

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, ECONOMICS & MANAGEMENT

I
J
R
C
M



A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories

Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., EBSCO Publishing, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A.

as well as in Open J-Gate, India (link of the same is duly available at Infibnet of University Grants Commission (U.G.C.))

Registered & Listed at: Index Copernicus Publishers Panel, Poland

Circulated all over the world & Google has verified that scholars of more than 1500 Cities in 141 countries/territories are visiting our journal on regular basis.

Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

www.ijrcm.org.in

CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	RELATIONSHIP BETWEEN CAPITAL STRUCTURE AND OWNERSHIP STRUCTURE WITH CONSERVATIVE ACCOUNTING <i>MOHAMAD LASHKARI, MOHAMADREZA ABDOLI & KHDJIEH MOHAMMADI SIYAPRANI</i>	1
2.	PARADOX OF COMMUNITY REACTIONS TO CORPORATE SOCIAL RESPONSIBILITY AND IRRESPONSIBILITY IN KENYAN HOTELS <i>THOMAS KIMELI CHERUIYOT & DANIEL KIPKIRONG TARUS</i>	5
3.	TOWARDS ENVIRONMENTAL MANAGEMENT: A CASE OF GREEN ADVERTISING FOR CONSUMER'S RESPONSIBLE ENVIRONMENTAL BEHAVIOUR <i>AKPOGHIRAN, I. PATRICK</i>	11
4.	STUDENTS SATISFACTION AND CHALLENGES IN PROBLEM BASED LEARNING IN COLLEGE OF SOCIAL SCIENCES AND LANGUAGES, MEKELLE UNIVERSITY, ETHIOPIA <i>CHALACHEW WASSIE WOLLIE</i>	16
5.	AN EMPIRICAL INVESTIGATION INTO CAUSAL RELATIONSHIP BETWEEN SPOT AND FUTURE PRICES OF CRUDE OIL <i>DR. HARSH PUROHIT, HARTIKA CHHATWAL & HIMANSHU PURI</i>	24
6.	EMERGING LIFESTYLE OF WOMEN AND ITS IMPACT ON THE FOOTWEAR PURCHASE <i>V R UMA & DR. M I SAIFIL ALI</i>	30
7.	ACCOUNTING FOR WAGE INEQUALITY IN INFORMAL SECTOR <i>DR. NEERU GARG</i>	34
8.	COMPLAINTS GIVING ATTITUDES OF MOTHERS ABOUT ADULTERATED FOOD IN INDIA <i>DR. S. RAMESHKUMAR, G. PADMA PARVATHY & DR. G. PAULRAJ</i>	38
9.	INDIA AND UNITED ARAB EMIRATES - TRADE DIMENSIONS AND GROWTH TRENDS <i>SHESHAGIRI.B, DR. G. G. HONKAN & DR. L. D. VAIKUNTHE</i>	44
10.	PROBLEMS OF GRANITE INDUSTRY IN CHITTOOR DISTRICT <i>VASU JALARI, NALL BALA KALYAN KUMAR & M.DEVA RAJULU</i>	48
11.	TOWARDS SUSTAINABLE TOURISM: ISSUES AND STRATEGIES <i>C.ARULJOTHI & DR. S. RAMASWAMY</i>	55
12.	ROLE OF EMOTIONAL INTELLIGENCE FOR MANAGERIAL EFFECTIVENESS IN THE CORPORATE WORLD <i>DR. A. CHANDRA MOHAN & PREETHA LEENA .R</i>	59
13.	A STUDY ON TEACHER'S OPINION ABOUT ORGANIZATIONAL CLIMATE AND INFRASTRUCTURAL FACILITIES IN MATRICULATION HIGHER SECONDARY SCHOOLS IN VIRUDHUNAGAR DISTRICT <i>M.S. YASMEEN BEEVI & DR. M. JAYALAKSHMI</i>	63
14.	INDIAN TEXTILE INDUSTRY GROWTH AND DEVELOPMENT OPPORTUNITIES AND CHALLENGES OF COIMBATORE REGION <i>K. N. MARIMUTHU & DR. MARY JESSICA</i>	67
15.	PERSONALITY DEVELOPMENT <i>DR. HEMANDRI TIKAWALA, MUKESH R. GOYANI & JIGNESH VAGHELA</i>	73
16.	MEASURING EDUCATIONAL EFFICIENCY AND THE DETERMINANTS OF EFFICIENCY OF THE STUDENTS IN SALEM DISTRICT, TAMILNADU <i>DR. R. KALIRAJAN & DR. A. SUGIRTHARANI</i>	76
17.	EFFECTIVENESS OF QUALITY OF WORK LIFE POLICIES AND PRACTICES IN THE PUBLIC SECTOR ORGANIZATIONS –A STUDY <i>DR. MUNIVENKATAPPA & RAMANA REDDY. B</i>	82
18.	THE LEVEL OF JOB SATISFACTION AND OPPURTUNITIES AMONG WOMEN ENTREPRENEURS IN TAMILNADU <i>DR. M. JAYASUDHA</i>	87
19.	SUB-PRIME CRISIS: CONCEPT AND ORIGIN <i>DR. RAJESH PAL</i>	90
20.	LABOUR MARKET DYNAMICS OF KERALA: A GENDER PERSPECTIVE <i>MALLIKA.M.G</i>	95
21.	LIFE INSURANCE CORPORATION OF INDIA: AN OVERVIEW OF ITS PERFORMACE <i>DR. H H BHARADI</i>	101
22.	AGRI TOURISM IN KARNATAKA – ISSUES CONSTRAINTS AND POSSIBILITIES <i>SHUSHMA HAMILPURKAR</i>	106
23.	REACHING THE UNREACHABLE THROUGH MICROFINANCE: CHALLENGES BEFORE INDIA <i>MANISHA SAXENA</i>	112
24.	PARTICIPATION OF WOMEN PEASANTS IN DECISION-MAKING PROCESS OF AGRICULTURAL ACTIVITIES IN KARNATAK STATE <i>DR. RAMESH.O.OLEKAR</i>	118
25.	THE EFFECT OF OPEN INTEREST CHANGE IN THE FIRST 20 MINUTES ON INTRADAY INDEX MOVEMENT: AN EMPIRICAL STUDY BASED ON NSE NIFTY OPTION <i>DR. BIMAL JAISWAL & ARUN KUMAR</i>	122
26.	ANALYSIS OF THE IMPACT OF GLOBAL FINANCIAL CRISES ON INDIAN ECONOMY <i>BHAVNA RANJAN & SAKSHI WALIA</i>	128
27.	POPULATION AND REGIONAL INEQUALITY IN INDIA <i>DR. M. R. SINGARIYA</i>	133
28.	SOCIOECONOMIC STATUS OF ELECTED WOMEN REPRESENTATIVES IN UTTAR PRADESH <i>BHAVANA SINGH</i>	140
29.	A SEPARATE AGRICULTURE BUDGET FOR INDIA-NEED OF THE HOUR <i>HARSHAL A.SALUNKHE</i>	145
30.	A STUDY ON THE IMPACT OF DIFFERENT METHODS OF HEALTH EDUCATION ON 'HIV/AIDS' AWARENESS AMONG ADOLESCENT STUDENTS AT UTKAL BHARTI SCIENCE COLLEGE, PALASUNI <i>JANMEJAYA SAMAL</i>	149
	REQUEST FOR FEEDBACK	152

