SUMMERY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The primary goal of this study is to investigate the QWL of Employees and its effectiveness in IT industry in Chennai region. The concept of QWL has created waves in the field of Human Resource Management. This concept has helped many organizations to become more innovative, flexible, productive and responsive and enabled them to survive successfully. This concept is very much recognized in the service sector.

An attempt has been made to study the QWL of employees in IT company, so as to motivate, sustain, to develop and to get beyond their formal role requirements and making the climate of IT Company more human-centered. The study is both descriptive & empirical in nature. It mainly depends on the primary data collected from the respondents in IT Company. A well-structured questionnaire is tested for its reliability and validity and has circulated to employees in IT Company.

Convenience sampling method was applied to get the response from the employees. After circulation, the researcher was able to get only 751 usable complete filled in the replies. After obtaining the 751 flawless responses, the data were added to numerical values and are subjected to statistical analysis using multivariate statistical tools like factor and regression analysis.

The data so collected were analyzed with the help of computers, keeping given the objectives of the study. Appropriate mathematical and statistical tools such
as standard deviation, simple percentage analysis, cluster analysis, T-test analysis, Analysis of variance (ANOVA), regression analysis and theorem to prove the analysis

This chapter is devoted to summarizing the findings of those chapters, draw conclusions and make recommendations by the finding of the study. This chapter is divided into three sections. Section A provides a summary of the entire study and its findings. Section B deals with conclusions drawn from the study, and Section C contains the recommendations based on the findings and conclusion of the study.

**FINDINGS**

**SIMPLE PERCENTAGE ANALYSIS**

- The respondents are categorized based on the different tier levels of their organizations as 39%, 36.8% and 24.2% from TIER I, TER II and TIER III companies respectively. Based on operational level, the staffs are classified in three groups as 51% employed as middle-level managers, 34.8% employed as operational level employees and 13.8% employed as top level executives.

- Age has considered as one of the variables to differentiate the employees in 3 groups. 43.9% of the employees belonged to 31-35 years, 37.2% of them belonged up to 30 years, and 18.9% of them belonged to above 36 years of age group. Based on the working hours employees were grouped into three classes, 51.5% employees who spent 9-10 working hours/day, 37.9% of
them spending 8-9 working hours/day and 10.5% of them spending 10 & above working hours/day.

- Male employees participated in this survey more than female. Almost 78.7 % respondents are males, and 21.3 % respondents are females. Over 75.4 % of married employees took part in this study and remaining 24.6 % of them were unmarried.

- Based on their years of services employees were grouped into three categories. 48.9% of respondents ranged from 6-10 years work experience group, 29.4 % of them ranged from 0.1 -5 years group and 21.7 % of them were having 11 years & above work experience.

- Employees are also classified based on their graduation level. 59.8 % of postgraduates and 40.2% of undergraduates had participated. Depending on the family type employees were assorted in 2 groups. 57.4 % employees hailing from nuclear households and 42.6 % employees from joint families had taken part in this survey.

- Employees are also classified based No. of dependents, and they are divided into four groups. 30.4 % of employees had two dependents, 29% of them have four & above dependents, 24.9% employees are engaged with three dependents and 15.7 % of them are looking after one dependent.
T-TEST

ADEQUATE INCOME & FAIR COMPENSATION

- The employees in IT industry disagree for the short term incentives (gift coupons, bonus, team lunch, etc.) provided by the organization to them.

- The employees in IT industry moderately agreed with current benefits package, the welfare of the employees, fulfillment of financial needs, impartial treatment in their organization.

- The employees in IT industry moderately satisfied with current pay structure.

SAFE & HEALTHY WORKING CONDITIONS

- The employees in IT industry strongly agree for comfortable within the office premises and with adequate infrastructure provide to them.

- The employees in IT industry disagree with unhygienic & congested in the workplace, and they ignore their health due to work related aspects.

- The employees in IT industry moderately agree for the assistance given by the organization for the employees travel during late night hours.

OPPORTUNITIES TO USE & DEVELOP HUMAN CAPACITY

- The employees strongly agree for their managers are happy with their performance, efforts are being recognized in their organization and allowed to participate and share their ideas in the main discussions in their project.
They have moderately agreed for clearly defined about their duties and responsibilities.

