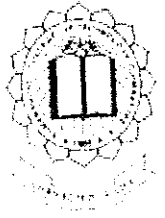


P-3358



**A STUDY ON THE QUALITY OF WORK LIFE  
AT  
HINDUSTAN PHOTO FILMS MANUFACTURING  
COMPANY LIMITED, OOTACAMUND**

**A SUMMER PROJECT REPORT (MBA703)**

*Submitted by*

**B.PUNYA**  
**Register No: 0920400038**

**Under the Guidance of**

**Prof.K.R.Ayyaswamy**

*in partial fulfillment for the award of the degree*

*of*

**MASTER OF BUSINESS ADMINISTRATION**

*in*

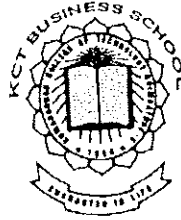
**Department of Management Studies**

**KUMARAGURU COLLEGE OF TECHNOLOGY**

**(An Autonomous Institution Affiliated to Anna University of Technology, Coimbatore)**

**COIMBATORE -- 641 049**

**October, 2010**



**KUMARAGURU COLLEGE OF TECHNOLOGY**  
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Department of Management Studies

**A SUMMER PROJECT WORK (MBA703)**  
**OCTOBER 2010**

This is to certify that the project entitled

**A STUDY ON THE QUALITY OF WORK LIFE AT**  
**HINDUSTAN PHOTO FILMS MFG. CO. LTD., OOTACAMUND**

is the bonafide record of project work done by

**B.PUNYA**

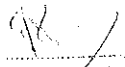
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23<sup>RD</sup> AUGUST 2010

## CERTIFICATE

This is to certify that **Ms. B. PUNYA**, (Reg. No. 0920400038) **FIRST YEAR, M.B.A.**, student of KCT BUSINESS SCHOOL, KUMARAGURU COLLEGE OF TECHNOLOGY, COIMBATORE, has done a 'PROJECT' titled "A STUDY ON THE QUALITY OF WORK LIFE AT **HINDUSTAN PHOTO FILMS, OOTY**" in our organization from 26.07.2010 to 23.08.2010.

During the above period her Conduct and Character is **GOOD**.

  
Manager,  
Human Resources Development Division.

हिन्दुस्तान फोटो फ़िल्म्स मैनु. कं. लि. के लिए

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Hindustan Photo Films Mfg. Co. Ltd.

Indu Nagar, Ootacamund-643 005

## DECLARATION

I affirm that the project work titled A STUDY ON THE QUALITY OF WORK LIFE AT HINDUSTAN PHOTO FILMS MFG. CO. LTD., OOTACAMUND being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not formed the part of any other project work submitted for award of any degree or diploma, either in this or any other University.

  
B.PUNYA

Reg No.0920400038

I certify that the declaration made above by the candidate is true.

Signature of the Guide,  
Prof. K.R.Ayyaswamy,  
KCT Business School.

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## EXECUTIVE SUMMARY

Quality of work life is concerned about the impact of work on people as well as on organisation effectiveness and the idea of participation in organisational problem solving and decision making. An individual in the organisation wants to satisfy his needs while working for it. Depending on the nature of the individual, he may want equitable financial package, employment benefits, job security, interesting work, involvement in decision making process affecting him and his work, and getting proper feedback about his performance. If these factors are favourable the individual will have job involvement, a sense of competence, and consequently job satisfaction.

The primary objective of this study was to analyse the quality of work life of the employees at Hindustan Photo Films Manufacturing Company Limited, Ooty. Stratified random sampling was used to identify a sample of 143 employees at HPF who were administered a questionnaire during a period of four weeks. Factors like recognition for the work done, competitive pay, fringe benefits, supervisor-subordinate relationship, work schedule were taken into account. The data collected was analysed using tools like percentage analysis and chi-square test.

The study revealed that despite a very difficult financial crunch being faced by the company and meagre salaries being paid to the employees the industrial relations in the company seem harmonious. The general dissatisfaction in the atmosphere is attributable to the low pay scales and lack of incentives for performance which would improve with the company's revival and a wage revision being implemented.

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## CHAPTER I

### 1.1 INTRODUCTION TO THE STUDY

#### *WHAT IS QUALITY OF WORK LIFE?*

The term refers to the favourableness or unfavourableness of a total job environment for people. QWL programs are a way in which organisations recognise their responsibility to develop jobs and working conditions that are excellent for people as well as for economic health of the organisation.

The elements in a typical QWL program include -

- Open communications.
- Equitable reward systems.
- A concern for employee job security
- Satisfying careers and
- Participation in decision making.

In addition to improving the work system, QWL programs usually emphasis development of employee skills, the reduction of occupational stress and the development of more co-operative labour-management relations.

Thus QWL is a process by which an organization responds to employee needs for developing mechanisms to allow them to share fully in making the decisions that design their lives at work. The aim of QWL is to identify and implement alternative programs to improve the quality of professional as well as personal life of an organization's employees. The QWL approach considers people as an 'asset' to the organization rather than as 'costs'. It believes that people perform better when they are allowed to participate in managing their work and make decisions. This approach motivates people by satisfying not only their economic needs but also their social and psychological ones. To satisfy the new generation workforce, organizations need to concentrate on job designs and organization of work. Further, today's workforce is realizing the importance of relationships and is trying to strike a balance between career and personal lives.

## **FACTORS THAT INFLUENCE AND DECIDE THE QUALITY OF WORK LIFE**

### **(i) Fair compensation and job security:**

The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done, responsibilities undertaken, individual skills, performance and accomplishments. The committee on Fair Wages defined fair wage as "the wage which is above the minimum wage but below the living wage." Job security is another factor that is of concern to employees. Permanent employment provides security to the employees and improves their QWL.

### **(ii) Safe and Healthy Working Conditions:**

Organizations should realize that their true wealth lies in their employees and so providing a healthy work environment for employees should be their primary objective. Most of the organisations provide safe and healthy working conditions due to humanitarian requirements and/or legal requirements. In fact, these conditions are a matter of enlightened self-interest.

### **(iii) Opportunity to Use and Develop Human Capabilities:**

Contrary to the traditional assumptions, QWL has improved the extent that the worker can exercise more control over his or her work, and the degree to which the job embraces an entire meaningful task. Further, QWL provides for opportunities like autonomy in work and participation in planning in order to use human capabilities.

### **(iv) Opportunity for Career Growth:**

Opportunities for promotions are limited in case of all categories of employees either due to educational barriers or due to limited openings at the higher level. QWL provides future opportunity for continued growth and security by expanding one's

capabilities, knowledge and qualifications and prepare them to accept responsibilities at higher levels.

**(v) Participative management style and recognition:**

Flat organizational structures help organizations facilitate employee participation. A participative management style improves the quality of work life. Workers feel that they have control over their work processes and they also offer innovative ideas to improve them. Recognition also helps to motivate employees to perform better. Recognition can be in the form of rewarding employees for jobs well done.

**(vi) Constitutionalism in the Work Organisation:**

QWL provides constitutional protection to the employees only to the level of desirability as it hampers workers. It happens because the management's action is challenged in every action and bureaucratic procedures need to be followed at that level. Constitutional protection is provided to employees on such matters as privacy, free speech, equity and due process.

**(vii) Work-life balance:**

Organizations should provide relaxation time for the employees and offer tips to balance their personal and professional lives. They should not strain employee's personal and social life by forcing on them demanding working hours, overtime work, business travel, untimely transfers etc.

**(viii) Social Relevance of Work:**

QWL is concerned about the establishment of social relevance to work in a socially beneficial manner. The workers' self-esteem would be high if his work is useful to the society and the vice-versa is also true.

## 1.2 REVIEW OF LITERATURE

(Mrs L. Kanagalakshmi & Miss Nirmala Devi)<sup>1</sup>, in their study have combined the work related factors in six categories:

- working environment,
- welfare measures,
- safety measures,
- supervision,
- participation in decision making and
- intercommunication. The results hold that demographic factors and work related factors have significant relationship with perception of quality of work life.

(Kawai Chan & Thomas.A.Wyatt)<sup>2</sup> in their study have examined Quality of Work Life (QWL) in China in terms of how their work lives satisfy eight basic needs of employees and how the satisfaction of each individual need in their life affects employees' job satisfaction, affective commitment, turnover intention, life satisfaction and general well-being.

A total of 319 questionnaires were collected from eight organizations in Shanghai, China. Results confirm hypotheses regarding the relationship between perceived QWL and all the dependent variables. Multiple regression analyses confirm using levels of satisfaction of six different individual needs as significant predictors of the five dependent variables.

Esteem need satisfaction is found to be the most important for life satisfaction and turnover intention while four needs (esteem, actualization, economics and family, and health and safety) predict general well-being. Knowledge and health and safety need predict affective commitment. Three needs (economic and family, health and safety, and knowledge) are important for job satisfaction. Being recognized and appreciated for one's

<sup>1</sup> The perception of quality of work life among textile workers in Tirumelveli, India

<sup>2</sup> Quality of Work Life: A Study of Employees in Shanghai, China.  
Asia Pacific Business Review, Vol. 13, No. 4, 501-517, October 2007

work is found to be a strong predictor of how satisfied employees in Shanghai feel with regard to their lives.

(Geoffrey S. Peruniak)<sup>3</sup> in his study revealed quality of life is a value-based concept and does not lend itself to knowing entirely through traditional, logical, or positivist means. Intuitive, meditative, narrative-metaphorical, historical, ecological, and personal-social methods have important roles as well.