CHIEF PATRON

PROF. K. K. AGGARWAL

Chancellor, Lingaya's University, Delhi
Founder Vice-Chancellor, Guru Gobind Singh Indraprastha University, Delhi
Ex. Pro Vice-Chancellor, Guru Jambheshwar University, Hisar

PATRON

SH. RAM BHAJAN AGGARWAL

Ex.State Minister for Home & Tourism, Government of Haryana
Vice-President, Dadri Education Society, Charkhi Dadri
President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

DR. BHAVET

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

ADVISORS

DR. PRIYA RANJAN TRIVEDI

Chancellor, The Global Open University, Nagaland

PROF. M. S. SENAM RAJU

Director A. C. D., School of Management Studies, I.G.N.O.U., New Delhi

PROF. M. N. SHARMA

Chairman, M.B.A., HaryanaCollege of Technology & Management, Kaithal

PROF. S. L. MAHANDRU

Principal (Retd.), MaharajaAgrasenCollege, Jagadhri

EDITOR

PROF. R. K. SHARMA

Professor, Bharti Vidyapeeth University Institute of Management & Research, New Delhi

CO-EDITOR

DR. SAMBHAV GARG

Faculty, M. M. Institute of Management, MaharishiMarkandeshwarUniversity, Mullana, Ambala, Haryana

EDITORIAL ADVISORY BOARD

DR. RAJESH MODI

Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia

PROF. SIKANDER KUMAR

Chairman, Department of Economics, HimachalPradeshUniversity, Shimla, Himachal Pradesh

PROF. SANJIV MITTAL

UniversitySchool of Management Studies, Guru Gobind Singh I. P. University, Delhi

PROF. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

PROF. NAWAB ALI KHAN

Department of Commerce, Aligarh Muslim University, Aligarh, U.P.

PROF. S. P. TIWARI

Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

DR. ANIL CHANDHOK

Professor, Faculty of Management, Maharishi Markandeshwar University, Mullana, Ambala, Haryana

DR. ASHOK KUMAR CHAUHAN

Reader, Department of Economics, Kurukshetra University, Kurukshetra

DR. SAMBHAVNA

Faculty, I.I.T.M., Delhi

DR. MOHENDER KUMAR GUPTA

Associate Professor, P.J.L.N. Government College, Faridabad

DR. VIVEK CHAWLA

Associate Professor, Kurukshetra University, Kurukshetra

DR. SHIVAKUMAR DEENE

Asst. Professor, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

ASSOCIATE EDITORS

PROF. ABHAY BANSAL

Head, Department of Information Technology, Amity School of Engineering & Technology, Amity University, Noida

