CHAPTER –V

5.0. INTRODUCTION:

In the previous chapter –IV analysis of data and interpretation were made using statistical techniques. The findings made in the previous chapter supports discussions and make suitable suggestions towards the organisation in this chapter. This chapter focuses on the discussions and suggestions pertinent to the major findings of the study. This chapter highlights the findings related to socio-economic characteristics, organisational climate agreement, organisational climate importance and quality of work life perceived by the employees. The findings and hypotheses relevant to findings along with the discussions have been topically arranged. The chapter concludes with the implications for social work intervention, suggestions for future study and conclusion.

5.1. FINDINGS AND DISCUSSIONS:

5.1.1. SOCIO-ECONOMIC BACKGROUND:

The findings of the socio-economic background of the respondents are discussed from Table No.4.1. Majority of the respondents belong to the age group above 50 years. The departments the respondents belong show those majorities are from technical. With regard to educational qualifications most of the respondents qualification are higher secondary and below. More than half proportion of the respondents draws income between 10001-15000. With regard to experience of the respondents in Tamilnadu Cements Corporation
Limited most of them have an experience of above 25 years. Type of family reveals that majority of the respondents are from nuclear families. The dependent of the respondents in the table shows that majority of the respondents have 3 to 4 dependents.

5.1.2. ORGANISATIONAL CLIMATE AGREEMENT:

1. Nearly half proportion experience moderate level of organisational climate agreement. (Table No.4.2)

2. There is no significant association between age of the respondents and organisational climate agreement. (Table No.4.5)

3. There is no significant difference between overall organisational climate agreement and departments of the respondents. (Table No.4.8)

4. Respondents belonging to the department of non-technical agree to perceive high organisational climate than that of respondents who belong to technical department. (Table No.4.8)

5. There is a significant difference between organisational climate agreement dimensions like team & support, conflict management and commitment & morale and the department to which the respondents belong. (Table No.4.8)

6. Workers agree to perceive higher level of organisational climate than that of other groups of employees. (Table No.4.11)
7. There is no significant difference between the designations of employees and organisational climate agreement. (Table No.4.11)

8. Statistically significant difference is observed between the designations of the respondents with regard to dimensions of organisational climate agreement namely respect, team and support, conflict management and direction. (Table No.4.11)

9. There is no significance difference between the educational qualifications of the respondents and overall score of organisational climate agreement. (4.14)

10. Statistically significant difference is observed between the educational qualifications of the respondents with regard to dimensions of organisational climate agreement namely respect, career development, team & support, and conflict management. (4.14)

11. There is no significant association between experience of the employees in the organisation and organisational climate agreement. (Table No.4.17)

12. It is evident that there is a significant association between experience of the respondents in the organisation and dimensions of organisational climate agreement namely role clarity, commitment & morale and direction. (Table No.4.17)
13. There is no significant difference among income of the respondents and organisational climate agreement. (Table No.4.20)

14. The respondents who draw income of Rs.15001 to 20000 agree to perceive high levels of organisational climate than that of other groups. (Table No.4.20)

15. There is a significant difference among the income of the respondents and various dimensions like career development, relationship, team and support, conflict management and direction of organisational climate. (Table No.4.20)

16. Employees belong to joint families agree to have high perception about organisational climate than that of employees belonging to nuclear families. (Table No.4.23)

17. Significant difference was observed between the type of family of the respondents and dimension relationship of organisational climate agreement. (Table No.4.23)

18. There is no significant difference between the type of family of the respondents and organisational climate agreement. (Table No.4.23)

19. There is no significant difference among the respondents number of dependents and organisational climate agreement. (Table No.4.26)

20. There is a significant difference among the respondents number of dependents and organisational climate agreement dimensions
namely role clarity, team & support, quality of service and conflict management. (Table No.4.26)

21. There is a significant relationship between organisational climate and quality of work life. (Table No.4.29)

22. The overall score of organisational climate agreement has a significant correlation with all the sub dimensions. (Table No.4.30)

5.1.3. ORGANISATIONAL CLIMATE IMPORTANCE:

1. Nearly half proportion of the respondents perceives moderate level of organisational climate importance. (Table No.4.3)

2. There is no significant association between overall organisational climate importance and age of the respondents. (Table No.4.6)

3. The organisational climate importance dimensions namely respect and communication shows significant association with regard to age of the respondents. (Table No.4.6)

4. The difference has been found to be statistically no significant with regard to department the respondents belong and organisational climate importance. (Table No.4.9)

