The Z-test showed that the perception in job-satisfaction between different levels of QWL are statistically significant.

The Karl Pearson correlation co-efficient indicates that there is a significant relationship between job satisfaction and quality of work life.

The ANOVA tests reveal that the perceptions of QWL differ significantly with different level and time shifts.

Similarly job satisfaction also significantly differed among different levels of QWL and time shifts.

The step-wise regression analysis revealed that the QWL had a great contribution to the performance of workers followed by the variables job satisfaction and income respectively.

CHAPTER VI
SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTION

Since the origin of the term in early 1970s, quality of work life (QWL) has become a focus of growing concern in work organizations. Emergence of concern of QWL can be traced to the revival of interest in the
large area of ‘quality of life’ in most of the countries of world. Life at workplace is an integral of total life space. Various researches in the area of human resources have identified a number of forces such as changing composition of workplace, under utilization of workforce, declining job satisfaction, exercise absenteeism declining productivity and the like responsible for growing concern about improvement of QWL. Improvement in QWL is a source of numerous gains. It might lead to more positive feelings towards one’s self (greater self esteem), towards one’s job (improved job satisfaction and involvement) and towards the organization (stronger commitment to the organizations’ goals). Increased QWL might also result in building up of physically and psychologically healthier, productive, adaptable and motivated employees. Hence, the present study is an attempt to analyse the quality of work life of workers in textile industry in Virudhunagar district, Tamil Nadu. The specific objectives of the study are:

8. To measure the level of quality of work life and examine the extent of variation in QWL of textile workers.

9. To study the relationship between the socio-economic variables of workers and their level of QWL.

10. To identify the dimensions of QWL of textile workers.
11. To analyse and compare the dimension of QWL and the different levels.

12. To analyse and compare the job satisfaction of textile workers with different levels of QWL.

13. To examine the inter-correlations among some variables such as age, experience, education, income, QWL, job satisfaction and performance.

14. To offer suitable suggestions to improve QWL of textile workers based on the findings of the study.

To textile industry is highly labour intensive and accommodating human resources with traditional skills. It provides livelihood to millions of people of the country. The textile industry’s predominant place in the Indian economy is manifest in its significant contribution to industrial production, employment generation and foreign exchange earnings. It provides employment to about 35 million persons. Together with the agriculture sector, it provides employment to over 90 million people. Textile industry of Tamil Nadu is predominantly spinning-oriented. Out of the 1875 large and Medium textile mills in India, 858 are located in Tamil Nadu. Traditionally Virdhunagar district in Tamil Nadu, is one of the well developed districts in
terms of industrial development, especially textile mills. Rajapalayam in Virudhunagar district is the chief centre for textile mills. There are about 332 textile mills concentrated in this district. Hence, the present study is confined to textile mills in Virudhunagar district.

The textile mills in this district are categorised into three groups namely Ginning Mills, Spinning Mills and Weaving Mills. Out of total 332 textile mills, 85 (25.60 per cent), 176 (53.01 per cent) and 71 (21.39 per cent) are under Ginning, Spinning and Weaving categories respectively. For the purpose of analysis, a total of 300 sample workers were randomly selected from three categories by adopting stratified random sampling method.

The study is based on both primary and secondary data. The primary data were collected through well-structured interview schedule and through informal discussion with the workers in textile mills. The secondary data relating to textile mills, number of workers and the like were obtained from 60 published and unpublished sources. They have been obtained from books, journals, reports and official records. The period of survey was carried out during the year 2004-05.
In the foregoing chapters, the relationship between profile variables of workers and quality of work life, identification of the dimensions of quality of work life, relationship between job satisfaction and quality of work life were discussed. The major findings along with conclusions arrived at along with a few suggestions are presented in this chapter.

6.1 SUMMARY OF FINDINGS

In chapter III, the relationship between quality of work life and profile variables of textile workers was analysed by using chi-square test. The level of quality of work life has been categorized into three groups namely high level, medium level and low level quality of work life by using description statistics namely Arithmetic Mean (\( \bar{x} \)) and Standard Deviation (S.D).

