CHAPTER VI
FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents a brief summary of the work done showing the focus, objectives, sources of data and methodology followed by a statement of the salient findings arising from the discussion and analysis of results. Being an overview, this study produced a number of findings in relation to the research questions. It was decided to elicit the key findings and then to proceed to verify the hypothesis of the study, draw specific conclusions and set out their policy implications.

6.1 Focus

The Textile units of Coimbatore District plays a vital role in providing ample employment opportunities for the people not only in and around the district but also for people from other districts. The units produce different counts of yarn for domestic consumption and also for inter-state sales.

The growth of Textile units stems from the adoption of latest technology and the effective utilization of the opportunities of its macroeconomic environment.

On the other hand, the employees of these units feel that they are adversely affected by unrealistic schedules, unfair wages, extended working times, forced overtime work, late arrival of materials for production, erratic reshuffling of work schedules, congested work places, low levels of autonomy in their jobs, lack of managerial expertise and provisions to solve their problems, etc., which are all closely related to the Quality of their Work life. These are the aspects that this study tends to explore.

6.2 Objectives

The overall objective of the study is to know how effectively the employees attained the Quality of Work Life. The work life balance is a very important aspect of the QWL. The study aims to evaluate QWL in terms of the work life balance. The specific objectives of the study are: (i) To study the personal profile of the employees of Textile Units in Coimbatore District and its influence on the various dimensions of Quality of
Work Life, (ii) To study the effectiveness of the employees in achieving their Work Life Balance, (iii) To study the Quality of Work Life attained by the employees of Textile Units in Coimbatore District, (iv) To identify the critical dimensions related to Quality of Work Life and to develop a Research Model, (v) To identify the critical factors that influence the Quality of Work Life to a greater extent, (vi) To analyze the support rendered by the employers to improve the Quality of Work Life of their employees and (vii) To suggest ways and measures for improvement.

6.3 Methodology

This study is based on both primary data and secondary data. The primary data were collected directly from the respondents through a questionnaire. The data were collected from 32 textile units comprising of employees from various departments like Blow room Carding, Drawing, Simplex, Spinning, Cone-winding and Packing. The Convenience sampling method was adopted for the study both at the unit level and the respondent level.

As the QWL is a multi-dimensional concept, the respondents were asked for subjective assessments of their working conditions using the Likert’s five point scale of agreement and disagreement on the QWL statements. The questions were aimed at bringing out the opinion of the respondents about the dimensions of Job Quality viz., Job factors, Job culture & climate, Participation in union activities and of Work Quality viz., Health outcomes, Benefits & compensation and Work load.

The secondary data were collected mainly from SIMA, SITRA, SISSPA, SICA, Director of Foreign Trade and from the Government of India’s official web sites.

6.4 Analysis

The data collected were analyzed in line with each of the specific objectives stated. The statistical tools used were Mean, Range, Standard deviation, Coefficient of Variation, Chi-square Test, ANOVA, Inter-correlation matrix, Regression Analysis and Path coefficient Analysis. The Overall Job Factor Score was analyzed with Socio-Economic Profile (age, gender, educational qualification, marital status, monthly income,
type of family, earning members, number of dependants, work experience, nature of job, size of family, work category, type of residence) of the respondents with the help of Mean, Range, Standard deviation, Chi-square and ANOVA. Then the correlation between explanatory variables (union, work load, health outcomes, benefits, job culture & climate) with dependant variable (job factors) was analyzed with Inter-correlation Matrix. Then Path Coefficient Analysis was used to analyze the effect of explanatory variables on Job factor. Then Regression Analysis was done and the overall significance of model fit was tested.

The Socio-Economic Profile of the respondents were analyzed for Perceived Life Quality and Perceived Work Quality using Mean, Standard Deviation and Coefficient of Variation. The Work Quality dimensions (Job Factors, Job Culture & Climate and Participation in Union) and life Quality dimensions (Health Outcomes, Work Load and Benefits of Employment) were analyzed using Inter-correlation Matrix, Path Coefficient Analysis, Regression Analysis and ANOVA. Path analysis is done using the Pearson correlation values in order to check the theorized model and to establish a suitable model for the study.

