and advanced manifestation of employee involvement improves employee relations and contributes directly to organizational objectives by increasing skill sets and granting authority to the employees to make decisions that would traditionally be made by managers of the employees.</p> <p>iii)MSEDCL should take employee involvement initiatives by informing, consulting, sharing, delegating, and empowering employees. They</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>should take efforts to involve employees to different degrees by which staffs are encouraged, enabled and empowered to contribute towards goal attainment of organization.</p> <p>iv) MSEDCL should implement Employee suggestion scheme as a formalized mechanism which encourages employees to give constructive ideas for improving the organization in which they work. Suggestion scheme concept can be implemented whereby monthly or quarterly level suggestions can be collected for consideration at different levels of offices.</p> <p>Applied ideas are rewarded by a monetary award or some other form of recognition – usually proportionate to the benefits generated. It creates a climate of trust and confidence, job satisfaction and continuous improvement in the company. Workers participation in management is to be ensured by various means such as suggestion schemes. The management must encourage employees through significant reward and recognition system to put their constructive and value added suggestions so that the employees will be more committed towards the organizational objectives.</p> <p>v) Appropriate training and development programmes must be provided to the employees of MSEDCL. The organization must be very specific that every employee must attend these training and development programmes. Also refresher courses for keeping the personal updated for new technology, new equipment devices, etc.</p> <p>Training requirements in the power sector include compulsory training after induction, refresher courses for keeping the personnel updated and managerial training to build competencies. The</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>training requires significant time and investment as the fresh graduates and technical employees lack the technical knowledge specific to the power equipment and processes of operation and maintenance in the organization. Employees should be given specific job training for a period of 6-12 months. Grow existing training facilities and create new infrastructure at circle level for skill development training program.</p> <p>vi) Organization needs to conduct more safety training programs for the employees. Need to supply safety equipment wherever required and supervising to follow safety measures by the employees.</p> <p>vii) It is important for organizations to not just update the technical skills of the manpower but ensure all round development to ensure that the employees possess the right skills, competencies and attitudes to perform excellently in their organizational roles. While technical training is seen as important, personality and soft skill development are neglected in most organizations and leads to poor work culture.</p> <p>The periodical Training Need Analysis (say once in two years) for developing an annual need based training intervention agenda including the following areas Technical training and skill upgradation, Personality Development, Organization Development Issues in Information Technology and Computer Skills etc.</p> <p>viii) For better performance instead of on the job training Off the job Training should be provided to technical and non technical employees for approximate period of six months to one year before giving particular job to the employees.</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>ix) Employees should be motivated for educational up gradation and some monetary or non monetary benefits should be associated with the same. Organization should facilitate leave and financial opportunities to employees for acquiring higher educational qualifications The upgradation is recommended as follows</p> <p>For non qualified workmen to qualifying in ITI, For ITI Certificate holders to Diploma in Engineering, For Diploma Holders to Graduate in Engineering, For Engineers and Executives to acquire PG level qualifications (M.Tech. /MBA, etc.) ,For Postgraduates research work leading to PhD ,At least one long term training opportunity/ program in a career should be planned for middle and senior level officers etc.</p>
4	Opportunity for continued growth and security	<p>i) The organization should inform employees about their role in the growth and development of the nation. As such, employee's esteem needs are achieved leading to enhanced job satisfaction of employees and the resultant quality of work life.</p> <p>ii) Time bound program for promotions at regular intervals for all employees of pay group I to IV should be introduced. The way employee appreciation programmes are conducted at zonal level similar programmes are to be conducted at circle level, division level and sub-division level on regular basis for individual achievements of employees for the development of the organization. Enhanced growth plan for promotions should be introduced.</p>
5	Social Integration in the work organization and Social relevance of	<p>i) There is significant difference among different levels of Pay Grade of respondents about Social Integration in the work organization, respondents with Pay Grade I differs significantly from the</p>