PARVEEN KHURANA

Associate Professor, Mukand Lal National College, Yamuna Nagar

SHASHI KHURANA

Associate Professor, S.M.S. Khalsa Lubana Girls College, Barara, Ambala

SUNIL KUMAR KARWASRA

Principal, Aakash College of Education, ChanderKalan, Tohana, Fatehabad

DR. VIKAS CHOUDHARY

Asst. Professor, N.I.T. (University), Kurukshetra

TECHNICAL ADVISORS

MOHITA

Faculty, Yamuna Institute of Engineering & Technology, Village Gadholi, P. O. Gadholi, Yamunanagar

AMITA

Faculty, Government M. S., Mohali

FINANCIAL ADVISORS

DICKIN GOYAL

Advocate & Tax Adviser, Panchkula

NEENA

Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL

Advocate, Punjab & Haryana High Court, Chandigarh U.T.

CHANDER BHUSHAN SHARMA

Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to recent developments & practices in the area of Computer, Business, Finance, Marketing, Human Resource Management, General Management, Banking, Insurance, Corporate Governance and emerging paradigms in allied subjects like Accounting Education; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Monetary Policy; Portfolio & Security Analysis; Public Policy Economics; Real Estate; Regional Economics; Tax Accounting; Advertising & Promotion Management; Business Education; Management Information Systems (MIS); Business Law, Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labor Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; Public Administration; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism, Hospitality & Leisure; Transportation/Physical Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Digital Logic; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Multimedia; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic and Web Design. The above mentioned tracks are only indicative, and not exhaustive.

Anybody can submit the soft copy of his/her manuscript **anytime** in M.S. Word format after preparing the same as per our submission guidelines duly available on our website under the heading guidelines for submission, at the email address: infoijrcm@gmail.com.

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. **COVERING LETTER FOR SUBMISSION:**

DATED: _____

THE EDITOR
IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF.

(e.g. Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript entitled ' _____ ' for possible publication in your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published elsewhere in any language fully or partly, nor is it under review for publication elsewhere.

I affirm that all the author (s) have seen and agreed to the submitted version of the manuscript and their inclusion of name (s) as co-author (s).

Also, if my/our manuscript is accepted, I/We agree to comply with the formalities as given on the website of the journal & you are free to publish our contribution in any of your journals.

NAME OF CORRESPONDING AUTHOR:

Designation:

Affiliation with full address, contact numbers & Pin Code:

Residential address with Pin Code:

Mobile Number (s):

Landline Number (s):

E-mail Address:

Alternate E-mail Address:

NOTES:

- a) The whole manuscript is required to be in **ONE MS WORD FILE** only (pdf. version is liable to be rejected without any consideration), which will start from the covering letter, inside the manuscript.
- b) The sender is required to mention the following in the **SUBJECT COLUMN** of the mail:
New Manuscript for Review in the area of (Finance/Marketing/HRM/General Management/Economics/Psychology/Law/Computer/IT/Engineering/Mathematics/other, please specify)
- c) There is no need to give any text in the body of mail, except the cases where the author wishes to give any specific message w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is required to be below **500 KB**.
- e) Abstract alone will not be considered for review, and the author is required to submit the complete manuscript in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of manuscript, within two days of submission, the corresponding author is required to demand for the same by sending separate mail to the journal.

2. **MANUSCRIPT TITLE:** The title of the paper should be in a 12 point Calibri Font. It should be bold typed, centered and fully capitalised.

3. **AUTHOR NAME (S) & AFFILIATIONS:** The author (s) **full name, designation, affiliation (s), address, mobile/landline numbers, and email/alternate email address** should be in italic & 11-point Calibri Font. It must be centered underneath the title.

4. **ABSTRACT:** Abstract should be in fully italicized text, not exceeding 250 words. The abstract must be informative and explain the background, aims, methods, results & conclusion in a single para. Abbreviations must be mentioned in full.

5. **KEYWORDS:** Abstract must be followed by a list of keywords, subject to the maximum of five. These should be arranged in alphabetic order separated by commas and full stops at the end.
6. **MANUSCRIPT:** Manuscript must be in **BRITISH ENGLISH** prepared on a standard A4 size **PORTRAIT SETTING PAPER**. It must be prepared on a single space and single column with 1" margin set for top, bottom, left and right. It should be typed in 8 point Calibri Font with page numbers at the bottom and centre of every page. It should be free from grammatical, spelling and punctuation errors and must be thoroughly edited.
7. **HEADINGS:** All the headings should be in a 10 point Calibri Font. These must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
8. **SUB-HEADINGS:** All the sub-headings should be in a 8 point Calibri Font. These must be bold-faced, aligned left and fully capitalised.
9. **MAIN TEXT:** The main text should follow the following sequence:

INTRODUCTION**REVIEW OF LITERATURE****NEED/IMPORTANCE OF THE STUDY****STATEMENT OF THE PROBLEM****OBJECTIVES****HYPOTHESES****RESEARCH METHODOLOGY****RESULTS & DISCUSSION****FINDINGS****RECOMMENDATIONS/SUGGESTIONS****CONCLUSIONS****SCOPE FOR FURTHER RESEARCH****ACKNOWLEDGMENTS****REFERENCES****APPENDIX/ANNEXURE**

It should be in a 8 point Calibri Font, single spaced and justified. The manuscript should preferably not exceed **5000 WORDS**.