A key assumption in this article is that people have within themselves the capacity to know their quality of life. Sometimes, this knowing may be buried at the level of the inner self or it may become distorted or otherwise unacknowledged. One implication from this is the counsellor's potential role in helping people to become explicitly attuned to their own quality of life as part of the life career journey. Research findings have shown that people are fairly good judges of their quality of life if given the opportunity to think about it. Counsellors need to give them this chance as an explicit part of the career development process. This chance can be pursued normatively or through paper-and-pencil surveys. Other implications involve critical reflection on the beliefs and attitudes that help to create judgments on quality of life. For a quality of life approach, an ability to navigate the different levels of awareness is necessary. This means addressing beliefs and values that emerge at each level—from bodily conditions, to basic needs, to relationships with family and friends, to political considerations

(James J Kline)<sup>4</sup> conducted a study on QWL programs for mail handlers in U.S.A. QWL for mail handlers began in October 1982 when the Post Master General and the president of the National Postal Mail Handlers Union signed an agreement that was based on the belief that mail handlers want to be responsible and effective in their work and deserve a say in problem solving, but that those needs couldn't be met unless conditions at the Service were restructured. At the same time, however, organizational effectiveness and efficiency would improve if the Service invested in this effort.

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<sup>3</sup> Promise of quality of life. *Journal of Employment Counselling*, Volume 45, Pg:56-61, June 2008

<sup>4</sup> Quality of working life at the United States Post Office. *The journal for quality and participation*, Volume 38, Pg:35-40, October 2009

The core components of QWL include the following:

- A clear philosophy and purpose.
- "Mutuality and jointness."
- Committed leadership.
- Joint structure.
- Staff support.
- Appropriate training.
- Systems and structural support

The philosophy and purpose of QWL, therefore, is somewhat at odds with the prevailing Service culture, partially explaining some of the delays in adopting simple, cost-effective solutions to system-wide problems and accounting for the dominance of mundane team projects. Some supervisors and managers do not see any reward in encouraging team problem solving on a large scale and prefer to marginalize QWL activities; however, where there is management support for QWL, the service is the beneficiary.

(Dr. S. S. Choudhury)<sup>5</sup> conducted a study relating to the Quality of life of people in Tea Industry of West Bengal. In this study, the development of Tea Industry since early 18<sup>th</sup> century has been divided into three stages:

- i. Formative stage
- ii. Transitional stage &
- iii. Present phase

Unhygienic work surroundings in which workers lived were full of epidemics, hook-worm; dependence on jhora for drinking, kuchecha houses of thatched roofs made by workers themselves, absence of drainage system latrines and urinals, transport and communication etc. were the conditions of plantation work life. Workers had no voice nor any options open to them. Whatever management thought proper was to be accepted.

<sup>5</sup> Challenges of tea management in twenty first century, N. L. Publishers, Dibrugarh & Siliguri, 2006

Naturally therefore, commitment to work, job satisfaction, safety, productivity that characterize quality of work life were conspicuous by their absence on the part of workers.

(LooSec Beh)<sup>6</sup>.Faculty of Economics & Administration, University of Malaya viewed that quality of work life (QWL) has increasingly gained recognition, as employees want to feel respected at work for what they do and who they are. Literature on QWL is limited and several studies commonly correlates with job satisfaction but no study on QWL has associated with career related factors. This empirical study was done to predict QWL in relation to career-related dimensions. The sample consists of 475 managers from the free trade zones in Malaysia for both the multinational corporations (MNC's) and the small-medium industries (SMI's). The result indicates that three exogenous variables are significant: career satisfaction, career achievement, and career balance, with 63% of the variance in QWL.

<sup>6</sup> Predicting quality of work life: The implications of career dimension. Quality of Working Life. Volume 2, Pg No: 93-97.

### 1.3 COMPANY PROFILE

Hindustan Photo Films Manufacturing Company Limited (HPF) is a Public Sector Undertaking, under the Department of Heavy Industry, incorporated in the year 1960.

HPF is the only integrated manufacturer of Photo sensitised goods in the whole of South East Asia with the technology for manufacture of Medical X-ray, Graphic Arts and Black and White products of international standards.

It manufactures and markets its fleet of products under the brand name INDU.

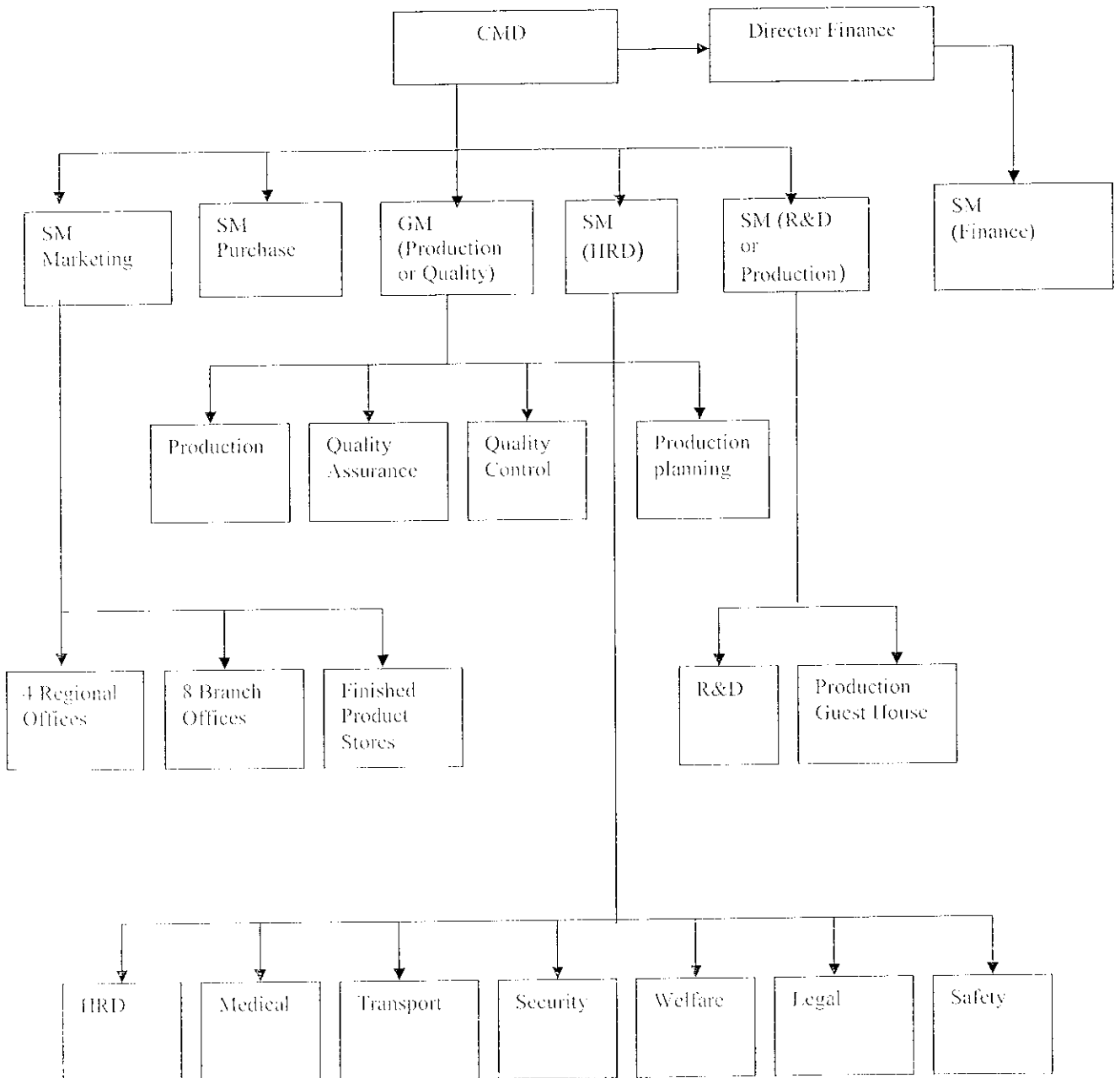
The mainline products of HPF are:

- Medical X-ray
- Industrial X-ray films
- Graphic Arts films for the printing sector
- Bromide Paper and Roll films for the Photographic sector
- Aerial Film for the Defence sector and
- Inkjet papers for the Digital Market

Manpower	716
Date of incorporation	30th November 1960
Commencement of Commercial Production	1967
Certification	ISO 9001:2000
Brand Name	INDU
Infrastructural facilities	Library, Guest House Training centre School, Health Centre, Drinking water reservoir, Around 500 quarters in the township Un-interrupted Power Supply system



## ORGANISATION CHART



## **VISION**

To be a world leader in the photo imaging products and to play a significant role in domestic and global market by meeting the needs of the customers in accordance with their expectation and become a centre of excellence in the areas of operation.

## **MISSION**

To be the market leader in the manufacturing and marketing of photo imaging product of international quality in health care, industrial and defence sector and to gain a competitive edge through a highly motivated, quality conscious and empowered employees by producing them with opportunities to realize their career goals and self fulfilment and to be eco-friendly in all operations.

## **QUALITY POLICY**

The company will manufacture and market high quality photographic and allied products with systematic process approach strive for continual improvement to achieve high productivity involving all employees in an eco-friendly safe environment and provide effective after sales service to our customers.

Thanks to HPF, India today has a self - sufficient industry from raw materials to the finished productions for a wide range of photo sensitive goods. A record which many countries cannot claim.