Sr. No.	Constructs of QWL	Recommendations
	work life	<p>respondents with Pay Grade III and IV. Similarly, respondents with Pay Grade II differ significantly from the respondents with Pay Grade III and IV. Hence organization should try and incorporate some programs which will help employees to realize social integration aiming at organizational outcomes for betterment of society.</p> <p>ii) Organization should implement CSR initiatives at zonal, circle and divisional level as well.</p>
7	Work and the total life space	<p>i) There is significant difference among different levels of Pay Grade of respondents about Work and the total life space. Respondents with Pay Grade IV differ significantly from the respondents with Pay Grade I and III. The organization should bring about opportunities once in a year for the family to come together in the organization along with employee for some program/ celebrations, which will result in employee engagement.</p> <p>ii) Several initiatives can be taken up by organization for work life balance such as Workshops or seminars for quality and work life issues, Job sharing, Employee assistance programmes, Family get togethers, Work friendly programmes, Employee satisfaction survey, Leave for school/child care functions., Retirement planning programmes etc.</p> <p>iii) At divisional level in case of emergency alternative skilled employee/work schedule should be introduced which will take care of the work instead of giving additional charge to other employees which creates stress and burden on that employee and also employees should get leave for their important family work.</p> <p>iv) In MSEDCL, as employees are prone to stress due to the nature of the job. In view of this,</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>organization should take counseling to employees so that their personal as well as profession problems can be addressed.</p> <p>v) Organization also should give training on Yoga and meditation so as to control the stress levels of employees. The employees of MSEDCL work in tough and critical job situations. Stress management classes and other health related programmes can be organized.</p> <p>vi) Employees can be provided with flexible work culture like flexible working hours, flexible starting and ending timings, relocation facilities etc which will help them to balance their work life and social life.</p> <p>vii) The family and parental supportive programs and special counseling can be given to the family members of the employees to make them realize the work environment and work culture of the organization and make them feel loyal towards their organization.</p> <p>viii) <u>Work Life Balance Promoting Culture</u></p> <ul style="list-style-type: none"> ◦ Higher management to inspire managers to be sensitive to employees personal and family concerns ◦ Managers should encourage employees to strike a balance between work and their personal life ◦ Career shift to a lesser demanding jobs can be encouraged for family and personal reasons ◦ Help from managers, peers can be made available when an employee has a personal, family or non work problem ◦ Run employee assistance program so that employees can evaluate the situation and take decisions on which policy can be most appropriate for their life situation

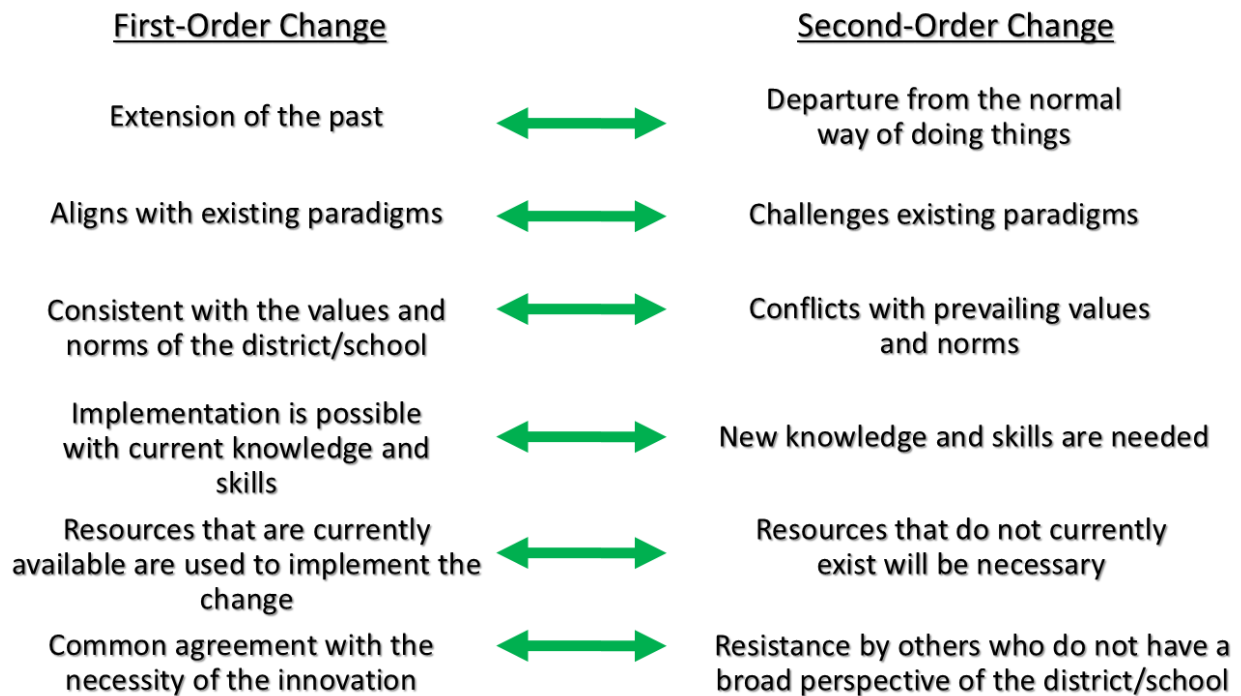
Sr. No.	Constructs of QWL	Recommendations
		<p><u>Work Life Balance Policies, procedures and schemes</u></p> <ul style="list-style-type: none"> ◦ Announce formal work life balance policies ◦ Displaying seriousness about work life balance policies and religiously implement them . ◦ Have policies which can be flexible enough to respond to employee’s individual needs ◦ Introduce work life balance policies which are inclusive and can respond to employee’s individual needs. Introduce and implement schemes for well being of employees <p><u>Conduct of employees</u></p> <ul style="list-style-type: none"> ◦ Give equal importance to work and personal demands ◦ Believe in organization’s intention for work life balance ◦ Seek help from managers and peers for achieving balance between work and Non work responsibilities ◦ Understand policies and evaluate which one suits best for the situation during personal, family or non work problem. ◦ Set the life goals along with work goals . ◦ Feel strong, vigorous, enthusiastic and inspired in both the domains . ◦ Be ready to accept the jobs offered by organizations in need to bring balance between work and life in case of challenging situations.
8	Constitutionalisation in the work organization	i) There is significant difference among different levels of Pay Grade of respondents about Constitutionalisation in the work organization. So MSEDCL should take utmost care while designing and implementing strategies of promotion, pay, and

