CHAPTER VI

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSIONS

The current study is intended to identify and classify the various organizational factors determining QWL and Organizational Commitment of women employees in public sector, private sector and MNCs and to study their impact on empowerment. For the purpose of the study Organizational factors are taken as Remuneration, welfare measures, job security, work environment, work stress, communication, career growth, Interpersonal relationship and commitment. To carryout the study, various statistical tools such as Factor analysis, T-test, Paired T-test, Cluster analysis, Frequency Distribution, ANOVA are used to analyze the responses of the women employees. Based on the analysis the following findings and suggestions have been enlisted by the researcher.

6.1. FINDINGS

1. It is found that 52.1% of the women employees working in organizations are in the age 31 to 40 years and only .7% of the women employees in the age above 50 are working in organizations.

2. It is analysed that 58.5% of the women employees were married and 41.5% were unmarried.

3. It is inferred that 57.4% of the women employees working in different organizations have persued a Bachelors degree and 42.6% have obtained a Masters and professional degree.

4. It is concluded that 60% of the women employees have one child and 40% have 2 children.
5. It is inferred that 34.9% of the women employees are working in public sector, 31.8% are working in private sector and 33.33% are working in MNC.

6. It is found that 6.9% of the women employees are working as top level managers, 51% are working as middle level managers and 42% work as Supervisory cadre.

7. Among the total respondents 12.4% have less than 10 years of experience, 38.8% have 10 to 20 years of experience and 48.8% have more than 20 years of experience.

8. It is inferred that maximum of 47% of the women employees are in the income group of 4-5 lakhs, and only a minimum of 16.3% of the women employees earn income between 3-4 lakhs.

9. The women employees in public sectors, private sectors and MNCs are moderately satisfied with the remuneration structure. They feel that salary structure is not proportionate to the risk and responsibility inherent in their job.

10. The women employees are highly satisfied with the promotion policies, bonus paid, cash rewards paid for performance and welfare measures package.

11. It is found that the two pre-dominant factors of communication namely work evaluators and enlighteners facilitate upward, downward and horizontal communication of women employees in services sector.

12. The t-test revealed that women employees have moderate opinion that communication between women employees are effective due to office layout and they feel that sufficient space is available for mobility of women employees and storage of materials.
13. The women employees perceive that the galvanizing factors in the workplace i.e. Physical environment with respect to lighting, room temperature, computers with network connection and sanitary facilities are good. They also perceive that Communication between women employees is effective due to good office layout, and free movement of women employees is possible in the workplace.

14. The women employees feel that the Ergonomics in the office is not satisfactory. They remarked that back pain and neck pain is often developed because of unplanned design of office furniture.

15. The women employees in public, private sector and MNCs have a moderate belief that technological advancement, outsourcing and the employer himself is a threat to his job.

16. On application of t-test for remuneration revealed that women employees consider the annual increments, bonus paid, and cash rewards paid for performance as moderate and needs to be improved

17. It is found that women employees showed a moderate opinion towards other Welfare measures, such as loans given for children education, housing loans, medical expenses to the family members.

18. The women employees feel that even though the workload is on the higher side they do not experience any stress as they are provided with good work environment, supportive co-workers and superiors.

19. The women employees profoundly believe that the e-job hassles factor such as consistent technological change and job outsourcing is a continuous threat to their job.
21. The women employees expect their superiors to be more motivating so that they can contribute more to the commitment

22. The women employees term the superiors as **Rejuvenators and QWL** person as they revitalize the work environment by resolving conflicts, giving feedbacks and encouraging new ideas from the women employees.

23. Career growth shows that the training, workshops and seminars given to upgrade their skills are not sufficient to meet the changes in the present work environment.

24. The women employees feel that the e-job hassles factor which brings a threat to the women employees in the changing environment can be battled by the **escalators** which provide continuous training to the women employees on the job and **executors** which help in taking up the special assignments based on the training acquired.

25. It is concluded that hypothesis test 1 inferred the organizational factors determining QWL differ significantly.

26. It is analysed that Intrinsic factors shows that they are the key determinant of QWL of women employees in Public, private sector and MNCs.

27. The employees moderately believe that the organization is flexible to organizational changes.

28. It is found that the five pre-dominant factors of commitment namely affective commitment, normative commitment, continuance commitment, job commitment and performance commitment enable the employer to authorize his employee to choose his own method of doing work and work timings.
29. It is concluded that hypothesis test 2 inferred that the organizational factors determining commitment differ significantly.