Yet HPF is not complacent for its goal is towards infinite excellence. With all its potentials in the areas of science and technology the company recognizes its employees all its major assets to meet its growing objectives .The company strives to provide a congenial atmosphere and a conducive environment to all its employees to facilitate career growth, personal needs, job- satisfaction, team development and above all commitment to the organization.

## **PERSONNEL PHILOSOPHY/POLICY**

The company recognizes its employees as the most precious assets and is committed to nourish and nurture them with all possible care and comfort and in their best contributions to the company towards this objective HPF shall:

- Offer them reasonably appreciable benefits in monetary terms, pay scales, allowances etc.
- Always be in readiness to listen to whatever grievances any employee may have at any time with an open door policy and look into them with sympathy
- Provide safety at work and security at job together with attractive retirement benefits.
- The objective and rational in its policies and procedures by which employees will be treated uniformly
- Expend welfare facilities and services such that substantial benefits are made available even to dependents
- Appreciate and recognize all good jobs done by employees in a variety of ways including non-monetary awards so as to fulfil their self esteem needs
- Plan for employee career growth thus providing scope for advancement.
- Train and provide scope for employees to advance their academic and technical qualifications for taking up challenging higher roles and responsibilities.
- Motivate employees to volunteer and participate in the operational decisions of the concerned work areas through forums such as self -- development councils (quality circles).

### **Medical attendances**

Officers and their families may have medical attendance from private medical practitioners of their choice at their residence, at the residence of the doctors or at their consulting rooms. The reimbursement of medical expenses incurred will be restricted to actual or what the officers would otherwise be eligible had they consulted and taken treatment from government or state aided hospitals whichever is less. Such claims are routed through the chief medical officer of the company.



### **Participative management**

HPF believes that active participation of employees in various aspects of productive operations in true participative spirit is essential for the creation of a climate of involvement and commitment which can motivate them in a great measure to contribute their best for the sustained growth and prosperity of the organization. It was in pursuance of this belief that HPF set up the bi-partite committees at the shop and plant levels in 1974.

### **Quality circles**

1982 being the year of productivity, quality circle was introduced in HPF on an experimental basis in the roll films and cine sections. The first quality circle was inaugurated on 29<sup>th</sup> June 1982.

In HPF at every stage of production operation, defects are eliminated and quality is ensured before the photographic products reach the customers. A forum or a programme is required to channelize the untapped knowledge and unused expertise of the employees to put to best use in problem solving operation in any particular area, so that defects are detected instantly and eliminated. This forum in HPF is named as self development council (quality circle)

The benefits achieved out of the effective functioning of this circle are immense. The active participation, exchange of ideas and views and proper communication help to solve problem, achieve high standards in quality and it results in all round growth and prosperity. This activity renders job satisfaction to employees.

### **Grievance procedure**

It is the policy of the company that the grievance of the employees in the company should be settled promptly and as far as possible within the department and towards this end a simple grievance procedure has been evolved .the procedure at the various stages.

- (1) An employee's who has a grievance should fill up the grievance procedure form and present it to the immediate sectional officer

- (2) Sectional officer hands over the form to the department head without loss of time.
- (3) The department head must dispose off the complaint within 48 hours from receipt of complaint.
- (4) Any employee who is dissatisfied with the answer given may take his grievance to the divisional head.

### **Pay and perks**

Besides attractive pay scales, HPF offers number of other additional benefits.

- Dearness allowance linked to the cost of living index
- City/hill compensatory allowance
- House rent allowance of 12.5% for workmen and 10% for officers at Ooty.
- Winter allowance for 4 months (November to February) at Ooty only.
- Night shift allowance
- Annual bonus
- Productivity based incentive bonus
- Conveyance allowance

### **Other welfare facilities**

- Cash your idea scheme
- Death relief fund
- Group insurance scheme
- Incentive for acquiring additional qualification
- Incentive bonus scheme
- Index merit scholarship

## **INDUSTRY STRUCTURE AND DEVELOPMENT**

The photographic products market in India is controlled by the Indian Front Company (IFC) and MNC giants like KODAK, FUJI, KONICA, and AGFA. Products of China Lucky Film Corporation are also available in the markets. Due to technological advancements digital products have taken a lion's share in the consumer imaging segment. But in the health sector the pace of digitalization is not that steady resulting in continuous generation of demand for conventional health imaging products where HPF has a strong and notable presence. HPF has also made progress in digital products.

## **OPPORTUNITIES AND THREATS**

### OPPORTUNITIES:

- Growth of Indian economy and growing photographic market with positive growth rate.
- Increasing health awareness
- Increasing government allocations to health, infrastructure and heavy industries, defense wherein HPF's products are patronized.
- Closing of operations in black and white photographic products by MNC.
- Existence of export potential for black and white products.
- Development of digital media products.
- Customer's preference for INDU products.

### THREATS:

- Government policy in favour of traders and against indigenous manufacturers
- Gradual invasion of digital products in health sector.
- Unfair competition in market place.
- Existence of grey markets and irregular imports.
- Technical obsolescence.

## **FUTURE PROSPECTS:**

- The future prospects of the company largely depend on the implementation of the financial restructuring and revival through fund infusion by the government.
- Policy support requested from the government if given for creating a level playing field in the market will improve the future prospects of the company.
- The products of the company have enough demand in the market for some more years to come.
- Being the only manufacturer and also the fact that MNC's are switching over to digital products is a good opportunity that exists for the company's survival.
- With the introduction of new products, indigenization of base and reduction in coating work, the company can take up challenges thrown by competitors in terms of quality, price and supplies.

## **1.4 STATEMENT OF THE PROBLEM**

Hindustan Photo Films Manufacturing Company Limited is at the threshold of revival and implementation of financial restructuring. A study on the quality of work life would give the company, the knowledge of where it stands and the factors the company needs to concentrate on to improve the job involvement, job satisfaction and job performance to ensure viable operations .



## 1.5 OBJECTIVES OF THE STUDY

### *PRIMARY OBJECTIVE*

- To study the quality of work life of the employees at HPF.

### *SECONDARY OBJECTIVE*

- To identify the association between level of employment and quality of work life variables.
- To identify the most prominent motivational insights.
- To find out the employees level of satisfaction with respect to attributes like pay, benefits, rewards.

## **1.6 SCOPE OF THE STUDY**

This project provides an opportunity to evaluate the workplace environment at HPF and includes information about components of quality of work such as:

- Stress
- Job satisfaction
- Fairness of pay and
- Labour-management relationships.

## **1.7 LIMITATIONS OF THE STUDY**

1. The study is limited to the Ooty unit of H.P.F and hence cannot be applied to other units.
2. The opinions of the respondents may start varying over a period of time.
3. Due to time constraints only limited i.e. 143 respondents were selected for conducting research.

## CHAPTER II

### RESEARCH METHODOLOGY

#### RESEARCH

Research is a systematic and scientific search for pertinent information on a specific topic. It includes testing, verification, classification, organization and orientation which include prediction and application.

Webster's New International Dictionary defines research 'as a careful and critical inquiry or examination in seeking facts or principles, diligent investigation in order to ascertain something.'

#### 2.1 TYPE OF RESEARCH

The type of research used in the study is descriptive in nature. Descriptive research includes surveys and facts, findings, enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this type of research is that the researcher has no control over the variables; he can only report what happened or what is happening.

#### 2.2 SAMPLING FRAMEWORK

The sampling technique followed was proportionate stratified random sampling.

JOB LEVEL	NO. OF ELEMENTS	PROPOTIONATE SAMPLING (20% of the elements)
Top level executives	88	18
Middle level managers	256	51
Supervisors	365	73
Clerk	7	1
Total	716	143

**Population:**

The population of the study includes all the employees of H.P.F that account to 716 in number.

**Sample size:**

The sample size selected for the study is 143.

**2.3 SOURCES OF DATA**

Data refers to information or facts. Both primary and secondary sources were used for data collection.

**➤ Primary data:**

The primary data was collected through questionnaire.

**➤ Secondary data:**

The secondary data was collected from company manuals and websites.

**2.4 TOOLS USED**

The tools used for the study are:

1. Simple percentage method &
2. Chi-square test

**2.5 TIME FRAME**

The study was carried out for a period of four weeks.

## **CHAPTER-III**

### **DATA ANALYSIS AND INTERPRETATION**

Analysis means a critical examination of the assembled and grouped data for studying the characteristics of the object under study and for determining the patterns of relationship among the variables relating to it.

The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories or raw data through coding, tabulation and then drawing statistical inferences.

The wide data should necessarily be condensed into a few manageable groups and tables for further analysis. The researcher can analyze the collected data with the help of various statistical measures and bring out the views through interpretation.

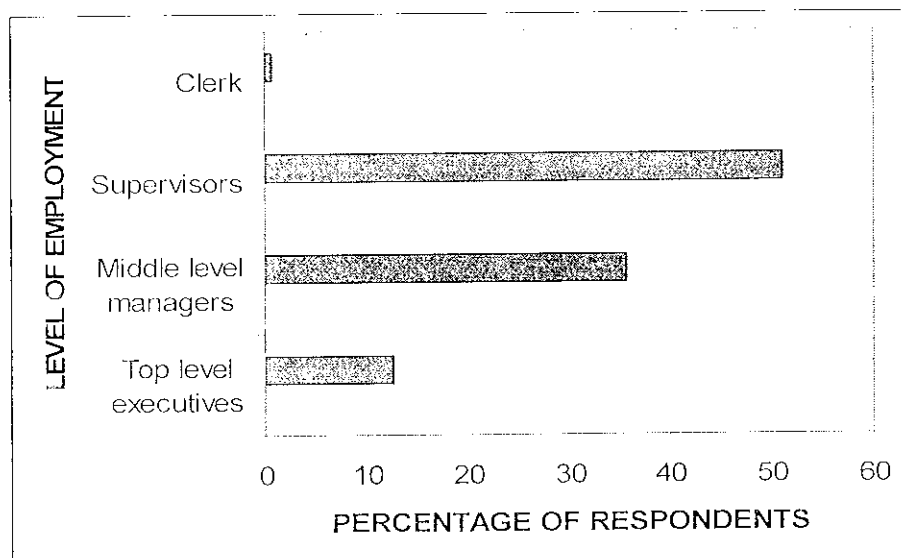
Interpretation means application of logical thinking and derivation to the facts to understand and explain the link between the variables. Interpretation of data plays a vital role in research.