OPPORTUNITY FOR CAREER GROWTH

The employees in it industry strongly agree that healthy competition within the organization, best suitable for this job, open recruitment for a higher position in their organization and their efforts are positively evaluated.

The employees in it industry moderately agreed for the training sessions are organized for them when a new technology has adopted at their workplace, opportunities to try their innovative ideas, career growth and promotion in present job.

SOCIAL INTEGRATION IN THE WORKFORCE

The IT employees strongly agree that they have excellent rapport within their team, recognized based on their skills and potentials, the relationship between coworkers, maintain healthy inter-group relationship and also comfortable enough to seek assistance from fellow workers in job and lead/senior are good in nature and friendly to them.

The employees moderate views that their social and individual requirements are recognized in their organization.

The employees disagree with too much of bickering and fighting within their team.
CONSTITUTIONALISM IN WORK ORGANIZATION

- The employees IT company strongly agree for their immediate supervisor is quite competent and capable in doing his/her duties as a manager, department/project has considered as the backbone of the organization by top level management.

- The employees IT company moderately agreed to company policies and process are clearly explained and followed within the organization, all developments, decisions and activities are informed of them, the management appreciates new ideas and efforts to introduce services, hierarchy barriers are not there, senior management does pay attention to the grievances of juniors. Most of all they agree that many chances given for the self-improvement of staff in their organization.

WORK AND TOTAL LIFE SPACE

- IT company employees strongly agree they want their family to understand their job nature to know them better, no hindrance caused by job shift timings, and fits well with their other engagements, enjoy their work, and the work times are more convenient for them. They are overall satisfied with their work life.

- IT company employees moderately agree for their work life is synced well their social life.
• IT company employees disagree for an aversion towards their work due to the unexpected and frequent transfers.

THE SOCIAL RELEVANCE (EMINENCE) OF WORK LIFE

• The employees in IT company firmly believe that present job has enhanced their social status, decent living for the qualification they possess.

• The employees in IT company moderately agree for having adequate time to explore the creative talents in them and continue to work in the software industry regardless of the pay they receive.

CLUSTER ANALYSIS

It has found that 57.39% of employees in the sample units are contented, employees, they are highly satisfied with adequate income & fair compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth, social integration in the workforce, constitutionalism in work organization, work and total life space and the social relevance (eminence) of work life.

It has found that 21.70% of employees in the sample units are skeptical employees, these employees are relatively satisfied with opportunities to use & develop human capacity, opportunity for career growth, social integration in the workforce, the social relevance (eminence) of work life and dissatisfied for adequate income & fair compensation, safe & healthy working conditions, constitutionalism in work organization, work and total life space.
It is found that 20.91% of employees in the sample units are pessimistic employees and they are dissatisfied for adequate income & fair compensation, safe & healthy working conditions, constitutionalism in work organization work and total life space and relatively satisfied with opportunities to use & develop human capacity, opportunity for career growth, social integration in the workforce, the social relevance (eminence) of work life.

**CLUSTERS ASSOCIATION**

- **Association between the quality of work life and gender:** there is no association between quality of work life of employees and gender. It is found that 77.7% - pessimistic employees are male;

- **Association between the quality of work life and marital status:** there is no relationship between quality of work life of employees and their marital status. It has found that 77.1% - pessimistic employees are married.

- **Association between the quality of work life and educational qualification:** there is a strong relationship between quality of work life of employees and educational qualification. It has found that 67.5% pessimistic employees are postgraduate level.

- **Association between the quality of work life and different working hours:** there is a strong relationship between quality of work life of employees and working hours. It is found that 51.0% - pessimistic employees are working in between 9-10 hours in IT industry.
- **Association between the quality of work life and management level:** there is a deep association between quality of work life of employees and management level. It has found that 58.6% - pessimistic employees are middle-level executives.

- **Association between the quality of work life and company level:** there is a deep association between quality of work life of employees and Company level. It has found that 44.3% - contented employees are working in TIER I Company.

- **Association between the quality of work life and age:** there is no association between quality of work life of employees and their age. It has revealed that 42.7% - pessimistic employees working in IT industry are in the age group of 31-35.