5. Employees belonging to technical departments agree to perceive high organisational climate importance as against those from non-technical departments. (Table No.4.9)
6. Statistically significant difference is found between the departments the respondents belong and dimensions of organisational climate importance namely role clarity and team & support. (Table No.4.9)

7. There is a significant difference between designations of the respondents and organisational climate importance. (Table No.4.12)

8. Workers perceive high importance to organisational climate than that of other two groups. (Table No.4.12)

9. Statistically significant difference was found between the designations of the respondents with regard to dimensions of organisational climate importance namely role clarity, respect, communication, reward system, team & support and quality of service. (Table No.4.12)

10. Statistical significant with regard to overall score of organisational climate importance and educational qualification were found. (Table 4.15)

11. Statistical significant difference was also found between the educational qualifications of the respondents with regard to dimensions of organisational climate importance namely role clarity, respect, communication, team & support, quality of service and direction. (Table No.4.15)
12. There is no significant association between experience of the respondents in the organisation and overall organisational climate importance. (Table No.4.18)

13. There is no significant difference among the respondents based on their monthly income and their perceived overall organisational climate importance. (Table No.4.21)

14. The respondents who monthly income is 10000 and below have higher level of perception towards organisational climate importance than that of other groups. (Table No.4.21)

15. There is a significant difference among the dimensions like communication, reward system, team & support and quality of service of organisational climate importance and monthly income of the respondents. (Table No.4.21)

16. There is no significant difference between respondents type of families they belong with regard to the perceived overall organisational climate importance. (Table No.4.24)

17. The employees from joint families perceive greater importance towards organisational climate than those from the nuclear families. (Table No.4.24)

18. With regard to the dimension planning & decision making of organisational climate importance has significant difference with regard to type of families of the respondents. (Table No.4.24)
19. There is no significant difference found among the respondents number of dependents and overall organisational climate importance. (Table No. 4.27)

20. There is a significant difference among the respondents number of dependents and organisational climate importance dimensions namely career development, team & support, quality of service and training & development. (Table No.4.27)

21. There is a significant relationship between overall organisational climate importance and overall quality of work life of the respondents. (Table No.4.29)

22. There is a significant relationship between overall organisational climate importance and overall organisational climate importance. (Table No.4.29)

23. There is a significant relationship between overall organisational climate importance and its dimensions. (Table No.4.31)

5.1.3. QUALITY OF WORK LIFE:

1. Nearly half proportion of the respondents perceive moderate level of quality of work life (Table No.4.4)

2. There is no significant association between quality of work life and age of the respondents. (Table No.4.7)
3. There is a significant association between age of the respondents and quality of work life dimensions namely safe and healthy work environment and social integration. (Table No.4.7)

4. There is a significant difference between respondents departments and overall score of quality of work life. (Table No.4.10)

5. The mean score comparison shows that respondents who belong to technical have higher quality of work life than the ones who belong to non-technical departments. (Table No.4.10)

6. There is a significant difference found between the departments of the respondents belong and dimensions of quality of work life namely adequate and fair compensation, safe and healthy work environment, development of human capacities, constitutionalism and quality of work life feeling. (Table No.4.10)

7. There is no significant difference among the designation and overall quality of work life of the employees. (Table No.4.13)

8. With regard to designations higher mean scores were obtained by those who belonging to officer and staff compared to score of the workers, so workers perceive low level with regard to quality of work life when compared to other two groups. (Table No.4.13)

9. Significant difference is found in terms of dimensions of quality of work life like adequate & fair compensation, safe & healthy work
environment, development of human capacities, growth & security and total life space. (Table No.4.13)

10. There is no significant difference among the educational qualifications and overall quality of work life of the employees. (4.16)

11. Significant difference is found in terms of dimensions of quality of work life like adequate & fair compensation, safe & healthy work environment and quality of work life feeling. (Table No.4.16)

12. There is no significant association between quality of work life overall and experience of the respondents in the organisation of the respondents. (Table No.4.19)

13. There is a significant association between experience of the respondents and quality of work dimensions namely adequate & fair compensation, safe & healthy work environment, social integration and quality of work life feeling. (Table No.4.19)

14. It is inferred that there is no significant difference among the respondents according to their income with regard to their quality of work life. (Table No.4.22)

15. The mean scores reveal that the respondents who’s salary is between 15001-20000 have higher quality of work life than the other groups. (Table No.4.22)
16. There is a significant difference among the respondents according to their income with regard to the dimensions of quality of work life such as safe & healthy work Environment, development of human capacities, growth & security, and quality of work life feeling of quality of work life. (Table No.4.22)