**TABLE 3.1  
LEVEL OF EMPLOYMENT**

Level of employment	Frequency	Percent
Top level executives	18	12.6
Middle level managers	51	35.7
Supervisors	73	51.0
Clerk	1	0.7
<b>Total</b>	<b>143</b>	<b>100.0</b>

From the above table it can be understood that 51% of the respondents are supervisors, 36% are middle level managers, 13% of the respondents are top level executives and 0.7% are clerks. Stratified random sampling was followed and 20% of the population from each level was chosen for the study.

**CHART 3.1**

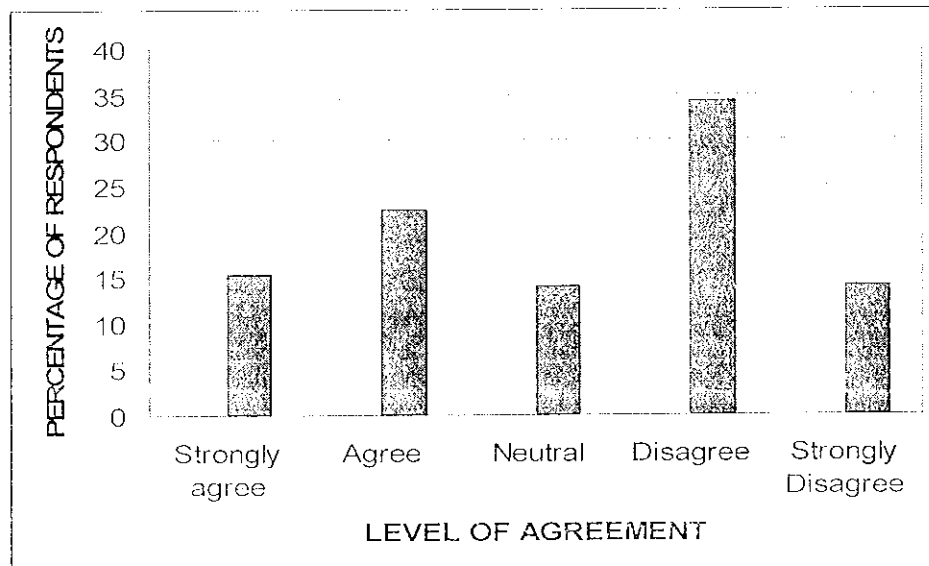


**TABLE 3.2  
OPPORTUNITY FOR CAREER GROWTH**

Level of agreement	Frequency	Percent
Strongly agree	22	15.4
Agree	32	22.4
Neutral	20	14.0
Disagree	49	34.3
Strongly Disagree	20	14.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table shows that 34% of the respondents disagree that the opportunity for career growth at H.P.F is good. This is because the company has been operating at below 3% capacity utilization and continues to be sick.

**CHART 3.2**



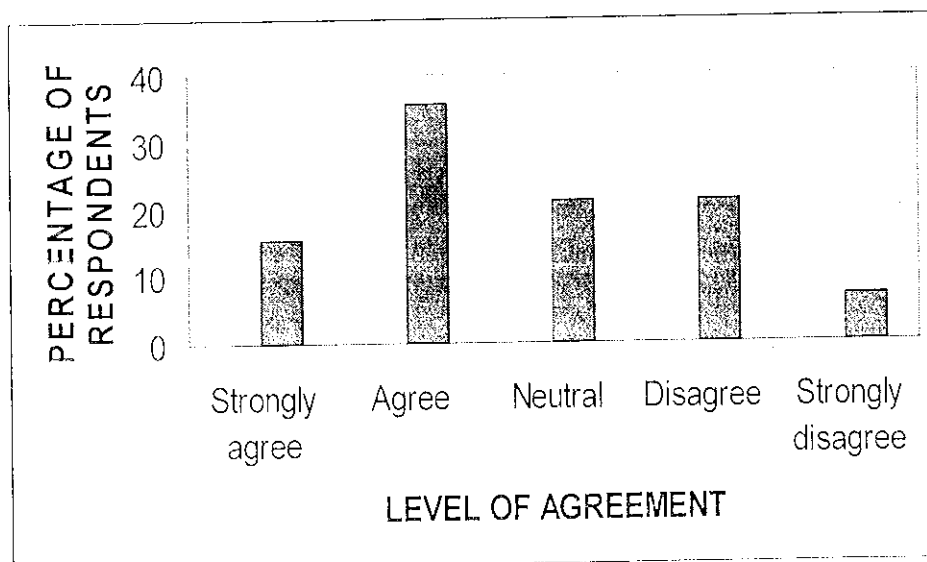


**TABLE 3.3**  
**SUPERVISORS CONCERN ABOUT THE WELFARE ACTIVITIES**  
**OF THE EMPLOYEES**

Level of agreement	Frequency	Percent
Strongly agree	22	15.4
Agree	51	35.7
Neutral	30	21.0
Disagree	30	21.0
Strongly disagree	10	7.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table shows that 36% of the respondents believe that the supervisor is concerned about the welfare activities of the employees. Employees are provided with welfare facilities such as death relief fund, cash your idea scheme, Indu Merit Scholarship.

**CHART 3.3**

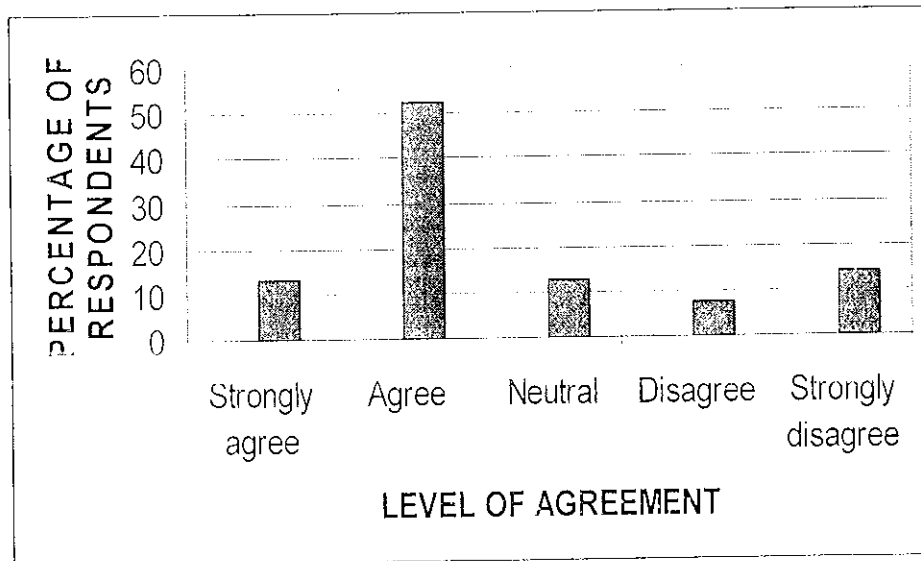


**TABLE 3.4**  
**RESPONDENTS OPINION ABOUT LEARNING AND DEVELOPMENT**

Level of agreement	Frequency	Percent
Strongly agree	19	13.3
Agree	75	52.4
Neutral	18	12.6
Disagree	11	7.7
Strongly disagree	20	14.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

52% of the respondents agree that there is learning and development beyond the current job. This can be attributed to the activities of the Self development council at H.P.F.

**CHART 3.4**

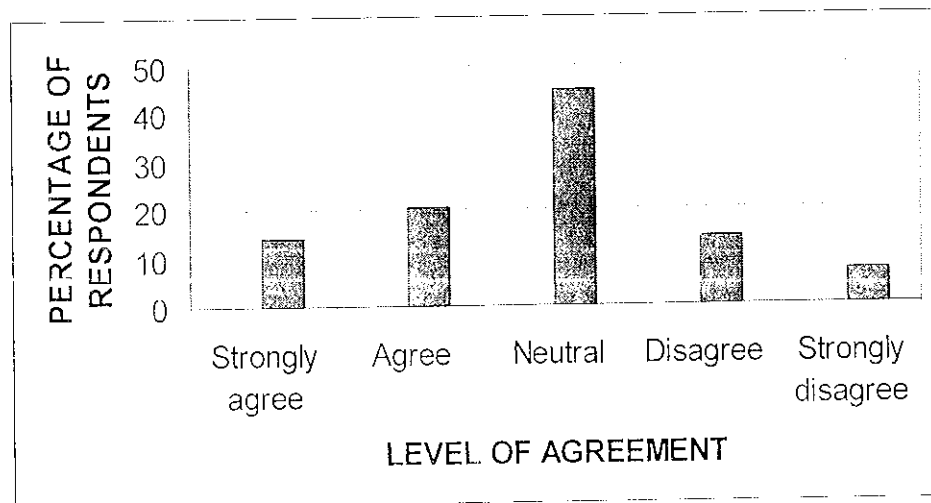


**TABLE 3.5**  
**CONGENIAL WORKER SUPERVISOR RELATION**

Level of agreement	Frequency	Percent
Strongly agree	20	14.0
Agree	29	20.3
Neutral	64	44.8
Disagree	20	14.0
Strongly disagree	10	7.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table reveals that 45% of the respondents neither agree nor disagree that there exists a congenial relationship between them and their supervisors, 20% agree that there exists a congenial relation, whereas 14% strongly agree and disagree respectively, and 7% strongly disagree that there exists a congenial worker supervisor relation in the unit.