30. The women employees feel that availing of allotted number of leave, flexibility in working hours, acting on behalf of superior in his absence needs some more consideration to improve satisfaction.

31. It is found that the two pre-dominant factors of empowerment namely knowledge and career empowerment and Economic and social empowerment enable the employees to commit themselves to the organization works and develop new and more efficient ways to do their works.

32. It is concluded that hypothesis test 3 inferred that the organizational factors determining empowerment differ significantly.

33. Cluster Analysis revealed that 272 women employees (49.73%) in the services sector are go getters, 75 women employees (13.71%) are delighted, and 200 women employees (36.56%) are gloomy women employees with respect to remuneration.

34. It is found that 272 women employees out of the sample size of 547 (i.e. 49.73%) are rational women employees, 51 women employees (i.e. 9.32%) are gratified women employees and 224 women employees (i.e.40.95%) are forecasting women employees with respect to welfare measures.

35. It is analyzed that 209 women employees (i.e.38.20%) are Sheltered Women employees, 42 women employees (7.67 %) are Apprehensive and 296 women employees (i.e. 54.13%) are Pragmatic women employees with respect to job security.

36. Among the 284 women employees (i.e 52%) are persuasive women employees, 124 women employees (23%) are habituated women employees
and 139 women employees (i.e. 25%) are Legroom women employees in case of work environment.

37. It is inferred that 293 women employees i.e. (54%) are cozy women employees, 196 women employees (i.e. 36%) are unstressed women employees and 58 women employees (i.e. 10%) are distressed women employees with respect to workload.

38. It is concluded that 137 women employees (i.e. 25%) are elated women employees, 104 women employees (i.e. 19%) are injudicious women employees and 306 (56%) are Valuable women employees in respect to communication.

39. It is found that 191 women employees (i.e. 35%) are optimistic women employees, 329 women employees (60%) are Prospective Women employees and 27 women employees (i.e.5%) are pessimistic women employees as far as career growth is concerned.

40. It is analyzed that 120 women employees (i.e. 22%) are fulfilled women employees, 98 women employees (i.e. 18%) are frustrated women employees and 329 women employees (60%) are self esteemed women employees in relation to Interpersonal relationships.

41. It is concluded that 213 women employees (i.e. 39%) are Programmed Women employees, 312 women employees (i.e.57%) are Restricted Women employees and 22 women employees (i.e. 4%) are Laissez-faire with respect to Commitment.
42. It is found that 310 women employees (57%) are transformable women employees, 37 women employees are repulsive women employees and 200 women employees i.e. 37% are competent women employees.

43. The women employees in Public sector, private sector and MNCs are moderately satisfied with the factors required for the empowerment. They feel that the organization should persuade the women employees towards an organizational change by giving them a better quality of work life.

44. Hypothesis 4 inferred that the women employees perception regarding quality of work life, commitment and empowerment.

45. The ANOVA identified that female women employees are very much satisfied with welfare measures, work environment, communication and Interpersonal relationships than their male counterparts. The male and female women employees’ perception does not vary in case of the other factors of QWL.

46. The women employees’ perceptions on the factors of quality of work life differ age wise. The women employees in the age group of above 50 years are highly satisfied with all the variables of quality of work life. Whereas, the women employees in the age group of 30-40 and below 30 years are moderately satisfied with all the variables of quality of work life.

47. The women employees in public sectors, private sectors and MNCs irrespective of their educational qualification, are fairly satisfied with all the variables of QWL.

48. The women employees at the top level are highly satisfied with all the intrinsic and extrinsic variables except Remuneration. But the women
employees at the middle level and Supervisory cadre are reasonably satisfied with all the factors of QWL.

49. Irrespective of the number of years of experience the women employees in public sectors, private sectors and MNCs sector are moderately satisfied with all the factors of QWL.

50. The hypothesis test 5 inferred that the women employees in public, private and MNCs over factors of quality of work life, commitment and empowerment.

51. It is concluded that affective commitment of employees is influenced by remuneration, welfare measures and inter personal relationship and the normative commitments of employees are decided by the predominant factors of QWL put together upgrade the normative commitments of the employees.

52. It is analysed that that continuance commitment of employees influence the QWL of the employees and Job commitment of employees is influenced by QWL to get more productivity from employees.

