CHAPTER VII

SUMMARY AND CONCLUSION

'Quality is the continuing stimulus which our environment puts upon us to create the world in which we live'.

- Robert M. Pirsig.

The present study implies that Quality of Work Life is a concept relevant both to the management and the employees of any organisation. A variety of studies that were carried out all over the world lay emphasis on Quality of Work Life, which in turn represents a new perception in the field of 'work'. Both QWL and work may differ from organisation to organisation depending on several factors including the individual perceptions. The present study has adopted three comprehensive dimensions contributing to QWL in any organisation and has identified the QWL pattern of a cross section of middle-level executives in the State of Tamil Nadu. It is possible that a conducive QWL enhances the overall satisfaction derived by the employees through their work. It may therefore be assumed that an individual's perception towards QWL determines his/her performance. The Quality of Work is a different issue and it may result only from contented people.

The main purpose of this research was therefore to examine the prevailing level of QWL and the related variables like performance and
satisfaction along with the Quality of work performed by a cross section of middle-level executives in selected organisations.¹

Quality of work life is a term that includes many things relating to the work situation. When applied to middle-level executives, the work environment, management policy and the immediate work group behaviour are considered to be the three major dimensions of QWL. A questionnaire was designed as a measuring instrument to find out the level of QWL and the related variables. The instrument designed consisted of 4 sections. Section A was meant for knowing the personal profile of the executives. Section B was meant for measuring quality of work and QWL subdivided into 4 parts viz. D1 - comprising 12 statements relating to the degree of importance given to different facets of managerial work, D2 - with 13 statements pertaining to the work environment of the executives, D3 - pertaining to the management policy of the organisation with 10 statements and D4 - having 11 statements regarding the immediate work group. Section C was devoted to performance rating containing 12 aspects of managerial performance and Section D with 11 factors relating to job satisfaction of the executives. The responses to all these statements were to be on a 5-point Likert type scale.

The questionnaire was pre tested to prove its content and construction validity. The reliability was tested by administering Spearman - Brown reliability test and the result showed a high reliability of the Instrument in respect of all the Sections and also, with a high overall reliability.

For detailed objectives refer Chapter I.
The study includes 31 selected manufacturing organisations belonging both to public and private sector in Tamil Nadu. In all, 412 executives working in these companies covering a cross section of the middle level managerial cadre of different functional departments, form the sample respondents.

Principal Component Analysis has been used to identify the variance of first principal component of each of the three dimensions of QWL. Simple percentage analysis and Chi-square tests were applied to find out the association of personal variables with QWL, performance and satisfaction. Correspondence Analysis has been used to find out the extent of association if any among the different personal variables with QWL performance and satisfaction. Thus in the Correspondence Analysis, the emphasis is on the relationship among groups, even if it is not observable under the Chi-Square Test. Kendall’s coefficient of concordance has been used to find out the extent of association between quality of work and personal factors; between dimensions of QWL on the one hand and performance, satisfaction on the other. For a quick grasp of the findings Figures depicting the association of different variables have been drawn.

7.1 **MAIN FINDINGS OF THE STUDY**

The findings that emerged out of the analysis of data, that have been dealt with in chapter IV, V and VI are recaptuated below in the form of a summary.
7.1.1 General Trend of QWL

Three dimensions viz., Work environment, Management practices and Immediate work group behaviour were taken for measuring the levels of QWL. These three dimensions together indicate a moderate level of QWL for the executive cadre in the selected industrial organisations.

