CHAPTER V
SUMMARY OF FINDINGS, SUGGESTIONS
AND CONCLUSION

5.1. Introduction

Growingly people begin to realize that like finance and machine, workforce is an equally significant input in the survival and development of an organization. Therefore, organizations are required to adopt a strategy to improve the quality of work life of employees to satisfy both organizational objectives and employee needs. As industries are in the forefront of the economic growth and accommodate the major chunk of the workforce of the country, concrete efforts for enhancement of quality of work life would do a lot to improve the morale and motivation of the employees and as a result there would be improvement in the health of the industry. In this context, the present study is undertaken. A brief description of the conceptual framework of quality of work life is given in Chapter I. The research has been originally sparked off by research objectives in Chapter I which led to the hypotheses outlined about the perception of the employees towards quality of work life in the select magnesite companies. The methods followed are described in this chapter. The reviews of previous studies are presented in Chapter II. A brief description of the quality of work life practices of the select magnesite companies are discussed in
Chapter IV. The association between demographic variables and level of satisfaction of employees towards prevailing quality of work life and relationship between socio-economic profile of the respondents and their level of acceptance towards factors contributing quality of work life of employees are discussed in Chapter IV. In this chapter, the findings emerging from the study are summarized, the problems encountered are mentioned, recommendations are made and scope for the future studies is outlined.

5.2. Findings

1. Out of 497 respondents, 69.22 per cent are male and 30.78 per cent are female. The predominant age group of the respondents (50.10 per cent) in the select magnesite companies is 36-45 years. A good majority of the remaining respondents are dispersed in the age group 46-55 years and upto 35 years. 4.23 per cent of the respondents are dispersed in the age group above 55 years.

2. The predominant literacy group (47.28 per cent) of the respondents has degree qualification. 25.15 per cent of the respondents have Diploma/ITI qualifications. 12.07% and 15.49% of the respondents have studied upto H.Sc and postgraduation and above qualifications respectively.
3. Majority of the respondents (43.06%) draw a monthly salary in the range Rs.25001-35000, and 28.77% of the respondents draw Rs.15001-25000 as monthly salary. 16.09% and 12.07% of the respondents draw monthly salary in the range upto Rs.15000 and above Rs.35000 respectively.

4. 7.44 per cent of the respondents have upto 10 years of service. 36.22 per cent and 43.66 per cent of the respondents have 11-15 years and 16-20 years of service respectively. 12.68 per cent of the respondents have above 20 years of service.

5. Out of 497 respondents, 7.04% are executives, 11.67% are supervisors and 81.29% of the respondents are workmen. As regards to company, 29.18% of the respondents are working in SRCL, 35.81% are working in Dalmia and 35.01% are working in TANMAG.

6. 76.26 per cent of the respondents are married and 23.74 per cent are unmarried. 12.88 per cent of the respondents have 1 and 2 dependants, about 39.44 per cent have 3 to 4 dependants, 32.39 per cent have 5 to 6 dependants, and 15.29 per cent of the respondents have above 7 dependants.

7. Out of 497 respondents, 3.22% are highly satisfied, 44.87% are satisfied and 32.39% are neither satisfied nor dissatisfied towards
prevailing quality of work life of employees in the select magnesite companies. 10.26% and 9.26% of the respondents are dissatisfied and highly dissatisfied respectively with the prevailing quality of work life of employees.

8. No significant association is found in the satisfaction level of the respondents belonging to different gender, age groups, educational status, salary groups, cadre, length of service, and company they belong to towards prevailing quality of work life of employees in the select magnesite companies.

9. Female respondents, respondents of the age group up to 35 years, respondents having H.Sc qualification, respondents belonging to monthly salary above Rs.35000, executives, respondents belonging to length of service 16-20 years and employees of TANMAG are more satisfied with the prevailing quality of work life of employees in the select magnesite companies.

10. There is no significant relationship among the acceptance levels of the respondents belonging to different genders, age groups, educational status, monthly salary, length of service and company they belong to towards factors contributing to quality of work life of employees in the select magnesite companies in Salem district.
11. Female respondents, respondents in the age group above 55 years, respondents having H.Sc qualification, respondents belonging to monthly salary of Rs.15001-25000, executives, respondents with the length of service of 16-20 years and employees of SRCL have higher acceptance level towards factors contributing to quality of work life of employees in the select magnesite companies in Salem district.

