CHAPTER VI

CONCLUSIONS AND SUGGESTION

6.1 CONCLUSION

Quality of work life is an important concept in the subject of management studies which deals with the role of an organisation to fulfill the employee needs through development mechanisms to permit to the employees to share fully in process of decision making of all levels and provides economic benefits and rewards, service security, good working contains. In an organizational set up middle level executives are playing a vital role in the process of responding for growth and development of the organization. Who are formally and informally bridge of the top level executives and their employees. The output of the chemical industries to human being is not countable. In this contest this research critically analyse role of quality of work life of middle level executive of chemical industries entitled Middle Level Executives’ Quality of Work life in Chemical Industries, Tamil Nadu.

For this research work, the researcher has collected the primary data from the 570 middle level executives who are working in the chemical industries which are established in the SIPCOT Industrial area in Tamil Nadu. With the help of statistical analysis the researcher has completed the interpretation of primary data along with researcher observation during the field visit and secondary data. With this few words, the following are the conclusion of this research work and few suggestion and scope for future research.

The study focused on aspects like autonomous and control, emotional maturity, interpersonal relationship, job content, local of control and organizational self-esteem, job stress and job satisfaction OF QWL, and found that it was only moderate and all the dimension were equally important in the prevailing level of QWL as perceived by a cross section of middle-level executives working in SIPCOT industrial area of Tamil Nadu. There seems to be need for increasing industrial performance. This may be achieved only through a high QWL, Efforts to nurture a quality culture therefore is imperative.
Based on this study, compare with job stress the job satisfaction is more among the middle level executives which shows that good quality of work life is prevailing in the chemical industries of Tamil Nadu.

6.2 SUGGESTIONS

Based on our study entitled MIDDLE LEVEL EXECUTIVES’ QUALITY OF WORK LIF IN CHEMICAL INDUSTRIES, TAMIL NADU, I would like to submit the following suggestions for the establishment of quality of work life environment for middle level executives and successful functioning of chemical industries in future.

- Chemicals are the part and partial of every aspect of human life, right from the food, clothes, and cars, etc. Based on our study the age group below 40 of middle level executives are more enjoying quality of work life in the chemical industries than the above age groups. The young and dynamic fresher below 40 years should appoint as middle level executives who are actively link with the top level management and employees the chemical industries.

- Based on our study majority of the male middle level executives are working in the chemical industries without job stress and realize the enjoyment of job satisfaction and Male executives are physically and intellectually fit for chemical industries jobs and major operations. The chemical Industries are more appoint Male middle level executives than the female to established quality of work life in these industries.

- In the chemical industries Unmarried middle level executives are more than the married middle level executives. The chemical industries should provide good condition housing facilities and other necessary amenities to the married middle level executives and establish schools, Training institutes in their industrial establishment for the middle level executives wads.

- Salary plays a very vital role in the process of providing job satisfaction to the employees in an organization or a industries. In the chemical industries above the Rs.25000 salary middle level executives are more enjoying the job satisfaction than the below salary groups. These industries should fix
appropriate pay, provide basic amenities, introduce new welfare and safety schemes which create healthy environmental conditions in their work field and provide job satisfaction.

- The chemical industries should appoint fresher with well qualification and knowledge and simultaneously encourage the experience candidates where ever necessary for the betterment of industries and employees.
- Based on our study the graduates are more raise job stress than the other education groups in the chemical industries. These industries creative compactable working conditions and provide quality of work life environment to the graduates.
- The chemical industries are more depend on technical employees than the Non-technical employees for successful functions and provide quality of work life. These institutions should appoint more well qualify technical middle level executives.
- In the chemical industries well qualified and trained professional degree holders of middle level executives are more actively involved in the Locus of Control process and work for establishment of quality of work life environment. These institutions should recruits qualified and suitable professional’s degree holders and provide periodic training, promotion and other services benefits.
- Gender capacity plays a major role in the chemical industries in the process of autonomy and control to provide quality of work life. Based on our study female middle level executives are play less level in the autonomy and control process. Chemical industries should appoint more male middle level executives in the process of autonomy and control to provide quality of work life or create comfortable environment for female middle level executives who are involved in the autonomy and control process.
- Emotional maturity plays an important role in the process of establishment of quality of work life environment in the chemical industries. Based on our study above 41 years old middle level executives are more have the emotional maturity than the others. These industries should create atmosphere to the below 40 years old middle level executives in the process
of concentration on the development of emotional maturity which will help to set up quality of work life situation in these chemical industries.

- Marital status and age groups are playing series role in the maintaince of interpersonal relationship among the middle level executives. Based on our study unmarried and below 30 years old middle level executives are more maintain interpersonal relationship and establish quality of work life situation than the others.

- Self esteem of individual and industries are play very important role in the process of successful functioning of industries. The chemical industries should create and establish the self esteem code of contact, wall posters, personal encouragement and other positive means.

