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Abstract:-

Public sector enterprises play a vital role in human role. Public sector enterprises are one of the important industries in India for development of nation and giving employment to lakhs of workers. Because of being highly labour intensive industry, it needs to concentrate more in the area of employee's welfare. Employee welfare is "the efforts to make life worth living for workmen". Employee welfare means anything done for the comfort and the improvement, intellectual or social of the employees over and above the wages paid which is not a necessity of the industry. Organisations provide welfare facilities to their employees to keep their motivation levels high. The

HRD IN PUBLIC SECTOR ENTERPRISES IN KARNATAKA- AN EMPIRICAL APPROACH IN SELECT PUBLIC SECTOR ENTERPRISES

employee welfare schemes can be classified into two categories viz., statutory and non-statutory schemes. The statutory schemes are those schemes that are compulsory to provide by an organisation as compliance to the laws governing employee health and safety. The non-statutory differ from organisation to organisation and from industry to industry. The basic purpose of employee's welfare is to enrich the life of employees and keep them happy and contented. Non-statutory benefits are the result of employer's generosity, enlightenment and philanthropic feelings. It is one of the many ways for people to feel heard, cared for, to be informed and to be involved. It is equally important to ensure that leaders and employees at all levels of the organisation are aligned to the culture of the organisation and living it.

This paper analyses and evaluates the welfare measures provided in selected sample public sector undertakings working in Karnataka leading to human resource development.

Keywords:

Public Sector Enterprises , Public Sector Enterprises , Organisations .

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INTRODUCTION

The term welfare suggests the state of well being and implies wholesomeness of the human being. It is a desirable state of existence involving the mental, physical, moral and emotional factor of a person. The Indian manufacturing and service industry is one of the key drivers of industrial and organisational growth and employment which will further gain in importance in the coming years. Welfare is the provision and maintenance of the conditions of life for individuals by the community. Employee welfare is flexible and elastic and differs widely with time, region, industry, social value and customs, degree of industrialisation, the general, social-economic development of the people and the political ideologies prevailing at a particular time. It is also moulded according to the age groups and educational level of workers in various industries. Industrial progress depends on satisfied labour force and in this connection; the importance of labour welfare measures was accepted long back.

The concept of labour welfare has received inspiration from the concept of democracy and welfare state. Democracy does not simply denote a form government; it is rather a way of life based on certain value such as equal right, privileges of all. The constituents of labour welfare include working hours, working conditions, safety, industrial health insurance, workmen's compensation, provident fund, gratuity, pensions, protection against indebtedness, industrial housing, restroom, canteens, crèche, wash places, toilet facilities, cinemas, music, reading rooms, cooperative stores, playground etc. Employee welfare measures are to promote the physical, social, psychological and general well being of the working populations. Welfare work in any industry aims at improving the working and living conditions of workers and their families.

OBJECTIVES OF THE STUDY

The present paper makes an attempt to study the importance of welfare facilities being extended by the selected sample public sector undertakings (PSU) viz., Hindustan Machine Tools (HMT), Karnataka Soaps and Detergents Limited (KS&DL), Bharat Heavy Electricals Limited (BHEL) and Karnataka State Road Transport Corporation (KSRTC) in Karnataka.

METHODOLOGY

The present paper is based on Primary data. The primary data were collected through questionnaires consisting of both open and close ended questions. The sample of 100 employees each from the selected PSUs has been selected on randomly basis for the study.

HINDUSTAN MACHINE TOOLS (HMT)

HMT is large scale public sector undertaking in India, which has significant scale public sector undertaking in India, which has significance in the countries industrialization service. The main objective of the company is to build machines which in turn are required to meet the needs of the country in fields like agriculture, transport, railways, defence etc. On 28th of July 1956, Pandit Jawaharlal Nehru, the first prime minister of India inaugurated this plant.

At present, there are six machine tools factories of HMT together with the machinery divisor, which produced a wide range of machine tools. The product mix of each factory has evolved to produce specific families of machine tools. Hindustan machine tools limited is one of the major machine tool factories in India. It is located at Bangalore. It has branched into 16 factories, 24 division and 29,000 employees in 10 different states. HMT has presence in almost all states and major cities in the country today.

Karnataka Soaps and Detergents Limited (KS&DL)

The KS&DL is situated on Bangalore – Pune highway, Rajajinagar, Bangalore. Being a Government undertaking, the main objective of the firm is to provide quality goods to the consumers at reasonable prices. The factory has got more than 60 years of experience in this field. On 1st October 1980, the Government Soap factory was renamed as “Karnataka Soaps and detergents” the company was registered as a public limited company. Today Company produces varieties of products in the toilet soaps, detergents, agarbathies and cosmetics.