- **Association between the quality of work life and experience:** there is a strong association between quality of work life of employee and work experience. It has found that 52.9% - pessimistic employees have 6-10 years’ work experienced.

- **Association between the quality of work life and No. of dependents:** there is no relationship between quality of work life and no of dependents for employees working in IT industry. It has found that 33.8% of pessimistic employees four 4-dependants in their
• Association between the quality of work life and family type: there is no relationship between quality of work life of an employee and their family type. It has found that 63.8% skeptical employees are living nuclear family.

ANALYSIS OF VARIANCE (ANOVA)

INFLUENCE LEVEL OF COMPANY TYPE

• It has found that the employees working in TIER I company are highly satisfied with current benefits package, they are happy that everyone are recognized based on their ability. They enjoy the company of their co-workers in and out of working premises; their inter-group relations are strong and are glad that their social and individual requirements were recognized in their organization. They are more comfortable with their office premises. Their organization ensures assistance for the employees working/traveling during night hours. They have accepted that the policies and procedures are quite clear and consistently followed within their company; management considers their department/project as the backbone of their organization and all the developments, decisions, and activities in their organization are informed to employees. They strongly confessed that their organization must take in-house candidates in open employments for higher posts. Also, they want their family to know about their work nature to understand them better.

• The employees working in TIER II - company strongly confessed that financial needs are adequately fulfilled with their salary income. They are highly satisfied to continue in their organization for their career
development, and their efforts are appraised very well. They believe that their work life is in tune with their social life; working hours are convenient for them to get on with their family affairs and strongly admitted to continuing in the software Industry regardless of the pay they receive. They have expressed unwillingness towards the work due to sudden and numerous transfers.

- Further the employees working in TIER III Company strongly agrees Duties and responsibilities are clearly defined and their manager is happy with employee performance strongly agrees that they maintain good report with their team, Manager is affable enough, feel comfortable asking help from their colleagues and too much squabbling among in the team. They strongly agree that there are No Hierarchy barriers, their thoughts, ideas and efforts to introduce new services to the users, has appreciated by the management and senior management does pay attention to the grievances of juniors. They strongly dislike their workplace, because it is unhygienic and congested and they are ignoring their health due to work pressure.

**INFLUENCE LEVEL OF MANAGEMENT TYPE**

- It has found that employees working as top level executives strongly affirm that their organization is generous in granting short-term incentives, their financial needs are adequately fulfilled with their income and are satisfied with the current pay structure. They are happy with their office premises, and they are comfortable with the proper infrastructure. Also, they are provided with commute services during night shifts. Their duties and responsibilities
are clearly defined to them and are allowed to contribute and express their point view in major discussion in their project. Meanwhile, their seniors are happy with their performance in the work, and their efforts are recognized and praised by their lead/manager and their manager are friendly with them. They have plenty of opportunities to try their innovative ideas in this organization, and they think that they are the best to their profession and the chances of getting promotions are considerably good in the present job. They strongly agree that they have a good rapport with their team and comfortable with colleagues in seeking help in work. They are happy that everyone is identified based on skill & potentials and are enjoying/interacting with coworkers outside the office. The management considers their department/project as the backbone of the organization and appreciates the employees when new ideas and efforts in new services provide by them. The policies and procedures are quite clear and consistently followed within the company. There are no hierarchy barriers in this organization, and their top management is good in grievances handling. The shift timings do not create a dislocation in their family programs, work hours are convenient for them to get on with their family affairs, their work life is in tune with social life and their job fits well with their other engagements. They want their family to understand their work nature. They believe that their present job has enhanced their social status, and their current position gives them decent living conformable with status. Their job seems enjoyable.
• In the case of employees working in middle-level managers in IT industry, they are highly satisfied with current benefit packages and have shown dissatisfaction their workplace, because it is unhygienic and congested.

• Further operational level employees are satisfied that efforts are positively evaluated in their organization, they are given many chances for the self-improvement and can explore the creative talents in them after the business hours. They feel that their organization should give preferences to internal candidates in open recruitments for higher posts and. They are concerned about ignoring their health due to work pressure and about the bickering among the employee/staff of in their team.