10. **FIGURES & TABLES:** These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.
11. **EQUATIONS:** These should be consecutively numbered in parentheses, horizontally centered with equation number placed at the right.
12. **REFERENCES:** The list of all references should be alphabetically arranged. The author (s) should mention only the actually utilised references in the preparation of manuscript and they are supposed to follow **Harvard Style of Referencing**. The author (s) are supposed to follow the references as per the following:
 - All works cited in the text (including sources for tables and figures) should be listed alphabetically.
 - Use **(ed.)** for one editor, and **(ed.s)** for multiple editors.
 - When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc, in chronologically ascending order.
 - Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
 - The title of books and journals should be in italics. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
 - For titles in a language other than English, provide an English translation in parentheses.
 - The location of endnotes within the text should be indicated by superscript numbers.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:**BOOKS**

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 <http://epw.in/user/viewabstract.jsp>

EFFECTIVENESS OF QUALITY OF WORK LIFE POLICIES AND PRACTICES IN THE PUBLIC SECTOR ORGANIZATIONS –A STUDY

DR. MUNIVENKATAPPA
ASST. PROFESSOR
GOVERNMENT FIRST GRADE COLLEGE FOR WOMEN
K.R.PET, MANDYA DISTRICT

RAMANA REDDY. B
ASST.PROFESSOR IN COMMERCE
GOVT. FIRST GRADE COLLEGE
ANEKAL, BANGALORE DISTRICT

ABSTRACT

Public Sector Units (PSUs) in India are either wholly or substantially owned by Government. These companies are operating in a highly complex and competitive environment. On one hand, these organizations have to compete with both local companies and MNCs to retain the market share or leadership, and on the other hand it is regulated and controlled by Government in matters such as fixation of remuneration, investments, expansions and other major decisions. Managing business in such a complex environment requires competent, effective and loyal workforce to run the organization profitably and create value to the stakeholders. Some organizations support their people to help them to balance the work-life because the benefits of QWL initiative in an organization go to both employees and employers. The present study examines existing policies and practices that influence the development of work-life balance that are excellent for people as well as for the organization in Bangalore based Govt. Public Sector Organizations in the manufacturing segment and which are serving the society successfully for last few decades.

KEYWORDS

Quality of Work Life, Policies, Public Sector Units.

INTRODUCTION

Life at work is an integral part of total life space. Quality of Work Life (QWL) is therefore conceptualized as a sub-set of the quality of life, which is all-inclusive notion of life and living conditions. QWL is the quality of the content of relationship between human beings and their work (<http://www.highbeam.com/doc/igi-189653414.html>). The QWL may have different connotations to different persons and hence the factors contributing to QWL are also varied. Thus the concept of QWL is broad and diverse. There are several strands of thought which have been active in the continuous process of humanizing work like workplace environment, wage-work Life at work is an integral part of total life space. Quality of Work Life (QWL) is therefore conceptualized as a sub-set of the quality of life, which is all-inclusive notion of life and living bargain, safety and security, protection and extension of human rights in the society, protection against the exercise of arbitrary authority by the employer, need for meaningful and satisfying work, participation in the decisions that affect work situation (<http://www.jstor.org/pss/4375055>). As the concept of working life is complex and consists of different components, some authors like Walton of the view that these components of working life are interrelated and should be seen as constituting an integrated whole rather than as separate and discrete. Walton proposes eight major conceptual categories which provide a framework for analysis of the salient features together that make up the quality of work life. These are; i) Adequate and fair compensation ii) Safe and healthy working condition iii) Immediate opportunity to develop human capacities iv) Opportunity for continued growth and security v) Social integration in the organization vi) A proper balance between work and total life space vii) Social relevance of work life viii) Constitutionalism in the work area.

Based on the above integrated approach of Walton, the study examines the QWL policies and practices to comprehend and analyze its effectiveness and outcome on the organizational performance in selected PSUs. These Public enterprises are bodies with corporate form set up and wholly or substantially owned by the Government, for the purpose of undertaking activities of an industrial, manufacturing, trading or allied nature (including the provision of not merely goods but also economic services) on commercial lines (Ramaswamy, 1991). The rationale of public investment and the role of public enterprises as perceived include achieving self-sufficiency in the manufacture of the plant and equipment needed for other industries need for accelerating the rate of growth, speeding up industrialization, ensuring equitable distribution, and so on. The selected PSU organizations are consistently performing well over the last few decades in spite of social, economic, technological, political, and market changes, especially after liberalization and globalization. Also, by and large, these organizations are able to retain loyal and competent employees who become the most important resource in the organization and capable of making valuable contribution. These Successful organizations support and provide facilities to their employees to facilitate them to balance the work-life. This is because the benefits of QWL initiative in an organization go to both employees and employers. Employees trust that with QWL initiative they feel safe, relatively satisfied, and able to progress in their career. QWL are equally beneficial to the employers, because it positively nurtures a more flexible, loyal, motivated workforce and better Employee relations. It is one of the essential components in determining the organizational competitiveness. Today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives. As a result, organizations are coming up with new and innovative policies and ideas to improve the quality of work life of their competent workforce.

