CHAPTER V

FINDINGS, SUGGESTIONS AND CONCLUSION

This chapter is devoted to the description of the findings based on the data collected and analysis. Based on that, we put forth suitable suggestions for better management of the problem, and conclusion is also drawn. The statistical analysis has helped the researcher to identify the reasons that go into the causes of the problems and accordingly, some suggestions have been made to rectify the problems faced by the employees. This ultimately helps the employers in the leather industry to turn them into successful career.

FINDINGS

- 43.7 percent woman employees belong to the age group of 21 to 30 years. Among the woman employees, 65.2 percent belong to Hindu religion and 57.5 percent belong to married category.

- Among the woman employees 52.3 percent belong to nuclear family. Considering the family members 63.8 percent of the women employees have 4-6 members in their family. In the education level of employees, 40.8 percent are in the category of 8th standard to SSLC, wherein 29.4 percent have below 8th standard level of education.
• Among monthly income earned by the women employees, 44.8 percent earn less than Rs.4000 and 44 percent earn between Rs.4000 and 7000, which shows that 88.8 percent of the woman employees have a monthly income of the less than Rs.7000.

• Considering the level of experience, 38.2 percent have less than 5 years of experience and 38.5 percent have 6-10 years i.e. 77.3 percent of the employees have less than 10 years of experience.

• Considering working department, 38.8 percent of the employees work in the line of production department and 22.1 percent are in the prefitting department.

• Among the women employees 35.2 percent travel a distance of about 5-10 km for work, 19.2 percent travel less than 5 km and the rest travel more than 10 km. 75.6 percent of employees utilize company vehicle to reach their work place from their residence. 53.5 percent of the employees work up to 8 hours a day, 37.3 percent work between 8 and 10 hours and only 9.2 percent work above 10 hours a day.

• Considering occupational status of the spouse, 78.9 percent belong to unskilled category and 78.9 percent have an earning of less than Rs.4000/-.
• Considering the life satisfaction of women employees, 85.4 percent have expressed satisfaction in their whole life.

• Considering life satisfaction among the women working in the leather industry, 54.62 percent have moderate satisfaction, 28.27 percent are highly satisfied, 15.96 percent have mild satisfaction and only 1.15 percent are not satisfied.

• Considering the family environment of the women employees, 59.6 percent have average cohesion level in their family. 74.4 percent expressed that they have average expressive in nature. 56.0 percent expressed average conflict. Among them 54.8 percent have expressed that they have average level of acceptance and caring in nature. 74.9 percent have expressed that they have low independence in their family environment.

• Considering stress coping skill, 83.46 percent of the women employees have expressed that they have average reaction to stress and 3.85 percent have higher reaction and 81.35 percent are found to have average resourcefulness and 6.54 percent have high resourcefulness. 77.31 percent of respondents are found to have average ability to relax in nature and 2.11 percent are highly able to relax. 82.9 percent have average self-reliance and 3.85 percent have high self-reliance and 83.5 percent expressed that they have average adaptability and flexibility in nature and 0.04 percent have higher adaptability and flexibility.
• Considering work locus control of the women employees, 75.38 percent of women have high work locus of control and only 0.77 percent have mild work locus of control.

• According to work family conflict, 47.69 percent of women have expressed that they have moderate work family conflict and 12.46 percent and 3.46 percent of women have high and very high work family conflict respectively.

• Considering the type of physical symptoms experienced by the working women, 33.85 percent of employees expressed that they experienced 4-6 kinds of symptoms such as backache, skin rash, headache, fever, shortness breath.

• Regarding the mean and standard deviation of family environment with the level of job satisfaction, it is found that p-value is significant, indicating that the level of job satisfaction has an association with cohesion status. Similarly expressiveness, conflict, acceptance and caring, and independence have association with the level of job satisfaction.