17. There is a statistical significant difference between the type of families and quality of work life. (Table No.4.25)

18. The mean score comparison of respondents from nuclear families have slightly higher quality of work life than the ones from joint families. (Table No.4.25)

19. There is no significant difference among the respondents according to their number of dependents in the family and quality of work life. (Table No.4.28)

20. There is a significant difference among respondent’s number of dependents and dimensions of quality of work life namely developing human capacities and quality of work life feeling. (Table No.4.28)
5.1.5. FINDINGS RELATED TO HYPOTHESES:

Null Hypothesis for the Research Hypothesis –01

*There is no significant association between Age of the respondents and Organisational Climate Agreement.*

Chi-square test was applied and it was found to be that there is no association between age of the respondents and organisational climate agreement. (Table No.4.5)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

Null Hypothesis for the Research Hypothesis –02

*There is no significant difference between the Departments the respondents belong and Organisational Climate Agreement.*

A student ‘t’ test was applied and it was found that there is no significant difference between overall organisational climate agreement and departments the respondents belong. (Table No.4.8)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

Null Hypothesis for the Research Hypothesis –03

*There is no significant difference between the Designations of the respondents and Organisational Climate Agreement.*

Students ‘t’ test was used to find the significant difference between the designation of the respondents and organisational climate agreement and was found to be no significant. (Table No.4.11)
Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for the Research Hypothesis –04**

*There is no significant difference between the Educational Qualifications of the respondent’s and Organisational Climate Agreement.*

To test the hypothesis one-way variance test was applied and it was found that there is no significant difference between educational qualification of the respondents and organisational climate agreement. (Table No.4.14)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for the Research Hypothesis –05**

*There is no significant association between the respondents Experience in the organisation and Organisational Climate Agreement.*

Using Chi-square test it is found to be that there is no significant association between the respondents experience in the organisation and organisational climate. (Table No.4.17)

Hence the null hypothesis is accepted and the research hypothesis is rejected.
Null Hypothesis for the Research Hypothesis :06

*There is no significant difference among monthly Income of the respondents and Organisational Climate Agreement.*

Chi-square test was applied and the table revealed that there is no significant difference among monthly income of the respondents and organisational climate agreement. (Table No.4.20)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

Null Hypothesis for the Research Hypothesis –07

*There is no significant difference between the Type of Family of the respondents and Organisational Climate Agreement.*

Using student ‘t’ test it was found to be that there is no significant difference between the type of family of the respondents and organisational climate agreement. (Table No.4.23)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

Null Hypothesis for the Research Hypothesis –08

*There is no significant correlation between Organisational Climate Agreement and Quality of Work Life.*

Inter correlation matrix for the respondent’s organisational climate and quality of work life was found to be significant correlated. (Table No.4.29)
Hence the null hypothesis is rejected and the research hypothesis is accepted.

**Null Hypothesis for Research Hypothesis –09**

*There is no significant association between Age of the respondents and Organisational Climate Importance.*

Applying the chi-square test it is revealed that there is no significant association between age of the respondents and organisational climate importance. (Table No. 4.6)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for the Research Hypothesis –10**

*There is no significant difference between Departments the respondents belong and Organisational Climate Importance.*

Applying student ‘t’ test it is found that there is no significant difference between departments of the respondents belongs and organisational climate. (Table No.4.9)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –11**

*There is no significant difference between respondent’s Designations and Organisational Climate Importance.*
Applying the ‘F’ test it is found that there is a significant difference between respondents designation and organisational climate importance. (Table No. 4.12)

Hence the null hypothesis is rejected and the research hypothesis is accepted.

**Null Hypothesis for Research Hypothesis –12**

*There is no significance difference found between Educational Qualifications of the respondents and Organisational Climate Importance.*

The one-way variance test was applied to test the research hypothesis and the result was found to be that there was a significant difference between educational qualification of the respondents and overall organisational climate importance. (Table No 4.15)

Hence the null hypothesis is rejected and the research hypothesis is accepted.