KS&DL with a tradition of excellence of over eight decades is committed to customer delight, through total quality management and continuous improvement through the involvement of all employees. KS&DL has got ISO 9002 certificate.

To improve the quality management system and to facilitate TQM in the process of soap and detergent, the management took decision to obtain ISO-9002 by end of March 1999.

Bharat Heavy Electricals Limited (BHEL)

Bharat Heavy Electricals Limited (BHEL) owned by Government of India, is a power plant equipment manufacturer and operates as an Engineering and Manufacturing company based in New Delhi, India. BHEL was established in 1964, ushering in the indigenous Heavy Electrical Equipment industry in India. The company has been earning profits continuously since 1971-72 and paying dividends since 1976-

77. One of the five Maharatna Companies declared by Govt. of India and celebrating 50 years (1964-2014) of engineering excellence. Public Sector Undertakings (PSUs) of India clubbed under the esteemed "Maharatna" status, which it received in February 2013.

It is engaged in the design, engineering, manufacture, construction, testing, commissioning and servicing of a wide range of products and services for the core sectors of Indian economy, viz. Power, Transmission, Industry, Transportation, Renewable Energy, Oil & Gas and Defence. It has 17 manufacturing divisions, two repair units, four regional offices, eight service centres, eight overseas offices and 15 regional centres and currently operates at more than 150 project sites across India and abroad. Most of its manufacturing units and other entities have been accredited to Quality Management Systems (ISO 9001:2008), Environmental Management Systems (ISO 14001:2004) and Occupational Health & Safety Management Systems (OHSAS 18001:2007).

Karnataka State Road Transport Organisation (KSRTC)

KSRTC was set up in 1961 under the provisions of Road Transport Corporation Act, 1950. It is wholly owned by the Government of Karnataka. The Government of India is also a shareholder in this corporation. KSRTC is also known for its introduction of Volvo B7RLE low body city buses. These buses are air conditioned, with improved tyre suspensions, a far cry from the other old members of fleet.

KSRTC services almost all villages in Karnataka. At present, 92% villages are served by KSRTC (6743 out of 7298 Villages) and 44% in other areas (6743 out of 7298). KSRTC operates 6463 schedules in a day covering an effective distance of 23.74 lakh km with a total fleet of 7599 buses. It transports, on an average, 24.57 lakh passengers per day.

Integrated Approach towards Data Analysis among the four sample PSU's:

A total of 35 welfare measure items were provided to the respondents for their free, fair and frank opinion. Welfare measure items are as follows viz., Safety Equipment, Medclaim Insurance, Periodical Medical Check-up, Injury/Accident benefits, Maturity benefits, ESI benefits, Canteen facility–Cleanliness, Canteen facility–Hygienic, Canteen facility–Serving, Canteen facility–Price, Credit facility, Transport allowance, Attendance allowance, Punctuality Allowance, Education Allowance, Infrastructural facility–Rest room, Infrastructural facility–Drinking water, Infrastructural facility–Ventilation, Infrastructural facility–Lighting, Infrastructural facility–Toilet, Infrastructural facility–Working Environment, Infrastructural facility–Transportation, Infrastructural facility–First Aid, Relationship between co-workers, Relationship between supervisor and workers, Communication between supervisor and employees, Motivation given to employee, Information about management policies, Management solving grievances, Freedom to express employees ideas, Work satisfaction, Satisfaction with welfare and safety measures, Performance appraisal schemes, Job satisfaction and Retirement benefits.

RESULTS

The present study is mainly concentrated on welfare items such as Infrastructural facility such as Rest room and toilets and Information about management policies. The total number of employees were selected only 100 (one hundred) each from the selected PSU's.

Table 1
Age group of the respondents

Age	No. of Respondents				Total	Percentage
	HMT	KS&DL	BHEL	KSRTC		
18-25 years	04	06	08	07	25	06.25
26-35 years	06	07	03	33	49	12.25
36-45 years	13	5	11	20	49	12.25
Above 45 years	77	82	78	40	277	69.25
Total	100	100	100	100	400	100.00

Source: Field survey

The table-1, illustrates that majority of the respondents i.e., 277 (69.25%) are of the age group of Above 45 years, 49 each (12.25% each) of the respondents are between the age 26-35 years and 36-45 years. Only 25 (6.25%) of the respondents are in the age group of 18-25 years. It indicates that most of the respondent employees are of the age 45 years and above.