6.5 Salient Findings

The following inferences were arrived at from the responses given by the employees to the direct QWL statements:

39% of the respondents were males and 61% were females. Almost half of the respondents had children. This indicates that the employees were in need of work life balance to take care of their children. Four tenths of the respondents were doing less than 5 days Over Time (extra time) work in a month which indicates that they were not affected due to extended working hours.

Half of the respondents agreed that they require technical expertise to perform their job and that they quite often engage themselves to learn that expertise. This highlights the fact that organizations have to devise appropriate training programs – especially ‘on the job’ training methods to improve the skills of the employees.
Only one half of the respondents stated that unions were required to safeguard their rights. This shows that almost half of the respondents do not have confidence in the functioning of trade unions.

Only one tenth of the respondents stated that their mills were arranging for cultural events, picnics and outings to rejuvenate the employees. If the organizations arrange for picnics, get together and outings along with the family members more often, this may help to create a sense of belongingness among employees and their families and also help the employees to form better relations with their co-workers and superiors.

Three fourth of the respondents agreed that promotion opportunities existed in their units and the rest are not confident of getting promotions in their present jobs. The promotion policies must be made transparent and the organizations have to plan for employees’ career growth as a part of the HRD activities.

34% of the respondents stated that their income was not adequate to run the family. This is an important problem to be addressed by the employers. Three fourth of the respondents were under the age of 35 years and if their income is poor, it is likely that they may not stick on to their jobs in the future in the context of rising family commitments like children’s education, etc.

90% of the respondents stated that their general health was good. This indicates that the work environment is conducive for health and is hazard free. More than eight tenths of the respondents stated that they were satisfied with their jobs. Again this is a good sign for the industry and it denotes that even though the benefits of the employment are not up to the mark, other aspects are being taken care of to satisfy the employees.

17% of the respondents reported working with job related stress. Too much job related stress is not a good sign for the better working environment. Organizations should identify the probable causes for these stressors and try to eliminate them to the maximum possible extent.
Quality of Work life

The QWL model with the percentage scores indicated that Quality of Work Life of the workers of spinning mills in Coimbatore district is good (Overall score is 67.56%).

The correlation values obtained in the path analysis confirm the model fit and the correlation values of work quality (0.937) and of life quality (0.833) show that both these factors highly contribute to the Quality of Work Life and that the population has achieved a better Quality of Work Life.

Employees Work Life Balance

The work life balance is a state of equilibrium in which the demands of both a person’s job and personal life are equally met. In other words, the employee’s job does not interfere in his personal life and in turn the personal affairs do not interfere with the job requirements. The Canonical correlation reveals that there is a positive correlation (0.72) which indicates the extent to which increases in the criterion composite (life quality variables), match the predictor composite (work quality variables) increases and it reveals that there is a balance between Work Quality and Life Quality in the study population.

The Influence of personal profile on Quality of Work Life

There is significant difference between the perception level of Males and Females with respect to the Perceived Work Quality and Perceived Life Quality. Females perceived Work Quality better than the male employees. Unmarried employees perceived Work Quality & Life Quality better than married employees. This may be due to lower family commitment of the unmarried employees.

Non parent employees perceived Work Quality & Life Quality to be better than the parent employees. Employees having children may find difficulties in sharing their time with their partners to take care of kids. Employees whose spouse is not working perceived Work Quality & Life Quality better than the employees whose spouse is working. Obviously for the employed partners there may be difficulties in sharing their family burdens.
Employees who have aged parents at home and employees who do not have them at home differ significantly regarding the perception of Work Quality and Life Quality. It is inferred that the employees who do not have aged parents at home perceived Work Quality better than the employees who do not have aged parents at home. The dependency of the aged people on the employees may demand more income and this may lower perception of the quality of work life. Native employees of Coimbatore District and non native employees of Coimbatore District differ significantly in their perception of the Work Quality and Life Quality. The non-native employees of Coimbatore District perceived Work Quality better than the native employees. This may be due to the reason that most of the employees who hailed from other districts came from the backward, underdeveloped regions and most of them having nuclear families. Hence they may perceive the work quality and life quality to be better.