Sr. No.	Constructs of QWL	Recommendations
		<p>discipline. The individual employee's privacy, right to make free speech and equitable treatment in the workplace should be protected by organization.</p> <p>ii) MSEDCL must take unions into confidence and needs to discuss the policies and decisions with them before implementation. Similarly unions must consider them as the strategic business partners and cooperate with the management for retaining peace and progress of the organization.</p> <p>iii) Organization should follow three-level grievance procedure for prompt action on employee's grievances. In first stage at division level, second stage at circle and third stage at zonal level.</p>
9	Superior subordinate relationship	<p>i) MSEDCL should ensure harmonious Superior subordinate and peer level relationships. Although MSEDCL has grievance redressal procedure, but it needs to be worked properly by the management to manage the grievances of employees which will reduce the dissatisfaction among them and will promote communication and healthy atmosphere. Every month meeting should be conducted with subordinate by superiors.</p> <p>ii) Regarding work life balance the employees are expecting support from their supervisor, colleagues and family members. The supervisors and employees can be given guidance and can be trained in such a way to create a supportive environment to their subordinates and co-workers.</p>
10	Welfare facilities	<p>i) There is significant difference among different levels of Pay Grade of respondents about Welfare facilities, respondents with Pay Grade I differs significantly from the respondents with Pay Grade II, III and IV. Welfare facilities are to be provided across organization especially for lower pay grades.</p>

Sr. No.	Constructs of QWL	Recommendations
		<p>ii) MSEDCL should actively work upon newsletters, magazines, suggestions schemes thereby increasing employee contribution. Magazine and newspaper literature on new technology in power sector, equipment should be made available in section office, Sub-division office and divisional office and awareness should be created for using the same.</p> <p>iii) It is essential to create a productivity measurement system for identifying the employees' thoughts and views regarding the organization, its effectiveness and performances towards the productivity and employees welfare which enables a link between employees and the organization.</p> <p>iv) Housing facilities to all the employees in urban and rural areas should be provided as the existing facilities are not enough to meet the housing requirements of all the employees.</p> <p>v) Employees are prone to stress due to nature of the job in view of this MSEDCL should take counseling to the employees for which one counselor at division level should be arranged also programs like yoga, health awareness etc. should be arranged at regular intervals at sub-division and division levels.</p> <p>vi) Regular employees get together at every office level once in a month should be arranged also the organization should bring about opportunities once in a year for the family to come together in the organization along with employee for some program/celebrations, which will result in employee engagement.</p> <p>vii) Organization should establish co-operative central stores at circle levels.</p>
11	Total QWL score of	There is significant difference among different

Sr. No.	Constructs of QWL	Recommendations
	MSEDCL employees	levels of Pay Grade of respondents about Quality of Work Life Score. Respondents with Pay Grade I differs significantly from the respondents with Pay Grade III and IV .Organization should take efforts to expand overall QWL of its employees in every sphere which will result in overall QWL score improvement.

Organization can also consider first order change and second order change model for enhancement of QWL of MSEDCL employees.