**Null Hypothesis for Research Hypothesis –13**

*There is no significant association between years of Experience of the respondents and Organisational Climate Importance.*

Chi-square test was applied and it was found to be there is no significant association between years of the experience of the respondents and organisational climate importance. (Table No. 4.18)
Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –14**

*There is no significant association between Income of the respondents and Organisational Climate Importance.*

Using chi-square test it is found to be that there is no significant association between income of the respondents and organisational climate. (Table No.4.21)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for the Research Hypothesis –15**

*There is no significant difference between respondent’s Type of Family and Organisational Climate Importance.*

Applying student ‘t’ test it is found that there is no significant difference between type of families and of the respondents and organisational climate importance. (Table No.4.24)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –16**

*There is no significant association between Age of the respondents and Quality of Work Life.*
Chi-square test was applied and found to be that there is no significant association between age of the respondents and quality of work life. (Table No.4.7)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –17**

*There is no significant difference between Departments the respondents belong and Quality of Work Life.*

Using ‘t’ test it is found that there is significant difference between departments the respondents belong and quality of work life. (Table No.4.10)

Hence the null hypothesis is rejected and the research hypothesis is accepted.

**Null Hypothesis for Research Hypothesis –18**

*There is no significant difference between respondent’s designation and Quality of Work Life.*

Applying one-way variance test it was found that there is no significant difference between respondent’s designations and quality of work life. (Table No.4.13)

Hence the null hypothesis is accepted and the research hypothesis is rejected.
**Null Hypothesis for Research Hypothesis –19**

*There is no significant difference between respondent’s Educational Qualifications and Quality of Work Life.*

One-way analysis was applied to test the research hypothesis and it was found that there was no significance between respondent’s educational qualification and quality of work life. (Table 4.16)

Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –20**

*There is no significant relationship between years of Experience of the respondents and Quality of Work Life.*

Applying Karl-Pearson’s correlation it was found to be that there is a significant relationship between years of experience of the respondents and quality of work life. (Table No.4.19)

Hence the null hypothesis is rejected and the research hypothesis is accepted.

**Null Hypothesis for Research Hypothesis –21**

*There is no significant association between Income of the respondents and Quality of Work Life.*

Using ‘F’ test it is found to be that there is no significant difference between income of the respondents and quality of work life. (Table No.4.22)
Hence the null hypothesis is accepted and the research hypothesis is rejected.

**Null Hypothesis for Research Hypothesis –22**

*There is no significant difference between the respondent’s Type of Family and Quality of Work Life.*

Applying student ‘t’ test it was found that there is no significant difference between the respondent’s type of family and quality of work life. (Table No.4.25)

Hence the null hypothesis is accepted and the research hypothesis is rejected.
Fig - 5.1.

COMPARISON OF MAJOR SUBJECT VARIABLES
Conceptual Framework:

Modifiers
Socio-Economic Characteristics

Organisational Climate Dimensions
Role Clarity
Respect
Communication
Reward System
Career Development
Planning and Decision-Making
Innovation
Relationship
Team and Support
Quality of Service
Conflict Management
Commitment and Morale
Training and Development
Direction

Quality of Work Life Dimensions
Adequate and Fair Compensation
Safe and Healthy Work Environment
Development of Human Capacities
Growth and Security
Social Integration
Constitutionalism
Total Life Space
Social Relevance
QWL Feeling

Organisational Climate

Expected relationship in Organisational climate
The expected relationship in organisational climate is shown in the chapter four, analysis and interpretations. In table no.4.29, an Interco relation matrix was generated among all the major subject variables of the study. The organisational climate, organisational importance and quality of work life were studied and their correlation values at different levels have significance among themselves have been presented. The table 4.33, result shows that there is a significant correlation between overall organisational climate agreement and all the dimensions of organisational climate importance. This reveals that the dimensions of organisational climate importance have influence on overall organisational climate agreement. It was also found from table 4.34, that there is a significant correlation between overall organisational climate importance and almost all dimensions of organisational climate except respect. The table 4.35 also shows that almost all the dimensions of quality of work life has significant correlation with regard to organisational climate agreement except adequate & fair compensation and total life space. From the table 4.37, overall score of quality of work life when correlated with organisational climate agreement it was found that almost all the dimensions of organisational climate show a correlation except role clarity and direction dimension. Each variable of the subject play a vital role in deciding an organisational climate of any organisation. This relation subject to interpret that organisational climate influences the quality of work life of employees in the organisation and quality of work life has an influence towards determining organisational climate.
5.2. IMPLICATIONS FOR SOCIAL WORK INTERVENTION:

The intention of this study, from the social work researcher point of view is to make the employees how much they agree with organisational climate and understand the importance of organisational climate. Employees are facing lot of challenges due to technological changes, globalisation and deregulations of policy; they have to make themselves sustainable to meet the pierce competition, which cannot be ignored by any employee. The employees are facing lot of problems in day-to-day activities both personally and professionally. The role of the social worker comes into play to help the employees working in the organisations. They play the role of industrial counselor, HR personnel, liason officers etc., to help the employees to solve their problems, to make them understand their duties and responsibilities and to work efficiently. The industrial social worker can influence the employees by adopting methods of social work like casework, group work, and research in enhancing the ability of the employees. The social worker is not the person to influence them in the work place, they also support employees in their personnel problems and make them face and to solve the problems.