**CHART 3.5**



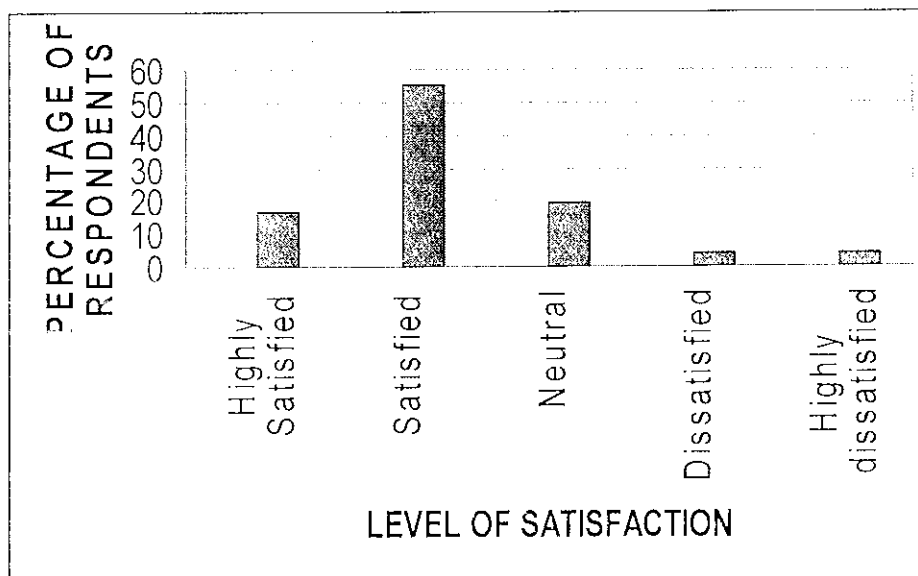
9

**TABLE 3.6**  
**FREEDOM AND AUTONOMY AT WORK PLACE**

Level of satisfaction	Frequency	Percent
Highly Satisfied	24	16.8
Satisfied	79	55.2
Neutral	28	19.6
Dissatisfied	6	4.2
Highly dissatisfied	6	4.2
<b>Total</b>	<b>143</b>	<b>100.0</b>

It can be understood from the above table that 55% of the respondents are satisfied with the freedom and autonomy they enjoy in the work place. This is due to the lack of close supervision followed in the company.

**CHART 3.6**

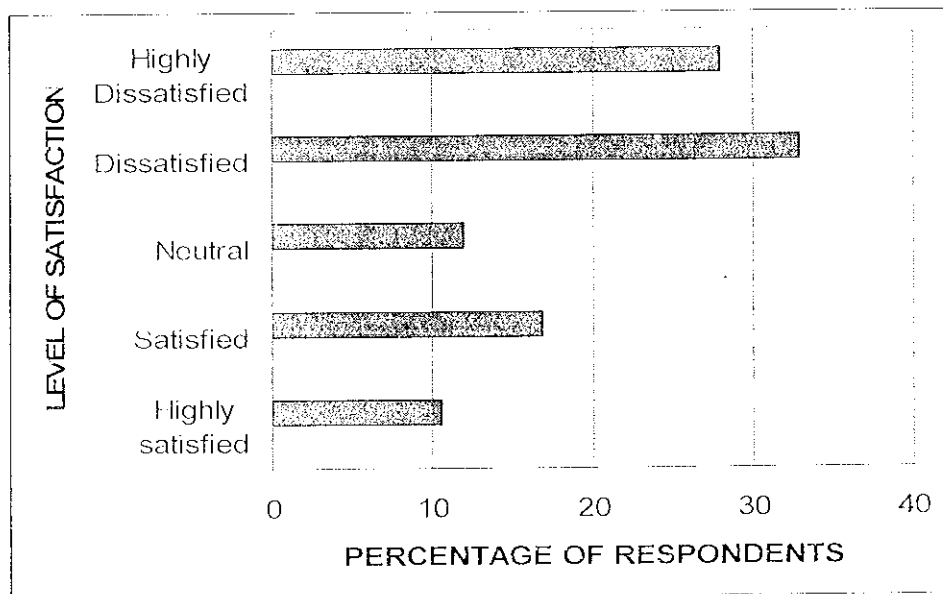


**TABLE 3.7  
COMPETITIVE PAY**

Satisfaction level	Frequency	Percent
Highly satisfied	15	10.5
Satisfied	24	16.8
Neutral	17	11.9
Dissatisfied	47	32.9
Highly Dissatisfied	40	28.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

33% of the respondents are dissatisfied and 28% of the respondents are highly dissatisfied with the pay being offered by the company, this is because the company still follows the 1987 pay scale and there has been no revision since then.

**CHART 3.7**

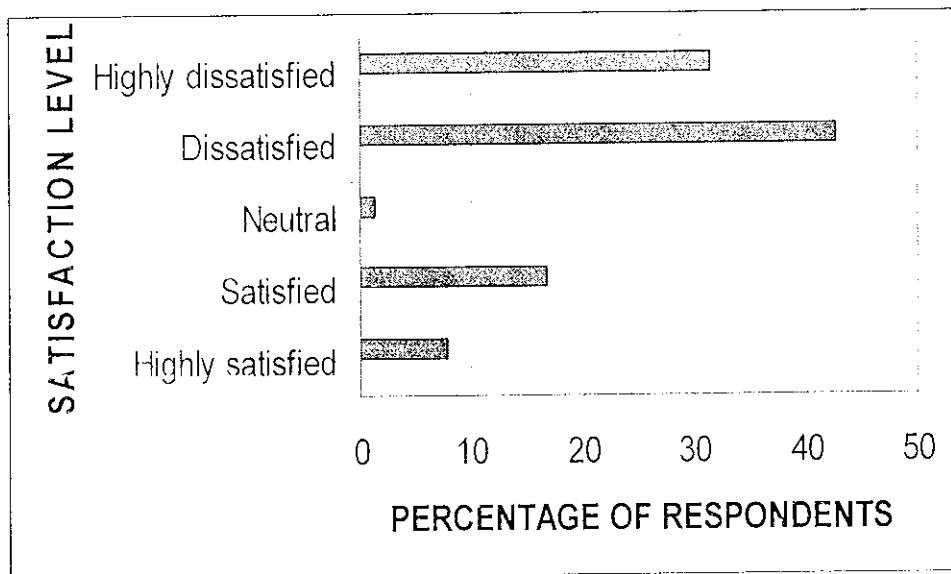


**TABLE 3.8  
FRINGE BENEFITS**

Satisfaction level	Frequency	Percent
Highly satisfied	11	7.7
Satisfied	24	16.8
Neutral	2	1.4
Dissatisfied	61	42.7
Highly dissatisfied	45	31.5
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table shows that 43% of the respondents are dissatisfied with the fringe benefits offered by the company. The company has been incurring a high net loss because of which it is not in a position to provide additional benefits.

**CHART 3.8**

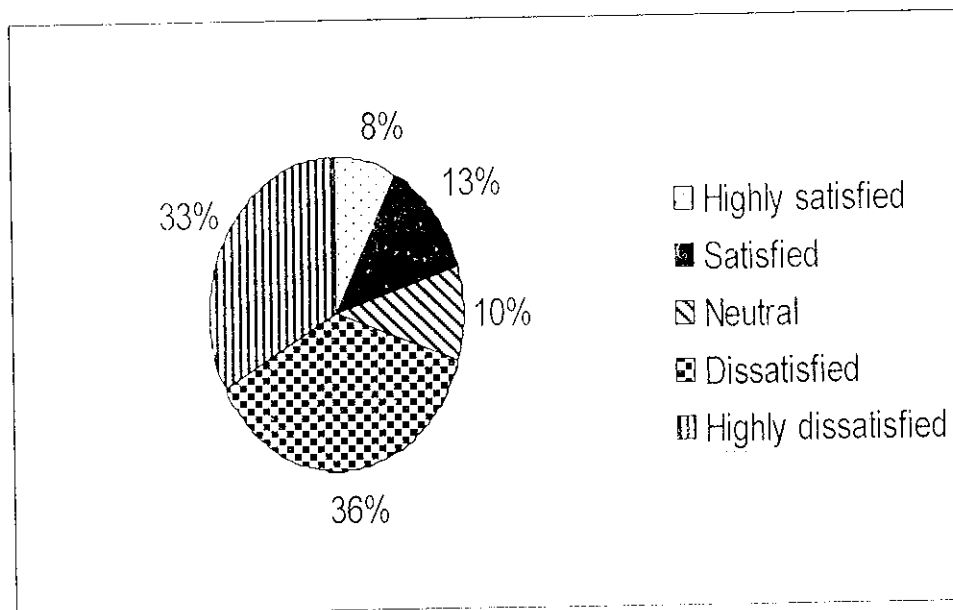


**TABLE 3.9**  
**INCENTIVES FOR HIGH PERFORMANCE**

Satisfaction level	Frequency	Percent
Highly satisfied	11	7.7
Satisfied	18	12.6
Neutral	14	9.8
Dissatisfied	53	37.1
Highly dissatisfied	47	32.9
Total	143	100.0

37 % of the respondents are dissatisfied, 33% of the respondents are highly dissatisfied with the incentives given for high performance, 13% are satisfied while 10% are neither satisfied nor dissatisfied, and 8% are highly satisfied.