Table 2
Educational background of the respondents

Educational status	No. of Respondents				Total	Percentage
	HMT	KS&DL	BHEL	KSRTC		
Below SSLC	14	9	10	0	33	8.25
Below PUC	16	10	19	13	58	14.50
Degree	60	62	41	65	228	57.00
Post Graduate	10	19	30	22	81	20.25
Total	100	100	100	100	400	100.00

Source: Field survey

The table-2 clearly depicts that majority of respondents i.e., 228 (57%) are having graduate degrees, 81 (20.25%) of the respondents are post graduates, 58 (14.50%) of the respondents are between SSLC and PUC while 33 (8.25%) of the respondents are below SSLC.

Table 3
Job Experience of the respondents

Experience of the respondents	No. of Respondents				Total	Percentage
	HMT	KS&DL	BHEL	KSRTC		
0-1 years	0	0	0	4	4	1.00
1-5 years	2	8	7	16	33	8.25
5-10 years	10	6	3	18	37	9.25
Above 10 years	88	86	90	62	326	81.50
Total	100	100	100	100	400	100.00

Source: Field survey

From the above table, it is clear that the majority i.e., 326 (81.50%) of the respondents are having more than 10 years experience., 37 (9.25%) of the respondents have 5-10 years work experience, 33(8.25%) of the respondents have 1-5 years of work experience and the rest of 1% have below 1 year of experience. This table clarifies that majority of the respondents were having more than 10 years of job experience in the PSU.

STANDARDS FOR WELFARE MEASURE

The factories Act 1948, is a social legislation which has been enacted for occupational safety, health and welfare of workers at work place. Some of the important Acts of Indian labour laws are;

- ❖ The Workmen's Compensation Act – 1923
- ❖ The Payment of Wages Act – 1936
- ❖ The Industrial Disputes Act – 1947
- ❖ The Factories Act – 1948
- ❖ The Employees State Insurance Act – 1948
- ❖ The Employees PF & MP Act – 1952
- ❖ The Maternity Benefit Act – 1961
- ❖ The Apprentice Act – 1961
- ❖ The Payment of Bonus Act – 1965
- ❖ The Payment of Gratuity Act – 1972

Infrastructural facility – Rest Room :

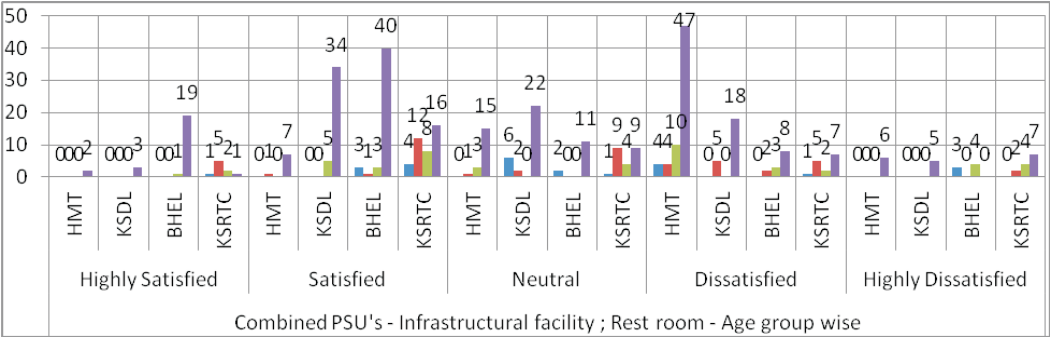
Rest room is a room in a factory building for people to relax or recover in.

Table 4
Combined PSU's – Infrastructural facility; Rest Room - Age group wise

Opinion - PSU / Age	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	B HE L	KS RT C	H M T	KS DL	B H EL	KS RT C	H M T	KS DL	B H EL	KS RT C	H M T	KS DL	B H EL	KS RT C	H M T	KS DL	B H EL	KS RT C	
18-25 years	0	0	0	1	0	0	3	4	0	6	2	1	4	0	0	1	0	0	3	0	25
26-35 years	0	0	0	5	1	0	1	12	1	2	0	9	4	5	2	5	0	0	0	2	49
36-45 years	0	0	1	2	0	5	3	8	3	0	0	4	10	0	3	2	0	0	4	4	49
Above 45 years	2	3	19	1	7	34	40	16	15	22	11	9	47	18	8	7	6	5	0	7	277
Total	2	3	20	9	8	39	47	40	19	30	13	23	65	23	13	15	6	5	7	13	400
Sum total	34				134				85				116				31				400
Percentage	8.52%				33.58%				21.30%				29.07%				7.76%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 134 (33.58%) of the respondents are overall satisfied across all age group with the Rest room provided by the PSU's. About 116 (29.07%) are dissatisfied with the available rest room. There seems to be more ambiguity in selecting this parameter as 85 (21.03%) of respondents have shared neutrality. 34 (8.52%) overall are highly satisfied while 31 (7.76%) are highly dissatisfied. About 47 respondents from HMT who are aged 45 years and above are dissatisfied with this measure.