Based on the work of Marzano, Waters & McNulty (2005)

CHAPTER 7

CONCLUSION

7.1 CONCLUSION

After the research on the topic it can be established that demographic parameters like age, education, monthly income and experience of employees' have a immense contribution in sustaining quality of work life in an organization. Irrespective of age, education, monthly income and experience, employees' should be given due consideration about countless factors of quality of work life to maintain high-quality state of affairs in the organization.

The success of an organization depends on the well being of its employees' and not purely profit maximization. Today organization needs rapid, flexible, dynamic, passionate, self-motivated, innovative and fully self-expressed employees' marching at the forefront and record growth with excellence. In such circumstances employee contentment of job through healthier QWL is crucial contributor. QWL signifies all organizational inputs which aim at employees' contentment and enhancing organizational effectiveness. So regardless of sectors organizations enormous care and consideration is needed on all QWL parameters for the enhancement of employees' to maintain favorable environment in the organization. An employee-centered organization will maintain better quality of work life.

7.2 Contribution to the frame of knowledge

The study has made significant contribution to the frame of knowledge by offering countless magnitudes of QWL idea and its application in MSEDCL in Pune city. The research gives new outlooks to gaze at theoretical and practical issues pertaining to QWL. The research has aided in identification and valuation of QWL of employees in MSEDCL in Pune city with the aid of organizational interpretation as well as literature review of associated concepts. The research has also contributed "perception of employees based on various demographic variables" while valuation of QWL at MSEDCL in Pune city.

Much research is accessible on QWL cataloging and defining their hypotheses but less research has been completed in the area of valuation in public sector undertakings across MSEDCL in Pune city.

The research indicates the MSEDCL Pune city specific valuation of QWL pertaining to various concepts. It also gives QWL tally for each concept. The challenges encountered at workplace comprise the dearth of skilled workforce, nature of the industry, employee productivity, beginning of new technologies, dealing with big data etc. This highlights the necessity to have multi skilled talented workforce. The significance of QWL is underlined by need for productive employees which will act as key differentiator for organizations.

The research responds to an ever growing demand from academicians and practitioners from industry for QWL associated to employees working in PSU. Research also provides insights into present QWL relating to numerous concepts.

7.3 Scope for further research

The topic of QWL is an ocean and deeper the research reaches, enhanced will be the result. As the QWL crusade will march forward all over the world there will be sharp rise in precise measurement of QWL assessment. There will be countless use of QWL notion for diversified workforce and to identify how employees can be engaged effectively at workplace.

The current research is concentrated on QWL of employees' in MSEDCL. Even though during the research the QWL was assessed by the factors established by Richard Walton (adequate and fair compensation, safe and healthy working conditions, opportunity to use and develop human capacity, opportunity for continued growth and security, social integration in the work organization, social relevance of work life, work and the total life space, constitutionalisation in the work organization, superior subordinate relationship

and welfare facilities), there is opportunity for additional research in the area of Quality of Work Life with respect to work performance, employee behavior and productivity.

7.4 Limitations of the Study

- 1) The method used for evaluating QWL is self-evaluation method.
- 2) During data collection reluctance on the part of employees to contribute in the research from the anxiety of being cited and recognized.
- 3) The generalizations occurring from the research were more conducive and restricted to a specific group of employees' working in MSEDCL in Pune city.
- 4) The researcher faces inherent restriction in the research of QWL as the concept is not researched to that magnitude in public sector organizations.

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QUESTIONNAIRE

Instruction: Please put ✓ next to the answer of your choice. / Please **BOLD** the answer of your choice.

Sr.No.		
Q 1	Name of Respondent	
Q 2	Name of the Department	
Q 3	Designation	
Q 4.	Educational Qualification	
Q 5	Experience (In Years)	
Q. 6.	Sex:	Age: (in Years.)
	<input type="checkbox"/> 1 male	<input type="checkbox"/> 2 Female
Q. 7.	Marital Status	
Q 8.	Monthly income	
Q 9.	Type of Organization	
Q 10.	Your Span of control:(No. of people who directly report to you):	
Q11.	Number of children	
Q12	No. of Elderly dependent	
Q13	Family Type(Joint/Nuclear)	
Q14	Working Hours	
Q15	Working Shift	
Q16	Level Of Management	
Q17	Job Status	
Q18	Type of Job	
Q19	Time Utilization	
Q20	Time Spent on travelling for work	
Q21	Time spent for passion,interest,hobby	
Q22	Income Generation Source	
Q23	Bank Loan Taken	

Q. 12. Kindly indicate your agreeableness on each of the statement using the 5-point rating scale.

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
	Adequate &Fair Compensation					
1	Compensation provided is sufficient for subsistence.					
2	Company has a fair and equitable compensation and benefit system.					
3	Performance management system is well established in organization.					