**CHART 3.9**

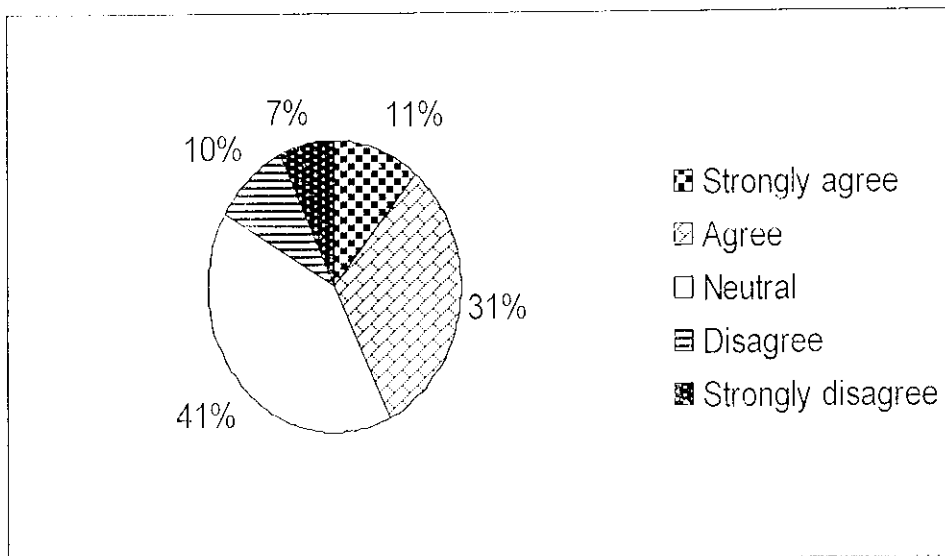


**TABLE 3.10  
PARTICIPATIVE MANAGEMENT**

Level of agreement	Frequency	Percent
Strongly agree	16	11.2
Agree	45	31.5
Neutral	58	40.6
Disagree	14	9.8
Strongly disagree	10	7.0
<b>Total</b>	<b>143</b>	<b>100.0</b>

40% of the respondents neither agree nor disagree that there exists participative management in the organisation. Though the company believes in the active participation of employees for the prosperity of the organisation the employees believe that their opinion is not sought on all occasions.

**CHART 3.10**



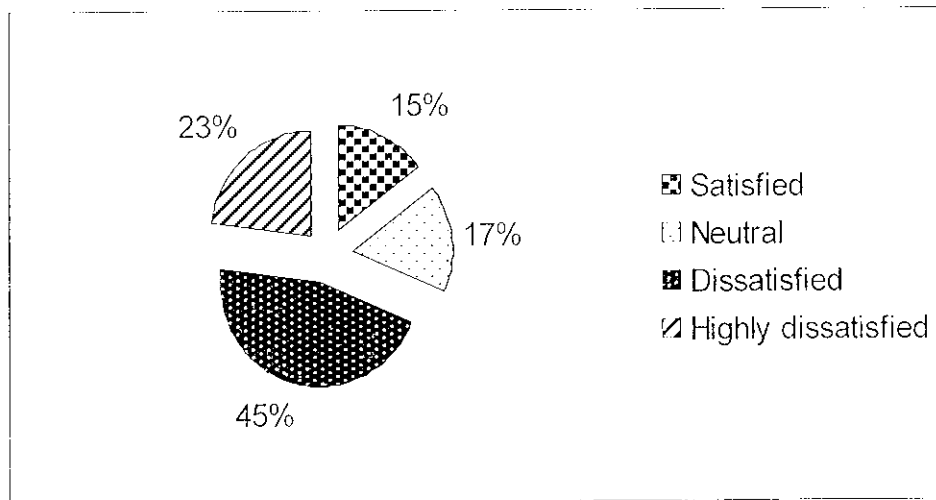


**TABLE 3.11  
RECOGNITION AWARDS**

Satisfaction level	Frequency	Percent
Satisfied	21	14.7
Neutral	24	16.8
Dissatisfied	65	45.5
Highly dissatisfied	33	23.1
<b>Total</b>	<b>143</b>	<b>100.0</b>

From the above table it can be seen that 46% of the respondents are dissatisfied with the recognition awards. The respondents are of the view that apart from salary there is no other recognition for their work at present.

**CHART 3.11**

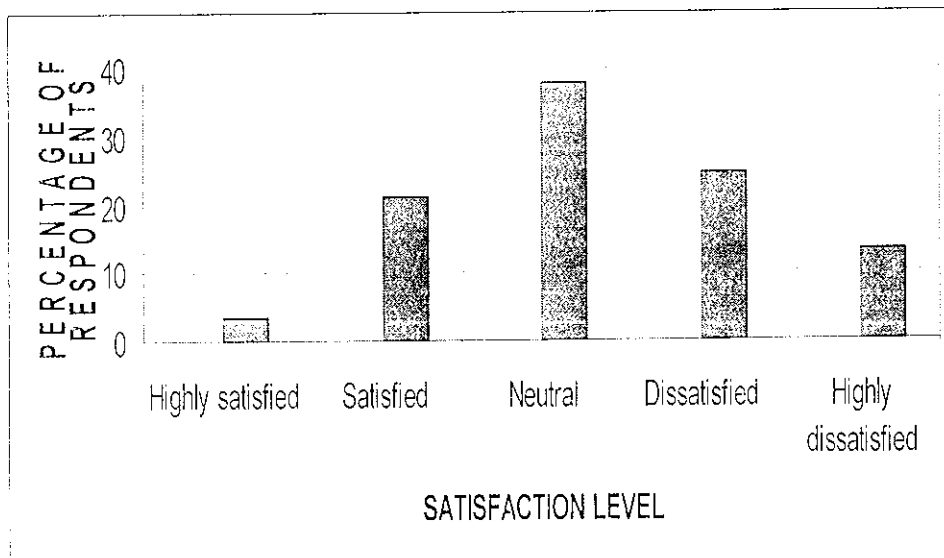


**TABLE 3.12**  
**SECURITY OF INCOME**

Satisfaction level	Frequency	Percent
Highly satisfied	5	3.5
Satisfied	30	21.0
Neutral	54	37.8
Dissatisfied	35	24.5
Highly dissatisfied	19	13.3
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table reveals that 38% of the respondents are neither satisfied nor dissatisfied with the security of income. This is because the company is at the threshold of revival and once the financial restructuring is implemented it would become viable.

**CHART 3.12**

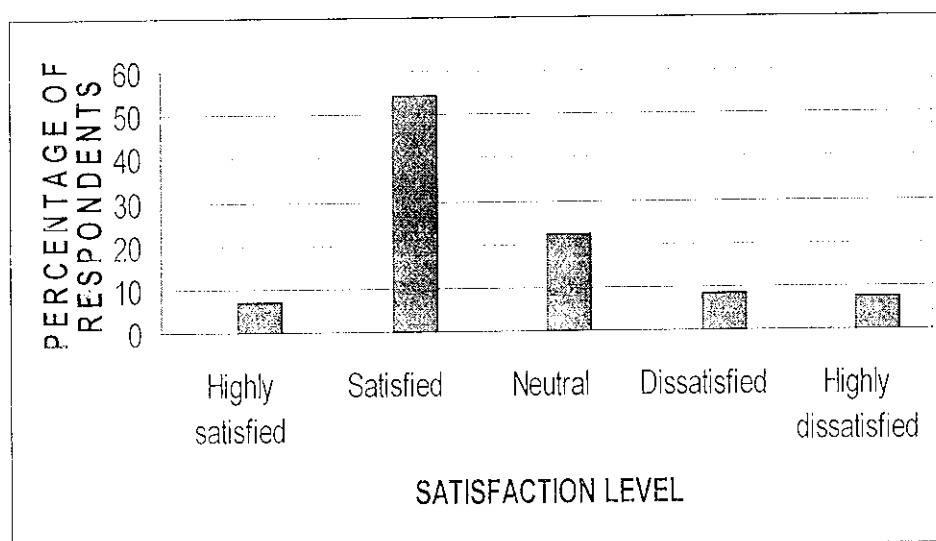


**TABLE 3.13**  
**SAFETY AT WORK PLACE**

Satisfaction Level	Frequency	Percent
Highly satisfied	10	7.0
Satisfied	78	54.5
Neutral	32	22.4
Dissatisfied	12	8.4
Highly dissatisfied	11	7.7
<b>Total</b>	<b>143</b>	<b>100.0</b>

55% of the respondents are satisfied with the safety provisions provided by the company. Since the company deals mostly with harmful chemicals goggles & uniforms are provided and moreover alarm signals and fire extinguishers are present at every nook and corner of the company.