Graph 1 - Combined PSU's – Infrastructural facility; Rest room - Age group wise

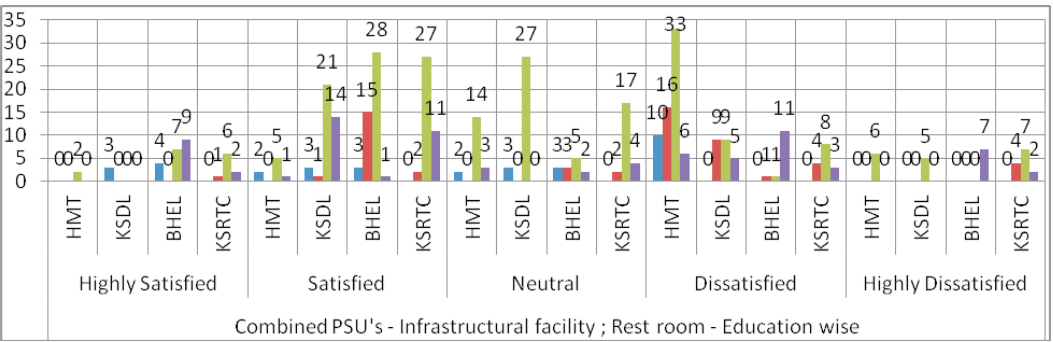
Table 5
Combined PSU's - Infrastructural facility; Rest room- Education wise

Opinion - PSU / Education	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	BH EL	KSR TC	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	
Below SSLC	0	3	4	0	2	3	3	0	2	3	3	0	10	0	0	0	0	0	0	0	33
Below PUC	0	0	0	1	0	1	15	2	0	0	3	2	16	9	1	4	0	0	0	4	58
Degree	2	0	7	6	5	21	28	27	14	27	5	17	33	9	1	8	6	5	0	7	228
Post Graduate	0	0	9	2	1	14	1	11	3	0	2	4	6	5	11	3	0	0	7	2	81
Total	2	3	20	9	8	39	47	40	19	30	13	23	65	23	13	15	6	5	7	13	400
Sum total	34				134				85				116				31				400
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measure.



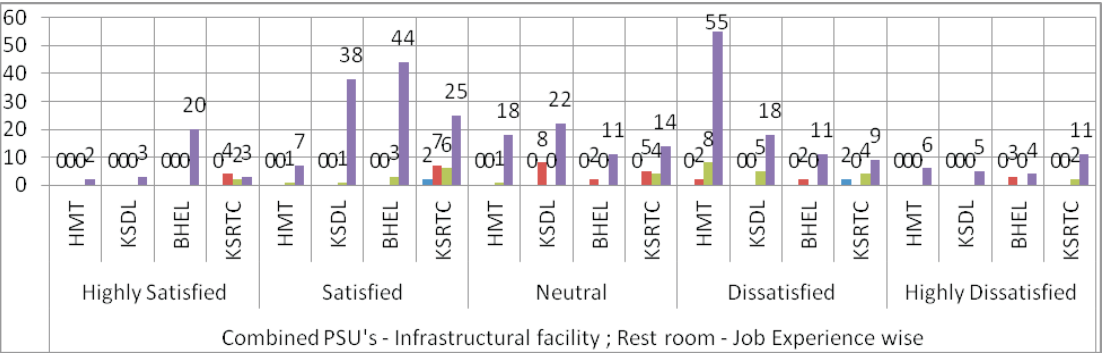
Graph 2 - Combined PSU's - Infrastructural facility; Rest room- Education wise

Table 6
Combined PSU's - Infrastructural facility; Rest room– Job Experience wise

Opinion - PSU / Job Experience	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	
0-1 years	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	2	0	0	0	0	4
1-5 years	0	0	0	4	0	0	0	7	0	8	2	5	2	0	2	0	0	0	3	0	33
5-10 years	0	0	0	2	1	1	3	6	1	0	0	4	8	5	0	4	0	0	0	2	37
Above 10 years	2	3	20	3	7	38	44	25	18	22	11	14	55	18	11	9	6	5	4	11	326
Total	2	3	20	9	8	39	47	40	19	30	13	23	65	23	13	15	6	5	7	13	400
Sum total	34				134				85				116				31				400
Percentage	8.52%				33.58%				21.30%				29.07%				7.76%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 134 (33.58%) of the respondents are overall satisfied across all age group with the Rest room provided by the PSU's. About 116 (29.07%) are dissatisfied with the available rest room. There seems to be more ambiguity in selecting this parameter as 85 (21.03%) of respondents have shared neutrality. 34 (8.52%) overall are highly satisfied while 31 (7.76%) are highly dissatisfied. The dissatisfaction nlevel in HMT is high with 55 respondents who are having 10 years and above job experience have expressed it. Only 39 respondents across all job experience in KS DL have said satisfactory against this measure. 47 and 40 respondents from BH EL and KS RT C respectively have expressed satisfactory of the rest room available.