This study focuses on various dimensions of organisational climate namely Role Clarity, Respect, Communication, Reward System, Career Development, Planning & Decision-making, Innovation, Relationship, Team & Support, Quality of Service, Conflict Management, Commitment and Morale, Training & Development and Direction and its influence in
employees. It also studies the quality of work life dimensions namely Adequate and Fair Compensation, Safe and Healthy Work Environment, Development of Human Capacities, Growth & Security, Social Integration, Constitutionalism, Total Life Space, Social Relevance and Quality of Work Life Feeling. From the study it also tries to find out the level of perception by employees towards organisational climate and quality of work life. Cahill et al (1995) have stated that the most important step in healthy organisational change is to make a serious and sustained commitment to it. The social workers in industrial setting are fast realizing the importance of this.

5.3. SUGGESTIONS:

5.3.1. SUGGESTIONS FOR THE PRESENT STUDY:

5.3.1.1. Promoting Health:

The respondents working in the present organisation have reported that they suffer from one or the other physical illness especially the worker category. The employees suffer from the hazards fumes at work area, which makes them ill both physically and mentally. So the management has to look into the health and safety of the employees at the work place. They can be provided with proper safety equipments and reduce pollution in the work area. Proper training sessions can be programmed to educate the employees to keep away from serious illness. Health check up camps can be conducted at the work spot to diagnose the health conditions of the
employees. The study also shows that the employee perceive moderate level of safe and health environment in the organisation. Managing health of the employees with proper care at organisation level also will help both the organisation and employees to be happy. This indirectly keeps employees family feel happy.

**5.3.1.2: Building Relationship:**

The relationship at the work spot is not so conducive, which was observed and found in the study. The management should look into building the relationship between all levels of management. Similarly the peer and supervisor relationship should be enhanced. The key components for building relationship is training employees in conflict management, stress management, open lines of communication and strong levels of support within the employees. The employees should use the staff retreat appropriately. The employee on their part can create good social relationship, which in turn reflects in the work environment as a friendly environment. This relationship is not only to have good environment at time it supports the individual and the organisation in the long run.

**5.3.1.3. Career Development:**

The study results reveals that most of the respondents have a poor level of satisfaction with regard to their career building in this organisation. All employees invariable to organisation think of their career in the organisation. So due respect should be given for all
employees and ensure them of their career path. The organisation has to look into the qualification, experience, and performance etc., and plan for employee career. If things are not planned properly the employees will get dissatisfied, burn out and end up with poor work performance.

5.3.1.4. Role Clarity:

Role clarity has to be well defined to the employees or else they will end up in role ambiguity. This role ambiguity generally exists when a role incumbent has inadequate information about the work role. The organisation can give clear information about the objectives, scope, responsibilities of the role, feedback about the performance etc., which would make the employee to contribute effectively without any problem. If the role is clear the performance of the employee is enriched, adjustment attitude at work place and well-being can be ensured.

5.3.1.5. Compensation:

Still money is an important motive factor for people in the organisation, which make them work on the job. The results also determine the importance of adequate and fair compensation for the work they do. The compensation system should be planned in a way that it is par with the external labour market. The compensation should response to the prevailing practices and changing economic conditions. The organisation when planning for
compensation can look into the incentive, reward system, work, skill, education and experience of the employees.

5.3.1.6. Develop Human Capacities:

Utilization of human resource appropriately will make individual and organisation to grow together. The organisation becomes responsible for the growth and development of employees in any organisation, so it becomes liable for the organisation to give training, recognition, skill development and promotion accordingly to make the employee satisfied. Challenging work assignments should be made to employee to expand skills, abilities, knowledge and performance. The organisation should motivate the employees in involving themselves towards work.