Taking into account these three dimensions separately, as far as "Work environment" is concerned, three clear components emerged. These resemble Herzberg's hygiene factors in addition to Role clarity, Inter-personal communication and Subordinate characteristics. In other words, the most important aspects of "Work environment" contributing to (higher) QWL are:

- Physical Environment
- Welfare Schemes
- Profit Sharing
- Training
- Career opportunities
- Salary and perks
- Leadership
- Open communication and
- Job security

In the second dimension viz. "Management practices" executive oriented aspects and some customer oriented factors dominate. The most important "Management practices" contributing to QWL are:

- Knowledge / Skill based compensation
- Free exchange of views
- Grievance handling
- Role clarity
- Fair procedures
- Ethical standards
- Recognition for performance; and
- Compatible goals

"Immediate work group behaviour" being the third dimension, brings out the fact that cohesiveness of the group is the predominant element influencing the QWL. The most important aspects of "Group members' behaviour" contributing to QWL are:

- Commitment to goals
- Involvement in the job
- Willingness to take responsibilities
- Knowledge relevant to the job
- Group goals
- Quality consciousness
- Mutual trust and confidence
- Moral values
- Group Participation; and
- Sharing of information

All the three dimensions contribute almost equally to QWL. is also a finding that emerged out of the above analysis. Hence, there seems to be a similarity in the pattern of agreement, among the executives in their perceptions towards the different dimensions contributing to QWL. These
inferences are evident from the overall average scores obtained for each of the three dimensions.

7.1.2 QWL Perception Vs Personal Factors

Although there was no statistically significant association that could be established by applying Chi-Square test, Correspondence Analysis exhibited closeness of personal variables with perceivable levels of QWL. Thus, executives in the age group of "below 35 years" perceived low level of QWL, executives who were in the age group of "35-40 years" perceived a high level of QWL and the rest in the age group of "41-60" perceived a medium level of QWL.

Taking the total experience of these executives, the executives with "5-10 years" of experience, were associated with high QWL as their perception and executives with "16 and above years" of total experience, with medium level of QWL in their perception. Similarly, their experience with present employer indicated that, executives with "below 5 years", and "between 11-15 years" of experience perceived a low level of QWL. Whereas, executive having "5-10 years" of experience and "16 and above years" of experience perceived a high and medium level of QWL respectively.

On an analysis of job category and the level of QWL, it was found that executives who perceived 'Medium' level of QWL were in charge of Finance, Marketing/Sales, Purchase/Stores and R & D/Quality Control. The executives whose functional area being General Administration perceived 'High' level of
QWL. But a 'Low' level of QWL was perceived by executives who were in charge of Personnel/Labour welfare. The analysis exhibits that the perception of executives vary when grouped according to their personal profiles.

7.1.3 Personal Factors Vs Performance

The analysis of performance in relation to certain personal factors revealed that when classified according to age group, the executives who belong to the below 35 years category perceived themselves as 'Medium' performers whereas all other executives who were above 35 years, perceived themselves to be as 'High' Performers.

Performance when associated with total experience of the executives indicated that executives who have gained less than 10 years total experience perceived themselves to be 'Medium' performers whereas executives with 11 to 15 years of experience indicated themselves as 'High' Performers and 'Low' performers were executives having 16 and above years of experience. Likewise experience with present employer revealed that, executives who have less than 5 years experience, and more than 15 years of experience perceive themselves to be 'Medium' performers and executives with 5-15 years of experience with the present employer perceive themselves to be 'High' performers.

The association between job categories and performance indicated that executives in charge of production and General Administration Perceived themselves to be 'High' performers. At the same time, 'Medium' level of
performance could be associated with executive whose job categories were Finance, Marketing/Sales, Purchase/Stores and R & D and Quality Control. The executives who were in charge of Personnel/Labour welfare characterise themselves to be 'Low' performers.

7.1.3 Personal Factors Vs Satisfaction

'High' level of satisfaction was associated with executives who were in the age group of 35-40 years and 'Medium' level of satisfaction was associated with executives who were in the age group of 41-60 years.

The analysis also revealed that executives who have 11-15 years of total experience perceived 'High' level of satisfaction, followed by executives with 16 and more years of experience with medium level of satisfaction and 'Low' level of satisfaction was associated with executives who had total experience of 5-10 years. 'Low' level of satisfaction was the perception of executives with 5 to 15 years of experience with the present employer. 'Medium' level of satisfaction was associated with executives who have >15 years of experience. The perception of executives with below 5 years of experience with the present employer being 'High' level of satisfaction.