INFLUENCE LEVEL OF AGE

• It has found that employees in 36 & above age group are highly satisfied that their needs are adequately fulfilled with their Salary and are happy with their current pay structure. Their organization provides assistance to employees traveling during night hours. Their roles and responsibilities are clearly defined to them, and their manager is also satisfied with their performance, their work efforts are recognized and are even allowed to participate in discussions and decision making. They believe that they are best suitable for their JOB, have more chances to develop their career in their organization, getting promotions are high in their present position, efforts delivered by them are positively evaluated, and also they admit that there get enough opportunities to try innovative ideas in their work. They hold good rapport with their team and are comfortable with colleagues in seeking help in work.
Their managers are friendly, and everyone is identified based on skill & potentials. They are enjoying/interacting with coworkers outside the office. The management considers their department/project as the backbone of the organization; the management appreciates them towards new ideas and efforts in new services by them; there are no Hierarchy barriers in their organization, and their top management is good in Grievances Handling. Their work life is in tune with social life, their job fits with the other social engagements, fun at work, work timings is more convenient to deal with family affairs. They want their family to understand their work nature. Their present Job has enhanced their social status and is highly satisfied towards their work life.

- In the case of 31-35 age group employees in IT, they are happy with their current benefits package and wish to continue in the software Industry regardless of the pay they receive. They have shown displeasure on the impartial treatment, congested and unhygienic workplace and ignoring their health due to work related aspects.

- The employees in Up to 30 years age group employees strongly admitted that they are comfortable within office premises. They want their organization to give preference to internal employees for higher positions.

**INFLUENCE LEVEL OF EXPERIENCE**

- It has found that employees with 11 yrs & above work experience in IT industry are highly satisfied that their needs are adequately fulfilled with
their Salary and the current pay structure. They are comfortable within office premises, the proper working infrastructure and for the assistance provided to the employees traveling during night hours by the organization. Their role and responsibilities are clearly defined, their organization recognizes their efforts towards to their work and allowing them to participate in discussions and decision making. There are more chance for them to develop their career if they continue in their organization, chances of getting promotions are considerably good in their present job, employees efforts are positively evaluated and enough opportunities for them to try innovative ideas in within the organization. They have a good rapport with their team, their manager are friendly with them, they are comfortable with colleagues in seeking help in work and everyone is identified based on skill & potentials within them by the organization, and they are enjoying/interacting with coworkers outside the office. The management considers their department/project as the backbone of the organization, all developments, decisions and activities of the organization are informed of employees, employees' ideas and efforts to introduce new services are appreciated by the management. Moreover, there are no Hierarchy barriers in this organization. The management is good at Grievances Handling and organization gives many chances for the self-improvement of employees. They are highly satisfied their shift Timings do not create a dislocation in the employees, family programs, their work life is turned to social life, their job is enjoyable and work hours are more convenient to deal with family affairs. They want their family to understand their work with nature. They believe that their present Job has enhanced their
social status; it gives them a living conformable with status for the qualification they owned.

- Employees with 6-10 years’ work experience in IT industry strongly agrees that their workplace, congested and unhygienic and ignoring their health due to work related aspects.

- In the case of 0.1-5 yrs experience group of employees, they strongly agree that they can explore the creative talents in them after the business hours. They want their organization to give preference to internal employees during higher position recruitment. They have shown dissatisfaction that there is bickering among the employee in their team.

INFLUENCE LEVEL OF GENDER

- It has found that Female employees working in IT industry are highly satisfied with current benefits package; the financial needs are adequately fulfilled with their salary income. They are satisfied with continuing services in software Industry regardless of the pay they receive. They are bothered that they are highly ignoring their health due to work. Also, they are getting impartial treatment in all matters like employee compensation, job security, etc... There are more disputes and arguments between the employees.

- The Male counterparts are highly satisfied with proper working infrastructure by the organization. Their duties and responsibilities are clearly defined, managers are happy with their performance, efforts are recognized and
praised by their Manager and allowed to participate and express their point of view in a major discussion on the project. They want to have healthy competition within the organization; there are more chances for them to develop their career and chances of getting promotions are considerably good in the present job. Their manager is friendly and inter-group relations are strong in their organization. They feel that the policies and procedures are quite clear and consistently followed within the company, immediate supervisor is quite competent and capable in doing his/her duties as a manager, top management considered employees department/project as the backbone of the organization and informed of all developments, decisions, and activities in my organization. Their job fits well with other engagements.