The overall perception of Work Quality and Life Quality of employees did not differ significantly between those residing in their own houses and those in rented houses. They had the same opinion regarding the QWL irrespective of the nature of the possession of the house.

It is inferred that significant difference exists between the staff and workmen categories of employees regarding the perception of Quality of life and Quality of work. The staff category of employees perceived the Job factor and Health outcome dimensions to be better when compared to workmen. This indicates that the staff are supported better in terms of job factors and health outcomes.

**Critical Dimensions of QWL and their Indicators**

The factor analysis reveals that the dimensions like Job factor, Job culture & climate and Participation in union are critical dimensions of Work quality. The indicators Respect in work, Resource adequacy are very important indicators of Job factor. The indicators Management relationship and Trust are important indicators of the dimension Job culture & climate.
The dimensions Health outcomes, Work load, Benefits of employment are critical dimensions of Life quality. The indicators injuries during work, mental health and physical health are very important to the dimension of Health outcomes. The indicators work at home and flexibility in work are very important for the dimension of Work load.

Critical Factors influencing QWL

The analysis reveals that of the dimensions of Work Quality, the dimension Job factor is highly correlated with Perceived Work Quality and the dimension Participation in Union activities is moderately correlated whereas Job Culture & Climate is not much correlated. The dimension Benefits & Compensation is highly correlated with Perceived Life Quality whereas the dimensions Workload and Health Outcomes are only moderately correlated.

The path analysis confirms the path directions arrived at by the research model theorized on the basis of literature review. The theorized model (research model) is supported by the research data and the model is justified for further studies.

Employers Support for the Improvement of QWL

The employers know much about the hardships of the jobs in their industries. The study reveals that they have taken enough care to nurture the QWL in their industries. The following aspects of the study highlight these aspects.

6.6 Verification of Hypotheses

The first of the specific objectives of this study was to assess the Quality of Work Life attained by the employees. The percentage score obtained for the various dimensions of QWL and mapping of these scores on the theorized model arrived at from the literature review indicated that QWL of the workers of spinning mills of Coimbatore District was 67.56 and which is quite good. The correlation values noted in the path analysis confirmed the model fit of QWL and the values of work quality (0.937) and life quality (0.833) confirm that both these factors highly contributed to QWL and the population has achieved a better Quality of Work Life. Hence the first hypothesis “employees do not attain their Quality of Work Life significantly” is empirically verified and rejected.
The second hypothesis was that “employees do not achieve their Work Life Balance significantly”. The perception of the employees regarding their quality of work through the dimensions job factor, job culture & climate, participation in union and the perception regarding their quality of life through the dimensions health outcomes, work load and benefits were tested with canonical correlation. The canonical correlation value is found to be 0.72 which indicates that an increase of the value of one set of (work quality) variables will lead to the increase in the other set of (life quality) variables considerably. This indicates that the employees have attained a good balance between their work quality and life quality. This empirically verified the second hypothesis of the study and it is rejected.

The third objective of the study is to identify the personal profiles and employee grouping which influence the Quality of Work Life. The analysis done and the results showed that personal profile, gender, marital status, spouse employment, dependency of aged parents at home, nativity of the employees and category of job influence the Quality of Work Life and the grouping in terms of age, income, educational qualification, size of the organization and nature of the organization also influence the Quality of Work Life. Therefore, the third hypothesis of the study i.e., “the personal profile of the employees and the grouping according to age, income, educational qualification, size of the organization and nature of the organization does not influence the Quality of Work Life” stands empirically verified and rejected.

The forth objective was “Job factor, Job culture & climate, participation in union do not significantly influence the Perceived Work Quality”. The factor analysis and findings bring out that the dimensions Job factor, Job culture & climate and Participation in union are critical dimensions which influence Work Quality. Respect in work and Resource adequacy are found to be very important indicators of the job factor dimension. The indicators Management relationship and Trust are seen to be important indicators of the dimension Job culture & climate. Hence except the dimension of Job culture & climate, the other dimensions influence the Perceived Work Quality and the same is
confirmed by correlation analysis and the hypothesis is empirically verified and is rejected.