REVIEW OF LITERATURE

An appraisal of literature on the theme shows that very few studies have been undertaken concerning to effectiveness of QWL policies and practices in the PSUs and its impact. A review of existing literature on the subject matter shows that in India a chain of experiments and projects concerning to QWL started after a workshop was organized by Fred Emery, for senior managers and union leaders in 1973. The first experiment was done in Bharat Heavy Electricals Limited and later in Hindustan Machine Tools Ltd, both were PSUs. These were made by National Labour Institute, New Delhi. National Productivity Council initiated experimental projects in other PSUs like Rashtriya Chemicals and Fertilizers Ltd, Hindustan Shipyard Ltd., and other selected organizations. These experiments were reviewed by Kanawaty and others (1981). They identified factors which facilitate or impede the introduction of job and work place redesign (dspace.vidyanidhi.org.in:8080/dspace/bitstream/.../MAU-1994-076-2.pdf). The National Productivity Council conducted a survey in 1990, concerning QWL practices in Indian Industry covering 47 organizations. The study examines the QWL policies and practices which are in vogue and aid in promoting better QWL of employees, harmony, subsistence of competent workforce and progressive growth of the organization performance over decades.

STATEMENT OF THE PROBLEM

Work is an integral part of our everyday life. It does influence the overall quality of our life. A happy and healthy employee will give better turnover, make good decisions, and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain an

existing experienced talent. There are several factors that influence and decide the Quality of Work Life like work environment, nature of job, growth and development, career prospects, opportunities, people, safety, rewards, meaningful and autonomy in the job, and others. How effectively these issues are addressed through policies and practices by an organization determine the degree of QWL of people. Higher the degree of QWL implies more loyal, flexible and motivated workforce which is essential in determining the organizational competitiveness and success.

OBJECTIVES

The main objectives of the study are

- 1) To identify the policies and practices concerning to QWL.
- 2) To study its effectiveness on quality of work life and organizational performance.

METHODOLOGY

Sample Size - The present study is conducted in selected Govt. PSUs located at Bangalore. These are basically manufacturing units spread across different verticals. The data is collected from both primary and secondary sources. The total 65 number of respondents from different PSUs are randomly selected. All are workers.

Measuring Instrument-It contains 52 questions and the scale includes Walton’s eight major conceptual factors of QWL. A higher score on the QWL scale indicates “better Quality of Working Life”. The policies & practices related to QWL will be studied under the Walton’s eight major conceptual areas as given below.

Measuring Scales are Adequate and fair compensation

The typical impetus to work is to earn a living. Therefore, satisfaction one derives through income from the work depends upon the fulfillment of financial needs adequately by pay or compensation. Therefore QWL is affected by income from the work. Policies that is studied here is - Wage policy.

Safe and healthy working condition

Policies and procedures concerning to safety, working environment conditions and welfare measures to promote good employee health and safety are focused. Policies studied under this factor are – Health and Safety policy, Welfare measures.

Immediate opportunity to develop human capacities

Focuses on how an organization enables an employee to use and develop skills, opportunity to participate in planning one’s task and decision making. Policies that is studied here is – Work policy.

Opportunity for continued growth and security

This shows whether an organization provides an opportunity for creativity, growth, personality development, and of work security.

Social integration in the organization

This covers on the nature of personal relationships and sense of community in work organization.

Constitutionalism in the work area

The key aspects here are whether organization takes care for the welfare of all, provide equitable treatment, privacy, and others.

Work and total life space

An individual’s work experience can have positive or negative effects on other spheres of life. This covers areas such as social and individual requirements are considered, whether the job affect the life, and determines the balanced role of work in life.

The Social relevance of work life

The concept raises the social relevance of both organizations to the society and to the individual.

ANALYSIS AND INTERPRETATION OF DATA

TABLE 1: ADEQUATE INCOME AND FAIR COMPENSATION OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Are you satisfied with your Income from the work	47(72)	18(28)
2	Are your financial needs fulfilled adequately by your pay?	45(69)	20(31)
3	Would you continue to be in the present job regardless of pay received?	52(80)	13(20)
4	Do you feel that you are over compensated in your job?	23(35)	42(65)

Above table shows that 72 percent of the workers are satisfied with the income which they get from the work. Income is related to the financial security of the job. Economic needs are the basic needs in the era of the financial capitalism. 69% of the workers feel that they are adequately paid by the organization. 80% of them are ready to continue to be in present job regardless of pay. 35%of the workers opinions that, they are over compensated and65%are of the opinion that they are properly compensated.

It is very interesting to note that, in PSU s workers are satisfied with their income from the job and other financial and compensatory benefits. Regardless of their income they want to continue with the same job, it means they are not worried about their income but they need job security. The job security is well assured in public sector. The quality of work life of workers in PSUs determined to large extent by the job security factor than the income.