INFLUENCE LEVEL OF EDUCATION

- It has found that employees in IT industry with Under Graduate education are highly satisfied with the current benefits package, the salary is sufficiently for their economic needs and good pay structure. Their organization is generous in granting short-term incentives and takes care of family’s happiness. Their organization is providing adequate training on new technology to the employees. Hence, they would be comparable to endure in the software field. Besides this, they have expressed dissatisfaction towards unhygienic and congested workplace which is liable to create health problems. Also, they have expressed concern about bickering and fighting among employees in their team and their work-life imbalance due to sudden relocations.
In the case of Post Graduates, they seem to be highly satisfied with their current organization and proper working infrastructure. They are happy that their duties and responsibilities are clearly defined to them, and their manager is satisfied with their performance. They encourage healthy competition within the organization and have plenty of opportunities to try their innovative ideas in the organization. They sustain good report with their team and feel free to ask for support if they did not understand. Meanwhile in their organization, everyone is recognized on the source of ability and inter-group associations are solid. They are informed about all improvements, decisions and accomplishments and NO Hierarchy barriers within their Team. Their shift timings and working hours do not create any dislocation with their family programs.

INFLUENCE LEVEL OF MARITAL STATUS

It has found that married employees in it industry are highly satisfied with their current benefits package and salary. They feel that their duties and responsibilities are clearly defined to them. They prefer good race in the organization. There are more chances for them to develop their career and getting promoted. They have plenty of opportunities to try their innovative ideas in their current organization. They are comfortable in seeking support from teammates when they do not understand their job. They are getting the updates on expansions, verdicts, and accomplishments. Their organization appreciates ideas and efforts introduced by the employees, and there are no hierarchy barriers. They want their family to know about their work
environment and are happy that their job fits well with their other engagements and are overall satisfied with their working life. Present job has enhanced their social status, their present job gives them decent living conformable with status, they can explore the creative talents in them, and they would like to continue in the software industry regardless of the pay they receive.

- It has found that the unmarried employees in IT industry are highly satisfied with proper working infrastructure. They want their organization should give preference to internal candidates in recruitments for higher posts.

INFLUENCE LEVEL OF FAMILY

- It has found that the employees from joint family are highly satisfied with the current benefits package, the current pay structure as their organization takes care of employees and their family’s welfare. During night travels, the organization will take care employees well-beings. Their managers are satisfied with their performance and their chances of getting promotions are high in their present job. They also have a good rapport with their team, and they are comfortable with colleagues in seeking help in work. Their organization recognizes employees’ social and individual requirements. The management considers their project as the backbone of the organization and appreciates new ideas and efforts in new services provide by the employees. There is much fun at work, and they are enjoying it. They want their family to understand their work nature to know them better. They are worried that
their workplace is congested and unhygienic and hate the unexpected and frequent transfers.

- The employees belonging to the nuclear family group are highly satisfied with their job that fits with the other social engagements and are more comfortable within office premises. They have strongly confessed that they are getting impartial treatment in their organization, and they are ignoring their health due to work related aspects. They want their organization to give preference to internal employees for higher positions.

**INFLUENCE LEVEL OF DEPENDENTS**

- It has found that the employees working in IT industry with four dependents are highly satisfied with the current pay structure. They receive assistance when traveling during night hours. The policies and procedures are quite clear and consistently followed within the company; the management considers their department/project as the backbone of the organization. They are getting appreciation from the management towards new ideas and efforts in new services provide by them, their chances of getting promotions are high in their present job. They are comfortable seeking help in work from colleagues and enjoy the companionship of co-workers outside the office. They have an aversion towards work due to the unexpected and frequent transfers. They want their family to understand their work nature. Their present job has enhanced their social status. Also, they expressed dissatisfaction towards their organization as they are not so generous in granting short term.
Employees with three dependents strongly agree that they are happy with their current benefits package. Their managers are friendly, and they recognize and praise their efforts. They believe that they are the best suitable for their job. They have a good relationship between inter-groups in their organization. Their job has enhanced their living conformable with status and qualifications they possess. They are concerned about the impartial treatment in their organization and their needs adequately fulfilled with their salary.