- Considering the potential of SSI units to generate employment opportunities, to enhance productivity and in earning foreign exchange, it is suggested to start new units in the closed sheds of industrial estates in Tamil Nadu.

- It is found that there are no major conventional industrial estates in three districts of Tamil Nadu viz Tirunelveli, Dharumapuri, Dindigal. The Ministry of Small Scale Industries, Government of India is running Small Entrepreneurs Promotion and Training Institute at Guindy Industrial Estate. This institute is providing excellent entrepreneurial development programmes. It is suggested that there is a need for Conducting EDPs in all the industrial estates of Tamil Nadu either by the Central Government or by the State Government.

- Ranipet and Cuddalore industrial estate is functioning more efficiently than other estates. The main reason for this increased efficiency is the cluster development programmes adopted by the entrepreneurs of this estate. The Consortium movement helps entrepreneurs to co-operate for meeting common enemies and compete even among members for the survival of individual unit. It is suggested that such consortium movement in all the industrial estates help entrepreneurs to co-operate in all possible areas and help SSI units to equip themselves to face the global market.
A quality assurance wing can be organised inside every industrial estate, which can certainly increase the demand of the products of SSI units of industrial estates. Central and State subsidy should not only be provided for the establishment of new enterprises but also to the existing units for their modernisation programmes which includes replacement or renovation of plant and machinery or acquisition of balancing equipment for fuller utilisation of installed capacity.

The level of quality of work life of female Executives in the industrial estate is lower than the level of male Executive. The main reason for this difference is that majority of the female Executive are temporary. So, in order to give good quality of work life to ladies it is necessary to change their terms of employment. They should be given more permanent job. The educational background of the Executive is an important factor affecting the level of quality of work life. But, majority of the Executives at present belong to the category of Degree holders. Hence, there is a need for a change in the educational level of the Executives selected for job.

Employees of industrial estates are not getting adequate and fair compensation. Incentive schemes, fair overtime policy and reasonable social security measures like pension schemes; group insurance etc. can increase the satisfaction of employees with their compensation and thereby it can increase the level of quality of work life. Workers should be encouraged to take care of their health and safety by taking maximum utility of the health and safety measures provided. For this purpose health and safety education should be provided as to arouse workers interest in the same.

Estate level workers’ organisations can conduct festivals, cultural programmes, arts and sports competition of employees’ children etc. Such a step can improve social integration in the work organisation and it will persuade employees better to work collectively than individually. All these can improve the quality of work life of employees. It is advisable to appoint a labour welfare officer for every industrial estate who is entrusted with the work of administering labour welfare activities. It is noted that many of the
employees are not getting the labour welfare benefits which are legally allowed to them. Similarly, at present the grievances of employees are not properly handled. The welfare officer can perform this function also.

- In big industrial units quality circles (QC) are not working. Facilities should be provided for the working of quality circles. This will give benefits both to the employees and the entrepreneurs. The employees of the industrial estate should encourage co-operative movements. Employees’ co-operative society can provide financial accommodation to members at reasonable rate. Similarly co-operative consumer society can be organized, so that they can get consumer goods at reasonable rate. It is found that only a minor portion of the employees in the industrial estates are members of trade union. Personal discussion with employees revealed that they are fed up with political involvement in trade union activities. Non political trade union can do a lot in the industrial estates for the well being of the workers. Trade unions can strengthen their bargaining capacity.

- Management of SSI units must be ready to give promotion opportunities to the employees after a fixed period of time. Qualified employees should be properly motivated by giving higher grade promotion and increment. After a comprehensive analysis of the various aspects of the quality of work life in the industrial estates of Tamil Nadu, it can be concluded that the level of the quality of work life of employees working in this sector is below average. Physical working conditions of industrial units working in the industrial estate are not so good. But these workers have not much to complain moreover many of them are satisfied.

6.3 SCOPE FOR FUTURE RESEARCH

In the process of leaning while doing the current research, the limited knowledge gained and experiment encountered bring to light two areas for future research.

- The present study brings out the major factors affecting quality of work life in the conventional major industrial estates of Tamil Nadu. Some important aspects require a deep study. The following areas are suggested for future research studies:
It is worth making an attempt to study the levels of QWL in selected organizations among white collar, blue collar, and grey collar categories to arrive at a consensus or structural differences. If any, on the prevailing level of QWL.

A comparative study of quality of work life among the employees of SSI units in industrial estates with that of other SSI units in Tamil Nadu. A study on the industrial sickness and industrial accident among SSI units in conventional industrial estates in Tamil Nadu.

A study on the modifications in the SSI sector in Tamil Nadu as a result of the implementation of liberalisation and polices scheme.

Another subject for the study is the meaning and scope of QWL itself and to find out what most of the employees consider being the factors or forced that affect their QWL. It is possible that as one goes up in the economic, social and intellectual life he may perceive a wider range of things as affecting his QWL. There may be other determinants of one’s perception about QWL and culture be one among them.