• Regarding the mean and standard deviation of stress coping skill with that of level of job satisfaction, it is found that the level of job satisfaction has an association with reactivity to stress dimensions.
• Regarding mean and standard deviation of work locus of control, work family conflict and life satisfaction by their level of job satisfaction, it is found that the level of job satisfaction has an association with all the variables like work locus of control, work family conflict and life satisfaction.

• Considering distribution of women with that of job satisfaction status, it indicates that the level of job satisfaction is not similar for all the above statements. 80.8 percent employees are satisfied with their job security criteria.

• K means cluster analysis was used to identify the number of clusters in the data, Cluster 1 has been defined as satisfied group (308) and cluster 2 has been defined as not satisfied group (212) out of 520 respondents.

• Considering level of job satisfaction of employees by their demographic factors, it is found that 65.2 percent are satisfied, who are in the age group of 21 to 30 years and the significant p-value infers that there is an association between the level of job satisfaction and age of women. Religion and marital status have no association with the level of job satisfaction.

• Similarly the type of the family and education status of the women have an association with the level of job satisfaction. But the size of the family has no association with the level of job satisfaction.
• Considering the monthly income, experience and working department of employees, only working department has an association with the level of job satisfaction.

• Among distance traveled by the employee, mode of transport. Distance traveled and working hours have significant p value and it infers that there is an association with the level of job satisfaction.

• Life satisfaction based on age indicates that the employees in the age group of 21-30 years have high life satisfaction. That is, the age significantly influences the life satisfaction level of the employees.

• Considering marital status of the women, the mean value of married women is 10.0569 and the p-value is non significant at 5% level. So, marital status does not influence the life satisfaction of women employees.

• Similarly the type of the family, size of the family, income, experience, and distance traveled are not influencing the life satisfaction of the employees. But considering the working hours, the mean value is 10.4820 and the corresponding p value is .001. P value is significant at 5% level, that is, working hours influence the life satisfaction level of the employees.
• According to life satisfaction based on stress coping, r value is 0.129 inferring that there is a positive correlation between life satisfaction and reactivity to stress. Life satisfaction has a positive correlation with self-reliance and both are significant at 1% level, and it has no correlation with other dimensions.

• Life satisfaction has correlation with cohesion and expressiveness and do not have correlation with conflict, acceptance, caring and independence factors of family environment.

• Considering life satisfaction based on work locus control, work family conflict and physical symptoms, the r value 0.170 indicates that there is a positive correlation between life satisfaction and work locus control significant at 1% level. And life satisfaction has negative correlation with work family conflict with r value -0.105 and it is also significant at 1% level. Life satisfaction has negative correlation with physical symptoms. The corresponding r value is found to be -0.146 and it is significant at 1% level.

• Family environment cohesion, work family conflict, life satisfaction, physical symptoms, distance traveled, family environment expressiveness and the working department significantly contribute to the job satisfaction of women.
SUGGESTIONS

- 66.2% of the employees are below 30 years of age. Among the education levels of the employees 70.2% have below SSLC qualification. 88.8% of the employees have a monthly income of less than Rs.7000 and 77.2% of the employees have an experience of less than 10 years. Therefore,
  
  o There is very little scope for improvement in the salary level of employees even with the number of years of experience.
  
  o The reason for less income is their having poor educational qualification. This tends to be the reason disabling them to search for better employment opportunities or promotional opportunities.
  
  o They may educate their children well so that they may be able to have better employment career.

- Even though 75.6% used the company provided vehicle, 80.7% of the employees travel more than 5 kms distance, which makes them spend more time away from the family.

- When they travel above 15 kms, they have to spend atleast 5 hours in travel. Hence they may shift their home to a nearby industry, so that it, will enable them to spend more time with their family members and they can utilize their time with childrens. Since
o Travel time is more, the woman employees may look for job opportunities in a nearby location so that it will help them to reduce the travel time.

o Shifting of job does not affect the economic aspect because pay package for jobs in these categories is at the same level irrespective of number of years of service in the same industry.

o Reduced travel time will help them to spend more time with their children and better care will ensure less conflict in the family.