In the case of employees working in IT industry with two dependents, they strongly agree their organization should give preference to internal employees for higher positions.

Further employees working in IT industry with one dependent has strongly agreed that they are comfortable within office premises and are highly satisfied with proper working infrastructure. Their manager also satisfied with their performance. All developments, decisions, and activities in the organization are informed to employees, and their top management is good in Grievances Handling. Their work life is tuned with social life. The only concern they have is ignoring their health due to work related aspects

INFLUENCE LEVEL OF WORKING HOURS

It is found that the employees in IT industry working 10 hours & above group are strongly agreeing for the current benefits package, short-term incentives, and welfare of employees and their families provided by their organization to them. They are comfortable within the office premises, happy
with proper working infrastructure and assistance to the employees traveling during night hours. They strongly feel that their manager is happy with their performance, recognizing and honoring their efforts. They prefer healthy race inside the organization, and the chances of receiving promotions are good in present job. They are happy that their managers are friendly enough, skill and potentialities identify everyone, enjoying in and out of working with the colleagues and co-worker, inter-group relations are high in their organization and social and individual requirements are recognized in their organization. They strongly feel that policies and procedures are quite clear, and the management considers their department/project as the backbone of the organization. Their management informs the organizational growths, results, and activities of the company, they get an appreciation for new ideas and efforts in new services; there are no hierarchy barriers in this organization and chances for the self-improvement of the staff are more. They have expressed dissatisfaction due to impartial treatment in their organization & sudden and frequent transfers.

- Employees working 9-10 hours in IT industry are highly satisfied that their needs have adequately fulfilled with their salary, duties and responsibilities are clearly defined, they feel that they can develop their career if continue in the current organization and they have plenty of opportunities to try their innovative ideas. They are highly satisfied that there is much fun at work, their job fits well with other schedules and work hours are more convenient to deal with family affairs and their present job has improved their social status.
Further the employees working in between 8-9 hours confirmed that they can explore the creative talents in them after their business hours in their current job. They have strongly confessed their workplace is unhygienic and congested and ignoring health due to work related aspect, too much bickering and fighting among the employees.

REGRESSION ANALYSIS

INFLUENCE OF INDEPENDENT FACTORS ON QUALITY OF WORK LIFE

INFLUENCE OF ADEQUATE INCOME AND FARE COMPENSATION ON QWL

The employee satisfaction on current benefits package and pay structure encourages them to deliver high quality of work which has a positive impression of their performance. Organization granting short-term incentives to employees will act as a boosting agent to increase the satisfaction level in them. Currently, many organizations are giving short-term benefits very generously to complement the performance of an employee and thereby adding interest to their work life. A healthy family helps employees maintain a positive attitude towards their personal and working lives. Hence, the welfare of employee and their family are to be taken care by the organization. Salary offered to an employee has to support their financial needs. Which leads to a greater impact towards their work life as their self-satisfaction and durability rely on it. Impartial treatment of employee compensation, job security, etc. these are some of the vulnerable factors which will hurt their quality of work life.
INFLUENCE OF SAFE & HEALTHY WORKING CONDITIONS ON QWL

Safety and security of an employee are one of the most important factors which have an impact on their work life. From the above findings, it is evident that employees feel secure when the organization provides comfortable working premises. The organization having good infrastructure provides immense satisfaction to an employee who helps them perform efficiently. Hygiene and uncongested workplace offer good working ambiance which prominently affects the work life of an employee. Employees feel more convenient and conformable when they get additional assistance like shuttle services, food and refreshment arrangements, etc. during the night shift. This leads to a have a greater impact on their quality of work life.

INFLUENCE OF OPPORTUNITIES TO USE & DEVELOP HUMAN CAPACITY ON QWL

The performance of an employee is always high when their duties and responsibilities are clearly defined to them. From the results, it is evident that most of the organization notifies its employee about their duties and responsibilities. Employees receiving appreciation from their supervisor/clients work more enthusiastically. They are happy that their efforts are recognized and praised by their seniors and are also allowed to participate and express their point of view in a major discussion on their project.
INFLUENCE OF OPPORTUNITY FOR CAREER GROWTH ON QWL

Self-satisfaction in the job is the key to having a successful career. Employees have accepted the fact that they are best suitable for the job which they are currently pursuing. They believe that there are more chances for them to develop their career if they continue in their current organization as they receive enough training when a new technology and procedures are adopted at their workplace. When their efforts are evaluated positively, they will always make an attempt to perform at their best level, and the employees have confirmed that their current organization has assessed their effort positively. It is always good to maintain healthy competition within the organization as this will help employees grooming their skills. Also, they want their employers to give preference to the internal candidates in open recruitments for higher posts.