TABLE 2: SAFE AND HEALTHY WORKING CONDITION OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Do you think that members in this organization are so occupied with their duties that they can hardly spare time for their co-workers?	14(21)	51(79)
2	Does the working condition have risk of illness and injury?	4(6)	61(94)
3	Is your organization overcrowded and dirty?	2(3)	63(97)
4	Do you feel that your working conditions are dehumanized?	0(0)	65(100)
5	Is the noise and illumination of working place is irritating?	2(3)	63(97)

From the above table it can be perceived that only 21% of the workers have revealed that the members in the organization are so occupied with their duties and spend little time with their co workers but 79% of the workers are not compliance with this opinion. They accept that with their duties they also care for co workers, share pain and pleasure. 100% respondents accept that the working conditions are so humanized, and 97% are of the opinion that the working place is not irritating and no noise and illumination.

From the above data in the public sector it can be identified that safe and healthy working condition measures are properly taken care off. Safety and healthy policy has improved the quality of work life of the workers in public sector.

TABLE 3: OPPORTUNITY FOR CONTINUED GROWTH AND SECURITY OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does your work involve corporate planning, research and development?	43(66)	22(44)
2	Is your work too challenging and trying the limit your ability?	7(11)	58(89)
3	Are there any facilities and opportunity for individual creative work in the organization?	60(92)	5(8)
4	Do you think that you could use newly acquired knowledge for further work assignment?	55(85)	10(15)
5	Is your work group based by which your own achievements are not given importance?	6(9)	59(91)
6	Do you get opportunities to improve your job?	64(98)	1(2)
7	Does the information passed from one person to another person in this organization deliberately made inaccurate?.	2(3)	63(97)

From the above table, it is shown as 66% of respondents feel that their work involves corporate planning research and development, where as 44% have neglected this. 89% of respondents have found that their work is not challenging and it do not limit their ability.92% have accepted that they have facilities and opportunities for their individual creative work in the organization and 85% of them think, they could use newly acquired knowledge for further work assignment.91% of the selected workers of the opinion that there individual achievements also properly recognized and importance is given in their work group and also 98% of them accept that they have an opportunity to improve their job too. 97% of the respondents feel that information passed from one person to another in the organization is accurate and they are well informed of the organization.

From the above analysis it is inferred that the workers in the public sector are satisfied with opportunities for their continued growth and for the improvement of their individual abilities. But it is very important to note that slightly less than 50% of the respondents are not satisfied with corporate planning, research and development in their work. it calls for further concentration on this issue in public sector.

TABLE 4: IMMEDIATE OPPORTUNITIES TO DEVELOP HUMAN CAPACITIES OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does the information passed from one person to another person in this organization deliberately made inaccurate?	2(3)	63(97)
2	Do you agree that almost everyone here knows - who is working under whom?	59(91)	6(9)
3	Are your ideas to bring new changes in the organization appreciated?	65(100)	0(0)
4	Do you get an opportunities to participate in technical planning of your work?	56(86)	9(14)
5	Do you get adequate information about what is going on in other departments and units in the organization?	51(78)	14(22)
6	Do you have freedom of taking decision for your job and implement them?	55(85)	10(15)
7	Does your job provide with meaningful information about total work process and results?	63(97)	2(3)
8	Is your job characterized by unitary and meaningful results?	61(94)	4(6)
9	Does the organization facilitates the self-improvement for members?	65(100)	0(0)
10	Do you get correct information about your work, duties, etc.?	65(100)	0(0)
11	Do you feel isolation from your organization in terms of total tasks?	1(2)	64(98)

From this table 97% of the respondents accept, the information passed from one person to another in the organization is not deliberately made inaccurate. 91% of them know the hierarchy in the organization and who is working under whom 100% respondents accept that there is appreciation of their ideas to bring new changes in the organization. 86% agree, they get opportunities to participate in technical planning of their work.78% feel that they get adequate information about other departments and units of the organization. Among respondents, 85% say they have freedom of taking decision in their job and implement them.97% of them accept, their jobs provide with meaningful information about total work process and results.94% of them also accepted that their job is characterized by unitary and meaning full results. 100% of them feel organization provides the facilities for the self improvement of the workers, and they have correct information about their work results etc. 98% feel that they are not isolated from their organization in terms of total tasks.

It is pointed out that highest numbers of respondents are satisfied with the immediate opportunities to develop human capacities. They have best opportunities, to grow individually, for individual recognition, to participate in work plan and have access for complete information of their work and organization. Thus public sectors are more transparent.Transparency in the organization and opportunities to develop human capacities inculcate the quality of work life of the workers.