12. There exists consistency in the acceptance level of male respondents, respondents belonging to 46-55 years, respondents who have postgraduation and above qualifications, respondents drawing salary upto Rs.15000, supervisors, respondents having upto 10 years, and employees of Dalmia towards factors contributing to quality of work life of employees in the select magnesite companies in Salem district.

13. Multiple discriminant function analysis was used to study how the different factors contributing to quality of work life of employees measured in terms of level of acceptance discriminate among the executives, supervisory staff and workmen. The MDA technique applied resulted in two discriminant functions, of which the factors such as social integration of work and work and total life space contributed to the first function (Work and Social Life) and the variables such as occupational stress and workers’ participation in management contribute to the second discriminant function (Worker
and Work Environment). The efficiency of these functions was tested using classification matrix which predicted 91.10% of the cases correctly. The MDA results further show that the workmen and supervisors differ more from executives in ‘Work and Social Life’. Supervisors differ in the ‘Worker and Work Environment’ from both workmen and executives.

14. Multiple discriminant function analysis has also been used to study how the different variables contribute to QWL discriminate among the employees belonging to three companies namely SRCL, Dalmia and TANMAG. The MDA technique applied resulted in two discriminant functions, of which the factors relating to opportunity for growth and development, workers’ participation in management contributed to the first function (Employee-Employer Relationship) and the variables such as working conditions and occupational stress contribute to the second discriminant function (Work Environment). The efficiency of these functions was tested using classification matrix which predicted 58.80% of the cases correctly. The MDA results further shows that employees Dalmia and SRCL differ more from TANMAG in ‘Employee-Employee Relationship’. Employees of Dalmia differ in the ‘Work Environment’ from the employees of both TANMAG and SRCL.
15. There has been a low correlation (0.155) between the overall score of the factors contributing to quality of work life of employees and the selected personal variables. Gender, age and educational status of the employees have no significant effect on the factors contributing to quality of work life of employees in the select magnesite companies. Monthly salary and length of service of the respondents have a significant effect on the factors contributing to quality of work life of employees at 5 per cent significance level.

16. In regards to the various variables that contribute to the nature of job in the select magnesite companies, the majority of the respondents (31.99%) disagree with the list, followed by strongly agree (22.93%) and neither agree nor disagree (18.91%). 14.88% and 11.26% of the respondents agree and strongly disagree respectively towards various attributes of the nature of job. The average acceptance score shows that the respondents have a higher acceptance level (3.22) towards their involvement in the job, followed by proud of their jobs and interesting nature of their jobs in the select magnesite companies (3.14). In the case of challenging nature of every job, the respondents have a lower acceptance score (2.85).

17. Out of 497 respondents, majority of the respondents indicate that they disagree (33.60%) with the various attributes of the employees’
compensation in the select magnesite companies, followed closely by strongly agree (22.73%) and neither agree nor disagree (19.52%). 17.50% and 6.64% of the respondents agree and strongly disagree respectively towards various attributes of the employees’ compensation. The average acceptance score shows that the respondents have a higher acceptance level (3.36) towards fair compensation policy of the select magnesite companies, followed by various allowances given to employees as per the norms (3.27). However, the respondents have a lower acceptance score (3.05) towards fair and adequate wages given to employees.

18. The majority of respondents indicate that they disagree (34.80%) with the various aspects of working conditions in the select magnesite companies, followed by strongly agree (20.52%) and neither agree nor disagree (19.91%). 17.30% and 7.44% of the respondents agree and strongly disagree respectively towards various aspects of working conditions. The average acceptance score reveals that the respondents have a higher acceptance level (3.20) towards readiness of management to introduce novel ideas and equipment, followed by existence of very low fatigue (3.19). However, the respondents have a lower acceptance score towards free from occupational hazards and accidents (2.94).
19. In regards to the opportunities available to employees for their growth and development in the select magnesite companies, majority of the respondents (36.61%) disagree, followed by strongly agree (18.71%) and neither agree nor disagree (18.10%). 17.70% and 8.85% of the respondents agree and strongly disagree respectively towards the opportunities available to employees for their growth and development. The mean acceptance score shows that the respondents have a higher acceptance level (3.21) towards opportunities given to employees to develop new skills and ideas, followed by opportunities given to use their capabilities, skills at work and grow (3.08). The respondents have a lower acceptance level towards career opportunities pointed out by the superiors in the select magnesite companies (2.85).