INFLUENCE OF SOCIAL INTEGRATION IN THE WORKFORCE ON QWL

Socializing within the team will help the employee maintain good rapport with everyone which has a positive impact on their work life. From the result, it is clear that employees do maintain a good relationship with their teammates. They feel comfortable seeking assistance from their colleagues when they are unsure about any related job process. Employees prefer working with the leads/managers who are affable enough. Which will minimize the hierarchy barriers in the organization, and they will not experience the pressure or stress build up in their job. They are happy that their organization has recognized and fulfilled their social and individual requirements. Besides working premises, employees share a greater
affinity with their professional colleagues and coworkers in events like get together/parties/social gathering/excursion/day outs, etc.

INFLUENCE OF CONSTITUTIONALISM IN WORK ORGANIZATION ON QWL

Working hours has a greater impact on the work life of an employee, especially when they work on shift basis. The employees have accepted that their shift timings do not create a dislocation in their family programs. Their work timings are convenient for them to get on with their family affairs and their current job fits well with their other engagements. They want their families to know about their work nature to understand them better. They are happy to lead a life where their work life is in tune with their social life. They enjoy their work and have overall satisfaction in their working life.

INFLUENCE OF WORK AND TOTAL LIFE SPACE ON QWL

Working hours has a greater impact on the work life of an employee, especially when they work on shift basis. The employees have accepted that their shift timings do not create a dislocation in their family programs. Their work timings are convenient for them to get on with their family affairs and their current job fits well with their other engagements. They want their families to know about their work nature to understand them better. They are happy to lead a life where their work life is in tune with their social life. They enjoy their work and have overall satisfaction in their working life.
INFLUENCE OF SOCIAL RELEVANCE (EMINENCE) OF WORK LIFE ON QWL

Job raises the chances of living efficiently. The result clarifies that an employee’s social status is enhanced when they have a better job. They are happy that their present job gives them decent living conformable with status and qualifications they possess. Besides doing their job, employees can explore their creative talents after their business hours. So they have expressed their willingness to continue in the software Industry regardless of the pay they receive.

SUGGESTIONS

- Based on the findings of the study and the conclusions drawn from it, the following suggestions are offered as feasible to achieve the improvement of the quality of work life in the IT industry in Chennai region.

- The study reveals that it company employees are not satisfied with the short-term incentives. It is suggested it company should encourage employees by giving the gift coupons, periodic bonus and team lunch to employees, which will motive employees.

- It is found in the study that roles and responsibilities of employees are not clearly defined in the company, which makes make employees to mix-up their work and this Leeds to lowering the productive. Hence, the researcher suggested the organization to define roles and responsibilities clearly to employees.
• It company employees strongly agree they want their family to understand their work nature to know them better. The organizations can provide the facility of day care centers/crèches for children, organizing get together for families of employees to sensitize them towards the nature and importance of work being performed by their counterparts and this, in turn, may help them to develop a more favorable attitude towards the career of their family.

• It is found from the study that the employees working in TIER I company are strongly admitted that their organization must take in-house candidates in open employments for higher posts while recruiting for higher positions within the organization, management should consider the internal employees for the requirements.

• It reveals from the study that the employees working in TIER II - company are dissatisfied towards sudden and numerous transfers. Organizations should give enough time for employees to adjust them with transfers.

• The study reveals that the employees working in tier iii company dissatisfied with their workplace because it is unhygienic and congested. The researcher suggested that organizations should provide required manpower, equipment’s and materials to admin team to maintain the hygienic environment inside the organization, else this will lead to health problems, and increased absenteeism thus affects QWL of employees.

