7.1. Introduction

The present study under the title, “A Comparative study of quality of work life in selected Public and Private sector enterprises” was undertaken with a view to access the relevance, relativity and impact of various factors, which influence the quality of work life in BHEL Jhansi and HUL Orai.

The data collected through questionnaire were classified, tabulated and analyzed (SPSS package) with the help of various statistical tools such as frequency analysis, factor analysis, t-test and multiple regression. The association and relation between several variables were also found. The main findings evolved from the study are summarized in this chapter.

7.2. Findings of the Study

- The majority of the employees in BHEL are male (105 respondents) accounted 70% of total employees. The rest are 45 female employees, which accounted 30 of total employees.

- The majority of the BHEL employees’ age is between 18 – 30 years 60 (40%) follow 31 – 40 years: 57 (38%), 41 – 50 years: 18 (12%) and 51 and above: 15 (10%) respectively.

- The majority of employees of BHEL Jhansi is married which accounted for 68% and rest of the 32% employee is unmarried.

- The majority of the employees of BHEL Jhansi are under graduate: 54 (36%), followed by graduate: 42 (28%), followed by post-graduation 30 (20%), and higher than post-graduation is 24 (16%) respectively.
The majority of employees of BHEL has income less than 20,000 rupees 54 (36%) followed by 20,000 – 50,000 rupees is 45 (30%), 50,001-10,000 is 30 (20%), and more than 10,000 rupees is 21 (14%) respectively.

In BHEL Jhansi, 40% employees are having experience between 10-15 years, 28% of employees are having experience between 5-10 years, 20% employees are having experience less than 5 years and 12% employees are having experience above 15 years.

The majority of the employees in HUL are male (93 respondents) accounted 62 % of total employees. The rest are 57 female employees, which accounted 38% of total employees.

The majority of the HUL employee age is between 18 – 30 years 63 (42%) followed by 31 – 40 years 48 (32%), 41 – 50 years 27 (18%) and 51 and above 12 (8 %) respectively.

The majority of employees of HUL Orai is married which accounted for 72% and rest of the 28% employee is unmarried.

The majority of the employees of HUL Orai are under graduate 60 (40%), followed by graduate 36 (24%), followed by post-graduation 33 (22%), and higher than post-graduation is 21 (14%) respectively.

The majority of employees of BHEL has income less than 20,000 rupee 54 (36%) followed by 20,000 – 50,000 rupee is 45 (30%), 50,001-10,000 is 30 (20%), and more than 10,000 rupee is 21 (14%) respectively.

In HUL Orai 36% employees are having experience of between 10-15 years, 30% of employees are having experience between 5-10 years, 22% employees are
having experience less than 5 years, and 12% employees are having experience above 15 years.

Factor Analysis

- With Principal Component, analysis of ten factors was retained depending on Eigen values and variance explained. The ten factors accounted for 73.419 percent of the variance. Total variance explained (73.419 percent) by these Ten components exceed the 60 percent threshold commonly used in social sciences to establish satisfaction with the solution.

Factors of Quality of Work Life

- **Factor 1:** This factor has emerged as the most important determinant of Quality of work life and explains 11.153 % of variance of quality of work life; this factor is called Interpersonal Relationship.

- **Factor 2:** This factor has emerged as another important determinant of quality of work life with 10.053 % of variance. This factor is called Social Integration which is a work environment which provides opportunities for preserving an employee's personal identify and selfesteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization.

- **Factor 3:** This factor has emerged as another important determinant of trust with 9.863 % of variance. The major elements constitute this factor include following statements such as Salary paid is appropriate for the skill, knowledge, ability and experience, Salary is sufficient enough to fulfill the personal and family needs and able to accommodate the cost of living, Basic pay, DA and HRA are paid as per Industry norms, Annual increment is given as per the standards.
Factor 4: This factor has emerged as another important determinant of trust with 9.862% of variance. The major elements constitute this factor include; Insurance coverage, Leave, Travel Concession facilities are reasonable, Adequate fringe benefits are provided, Leaves encashment benefits are satisfactory. This factor is called fringe benefits.

Factor 5: This factor has emerged as another important determinant of trust with 8.672% of variance. The Job & Career Satisfaction (JCS) is said to reflect an employee’s feelings about, or evaluation of, their satisfaction or contentment with their job and career and the training they receive to do it. Job &Career Satisfaction scale is reflected by questions asking how satisfied people feel about their work. It has been proposed that this Positive Job Satisfaction factor is influenced by various issues including clarity of goals and role ambiguity, appraisal, recognition and reward, personal development career benefits and enhancement and training needs.

Factor 6: This factor has emerged as another important determinant of trust with 6.903% of variance. The General well-being (GWB) aims to assess the extent to which an individual feels good or content in themselves, in a way which may be independent of their work situation. It is suggested that general well-being both influences, and is influenced by work. Mental health problems, predominantly depression and anxiety disorders, are common, and may have a major impact on the general well-being of the population.

Factor 7: This factor has emerged as another important determinant of trust with 5.193% of variance. The Control at Work (CAW) addresses how much employees feel they can control their work through the freedom to express their opinions and being involved in decisions at work.

Factor 8: This factor has emerged as another important determinant of trust with 4.469% of variance. The Home-Work Interface scale (HWI) measures the extent to
which an employer is perceived to support the family and home life of employees. This factor explores the interrelationship between home and work life domains. Issues that appear to influence employee Home-Work Interface include adequate facilities at work, flexible working hours and the understanding of managers.

- **Factor 9**: This factor has emerged as another important determinant of trust with 3.673 % of variance. The *Working Conditions* assess the extent to which the employee is satisfied with the fundamental resources, working conditions and security necessary to do their job effectively. Physical working conditions influence employee health and safety and thus employee Quality of working life. This scale also taps into satisfaction with the resources provided to help people do their jobs.