5.3.1.7. Communication:

Study result revealed that communication has to be enhanced within the employees at all levels. Although orientation programmes and job assignments are critical it is essential in organisation to be communicated on time. The downward communication is certainly to be improved in conveying expectations, performance standards, goals and opportunities to the employees. Also the upward communication process is to be enhanced which values to supervisors as well as employees.
5.3.1.8. Training and Development:

More emphasis has to be made towards training and developing the employees in the organisation. The employees also felt the same and the study also reveals it. The organisation can plan for some extensive training programme for the development of skill, talent, knowledge and performance of the employees. An annual training calendar can be prepared for all level of employees in the organisation based on the need. The training will not only enhance the knowledge it makes a change in attitude of employees towards better organisational climate.

5.3.1.9. Recruitment:

The organisation can also make reservations for women to be employed. Even though it is a production unit, they can be employed in administrative buildings. From the employees it is understood there was no bulk recruitment for the past twenty years. The organisation should plan for the future need of human resource otherwise when people get superannuated at the same time the organisation will face the crisis at work area. To avoid crisis of human resources in future when required proper planning is required.

5.3.1.10. Appointing Industrial Social Workers:

The role of industrial social worker has become very vital for all organisations, because people at the work spot not only suffer from
physical illness but also psychological illness. This was felt during the data collection in the organisation. So the researcher also suggests that the management can appoint a social worker in the organisation. The social worker will play a multifaceted role, but the prime duty would be counseling. The counseling would help the employees to share their problems with the social worker, whereby the social worker help them to find solutions for the problem themselves. This helps the employee to build confidence and get self-motivated. The social worker can also help the employees by guiding them, motivating, improving work style etc.,

5.3.1.11. Modernisation and Introduction of Technology:

This would first of all require huge financial investments, which at present the managements are finding it very hard to come by. The management therefore not resorted to this change in a big way so far because institutional credit has been very hard to come by and despite marginal improvements can only be seen. Therefore on the managements ability to introduce technology is the need of the hour. It is not only attempting to introduce new technological developments in the organisations, it has to develop the skills in the areas related to the management of technology. This would require them to establish a specialized cell which monitors the technological developments and the skill developments of the employees on the ongoing basis.
5.3.1.12. Quality up gradation:

Quality is that the organisation has to enhance them to match international standards. But it would be a tough task to accomplish because it is dependent on both machine and men. The machines right now are, by and large, old enough and the men are not tuned to the task. The employees can be given training on the latest methods and skills to improving quality. Even this tasks related to quality have been attempted by fewer managements and they feel proud of really doing quite a lot on improving quality in all means.

5.3.1.13. Development of Work Environment:

This will be another important input required by the management if they have to survive and excel in the changing work environment. This would require introduction and operationalisation of a group philosophy, which would on the one hand, lay down the broad parameters improving work environment and seeking efficiencies and higher productivity for earning satisfaction from the employees. Introduction of objective and professional policies related to career planning and development, grievance handling system, decision-making and communication will make group philosophy functional.
5.3.2. SUGGESTIONS FOR FUTURE STUDIES:

From the Indian perspective of the present study the following topics are suggested for future research

1. In future entire population can be considered for the study.

2. Comparative study on organisational climate in public and private sector cement industries.

3. Organisational climate can also be studied comparing manufacturing sector and service sector.

4. A Longitudinal investigation of quality of work life in cement industries.

5. A Further research on the distribution of organisational climate by demographic variables.

6. A comprehensive study of the personality traits in industrial personnel.

7. A research can be undertaken to study the employee’s personality influence on organisational climate and its consequences.

8. Investigation into organisational effectiveness and organisational culture can be made.

9. A study can be done regarding psychological climate.

10. Influence of culture towards organisational climate can be studied.
5.4. CONCLUSION:

The new realities fostered by macro economics and social factors will propel further cooperation in the future globalisation, new work place technologies, increased worker education and so on. As employee ownership continues to grow, collective decision-making between managers and workers will like wise increase. Due to technological changes, globalisation and deregulations, industries are looking for employees with specialization who can contribute to boost up quality production to face the pierced competition globally. So the employees are in the situation to understand the change and competition in job market. The study analysed the existing organisational climate and quality of work life, in Tamilnadu Cements Corporation Limited (TANCEM) and their levels perceived by the employees. The results manifested that the employees perceive moderate level of organisational climate. Their levels of quality of work life were also found to be at moderate level. The result also reveals that there is a correlation between organisational climate and quality of work life. The major implication of the study is to bring out the importance in orienting the employees of better organisational climate and to improve their quality of work life and heighten job satisfaction. This long run will be beneficial to the management in terms of increasing the productivity. The significant finding of the study is that planners and managers while formulating the organisational policy should take special care. Equal importance must be accorded to the implementation stage also.