The level of quality of work life of workers is determined by the score values calculated for 38 statements. Out of 300 workers 57 (19 per cent), 162 (54 per cent) and 81 (27 per cent) of them came under high, medium and low level quality of work life categories. In order to find the extent of variation in the level of work life co-efficient variation has been computed.
The results revealed that the respondents with high level of quality of work life were more consistent compared to low and medium level of quality.

The chi-square results revealed that out of eleven profile variables such as age, sex, marital status, educational qualification, religion, family size, distance from the residence, experience and salary, except religion, all other variables were associated with quality of work life of textile workers.

In chapter IV an attempt has been made to identify the important dimension of quality of work life by using factor analysis. Further, it examines the relationship of perceptions of different dimensions of quality of work life with high, medium and low level QWL workers by computing Spearmnan’s Rank correlation co-efficient.

The factor analysis highlights the fact that the dimensions like ‘healthy working conditions with adequate welfare’, ‘opportunity, to develop skill’, career opportunities and growth’, ‘social integration at work place’, ‘constitutional guarantees’, ‘Good work life’, and ‘Social relevance of work life’ are likely to influence the quality of work life of workers in textile mills.
The dimensions-wise comparison with level quality of work life inferred that in the case of high level, medium and low level quality of work life, the dimensions namely adequate wage and fair compensation, opportunity to develop skills and social integration at work place have received high priority in respective level of QWL. Regarding the consistency among the dimensions, constitutional guarantees for high and medium level and social integration for low level were found to be consistent.

In order to compare each dimensions of QWL with different levels of QWL, the significant differences were offered between high and medium levels QWL in the dimensions, adequate wage and fair compensation, opportunity to develop skills career opportunities and growth, social integration at workplace and constitutional guarantees.

In the case of medium and low level, the significant differences in the perception were found in opportunity to develop skills, social integration at work place, good work life and social relevance of work life.

The significant differences were observed in dimensions namely, adequate wage and fair compensation, healthy working conditions with
adequate welfare, social integration at work place, and constitutional guarantee between high and low level of QWL.

The relation between high and medium, and medium and low, and low and high in perception of difference QWL dimensions were found to be positive and statistically significant.

In Chapter V, an attempt has been made to examine the relationship between quality of work life and job satisfaction of workers. For this, Z-test, Karl Heasons correlation, Analysis of Variance Test (ANOVA) and stepwise regression method were employed.

Among the job satisfaction factors, overall job satisfaction, job involvement and salary have received highest score value under high, medium and low level QWL respectively.

The Z-test showed a significant difference in job satisfaction among workers between different levels of QWL.

The analysis of Karl Pearson’s correlation revealed that the job satisfaction has a significant and positive relation with QWL.
The correlation among the components of job satisfaction in three categories of quality of work life was computed separately.

The results revealed that the factor satisfaction with supervisor, job involvement and overall job satisfaction were positively and significantly correlated among the workers with high level QWL.

In the case of medium workers with level QWL, satisfaction of supervisors correlated with satisfaction with management, salary with satisfaction with management, job involvement with work satisfaction and recognition with satisfaction with salary, were found to be correlated.

Regarding the workers with low level QWL, the factors satisfaction with supervisors with social and technical satisfaction, work satisfaction with intrinsic satisfaction and satisfaction with management and overall satisfaction were correlated.

The analysis of variance test (ANOVA) revealed that the respondents’, perception about quality of work life differs according to different levels of QWL and time shifts.
The perception of job satisfaction was significantly higher among the workers on high level QWL than medium and low levels.

The inter correlation among major variables revealed that there was a positive and significant relationship between age and experience, and income, QWL and job satisfaction and performance.

The stepwise regression result show that QWL, job satisfaction and income were the best set of predictors of performance. Further, it revealed that QWL had the highest contribution to the performance followed by job satisfaction and income.

6.2 CONCLUSION

It is inferred from the analysis the there was a positive correlation between job variables and level of quality of work life of workers in textile mills. The perceptions of the dimensions of QWL between workers with different levels of QWL were co-related. Further, it may inferred that a significant positive correlation was also found between QWL, job satisfaction with performance. QWL had the highest contribution to performance. Thus it may be concluded from the findings that the steps
should be taken to improve the quality of textile workers in order to bring about significant improvement in the satisfaction and performance of their employees.