- **Factor 10**: This factor has emerged as another important determinant of trust with 3.577 % of variance. The *Stress at Work (SAW)* reflects the extent to which an individual perceives they have excessive pressures, and feel stressed at work. The Stress At Work factor is assessed through items dealing with demand and perception of stress and actual demand overload. Whilst it is possible to be pressured at work and not be stressed at work, in general, high stress is associated with high pressure.

**Comparative Analysis between Various Variables**

- Researcher has applied t-test with leven’s test of covariance to compare various variables extracted through factor analysis between BHEL Jhansi and HUL Orai. on the basis of t-test researcher found that Job career satisfaction between Bharat Heavy Electrical Ltd. and Hindustan Unilever Ltd. employees is different and the mean value of BHEL employees is more than the employees of HUL. This suggests that the employees of BHEL are comparatively more satisfied than the employees of HUL.
While comparing control at work, the results explain that the employees of Bharat Heavy electrical Limited and Hindustan Unilever Limited both are satisfied with their control at their work place but the employees of BHEL are more satisfied in comparison of HUL.

The comparative results of t-test between general well being of Bharat Heavy Electricals and Hindustan Unilever limited shows that the employees of Bharat Heavy electrical Limited and Hindustan Unilever Limited both are satisfied with general well being but in case of general well being the employees of BHEL is comparatively more satisfied than employees of HUL.

The results of t-test show that the employees of BHEL and HUL are equally well satisfied with their homework interface.

While comparing stress at work that there is no significant difference between stress at work of Bharat Heavy Electrical Ltd. and Hindustan Unilever Ltd. employees. it means that the employees of both BHEL and HUL feel same stress at work regarding quality of work life.

Researcher found that the employees of both BHEL and HUL are satisfied with working conditions at work place but after comparison their mean values found that the employees of BHEL is providing better working conditions to their employees.

When researcher compare compensation of two companies, found that the employees of both the organizations are satisfied. it means their compensation is competitive to the industry but employees are feeling that the compensation policies of BHEL company is better than that of HUL.

Both the companies provide fringe benefits to their employees and employees of both companies are satisfied with what benefits they get. But the employees of
BHEL are comparatively more satisfied regarding their fringe benefits than the employees of HUL.

- After applying t-test researcher found that the employees of Bharat Heavy electrical Limited and Hindustan Unilever Limited both are satisfied with the interpersonal relationship policies from their companies.

- In case of interpersonal relationship policies, the employees of BHEL are comparatively more satisfied regarding social interpersonal relationship policies, than the employees of HUL.

**Regression Analysis and Hypotheses Testing**

- The multiple regression analysis applied between all ten founded factors and quality of work life, a regression model was developed. The developed model was suitable with the $R^2 = .912$. This shows that for the improvement in working life all these factors General well being, Control at work, Fringe Benefits, Stress at work, Fair compensation, Home work interface, Working Condition, Interpersonal Relation, Social Integration and Job and Career Satisfaction play vital role and have enough impact on quality of work life. Researcher finds that employer can improve quality of work life of their employee by taking care of above given factors.

**Job Related Problems**

- Researcher considered six statements to observe what problems employees face while working and ranked them. On the basis of their ranks it is found that the computer technology based problems is biggest among employees they rank it number one. rank wise second biggest problem that employees faces was poor cooperation from the peers, third ranked problem individual domination, fourth
ranked lack of ergonomics, fifth ranked was absence of team work and last at six rank no uniform work load was also a problem.

- Researcher has performed regression analysis and found that the job related problems affect their quality of work life very significantly. The statics shows that the $R^2$ value is .544 which indicates that 54.4 % of variance in quality of work life is due job related problem.

7.3. Suggestions

On the basis, of the findings of the present study, the following are the suggestions made for the both enterprise based industries

- Both the organizations need improvement in the quality of work life but Hindustan Unilever limited need more improvement for the wellbeing of their employees.

- Companies can form a committee of some selected employees belonging to all the cadre of employees. The committee must have representation from the management. The committee will discuss with all the employees and try to understand the cause of stress and their solution also.

- The Company should also address the policies to the employee so that they do not feel deprived of their rights. In addition, the Company should provide emotional support and guidance when the worker is irregular or not performing well which may be caused by his family situation.

- The quality of work life is very essential for the employees of both BHEL and HUL to get the quality output from them. So to improve QWL in an industry following QWL program should be used.
Flexi time- A system of flexible working hours, flexi time serves as a work-scheduling scheme allowing individual employees, within established limits, to control and redistribute their working hours around organizational demands.

Job Enrichment- a program for redesigning employees jobs to allow greater autonomy and responsibility in the performance of work tasks.

Management by objectives- Participation of an employee with his superior in setting employee goals that is consistent with the objectives of the organization as a whole. MBO is viewed as a way to integrate personal and organizational needs.

Job Rotation- A program in which employees continue their present jobs, but duties are added with the intent of making the job more rewarding.

Employee Participation- A program aimed at a greater sharing of responsibility for decision-making.

The respondents in the BHEL enjoy the monetary aspects of incentives from the Government whereas in the HUL the situation is not like this, they have been facing the pressure from the management due to work and the salaries were not given in time. Therefore, the HUL needs to focus on this issue.

The main problem of the organizational climate in the BHEL and HUL is leadership, promotion and conflicts. Therefore, the Government has to take necessary measures.

In the organizations, the employees must be connected through internet with their user login and they should be free to give their views regarding job related problems and their suggestions to solve such types of problems. There must be a research team to study such problem twice a year and give their recommendations to the management of organizations.