• 54.62% have moderate life satisfaction because of very less pay package and also the scope for improvement is less due to the fact that education level of the employees is very poor. The option ahead of them is to better their children in their education qualification.

• The employees have average level of cohesion, expressiveness, and acceptance and caring, conflict level is either average or high level and the independence is very low. This may be due to the time factor that they spend upto 5 hours time in travel and 8 hours in workplace totaling a time of 13 hours a day. This factor does not allow them to spend quality time with their children and after having to spend essential time for household work.

• The option may be to search for a job in a factory located near by so that the travel time may be minimized.
CONCLUSION

- Leather industries provide the best opportunity for women who are underqualified. Even though the company provides vehicle for transportation from home to the work place, the time of travel amounts upto 5 hours. So, women being responsible for the day to day household chores, find it difficult to spend their time with their family members. Also, irrespective of the number of years of experience in the job, there is very little scope for rise in payment since the work involves repetition and does not need any educational qualification. This factor needs to be addressed by the women employees and equip their children in studies so that they will be able to have good job with better payment. Women can have the option to find placement in a nearby industry so that they can minimize their travel time, which they can dedicate to their family. These factors will certainly help in their distance travel leading to less work family conflict and better cohesion with family members leading to job satisfaction.
MANAGERIAL IMPLICATION

This study has identified the job satisfaction of women employees in the leather industries. The industry needs to address this factor and give priority to retain the workforce to reduce labour turnover.

The employers can assign jobs in rotation to the employees in all the departments of the production process, thereby monotony of work can be broken and also the employees will be trained in all the facets of production.

The industry can provide education facility to the children of their employees, since the employees were deprived of education due to various reasons like their family economic conditions. Or else they can insist on the value of education to help build up their children as better future generation. The fact is that the employee’s pay package is only sufficient to run their day to day affairs and hence they may not be interested in educating their children.

The job being monotonous the employer may organize some entertainment at economic cost once in two or three weeks, thereby the employees will be relieved of their work stress, as the employees have lesser opportunity for any stress relief activities.

Focusing on these will help them to retain the employee force with better job satisfaction.
1. One of the major reason for serving leather industries being transportation facility and 75.66% avail the service provided. The management shall consider to enhance the facility so that more women employees can utilize this opportunity and this will increased productivity and overall job satisfaction.

2. The women employees lack in education, they may be given training in yoga and meditation techniques useful to their living condition which will better their work like balance and reduce in work family conflict.

3. The employee may also be educated about maintaining their physical health and careful way of handling the chemical processed leather materials during their work, so that the diseases normally associated with working in these leather industries could be avoided.

4. The value of education impaired to the children may be enforced by focusing its importance to the women, they being the mother will ensure better citizen of tomorrow

5. Education fees partly / fully may be offered to the children of women employees there by, it will enhance the sincerity and loyalty towards work and also towards corporate social responsibility fulfilled by the organization.
The women employees who join these industries at the bottom functional level get an opportunity to supervisory level only after serving for about 15/20 years in the same factory. Also, these employees do not have interest for supervisory promotion as the increment is only nominal (i.e. about Rs.750/1000). Hence the management may follow three promotional slabs in the worker level (i.e) less than 5 years – I level, 5-10 years – II level and 10-15 years – III level and accordingly categorisess the employee with marginal increment. This will have a positive impact on the morale of the employee, lessen the turnover as the employee is accredited indirectly for their long association with an industry, and enhance their level of job satisfaction with better work locus of control.
SCOPE FOR FUTURE RESEARCH

➢ The study on job satisfaction can be done in other industries like textiles, chemicals and automobiles, where more problems arise in the working conditions of employees.

➢ More factors like pay package, fringe benefits, social support, leadership can be included.

➢ A comparative study on job satisfaction between male employee and female employee may be done.

➢ A comparative study on job satisfaction of women, working in Tannery and Leather industries can be done.

➢ A comparative study on how the overall welfare measures prescribed are administered in the leather industries may be taken up.