The executives who perceived high performance exhibited 'High' level of satisfaction in some job categories (Production, Finance and General Administration). Likewise 'Medium' level of satisfaction was perceived by executives who were in charge of Marketing/Sales and Purchase/Stores.
However, 'Low' level of satisfaction was the perception of executives whose portfolio being Personnel/Labour welfare.

7.1.5 Performance and Satisfaction in QWL Environment

The results of Chi-Square analysis revealed that there is significant association between levels of satisfaction and levels of performance. Further the relationship of these two variables in terms of different levels exhibited that 'Low' performers perceive low satisfaction. Medium performers perceive 'Medium' satisfaction and 'High' performers perceive high level of satisfaction.

The analysis also indicated a close association of levels of QWL and levels of satisfaction. 'High' satisfaction with 'High' QWL, 'Medium' satisfaction with 'Medium' QWL and 'Low' satisfaction with 'Low' QWL, were the results obtained through Correspondence Analysis.

Levels of performance, when associated with levels of QWL revealed a significant association between the two. Here again, 'High' performance was associated with 'High' QWL; 'Medium' performance was found to be associated with 'Medium' QWL and 'Low' performance was associated with 'Low' QWL.

From the viewpoint of the sectors (Private or Public) to which the executives belong, the analysis revealed that, there are 'High', 'Medium' and 'Low' levels of perception towards QWL, satisfaction and performance were prevalent. 'High', 'Medium' and 'Low', QWL was perceived by executives from both public and private sector. In other works level of QWL is not a preserve of either public or private sector.
7.1.6 QWL and Quality of Work

Based on the rankings from the overall scores, the executives seem to have given greater importance to (i) perfection in execution (ii) commitment/dedication (iii) special efforts taken in special jobs and (iv) the skill and knowledge out of the 12 facets of work were considered for the study. The least amount of importance was given to (a) routine jobs and (b) authority that has been given to them. Thus, in their view point, an executive with appropriate skill, effort in non-routine jobs commitment and perfection in execution are the most important requirements which can contribute or turn out better quality in the managerial work.

Further analysis of the total rankings of the executives with the personal factors, also revealed the same kind of importance that had been given to the various facets of work. This signifies that association exists between each of the personal factors and the importance given by them to various facets of their work.

The three dimensions of QWL taken for the study, when analysed individually, also revealed a significant association between the importance given to different facets of work and dimensions of QWL. The results obtained indicated negligible deviation from perfect agreement among these executives in almost all cases.

The association between quality of work and levels of performance also exhibited perfect relationship among the two variables proving significant
association between performance and the degree of importance given to each facet of work.

The degree of importance given to quality of work and levels of satisfaction when analysed indicated almost perfect association between the two. The results upheld that there is significant association between quality of work and different levels of satisfaction.

The overall QWL when associated with the quality of work also reiterated the fact that there is significant association between the two. The results exhibited an almost total agreement among most of the executives which was obvious from the rankings they had attributed to the different facets of managerial work.

7.2 CONCLUSION

The study focussed on aspects like Work Environment, Management Policy and Immediate Work Group behaviour as the major dimensions of Quality of Work Life, and found that it was only moderate and all the dimensions were equally important in the prevailing level of QWL as perceived by a cross section of middle-level executives working in selected industrial organisations of Tamil Nadu. There seems to be a need for increasing organisational performance. This may be achieved only through a high QWL. Efforts to nurture a quality culture therefore is imperative.
7.3 AREAS FOR FUTURE RESEARCH

In the process of learning while doing the current research, the limited knowledge gained and experiments encountered brings to light two areas for future research.

It is worth making an attempt to study the levels of QWL in selected organisations among white collar, blue collar, grey collar categories to arrive at a consensus or structural differences, if any, on the prevailing level of QWL.

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