That “The factors Health outcome, Benefits and Work Load do not significantly influence the Perceived Life Quality” was the fifth hypothesis. The correlation analysis carried out shows that all the dimensions – health outcomes, work load and benefits of employment – are critical dimensions which influence Life Quality. The dimension Benefits & Compensation is highly correlated with Perceived Life Quality whereas the dimensions Workload and Health Outcomes are only moderately correlated. The indicators injuries during work, mental health and physical health are very important to the dimension of Health outcomes. The indicators work at home and flexibility in work are very important for the dimension Work Load. Thus the fifth hypothesis also is empirically verified to be untrue and hence, rejected.

The sixth hypothesis was “There is significant difference between the theorized model and the model arrived at from the research data”. The theorized model arrived at from the literature review is compared with the path diagram arrived at by the path analysis. All the corresponding Pearson Correlation values are fitted on the input path diagram and the path directions seem to be the same as in the theorized model. The direction of the relationship of the input path diagram and the output path diagram is the same as that determined from the research data. Hence the sixth hypothesis is empirically verified to be untrue and is rejected.

6.7 Conclusion

The summary of the salient findings and the empirical verification of all the hypotheses, presented above enable the drawing of conclusion from the study.

Even though many labour related problems affect the Spinning Mills of Coimbatore District, the study highlights that the workers’ perception regarding the Quality of Work Life is quite good. It is evident that the demographic characters such as the gender, marital status and spouse employment influence the Quality of Work Life. This indicates that the employees when they get married and get exposed to higher family
commitments, their perception regarding the QWL varies. The union activities also considerably influence the QWL. It is clearly indicated that the Job culture & climate only moderately influence the QWL; this may be due to the fact that almost all the organizations focus on providing a good work environment for the workers. Health outcomes and workload influence the Quality of Work Life to a moderate extent and benefits influence the QWL of employees to a great extent. These findings of this study conclusively show that there are valid grounds to be optimistic about the nurture of Quality of Work Life of the Spinning Mills of Coimbatore District. In future, the environment may be quite dynamic and the industries have to pay more attention to design HR policies to enhance and support the Quality of Work Life of the employees. The above conclusion has some implications for policy. These are briefly discussed below.

6.8 Implications

The business world today is changing fast and facing increasingly volatile market conditions. If organizations are to survive and grow amidst today’s fierce competition, they have to adapt fast to the changing environment. This brings us back to Charles Darwin’s theory of ‘Survival of the fittest’. Organizations face a lot of pressure in this dynamic environment with global competition for talented workforces, constantly improving methods of production, for technology and for employees who are inclined to achieve a work-life balance. People are the key factor that any organization has to keep in mind if it is to survive in these globalized era and the best chance are for organizations which follow the best practices in recruiting, motivating and retaining their workforce. Organizations that merely adopt a ‘control’ approach may not be able to deliver consistent results; today’s organizations need to be more flexible so that they are equipped to develop this workforce and enjoy their commitment. Moreover organizations are required to deploy strategies to improve the employees’ Quality of Work Life so as to satisfy both the organizational objectives and employee needs.

Globalization has led to the worldwide competition and the consequent restructuring, downsizing and reorganizing of industries have negatively impacted employee morale. In this context, government support will be needed for ensuring the
adoption of measures for the implementation of Quality of Work Life through the implementation of an individualized and selective piece of legislation to suit the wide variety of situations and environment. It is well known that “one size may not fit for all” and industry-wise policies and guidelines are to be framed to ensure the effectiveness of QWL programs. France’s legislation to reduce working time and Belgium’s system of time credits are examples of ways that governments can support the promotion of Quality of Work Life through work-life balance. Iceland’s introduction of a “Work Life Balance Day” and the U.S. resolution to proclaim “National Work and Family Month” illustrate efforts to put work-life balance on government policy agendas and could be seen as an important way to improve an employee’s Quality of Work Life.