TABLE 5: SOCIAL INTEGRATION IN THE WORK ORGANIZATION OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does the all members of the work organization have the sense of one community?	64(98)	1(2)
2	Do you identify yourself as a member of the organization on the basis of skill and potentialities without regard of race, sex, age, etc.?	65(100)	0(0)
3	"Working in group" is no problem here. Do you agree with this statement?	59(90)	6(10)
4	Are the people in higher levels aware of the problems?	53(81)	12(19)
5	Do the members of different levels work as a member of team?	57(88)	8(12)
6	Do you prefer to accomplish work individually than in the team?	6(9)	59(91)
7	Do you think that member of senior staff pay attention to grievances of the junior staff?	55(85)	10(15)
8	Are your views taken into account in resolving working problems?	53(81)	12(19)
9	Do you co-operate with your co-workers.	57(88)	8(12)
10	Do you think inter-group relations of the organization are satisfactory?	60(92)	5(8)
11	Does the organization encourage reciprocal help?	63(97)	2(3)

In this table 98% of the respondents in organization feel sense of one community. 100%accepts that they are identified as members of the organization on the basis of skill and potentialities with out regard of race caste, sex, etc. 90% of respondents accept working in group concept.81% of them feel, the people in higher levels are aware of the problems.88%of respondents agree that the members of the different levels of work as members of a team. 91% of them do not prefer to accomplish work individually than in the team.85% are happy that members of the senior staff pay attention to grievances of the junior staff.81%of respondents have said that their views are taken into account in resolving working problems.88% of them agree they co-operate with their co workers.92% of the respondents feel satisfactory with respect to their inter group relations and 97% of them say organization encourage reciprocal help.

From the above responses it can be concluded that in public sector the maximum workers feel and express that they enjoy equal treatment, group work spirit, opportunity for individual skill and abilities, mutual co-ordination, help and care, "top to bottom" and "bottom to top" approach in the work coordination etc. The social integration and harmoniousness in the organization provides more work satisfaction. It is good condition to be fulfilled in all organizations in private sector also. to bring about a good quality of work life and resolve to maintain better industrial relations.

TABLE 6: CONSTITUTIONALISM IN THE WORK ORGANIZATION OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does the organization take care of welfare of persons of all ages?	59(90)	6(10)
2	Do you receive equal treatment in all matters like employee compensation, job, security, etc.?	55(85)	10(15)
3	Does your organization believe that there is "one best way for everyone".?	4(6)	61(94)

From the above table it is revealed that 90% of the respondents are satisfactory with the organizations care for welfare of persons of all ages. 85% of them say, they receive equal treatment all matters like employee compensation job security etc. 94% of them do not accept that the organization believe that there is one best way for every one because every individuals problems and grievances are not similar with that of another.

From this analysis it is proved that constitutionalism in the work organization provides an opportunity to enjoy equality welfare etc. such treatment in public sector in accordance with the constitutional provisions, which are properly implemented. Such constitutional rights of workers extend quality of work life in public sector.

TABLE 7: WORK AND TOTAL LIFE SPACE OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does your job satisfying your needs in general on the job?	51(78)	14(22)
2	Do you neglect your health due to your job?	4(6)	61(94)
3	Are your social and individual requirements neglected in the organization?	3(5)	62(95)
	Does the energy and time spent on the job affect your life adversely?	0(0)	65(100)

From the above table 78% of respondents agree that their jobs satisfy their needs in general on job. 94% of them do not agree that they neglect their health due to their job. 95% of them do not agree that their social and individual requirements neglected in the organization and 100% respondents do not accept that the energy and time spent on the job effect their life adversely.

From the above analysis it can be inferred that, the work and total life space of the workers in public sector organizations are very good. Only a negligible percentage of the respondents do not agree with this. They enjoy more job satisfaction, good health and life. They would not feel monotonous on job.

TABLE 8: THE SOCIAL RELEVANCE OF WORKING LIFE OF THE SAMPLE RESPONDENTS N=65

Sl.No	QWL Scales	Yes (Percentage)	No (Percentage)
1	Does your organization function as a socially responsible unit?	65(100)	0(0)
2	Do you think that your job lowers your social prestige?	4(6)	61(94)
3	Does your job have improved social security scheme?	60(92)	5(8)
4	Do you feel that organization is too heavily production oriented?	55(85)	10(10)
5	Does your work life match the social life you lead?	58(89)	7(11)
6	Is your organization aware of methods of prevention of industrial pollution?	65(100)	0(0)

From the above table it is shown that 100% of respondents agree that organization function as a socially responsible unit. 94% of the total respondents disagree that their job lowers their social prestige. 92% of them say their jobs have improved social security scheme. Among total respondents 85% have felt that their work life match the social life they lead. and 100% of them agree that their organization aware of methods of preventing of industrial pollution.

From the above table it is very clear that the public sector organization has good social relevance by having social responsibilities taking good social security measures, controlling pollution, upholding workers social life and their social prestige, and ultimately bringing out more production. The social relevance of working life is also taken into account to measure quality of work life. If the social relevance of work life is very high the quality of work life also more and vice-versa.