**CHART 3.13**

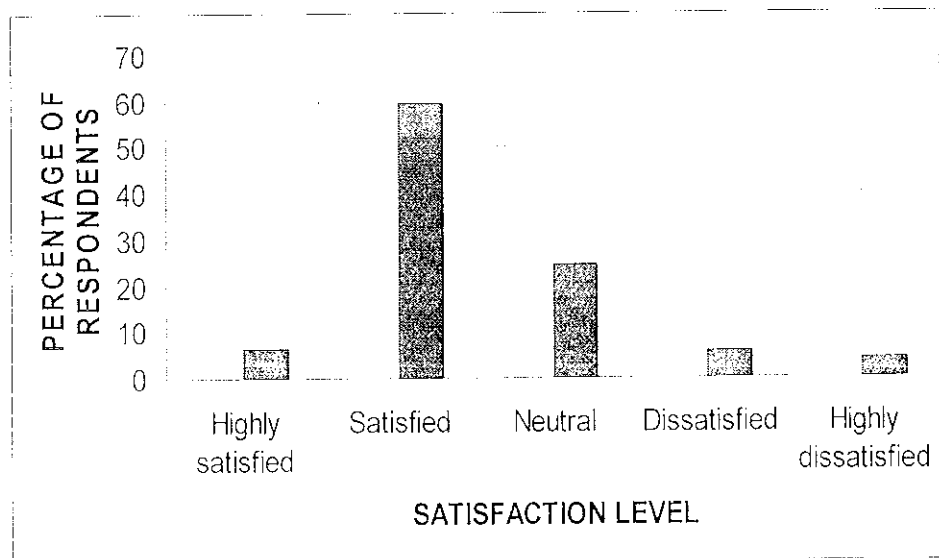


**TABLE 3.14  
WORK SCHEDULE**

Satisfaction level	Frequency	Percent
Highly satisfied	9	6.3
Satisfied	85	59.4
Neutral	35	24.5
Dissatisfied	8	5.6
Highly dissatisfied	6	4.2
<b>Total</b>	<b>143</b>	<b>100.0</b>

59% of the respondents are satisfied with the work schedule. Employees at H.P.F work for 8-9 hours on a normal working day in which they are provided with 3 rest intervals of half an hour each.

**CHART 3.14**

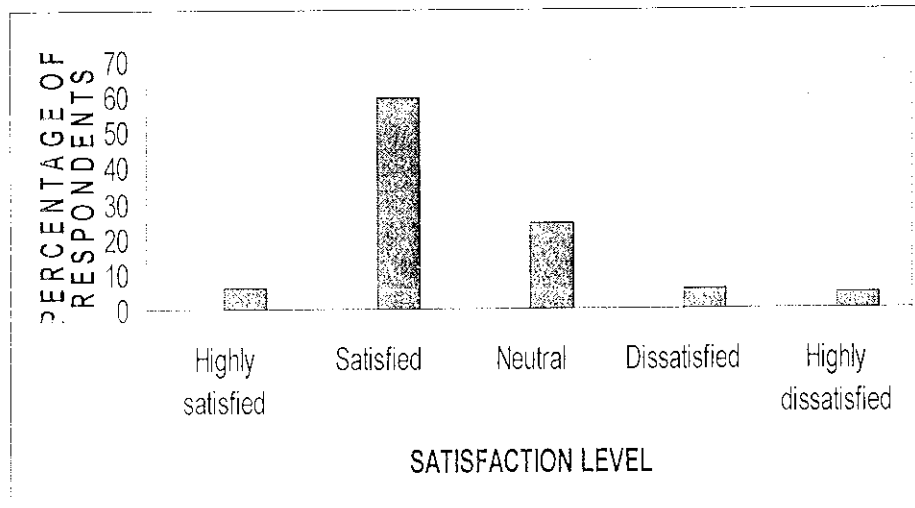


**TABLE 3.15**  
**GUIDANCE, SUPPORT AND DIRECTION GIVEN BY THE SUPERIOR**

Satisfaction level	Frequency	Percent
Highly satisfied	9	6.3
Satisfied	85	59.4
Neutral	35	24.5
Dissatisfied	8	5.6
Highly dissatisfied	6	4.2
<b>Total</b>	<b>143</b>	<b>100.0</b>

59% of the respondents are satisfied with the guidance, support and direction given by the superior. When the employees are assigned a task they are offered a clear direction of how to complete the task effectively and timely assistance is provided when needed.

**CHART 3.15**

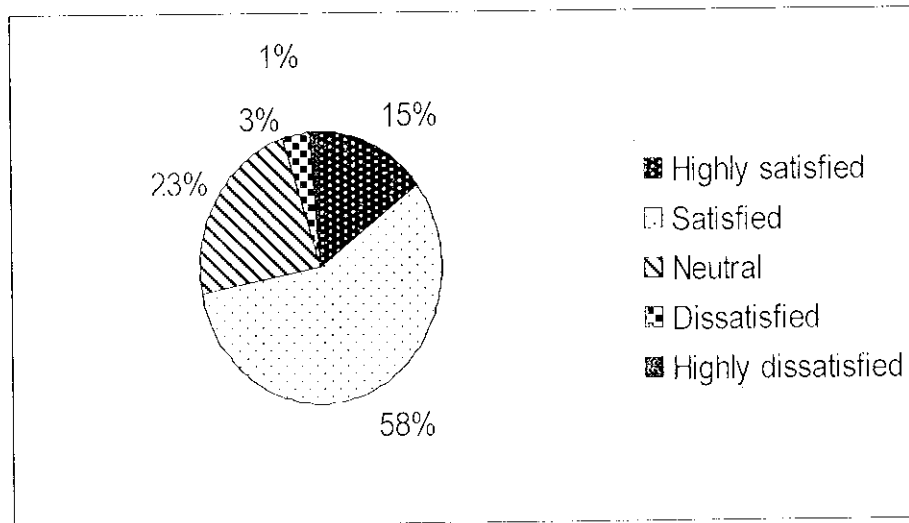


**TABLE 3.16  
GENERAL WORKING CONDITION**

Satisfaction level	Frequency	Percent
Highly satisfied	21	14.7
Satisfied	82	57.3
Neutral	33	23.1
Dissatisfied	5	3.5
Highly dissatisfied	2	1.4
<b>Total</b>	<b>143</b>	<b>100.0</b>

The above table shows that 57% of the respondents are satisfied with the general working condition at H.P.F. They believe that the basic amenities provided by the company are good.

**CHART 3.16**

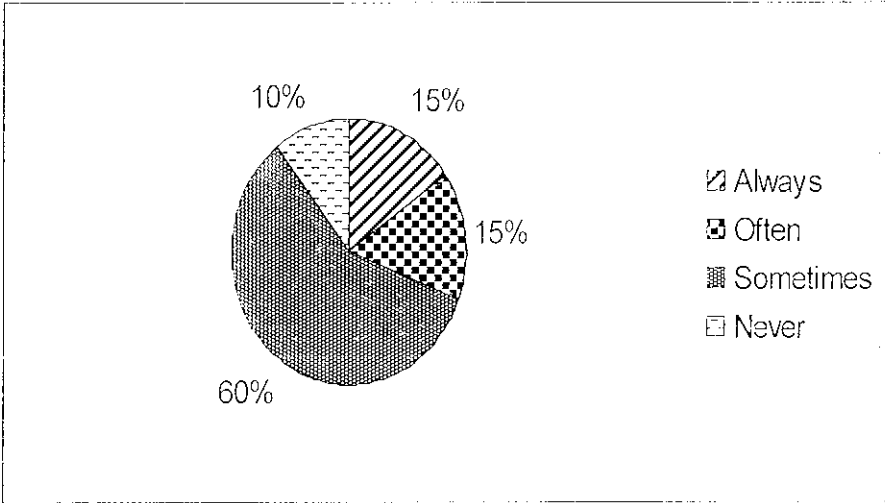


**TABLE 3.17  
FREQUENCY OF PROMOTION**

Frequency of promotion	Frequency	Percent
Always	22	15.4
Often	22	15.4
Sometimes	84	58.7
Never	15	10.5
<b>Total</b>	<b>143</b>	<b>100.0</b>

59% of the respondents opined that they are offered with promotions only sometimes. Since the Company has not recruited since 1992 job rotations are more frequent than promotion.

**CHART 3.17**

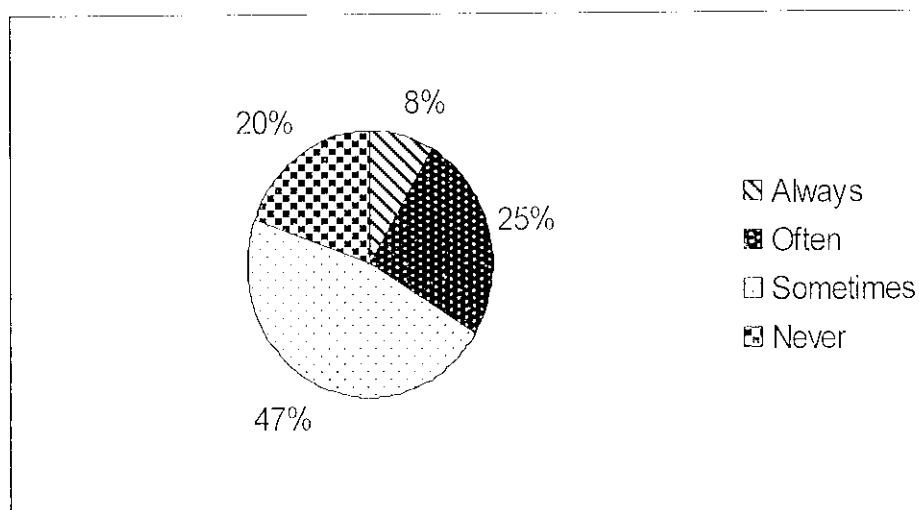


**TABLE 3.18  
OPINION ABOUT STRESS**

<b>Opinion on stress</b>	<b>Frequency</b>	<b>Percent</b>
Always	12	8.4
Often	36	25.2
Sometimes	67	46.9
Never	28	19.6
<b>Total</b>	<b>143</b>	<b>100.0</b>

47% of the respondents are of the view that they are stressed out only at times. The work schedule is framed in such a way that it gives them time to relax and moreover since the company works only at below 3 % capacity utilization there is not much work.