To satisfy new generation workforce, organizations need to concentrate on job design and organization of work. Various programs like flexi time, alternative work schedules, compressed work weeks, telecommuting, etc., can be adopted by organizations. The organizations should bestow in-depth attention to the following to achieve QWL:

- **Provide fair compensation and job security.** This research brings out that the majority of the employees feel that their compensation is inadequate. Fair compensation is an important factor of Quality of Work Life. Organizations have to think about periodic reappraisal and revision of the wages for the employees. In the name of cost cutting, organizations are trying to exploit human resource. On the one hand organizations avoid increasing the compensations proportionally to the inflation rates and on the other they keep imposing greater work load on the employees. The non existence of aggressive unions is also not helping the employees to bargain for better wage settlements.

- **Maintain the physical and psychological health of employees.** Almost one half of the employees agreed that they have job related stress. The organizations may look into the factors like ensuring availability of resources in time, proper work scheduling, setting realistic performance targets, etc., to avoid stressful job situations.
provide personal and career growth opportunities. Only half of the employees stated that they have promotion opportunities in their units. Workers also expressed that training is required to perform their jobs skillfully. Organizations have to plan for career growth of the employees and to provide appropriate training to acquire new skills.

engage employees in decision-making. Employees have been participating to a certain extent in the decision-making related to their work. Organizations may form various committees like canteen committees, safety committees, etc., with their employees which may provide them more involvement in decision-making.

provide work life balance. Even though at present a good balance exists, this is not unchangeable. For by nature all the dimensions of work life balance are quite dynamic. Hence companies have to continuously monitor and improve these dimensions such that the employee perceptions are positive.

have fun at workplace. Employees stated that it is only rarely that they get away from their work places for picnics and outing. Organizations can arrange for more frequent get together parties and picnics and encourage employees’ participation in such gatherings. Organizations may even try to get the family members also to participate in such events.

encourage employees’ participation in healthy unions. It is quite evident from the study that employees were not participating in unions effectively to establish and safeguard their legitimate rights and interests. The unions must try to gain more trust from employees and employers and they may engage constructively in designing the policies and frameworks for creating good working atmospheres.

In the developed countries, employers and unions play a leading role in developing policies and programs to improve the Quality of Work Life. Employers are increasingly adopting innovative arrangements and practices to assist their employees in reducing work-life conflict. Through collective bargaining, the unions promote provisions that support QWL. But in India, such initiatives are far fewer when compared to the western countries.
The employers, union leaders and the government bodies can take the joint initiative towards the evolution of policies and programs to improve the Quality of Work Life. The government’s role is very important in such initiatives. The governments of United Kingdom, New Zealand and Australia have strategically implemented promotional programs that are publicly endorsed by government leaders. These governments are promoting the business and health benefits of work-life balance and have developed programs, policies, legislation and resources to address the needs of workers, to improve productivity and to reduce the business costs associated with Quality of Work Life. The Netherlands, Denmark and Sweden have put in place legislation and have developed initiatives aimed at improving workers’ ability to balance work with their other personal responsibilities. However, a discussion of the role of employers and the role of governments in support of Quality of Work Life are beyond the scope of this research.

6.9 Scope for Further Research

This study has the potential to promote further research in so far as it has shed light on several areas which can bear further exploration. To ensure, high accuracy, the study should be replicated with a bigger sampling frame and the results to be compared with those in this study. Future research should further explore the concept and perception of Quality of Work Life and study the implications of the changes that may have taken place in that perception. This study is also limited in that it did not consider the changes in the social and cultural values and norms in recent times and their impact on job factors and life factors defining individual QWL. The important forces storming business today can include virtual organization and telecommuting. One possible insight is to evaluate the extent of QWL and the desirable level in such post-modern climate where flexibility in organizational structures and work schedules are emerging. And particularly in India, lot of disparity in incomes exists among the various groups working in the same industry. The small textile industries of various states can be studied in
clusters for QWL aspects. A comparative study of the QWL of the contingency labor force engaged in various units and that of the permanent labor force may also lead to a lot of insights. Periodic study about QWL in particular industries may reveal how the perception varies among the employers over periods of time and yield valuable inputs for the industries and government authorities to design policies and guidelines to improve the Work Quality and Life Quality.