5.1 MAJOR FINDINGS

After fine tuning the data collected, the results were summarized in the analysis and interpretation chapter. On proper scrutiny of the analysis and interpretation it was very obvious that QWL was found to be significantly correlated with the job satisfaction and organizational commitment.

The findings are summarized below.

- The statistics results showed that the QWL had an overall mean score of 3.41, for organizational commitment showed 3.97 and for job satisfaction showed 3.54. This result indicates that there exists a moderate status of QWL, organizational commitment and job satisfaction in the study organization.

- From the analysis it is evident that the dimensions hazardous exposure and job insecurity indicate a low status. The mean score of affective commitment is 3.80, continuance commitment is 3.93 and normative commitment is 4.17 which indicate good status of organizational commitment in the organization. The mean score of job satisfaction is 3.54 which indicate moderate status.

5.1.1 FINDINGS FROM ANALYSIS OF VARIANCE

The researcher carried out an ANOVA to check whether there exist significant differences with demographic variables (gender, age, marital status and work experience level) and their perception towards QWL, job satisfaction and organizational commitment.

- From the analysis, it can be concluded there exists a significant differences in gender and their perception towards QWL, job satisfaction and organizational commitment. Hence it is suggested that companies shall frame HR policies based on the gender, so that a good QWL can be established to enhance job satisfaction and organizational commitment.
• It is found that there exists a significant difference among the Age groups and their perception towards QWL, job satisfaction and organizational commitment. Hence it is found that, higher the age group showed higher status of QWL, organizational commitment and job satisfaction.

• It is found that there exists a significant difference in the marital status of the respondents and their perception towards QWL and Job satisfaction. But in case of organizational commitment the significance value is greater than the table value hence null hypothesis is accepted and can be concluded that irrespective of marital status organizational commitment remains the same. Therefore it is found that employees, who are matured enough irrespective of their marital status, are prone to have higher commitment in the Organization.

• It is observed that there exists a significant difference in the work experience level and their perception towards QWL, job satisfaction and organizational commitment. Therefore it can be concluded that all three variables vary on the situational basis, depends on the case.

5.1.2 FINDINGS FROM CORRELATION STATISTICS

The researcher adopted Pearson’s correlation to find the correlation among the dimensions. Positive correlation indicates positive relationship and negative correlation indicated inverse relationship that is if one variable increases whereas the other variable decreases. The major findings are as follows:

• Skill Discretion: Its correlations with Continuance, Normative and Organization Commitment were found to be positive and significant (at 1% level). With Job Satisfaction, its correlation was found to be negative and significant (at 1% level).which indicates that challenging work environment reduces job satisfaction.
• Physical Exertion: Its correlation with Job Satisfaction was found to be positive and significant (at 1% level). With Affective, Continuance and Organization Commitment, its correlations were found to be negative and significant (at 1% level). Which implies that if physical effort increases then organizational commitment decreases.

• Hazardous Exposure: Its correlation with Job Satisfaction was found to be positive and significant (at 1% level). With the remaining four dimensions, its correlations were found to be negative and significant (at 1% level). It implies that higher the hazardous exposure decreases organizational commitment.

• Job Insecurity: With Job Satisfaction, Continuance, Normative and Organization Commitment, its correlations were found to be negative and significant (at 1% level). This is a very important point to be noted where if job insecurity increases that ultimately job satisfaction and organizational commitment decreases.

• From the correlational statistics it can be concluded that the companies need to focus more on the aspects like skill discretion, physical exertion, hazardous exposure and job insecurity to have a better satisfaction and committed employees.

5.1.3 FINDINGS FROM REGRESSION

• The results suggest that organizational commitment index is positively correlated to quality of work life (Pearson’s correlation of 0.156, significant at 1% level), when controlling for job satisfaction.
5.1.4 FINDINGS FROM PATH ANALYSIS

- The argument in this study is that there is no impact/influence of QWL on organization commitment and job satisfaction. Null Hypothesis was postulated against this argument. From the PATH analysis, the null hypothesis is rejected for organization commitment and job satisfaction and can be concluded that there is an impact/influence of QWL on organizational commitment and job satisfaction.

5.2 SUGGESTIONS AND CONCLUSION

Though it a collective analysis of top three Indian IT companies it opens up new message for all the Indian IT companies to understand the importance of QWL which is one of the important aspect to have a better committed employees with good job satisfaction. Any organization can be successful only if it has a committed employee base. Moreover the study projects such dimensions that increase QWL, organizational commitment and job satisfaction. Following are the suggestions made by researcher considering the data analysis and results.

- The companies need to focus more on job security which requires significant attention and if not paid attention by the companies may reduce job satisfaction and organizational commitment in the long run.

- It is suggested by the researcher that organization should frame policies by considering the demographic factors like age, gender, marital status, etc to make the policies more customized to the individual employee to have a better QWL, organizational commitment and job satisfaction.
The dimension skill discretion is negatively correlated with job satisfaction. Hence it is recommended that the companies should take steps to provide challenging work environment that will make the employees to accept in a positive manner which will subsequently increase job satisfaction. This will relatively resolve the negative correlation between skill discretion and job satisfaction in the long run.

It is also recommended that critical care should be taken by the companies in developing the dimensions of QWL which will directly influence job satisfaction and organizational commitment.

Organization should also find and implement methods to develop QWL as it was found to predict organizational commitment and job satisfaction.

The study provided an insight into the dimensions required for effective QWL, organizational commitment and job satisfaction.

The difference in demographic characteristics reveals that organizations policy should be more specific to suit the individual employee.

Hereby this study is also useful for foreign invested organizations that operate in India to select the QWL, organizational commitment and job satisfaction activities suitable for Indian context.

As India is the hub for IT for its talented workforce and the availability of resources, high productivity can be facilitated by increasing QWL, organizational commitment and job satisfaction.
5.3 MANAGERIAL IMPLICATIONS

The study projects the crucial dimensions that increase QWL, organizational commitment and job satisfaction. Following are the managerial implications presented by the researcher.

- Hereby this study is also useful for foreign invested organizations that operate in India to select the QWL, organizational commitment and job satisfaction activities suitable for Indian context.

- The study reveals the dimensions required for effective QWL, organizational and job satisfaction.

- Organization should focus on QWL as a major concern as it was found to predict and influence organizational commitment and job satisfaction.

- The result from demographic characteristics makes thing simple by showing the difference among the respondents which is a learning platform for the organizations to be more employee centric.
5.4 DIRECTION FOR FURTHER RESEARCH

- Having found that QWL dimensions leads to organizational commitment and job satisfaction further research can focus on how and why it influences.

- Further insight on other factors that contribute to organizational commitment can be studied.

- Quantitative studies on QWL are highly required in Indian context.

- Sector specific studies could also be carried out for the extension of such effectiveness-based research.

- The complementing feature of QWL on organizational commitment and job satisfaction could be analyzed.

- Multidisciplinary approach on QWL, organizational commitment and job satisfaction could be studied.

- The congruence and link between QWL and productivity could be analyzed.