**CHART 3.18**





**TABLE 3.19 RELATIONSHIP BETWEEN LEVEL OF EMPLOYMENT AND OPPORTUNITY FOR CAREER GROWTH**

Level of employment	Opportunity for career growth					Total
	SA	A	N	D	SD	
Top level executives	7	2	3	4	2	18
Middle level managers	11	13	2	18	7	51
Supervisors	4	17	15	26	11	73
Clerk	0	0	0	1	0	1
<b>Total</b>	22	32	20	49	20	143

Degree of freedom	Level of significance	Calculated value	Table value
12	5%	22.59	21.03

**HYPOTHESIS:**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relation between the level of employment and opportunity for career growth.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relation between the level of employment and opportunity for career growth.

**INFERENCE:**

From the above table, calculated value is (22.59) higher than the critical value (21.03) at 5% level, so Null hypothesis [H<sub>0</sub>] has to be rejected (i.e.) there is a significant relationship between level of employment and opportunity for career growth.

**TABLE 3.20**  
**RELATIONSHIP BETWEEN THE LEVEL OF EMPLOYMENT AND**  
**SUPERVISORS CONCERN FOR WELFARE OF EMPLOYEES**

Level of employment	Supervisors concern					Total
	SA	A	N	D	SD	
Top level executives	4	4	10	0	0	18
Middle level managers	15	16	9	7	4	51
Supervisors	3	30	11	23	6	73
Clerk	0	1	0	0	0	1
<b>Total</b>	22	51	30	30	10	143

Degree of freedom	Level of significance	Calculated value	Table value
12	5%	38.80	21.03

**HYPOTHESIS:**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between the level of employment and supervisors concern for employees.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between the level of employment and the supervisors concern for employees.

**INFERENCE:**

From the above table, calculated value is (38.80) higher than the critical value (21.03) at 5% level, so Null hypothesis [H<sub>0</sub>] has to be rejected (i.e.) there is a significant relationship between the level of employment and the supervisors concern for employees.

**TABLE 3.21**  
**RELATIONSHIP BETWEEN THE LEVEL OF EMPLOYMENT AND**  
**CONGENIAL WORKER SUPERVISOR RELATION**

Level of employment	Worker supervisor relation					Total
	SA	A	N	D	SD	
Top level executives	0	0	18	0	0	18
Middle level managers	7	2	24	10	8	51
Supervisors	12	27	22	10	2	73
Clerk	1	0	0	0	0	1
<b>Total</b>	20	29	64	20	10	143

Degree of freedom	Level of significance	Calculated value	Table value
12	5%	57.56	21.03

**HYPOTHESIS:**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between the level of employment and congenial worker supervisor relation.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between the level of employment and congenial worker supervisor relation.

**INFERENCE:**

From the above table, calculated value is (57.56) higher than the critical value (21.03) at 5% level, so Null hypothesis [H<sub>0</sub>] has to be rejected (i.e.) there is a significant relationship between the level of employment and congenial worker supervisor

**TABLE 3.22**  
**RELATIONSHIP BETWEEN THE LEVEL OF EMPLOYMENT AND**  
**PARTICIPATIVE MANAGEMENT**

Level of Employment	Participative Management					Total
	SA	A	N	D	SD	
Top level executives	7	5	6	0	0	18
Middle level managers	7	18	25	1	0	51
Supervisors	2	21	27	13	10	73
Clerk	0	1	0	0	0	1
Total	16	45	58	14	10	143

Degree of freedom	Level of significance	Calculated value	Table value
12	5%	40.587	21.03

**HYPOTHESIS:**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between the level of employment and participative management.

**Alternative Hypothesis (H<sub>1</sub>):** There is significant relationship between the level of employment and participative management.

**INFERENCE:**

From the above table, calculated value (40.59) is higher than the critical value (21.03) at 5% level, so Null hypothesis [H<sub>0</sub>] has to be rejected (i.e.) there is a significant relationship between the level of employment and participative management.

**TABLE 3.23**  
**RESPONDENTS RANKING OF THE MOTIVATIONAL INSIGHTS**

S.NO:	FACTORS	1	2	3	4	5
1.	Interesting work	32	8	43	46	14
2.	Recognition	11	16	64	35	17
3.	Awards & Rewards	27	53	8	22	33
4.	Compensation	48	38	12	18	27
5.	Friendly co-workers	25	28	16	22	52

From the above table it can be inferred that respondents have ranked compensation as the most motivating factor, followed by awards and rewards. recognition has been ranked third while interesting work has been ranked fourth. Friendly co-workers have been ranked fifth among the five motivational insights.

## CHAPTER 4

### 4.1 FINDINGS

- 34% of the respondents disagree that the opportunity for career growth is good.
- 36% of the respondents agree that the supervisor is concerned about the welfare activities of the employees.
- 45% of the respondents neither agree nor disagree that congenial worker supervisor relations exist.
- 52% of the respondents agree that there is learning and development beyond the current job.
- 41% of the respondents neither agree nor disagree that participative management exists in the organisation.
- 55% of the respondents are satisfied with the freedom and autonomy at the work place.
- 33% of the respondents are dissatisfied with the pay.
- 43% of the respondents are dissatisfied with the fringe benefits.
- 37% of the respondents are dissatisfied with the incentives given for their performance.
- 46% of the respondents are dissatisfied with the recognition awards.
- 38% of the respondents are dissatisfied with the security of income.
- 55% of the respondents are satisfied with the safety measures.
- 59% of the respondents are satisfied with the work schedule.
- 59% of the respondents are satisfied with the guidance & support given by their superiors.
- 57% of the respondents are satisfied with the general working conditions.
- 58% of the respondents are of the view that they are offered promotion only sometimes.
- 47% of the respondents find the work stressful sometimes.
- Most of the respondents have ranked compensation as the factor that motivates them the most.

### **CHI SQUARE TEST:**

The results of the chi-square test show that there exists a significant relationship between the level of employment and

- opportunity for career growth
- supervisors concern for welfare of employees
- congenial worker supervisor relation and
- participative management

## 4.2 SUGGESTIONS

Once the financial re-structuring has been implemented the company may take steps to improvise on the following areas:

- Pay
- Fringe benefits
- Incentives given for the performance and
- Recognition awards as most of the employees are dissatisfied with the above mentioned attributes.

Emphasis must be laid on avoiding denuding of talent at all levels and the available manpower must be put to the best possible use through retraining and re-deployment.



### 4.3 CONCLUSION

Even though the company has incurred a high net loss, the available manpower is being put to good use. In spite of a very difficult financial crunch being faced by the company and meagre salaries being paid to the employees the industrial relations in the company seem harmonious. The employees are constantly well informed on the precarious financial position of the company and the efforts of revival being made.

In the event of one time settlement and financial re-structuring the company would become viable. The post revival projections show break even within a short time and the company is confident of achieving viability. Thus the general dissatisfaction in the atmosphere is attributable to the low pay scales and lack of incentives for performance which would improve with the company's revival and a wage revision being implemented.

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1. <http://www.hpf.com/>
2. <http://www.chrmglobal.com/Articles/183/1/Quality-of-Work-Life.html>



3. How many hours of work do you engage yourself in a normal working day:

- a) 0-4                                      b) 5-8                                      c) More than 8

4. Do you work beyond the normal working hours:

- a) Yes                                      b) No

If yes then indicate if:

- a) Overtime pay is given                      b) Overtime payment is not given

5. Which of the following best describes your work shift:

- a) Day shift                                      b) Noon shift  
c) Night shift                                      d) Irregular shift/ on call

6. Is your work shift: a) Routine in nature                                      b) Changes frequently

7. Indicate your level of agreement with respect to the following:

Key: SA-Strongly Agree

A-Agree

N-Neither agree nor disagree

D-Disagree

SD-Strongly Disagree

S.No.	Attribute	SA	A	N	D	SD
1	The opportunity for career growth is good					
2	The supervisor is concerned about the welfare activities of the employees					
3	Congenial worker supervisor relations					
4	There is learning and development beyond the current job					
5	Participative management					

8. Indicate the kind of leave that you have availed the maximum:

- a) Casual (with pay and allowance)    b) Medical leave    c) Vacation

9. Indicate your satisfaction level with respect to the following attributes:

Key: **HS**-Highly Satisfied

**S**-Satisfied

**N**-Neither satisfied nor dissatisfied

**D**-Dissatisfied

**HD**-Highly Dissatisfied

S.No.	Attribute	HS	S	N	D	HD
1	Freedom and autonomy at work place					
2	Competitive pay					
3	Fringe benefits					
4	Incentives for high performance					
5	Recognition Awards					
6	Security of income					
7	Safety/Personal Security					
8	Work schedule					
9	Guidance, support and directions given by the superior					
10	General working conditions					

10. How often are you offered promotions for your job:

- Always
- Often
- Sometimes
- Never

11. How often do you find the work stressful?

- Always
- Often
- Sometimes
- Never

12. Rank the following motivational insights:

	Insights	Rank (1-5)
1	Interesting work	
2	Recognition	
3	Awards & Rewards	
4	Compensation	
5	Friendly co – workers	

13. Your suggestions for the overall improvement of HIPF and the quality of work life.

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Thank You!