Graph 3 - Combined PSU's - Infrastructural facility; Rest room– Job experience wise

Infrastructural facility - Toilet :

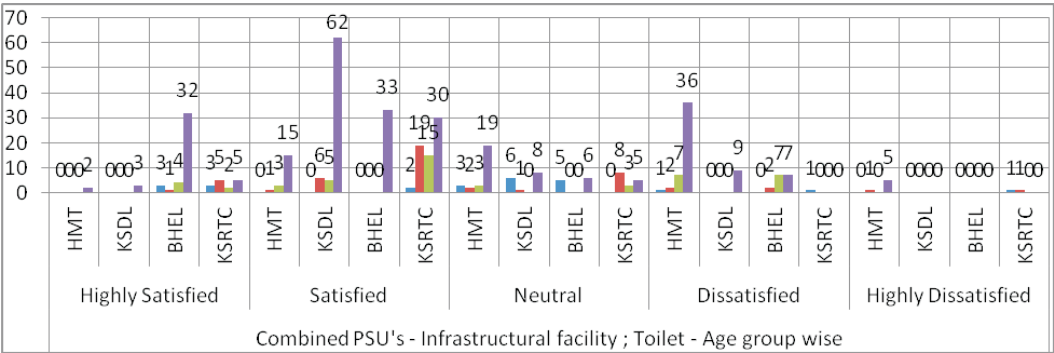
A sufficient number of latrines and urinals are to be provided in the office and factory premises and are also to be maintained in a neat and clean condition.

Table 7
Combined PSU's - Infrastructural facility; Toilet - Age group wise

Opinion - PSU / Age	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	BH EL	KSR TC	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	
18-25 years	0	0	3	3	0	0	0	2	3	6	5	0	1	0	0	1	0	0	0	1	25
26-35 years	0	0	1	5	1	6	0	19	2	1	0	8	2	0	2	0	1	0	0	1	49
36-45 years	0	0	4	2	3	5	0	15	3	0	0	3	7	0	7	0	0	0	0	0	49
Above 45 years	2	3	32	5	15	62	33	30	19	8	6	5	36	9	7	0	5	0	0	0	277
Total	2	3	40	15	19	73	33	66	27	15	11	16	46	9	16	1	6	0	0	2	400
Sum total	60				191				69				72				8				400
Percentage	15.00%				47.75%				17.25%				18.00%				2.00%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 191 (47.75%) of the respondents are overall satisfied across all age group with the Toilet facility provided among the PSU's. About 72 (18.00%) are dissatisfied with the available toilet rooms. There seems to be more ambiguity in selecting this parameter as 69 (17.25%) of respondents have shared neutrality. 60 (15.00%) overall are highly satisfied while only 8 (2.00%) are highly dissatisfied. About 46 respondents from HMT in total and 36 out of them who are aged 45 years and above are dissatisfied with this measure. In KSDL, overall 73 respondents are satisfied and within this 73, 62 respondents who are aged 45 years and above have expressed satisfaction. The satisfactory level in BHEL is high at 40 and 33 against highly satisfaction and satisfaction respectively. The level of satisfaction is high in KSRTC as 66 and 15 respondents have measured satisfaction and highly satisfied measure.



Graph 4 - Combined PSU's – Infrastructural facility; Toilet – Age Group wise

Table 8
Combined PSU's - Infrastructural facility; Toilet - Education wise

Opinion - PSU / Education	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	BH EL	KSR TC	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	H M T	KS DL	BH EL	KS RT C	
Below SSLC	0	3	7	0	2	3	3	0	0	3	0	0	12	0	0	0	0	0	0	0	33
Below PUC	0	0	9	3	2	6	7	6	4	0	3	3	10	4	0	0	0	0	0	1	58
Degree	2	0	15	9	11	45	22	43	23	12	3	11	18	5	1	1	6	0	0	1	228
Post Graduate	0	0	9	3	4	19	1	17	0	0	5	2	6	0	15	0	0	0	0	0	81
Total	2	3	40	15	19	73	33	66	27	15	11	16	46	9	16	1	6	0	0	2	400
Sum total	60				191				69				72				8				400
Percentage	15.00%				47.75%				17.25%				18.00%				2.00%				100%