53. It is found that performance commitment of employees is influenced by QWL to achieve the goals effectively in organization and knowledge empowerment of employees is influenced by QWL to make the employees work effectively in their work areas.

54. It is inferred that career empowerment of employees is influenced by QWL to manage their career level in the working environment and economic commitment of employees increases the ethics and morale of employees at workplace.

55. It is concluded that all factors of QWL are helps to increase their social commitment skills for both personal and organizational life and the personal commitment of employees help in solving their problem to find better solution
56. The hypothesis 6 concluded that there is a significant influence of QWL on commitment and empowerment of women employees.

6.2. SUGGESTIONS

1. It is known that services sector women employees have to consistently accept new challenges such as technological upgradation in the contemporary work environment without disturbing the usual customer service. Hence salary revision should be made in accordance with the increase in responsibilities which can act as a boost to the women employees in rendering quality service to the customers.

2. The present day work stations in public sectors, private sectors and MNCs sector contain computers and their accessories. The work station design should be in such a way that the women employees can complete the work assigned without any strain and discomfort.

3. Moreover, importance should be given to team work rather than individual work as in IT sector, to bring cohesion among the women employees in the work place. Co-workers support and co-operation is a must for an employee to perform the work effectively.

4. The women employees in public sectors and MNCs sector need to stay for at least two hours in addition to their normal working hours every day to complete their back office work. Since the technological upgradation has enabled the customers to avail services through computers, one to one interaction between the customers and the women employees are minimized. Therefore it is suggested that six working days in a week can be converted into 5 working days so that
the women employees can have a better balance between personal and work life which will motivate them to work effectively.

5. Since work environment, communication and career growth opportunities and superior attitude in service sectors makes the work challenging for women employees, the organization should concentrate more on these areas.

6. Change is constant, and complexities are increasing in public sectors, private sectors and MNCs. The need of the hour is technology initiatives and trained manpower. Therefore training should be pro-active and continuous than promotion as an integral part of empowerment. It should aim at imparting knowledge, improving skills and re-orienting the attitude of women employees for individual growth and organisational effectiveness.

7. The primary emphasis of public sectors, private sectors and MNCs should be to integrate human resource management strategies with the business strategy. That is the organization should give a balanced importance to business growth and people development to achieve Empowerment.

6.3. LIMITATIONS OF THE STUDY

The study focuses on the perception of the women employees only in three services sector such as public sector, private sectors and MNCs. The study is confined to select public sectors, private sectors and MNCs companies which are listed as the first five largest in India. Further, out of the five of the largest, the researcher collected the sample only form those branches located in Chennai city. The study is based on women employees’ perception and these
perceptions are subject to change in the days to come. Hence, the results of the women employees reflecting their current views on the prevailing conditions of QWL in their organization can be generalized only for a shorter period of time and moreover the results of this study cannot be generalized for the other industries.

6.4. SCOPE FOR FURTHER RESEARCH

1. An attempt can be made in future to study the difference in the women employees’ perception on QWL in private, public sector and MNCs.

2. A study can be carried out to measure the influence of women employees’ quality of work life on the quality of service to customers. This can be done by developing two different questionnaires, one to women employees to find the existence of QWL and customers to measure the customer satisfaction.

3. Review of literature reveals that researches have been conducted in hospitals, hotels, retail outlets and universities to find out the factors determining QWL of women employees but to the knowledge of the researcher they have not measured the outcome in terms of empowerment. This area can be taken up for the future study.

6.5. CONCLUSION

The services sector in any country is people powered and must always bear in mind that it has special features distinct from other industries. Its women employees’ roles as “individuals” are very crucial for its overall success. Moreover the three sectors such as public sectors, private sectors and MNCs at present operate in a rapidly changing environment where their
success depend upon the ability to manage change and to manage people by providing higher quality of work life. Hence it can be concluded that,

As a goal, QWL aims to improve organizational commitment and empowerment of women executives through the creation of more challenging, satisfying and effective jobs and work environments.

**QWL is a process**

As a process, QWL calls for efforts to realize this goal through the active involvement of women throughout the organization as well as they are empowered simultaneously. There is a significant impact of QWL on empowerment of women employees. It is about organizational change usually from a 'control' organization to an 'involvement' organization.

As a philosophy QWL views people as 'assets' capable of contributing skills, knowledge, experience, commitment, and empowerment rather than as 'costs' to the services sector organizations.