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
4	Each job is priced in terms of its worth.					
5	The compensation and benefits provided well address the recognition and also contributes to social status.					
6	Employee retention is ensured by paying compensation and benefits at competitive levels.					
7	Employees are well aware about the compensation and benefit policy of the organization.					
8	Your Compensation is linked to your job profile, skill and performance.					
	Safe & healthy working conditions					
1	The work environment is safe and healthy.					
2	The Safety measures provided in the organization are adequate.					
3	Safety officer strictly implements the safety rules and regulations.					
4	Safety training is given to the employees.					
5	Work environment emphasizes more on machines than individuals.					
6	Organization has well established health and safety policy.					
	Opportunities to use and develop capacities					
1	I have the autonomy and control on my work.					
2	I have freedom to use multiple skill and abilities to perform my job.					
3	I get immediate feedback from my superior for the work done.					
4	I get an Opportunity to plan and implement a process individually.					
5	I get appreciation for the better performance from the					

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
	superiors.					
6	My outstanding individual contribution is highlighted.					
7	I am confident enough to approach a work individually.					
8	I am productive due to work atmosphere.					
	Opportunity for continued growth and security					
1	I have fair chance of getting promoted.					
2	I get enough help, equipment and information to get the job done.					
3	Performance management system is handled fairly in the organization.					
4	I get training opportunities to perform my job safely and competently.					
5	I am satisfied with the training i have received for the current position.					
6	I am able to apply the training that i have received for my work.					
	Social Integration in the work organization					
1	In my organization employees are recognized as individuals.					
2	The organization clearly communicates its objectives and strategies.					
3	I have enough opportunity to interact with other employees formally.					
4	There is no discrimination based on age, gender and religion in the organization.					
5	At the work place you are treated with dignity and respect.					
6	All members of the work organization have the sense of community.					
7	I have freedom to discuss problems with top management.					
	Social relevance of worklife					

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
1	My organization is socially responsible.					
2	Company offers quality product/services.					
3	Company is totally free from Anti social or unfair trade practices like black-marketing, adulteration.					
4	While creating employment opportunities organization give special consideration to handicapped, disabled and poor people.					
5	Young and qualified workforce is adequately incorporated in the organization.					
6	Organization promotes national integration.					
7	Company is free from public dispute.					
	Work and the total life space					
1	After an average work day, I have sufficient leisure time to relax and pursue activities that I enjoy					
2	I never feel that my work is stressful.					
3	My family life and social life is not strained by working hours.					
4	I have to work on holidays if required.					
5	My organization has flextime/flexi work policy.					
	Constitutionalisatin in the work organization					
1	I am free to express my views in the organization without any fear.					
2	Organization regularly provides compensation, and other benefits.					
3	Organization provides Employee's provident fund.					
4	Organization provides gratuity which is a reward for long and meritorious service.					
5	organization provides maternity benefits for women employees.					

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
6	Company provides compensation for injury by accidents during the course of employment to all employees.					
7	Organizational rules and regulations are clear to all employees.					
	Superior subordinate relationship					
1	My superiors are friendly and supportive.					
2	When seniors delegates authority, juniors consider that an opportunity for Development.					
3	Weaknesses of employees are communicated to them in non threatening way.					
4	I feel proud while working for the organization.					
5	Frank and fair discussions in meetings are allowed.					
6	Management maintains open channel of communication with employees.					
7	Superiors adopt a positive attitude and issue clear Instructions to subordinates.					
8	Superiors make attempt to reduce and minimize Interpersonal and intergroup conflicts.					
9	Employees feel at home while being in the organization.					
	Welfare facilities					
1	Welfare facilities encourage employees to continue their career in the organization.					
2	The medical facility available in the organization is satisfactory.					
3	The recreational facilities available help to reduce stress.					
4	The canteen facility available in the premise is hygienic.					
5	Sufficient number of toilets, washrooms, water coolers etc.is available for employees.					
6	Newsletters, house magazines,					

		Strongly agree	agree	Neutral	Disagree	Strongly Disagree
	suggestion schemes etc exists in the organization.					
7	Restroom is available for occasional rest for employees.					
8	First aid boxes and ambulance facilities are there in the organization to meet emergencies.					

Thank you for agreeing and taking time out to participate in the study.

Research Scholar