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dissatisfied with the available toilet rooms. There seems to be more ambiguity in selecting this parameter as 69 (17.25%) of respondents have shared neutrality. 60 (15.00%) overall are highly satisfied while only 8 (2.00%) are highly dissatisfied. About 46 respondents from HMT in total, 18, 10 and 12 respondents who are graduates, below PUC and below SSLC are dissatisfied with this measure. In KSDL, overall 73 respondents are satisfied and within this 73, 45 and 19 respondents who are graduates and post graduates respectively have expressed satisfaction. The satisfactory level in BHEL is high. About 22 graduates and 15 graduates have expressed satisfaction and highly satisfied rate respectively. The level of satisfaction is high in KSRTC as 43 and 9 respondents have measured satisfaction and highly satisfied measure.

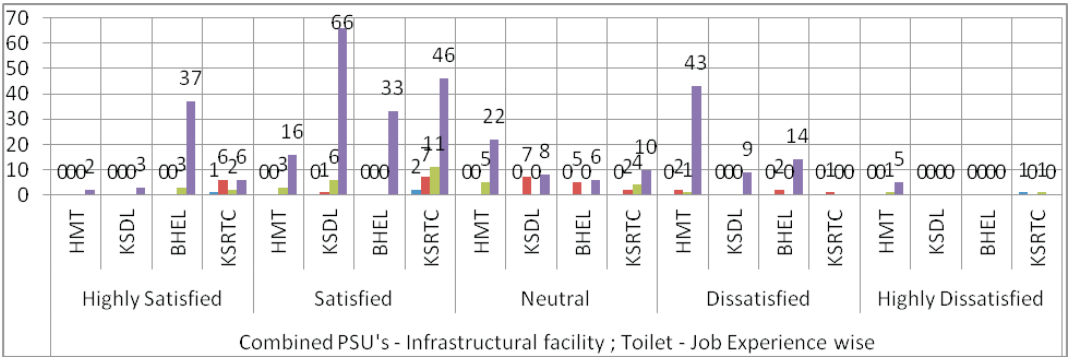
Graph 5 - Combined PSU's – Infrastructural facility; Toilet – Education wise

Table 9
Combined PSU's - Infrastructural facility; Toilet – Job Experience wise

Opinion - PSU / Job Experience	Highly Satisfied				Satisfied				Neutral				Dissatisfied				Highly Dissatisfied				Total
	H M T	KS DL	BH EL	KS R TC	H M T	KS DL	BH EL	KS R TC	H M T	KS DL	BH EL	KS R TC	H M T	KS DL	BH EL	KS R TC	H M T	KS DL	B H E L	KS R TC	
0-1 years	0	0	0	1	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	1	4
1-5 years	0	0	0	6	0	1	0	7	0	7	5	2	2	0	2	1	0	0	0	0	33
5-10 years	0	0	3	2	3	6	0	11	5	0	0	4	1	0	0	0	1	0	0	1	37
Above 10 years	2	3	37	6	16	66	33	46	22	8	6	10	43	9	14	0	5	0	0	0	326
Total	2	3	40	15	19	73	33	66	27	15	11	16	46	9	16	1	6	0	0	2	400
Sum total	60				191				69				72				8				400
Percentage	15.00%				47.75%				17.25%				18.00%				2.00%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 191 (47.75%) of the respondents are overall satisfied across all age group with the Toilet facility provided among the PSU's. About 72 (18.00%) are dissatisfied with the available toilet rooms. There seems to be more ambiguity in selecting this parameter as 69 (17.25%) of respondents have shared neutrality. 60 (15.00%) overall are highly satisfied while only 8 (2.00%) are highly dissatisfied. About 43 out of 46 respondents from HMT who have expressed dissatisfaction are having job experience of 10 years and above. In KSDL, overall 73 respondents are satisfied and within this 66 respondents are of having job experience of 10 years and above. The satisfactory level in BHEL is high. About 37 and 33 respondents who are having 10 years and above job experience have expressed highly satisfied and satisfaction rate respectively. The level of satisfaction is high in KSRTC as 66 and 15 respondents have measured satisfaction and highly satisfied measure.