• From the study, it is found that the employees working in TIER III Company are ignoring their health due to work pressure. The researcher suggested that
while allocating the work to employees, the organization has to provide adequate documentations, required systems to employees and has to give enough time to complete the task, which can be achieved by calculating the required man-days to complete the job in hand. Which will reduce work pressure to employees and increases the QWL.

- It is found that employees working as top level executives want their family to understand their job nature. The researcher suggested that organization should conduct get-to-gather programs to employees along with their family, during this time management has to provide information about the employee’s accomplishment and their importance in the work, which helps employees family to know them better and helps them to balance their family affairs, which leads to higher QWL.

- It reveals from the study that operational level employees are not satisfied that their organization is not considering internal candidates for higher posts in the organization. Hence, the researcher suggested that organization needs to consider internal employees for higher which will reduce the recruiting the cost and increase motivation among employees towards to work hard and to achieve the higher post.

- It is also found that operational level employees are ignoring their health due to work pressure. The researcher suggested that organization should provide adequate training and time to operational level employees to complete their task in time, which helps them to keep them healthy.
• From the study, it is discovered that the employees up to 30 years are expecting from their organization to provide an opportunity to internal employees for higher positions. The researcher provides information about the multiple benefits to the organization by providing an opportunity to internal employees for more senior positions. The benefits such as an increase in QWL, loyalty towards organization, reduction in attrition and cost saving in recruitment.

• The study reveals that employees with 0.1-5 yrs experience are not satisfied with their team since there is bickering among them. The researcher suggested management has to take necessary steps for stopping bickering among employees, else which will affect employee’s productivity.

• It is found that female employees working in it company are ignoring their health due to work. Thus, there is a need to provide greater work flexibility and autonomy to women employees, in particular, to enhance the work life balance and minimize the work interference in personal life as perceived by female professionals.

• It is found that married employees in it industry want their family to know about their work environment. The researcher suggested that organization should conduct awareness programs to employee’s family, to provide information about the employee’s accomplishment in the work, which helps employee’s family to know their counter partner in a better way.
It is found that the unmarried employees in it industry are not satisfied with not providing the opportunity to participate in the selection process for the higher post in their organization. The researcher suggested that the organization should give preference to internal candidates in recruitments for higher posts, which makes employees more loyal to the organization and thus will reduce the attrition in the organization.

CONCLUSION

It is concluded that frigid benefits are the predominant factor to ensure the QWL of employees in it company. The opportunities provided for the higher post in the organization will not only attract young and new talent but also retain the existing experienced talent.

From the study it concluded the social and professional environment in which employees’ are supposed to interact with some people was acting as an important factor for affecting the QWL. Employees’ are expected to co-ordinate with each other in one way or the other. They may be working in a team or independent. It depends on upon their position and status in their workplace. The healthy environment provided by the organization impulses the employees to achieve higher QWL. There is a need to provide greater work flexibility and autonomy to female employees, in particular, to enhance the QWL and minimize the work interference in personal life to women employees. This will motivate them to be more loyal towards the company. Now day’s employees with the family finding tough time to main their work and family affairs and thus affecting the QWL of them, the organization should provide options to employees to complete the tasks
such as work from home, reducing the working hours, working at convenient timings. This gives employees a better way to handle the family and work.

Safety and healthy workplace also a predominated factor to determine the QWL of employees, which makes a happy and healthy employee and in return which gives better turnover, make good decisions and positively contribute to the organizational goal. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. It enhances the brand image of the company like that, in turn, encourages the entry of new talent into the organization's work environment.

It company employees strongly believe that the performance appraisal in their organization influences the QWL directly. An assured good salary will not only attract new employees but also act as an agent to retain the existing experienced employees.

Finally, it is concluded that quality of work life is such a critical concept to keep an employee’s satisfied. The success of any organization depends on the efficiency of an employee. The organization needs to promote the quality of work life in the employee to achieve the organization goals.

**SCOPE FOR FUTURE RESEARCH**

The present study brings out the major factors affecting the quality of work life of an employee in IT industries in Chennai region. Some important aspects require a deep study. The following areas are suggested for future research studies:
1. Performance evaluation of employees in IT company in Chennai.

2. A comparative study of quality of work life among the employees of IT company and bop company in Chennai.


4. Quality of work life of employees working in service department in IT company