6.3 SUGGESTIONS

Quality of work-life is the crucial point where the necessity to make the right decision exists about what one is going to do at any given, moment or in a particular situation, either in the workplace or at home. Actually, the concept of work-life balance was brought into light under the purview of gaining control over the workloads and providing better workplace conditions, as many of the working individuals often tend to ignore friends, family and leisure activities in the view of attaining their organizational goals.

Suggestions to Manage work-life Balance

Generally people tend to have varied needs and responsibilities and often face problematic situations. With increasing demands, rapid increase in the workforce is observed and complexity in the work environment is also increasing in day to day life. Comparing the working order of the past, today
the workforce has undergone a drastic change which can be due to remarkable increase in technology, increasing competition and globalization.

Working individuals require rich work experience where they can attain full potential and get completely engaged, meeting both personal and professional goals. Moreover, the workers being increasingly mobile, with better education standards are seeking empowerment. Therefore managing the work-life by the workforce is becoming rather essential and even more difficult, as the working individuals need to share the responsibilities equally unlike in the past where only one individual used to bear the burden of the entire family.

In today’s global marketplace, as companies aim to reduce costs it becomes essential for the human resource professionals to implement work-life balance programmes. Work-life programmes offer a win-win situation for both employers and employees by providing better practices to the employees valuing personal time and for the dual income families.

Some of the work-life balance programmes include: provision of flexible work arrangements, employee development programmes, providing fitness programmes, parental leave like maternity leave, paternity leave and
child care leaves, provide legal assistance and financial planning, and provides perspectives of job sharing.

The aspect of work-life balance offered to the employees is treated to be an important factor because most of the organization feel that the only intellectual capital they have is their employees in order to overcome the competition and sustain in the market place and also to achieve success. So, offering employee benefits that extend beyond the basic requirements helps an organization or a business firm to attain the goals.

**Suggestions Towards the Benefits of Work-life**

- Helps to balance daily life both personally and professionally.
- Reduces stress, workloads and negative attitudes.
- Reduces overheads/workloads.
- Reduces absenteeism.
- Boosts productivity, improves communications and cooperations.
- Increase performance, accountability and commitment.
- Improves employees morale.
➢ Helps effectively use the most valuable resources.

Work-life balance policies recognize the needs of employees, with caring responsibilities, and try to attempt to meet these, in order to loose key staff. Such policies also improve an organization’s reputation and can give an edge in recruiting in a competitive or skill shortage area.

**Suggestions to Manage Work-Life Effectively**

➢ Simplify the work by dividing in into tasks rather than overloading/dumping work on ones self.

➢ Having a positive approach towards any critical situation.

➢ Watch a movie or spend time with family or friends in order to overcome stress.

➢ Share the load with friends or family as it reduces burden.

Any organizational success depends on the workforce it has. So it becomes necessary for the organizations to attract and retain the best employees. Apart from this creating a healthy, flexible and productive work environment also enables the employees to take up a challenging career as well as the balance work-life needs.
6.4 DIRECTION FOR THE FUTURE RESEARCH

With the growing diversity among the textile workers and their work life being structured by inequality, it is important that future research examines the impact of the quality of work life of textile workers on their self-evaluation and satisfaction with life in general. This kind of research will provide important insights into understanding the relationship between job-satisfaction, self-evaluation and life satisfaction among workers occupying different job levels.

Secondly, research efforts should explore the impact of a variety of different job conditions on textile workers’ self esteem, self-efficiency and life satisfaction. Further, evidence suggests that work role marginally i.e. job instability, skill underutilization, downward mobility and lack of promotion opportunities are the problems of textile workers regardless of job level. Such studies are useful in identifying how autonomy in the work place enhances or constrains the development of self-esteem and self-efficiency among workers.
Finally, since work experiences and career patterns are different among textile workers, an age-related influence investigation will provide important information about age-related differences in work values, work involvement and job satisfaction, as well as the relationship between work conditions, job satisfaction, self evaluation and life satisfaction.

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