FINDINGS AND SUGGESTIONS

1. It is very interesting to note that, in PSU s workers are satisfied with their income from the job and other financial and compensatory benefits. Regardless of their income they want to continue with the same job, it means they are not worried about their income but they need job security. The job security is well assured in public sector. The quality of work life of workers in PSUs determined to large extent by the job security factor than the income
2. From this study it can be identified that safe and healthy working condition measures are properly taken care off. Safety and health policy has improved the quality of work life of the workers in public sector.
3. From the above analysis it is inferred that the workers in the public sector are satisfied with opportunities for their continued growth and for the improvement of their individual abilities. But it is very important to note that slightly less than 50% of the respondents are not satisfied with corporate planning, research and development in their work. it calls for further concentration on this issue in public sector
4. It is pointed out that highest number of respondents are satisfied with the immediate opportunities to develop human capacities. They have best opportunities to grow individually, for individual recognition to participate in work plan and have access for complete information of their work and organization. Thus public sectors are more transparent. Transparency in the organization and opportunities to develop human capacities inculcate the quality of work life of the workers.
5. it identified that in public sector the maximum workers feel and express that they enjoy equal treatment, group work spirit, opportunity for individual skill and abilities, mutual co- operation, help and care, "top to bottom" and "bottom to top" approach in the work coordination etc. The social integration and harmoniousness in the organization provides more work satisfaction. it is good condition to be fulfilled in all organizations in private sector also. To bring about a good quality of work life and resolve to maintain better industrial relations.
6. From this study it is proved that constitutionalism in the work organization provides an opportunity to enjoy equality, welfare etc. such treatment in public sector in accordance with the constituently provisions, which are properly implemented. Such constitutional rights of workers extend quality of work life in public sector.
7. From the above analysis it can be inferred that, the work and total life space of the workers in public sector organizations is very good. Only a negligible percentage of the respondents do not agree with this. They enjoy more job satisfaction, good health and life. they would not feel "monotonous on job",
8. It is very clear that the public sector organization has good social relevance by having social responsibilities taking good social security measures controlling pollution up holding works social life and their social prestige, and ultimately bringing out more production. the social relevance of working life is also taken into account to measure quality of work life. If the social relevance of work life is very high the quality of work life also more and vis-versa.

CONCLUSION

The present study is on the "Effectiveness of quality of work life policies and practices in the public sector organizations". Present study covers the QWL policies and practices followed in the public sector units. The laws passed by the pre and post- independent governments of India and the Indian constitutional provisions have provided wide scope for good quality of work life in PSUs. Indian economy is a mixed economy with the co-existence both private and public sectors.

This study shows the quality of work life is higher in the public sector. Workers in the public sector are getting adequate pay and compensation. Various policies and practices in the public sector are implemented effectively, as a consequence safe and healthy conditions are maintained. There are ample opportunities to develop human capacities and to have job satisfaction. The present study is interesting in the era of globalization, liberalization and privatization, because at this

juncture privatization of the public sectors has become the order of the day. Public sector is facing major challenge of criticism from the vested interests of the private sector. In this critical context present study exhibits the human face of the public sector.

SCOPE FOR FURTHER RESEARCH

1. Positive practice environments for health care professionals
2. Teamwork and high performance work organization

ACKNOWLEDGMENT

We have taken efforts in this research. However, it would not have been possible without the kind support and help of many individuals and organizations. I would like to extend my sincere thanks to all of them.

We are highly indebted to Dr.Gopalakrishna.D, Dr.Jayashankar.R, Amar Datt, Dr.Lakshmiopathy.C.G for their guidance and constant supervision as well as for providing necessary information regarding the research and also for their support in completing the report.

We would like to express my gratitude towards my parents & member of Organization for their kind co-operation and encouragement which help me in completion.

We would like to express my special gratitude and thanks to industry persons for giving me such attention and time.

Our thanks and appreciations also go to my colleague in developing the report and people who have willingly helped me out with their abilities.

REFERENCES

BOOKS

1. Cynthia D. Fisher et al, Human Resource Management, Biztantra Publication, India, 2004.
2. David E. Guest & Neil Conway, Employer Perceptions of the Psychological Contract, Chartered Institute of Personnel and development, London, 2001.
3. J P Singh, Improving Quality of Working Life in the Indian Context, Productivity, 1982, 22 (4), pp.13-20.
4. Karam Pal, Management Process and Organizational Behaviour, I.K. International Publishing House Pvt. Ltd., India, 2008.
5. P. Subba Rao, Human Resource Management, First Edition, Himalaya Publishing House Pvt. Ltd., India, 2008.
6. Ramaswamy R. Iyer, A Grammar of Public Enterprises, Rawat Publications, New Delhi, India, 1991.
7. Sangeeta Jain, Quality of Work Life, Deep & Deep Publications, 1991.
8. Saroj Parasuraman and Jefferey H. Greenhaus, Integrating Work and Family, Praeger Publisher, 1997.
9. V S P Rao, Human Resource Management, Second edition, Excel Books, India, 2006

WEBSITES

10. <http://www.jstor.org/pss/4375055>
11. <http://www.jstor.org/action/showArticleOImage?image-images%2Fpages%2Fdtc.44.tif.gif>
12. <http://dSPACE.vidyanidhi.org.in:8080/dspace/bitstream/.../MAU-1994-076-2.pdf>
13. <http://www.highbeam.com/doc/igi-189653414.html>

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Commerce, Economics and Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue as well as on the journal as a whole, on our E-mail info@ijrcm.org.in for further improvements in the interest of research.

If you have any queries please feel free to contact us on our E-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Journals