Graph 6 - Combined PSU's – Infrastructural facility; Toilet – Job Experience wise

Information about Management Policies :

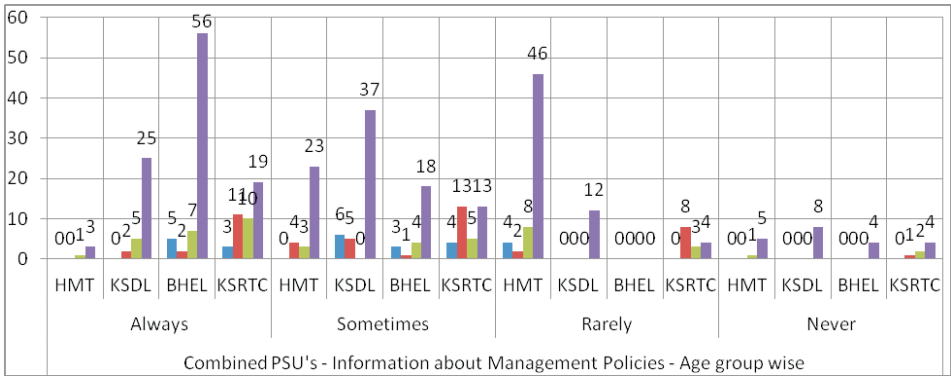
Information about management policies are to be ensured so that each information policy is made known to every employee of an organisation. A policy can help enforce compliance with legal and governmental regulations or internal business processes.

Table 10
Combined PSU's – Information about Management Policies – Age Group wise

Opinion - PSU / Age	Always				Sometimes				Rarely				Never				Total
	H MT	KS DL	BHE L	KSR TC	H MT	KS DL	B H EL	KSR TC	H MT	KS DL	B H EL	K S R T C	H MT	K S D L	B H EL	KSR TC	
18-25 years	0	0	5	3	0	6	3	4	4	0	0	0	0	0	0	0	25
26-35 years	0	2	2	11	4	5	1	13	2	0	0	8	0	0	0	1	49
36-45 years	1	5	7	10	3	0	4	5	8	0	0	3	1	0	0	2	49
Above 45 years	3	25	56	19	23	37	18	13	46	12	0	4	5	8	4	4	277
Total	4	32	70	43	30	48	26	35	60	12	0	15	6	8	4	7	400
Sum total	149				139				87				25				400
Percentage	37.25%				34.75%				21.75%				6.25%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 149 (37.25%) of the respondents have said that management policies have Always been communicated. In addition to this, 139 (34.75%) of the respondents have said that management policies were Sometimes communicated while 87 (21.75%) were said to say they received it Rarely and about 25 (6.25%) have said Never to this measure. Out of the 60 respondents in HMT who said Rarely information has been dissipated, 46 were among the age group of 45 years and above. In KSDL, out of 48 respondents and 32 respondents who said Sometimes and Always, it is found that 37 and 25 respondents were of the age 45 years and above. The Information dissipation level is mostly Always in BHEL as 70 respondents have measured this. Lastly in KSRTC, the information about management policies is also high at 43 and 35 respondents saying Always and Sometimes respectively.



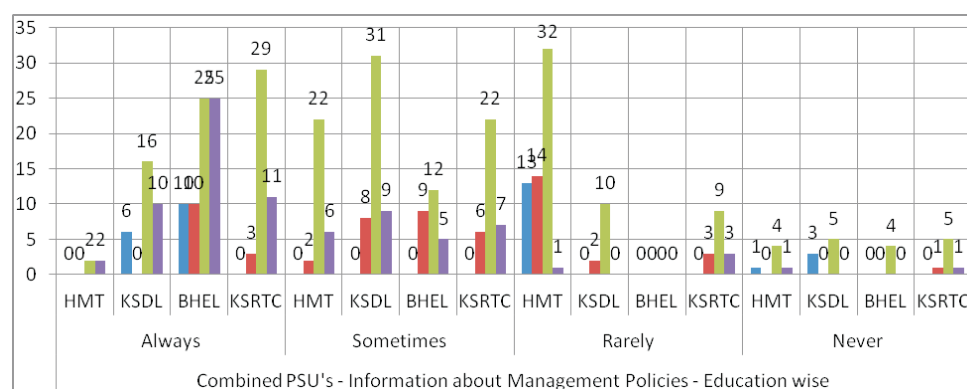
Graph 7 - Combined PSU's – Information about Management Policies – Age Group wise
Table 11
Combined PSU's – Information about Management Policies – Education wise

Opinion - PSU / Education	Always				Sometimes				Rarely				Never				Total
	H MT	KS DL	BHE L	KSR TC	H MT	KS DL	B HE L	KSR TC	H MT	KS DL	B HE L	KS RT C	H MT	K S D L	B HE L	KSR TC	
Below SSLC	0	6	10	0	0	0	0	0	13	0	0	0	1	3	0	0	33
Below PUC	0	0	10	3	2	8	9	6	14	2	0	3	0	0	0	1	58
Degree	2	16	25	29	22	31	12	22	32	10	0	9	4	5	4	5	228
Post Graduate	2	10	25	11	6	9	5	7	1	0	0	3	1	0	0	1	81
Total	4	32	70	43	30	48	26	35	63	13	4	16	6	8	4	7	400
Sum total	149				139				87				25				400
Percentage	37.25%				34.75%				21.75%				6.25%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 149 (37.25%) of the respondents have said that management policies have Always been communicated. In addition to this, 139 (34.75%) of the

respondents have said that management policies were Sometimes communicated while 87 (21.75%) were said to say they received it Rarely and about 25 (6.25%) have said Never to this measure. Out of the 60 respondents who said Rarely information has been dissipated in HMT, 32 respondents are graduates. In KSDL, out of 48 respondents and 32 respondents who said Sometimes and Always, it is found that 31 and 16 respondents are graduates. The Information dissipation level is mostly Always in BHEL as 70 respondents have measured this. Lastly in KSRTC, among the 43 and 35 respondents who measured Always and Sometimes respectively, 29 and 22 respondents were graduates.



Graph 8 - Combined PSU's – Information about Management Policies – Education wise

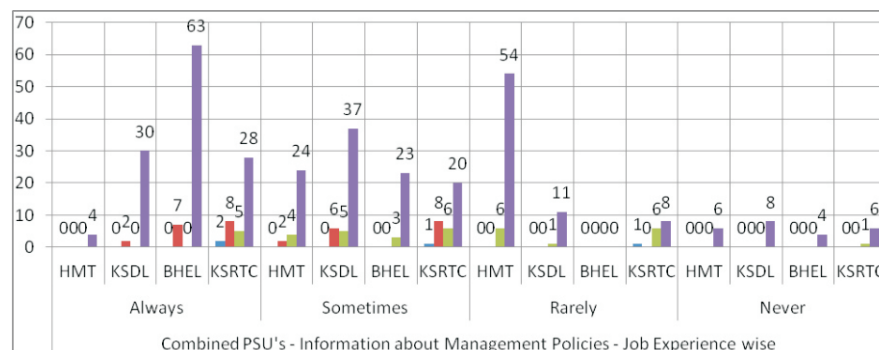
Table 12

Combined PSU's – Information about Management Policies – Job Experience wise

Opinion - PSU / Job Experience	Always				Sometimes				Rarely				Never				Total
	HMT	KSDL	BHEL	KSRTC	HMT	KSDL	BHEL	KSRTC	HMT	KSDL	BHEL	KSRTC	HMT	KSDL	BHEL	KSRTC	
Below SSLC	0	0	0	2	0	0	0	1	0	0	0	1	0	0	0	0	4
Below PUC	0	2	7	8	2	6	0	8	0	0	0	0	0	0	0	0	33
Degree	0	0	0	5	4	5	3	6	6	1	0	6	0	0	0	1	36
Post Graduate	4	30	63	28	24	37	23	20	54	11	0	8	6	8	4	6	326
Total	4	32	70	43	30	48	26	35	60	12	0	15	6	8	4	7	400
Sum total	149				139				87				25				400
Percentage	37.25%				34.75%				21.75%				6.25%				100%

Source: Field survey

From the above table, it is clear that the majority i.e., 149 (37.25%) of the respondents have said that management policies have Always been communicated. In addition to this, 139 (34.75%) of the respondents have said that management policies were Sometimes communicated while 87 (21.75%) were said to say they received it Rarely and about 25 (6.25%) have said Never to this measure. Out of the 60 respondents who said Rarely information has been dissipated in HMT, 54 respondents are having job experience of 10 years and above. In KSDL, out of 48 respondents and 32 respondents who said Sometimes and Always, it is found that 37 and 3 respondents are having job experience of 10 years and above. The Information dissipation level is mostly Always in BHEL as 70 respondents have measured this and majority are having job experience of 10 years and above. Lastly in KSRTC, among the 43 and 35 respondents who measured Always and Sometimes respectively, 28 and 20 respondents are having job experience of 10 years and above.



Graph 9 - Combined PSU's – Information about Management Policies – Job Experience wise

SUGGESTIONS

Following suggestions are made among the public sector undertakings.

- Rest rooms provided are to be refurbished along with connected amenities in HMT, KSDL and KSRTC since majority of the employees found are in the age group of 45 years and above, predominantly graduates and few post graduates and also are having job experience of 10 years and above
- Adequate care should be taken in HMT to provide toilets and ensure regularly maintained well.
- Care should be ensured to see that all management related information reaches all the employees in HMT and KSDL.

CONCLUSION

The study on effect of welfare measures on employee morale helps the management to know the satisfaction level of the employees about the welfare measures provided by the company. From this study, we can infer that the majority of the employees are above 45 years and above and are mostly satisfied with the welfare measure. However, lacuna should be bridged up upon the selected welfare measures in the respective PSU's to boost the employee morale.

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