20. Out of 497 respondents, majority of the respondents reveal that they disagree (34.20%) with the various aspects of social integration of work in the select magnesite companies, followed closely by strongly agree (19.91%) and neither agree nor disagree (16.29%). 16.09% and 13.48% of the respondents agree and strongly disagree respectively towards various aspects of social integration of work of employees. The mean acceptance score reveals that the respondents have a higher acceptance level (3.12) towards top management understands the subordinates’ problems and opportunities to
accomplish work individually, followed by existence of team spirit at different levels (2.99%). On the other hand, the respondents have a lower acceptance score towards sense of single community among the employees (2.75).

21. Majority of the respondents report that they disagree (33.20%) with the constitutionalism in the select magnesite companies, followed closely by strongly agree (21.32%) and strongly disagree (15.29). 15.09% and 15.09% of the respondents agree and neither agree nor disagree respectively towards various aspects of constitutionalism. The average acceptance score reveals that the respondents have a higher acceptance level (3.10) towards equal distribution of work assignments without discrimination, followed by employees’ capability to voice opinions and influence changes in their areas of work (3.07). However, the respondents have a lower acceptance score towards employees’ right to join trade unions/associations as they like (2.76).

22. Out of 497 respondents, majority of the respondents express that they disagree (32.59%) with the work and total life space of employees in the select magnesite companies, followed by strongly agree (18.51%) and strongly agree (16.49%). 16.29% and 16.09 of the respondents agree and neither agree nor disagree respectively
towards work and total life space of employees. The average acceptance score shows that the respondents have a higher acceptance level (3.09) towards non-influence of energy and time spent on the job is not affecting employees’ life, followed by rarely missing of important family events because of work (2.94). In the case of fulfillment of employees’ needs and wants by their jobs, the respondents have a lower acceptance score (2.77).

23. Out of 497 respondents, majority of the respondents say that they disagree (31.79%) with the occupational stress of the employees in the select magnesite companies, followed closely by strongly agree (22.93%) and strongly disagree (16.50). 12.87% and 15.89% of the respondents agree and neither agree nor disagree respectively towards occupational stress of the employees. The average acceptance score reveals that the respondents have a higher acceptance level (3.13) towards management efforts to understand stress and its causes, followed by existence of very low state of stress (3.03). However, in the case of management efforts to reduce monotonous and disinteresting job, the respondents have a lower acceptance level (2.82).

24. Majority of the respondents indicate that they disagree (29.17%) with the workers’ participation in management, followed by agree
(20.92%) and neither agree nor disagree (18.10%). 17.50% and 14.28% of the respondents strongly agree and strongly disagree respectively with the workers’ participation in management in the select magnesite companies. The average acceptance score reveals that the respondents have a higher acceptance level (3.10) towards high involvement of employees in organizational matters, followed by participation of employees at different levels (3.08). In the case of recognition of employees as human beings rather than as a labourer and encouraging employees to offer suggestions while making policy decisions, the respondents have a low level of acceptance (2.84).

25. In regards to employee grievance handling in the select magnesite companies, majority of the respondents reveal that they disagree (33%), followed closely by strongly agree (18.91%) and agree (18.30%). 15.09% and 14.68% of the respondents neither agree nor disagree and strongly disagree respectively with the employee grievance handling. The average acceptance score reveals that the respondents have a higher acceptance level (3.04) towards fair chance to ventilate employees’ grievances, followed by existence of good machinery for the redressal of employees’ grievances (3.03). In the case of employee feels about no injustice has been done to him/her the respondents have a lower acceptance level (2.81).
26. Out of 497 respondents, majority of the respondents indicate that they disagree (32.19%) with the social relevance of work of the employees in the select magnesite companies, followed by strongly agree (22.33%) and strongly disagree (16.29%). 13.48% and 15.69% of the respondents agree and neither agree nor disagree respectively with the social relevance of work of the employees. The mean acceptance score shows that the respondents have a higher acceptance level (3.14) about quality of products/services provided their companies, followed by contribution of their organizations to the society (3.05). On the other hand, the respondents have a low level of acceptance (2.75) towards match of work life with social life in the select magnesite companies in Salem district.

27. In regards to factors contributing to quality of work life of employees in the select magnesite companies, compensation of employees, nature of job, opportunity for growth and development, workers’ participation in management and social integration of work stand at the first, second, third, fourth and fifth places with a mean rank of 3.16, 3.06, 3.00, 2.98 and 2.94 respectively. Social relevance of work, grievance handling and constitutionalism in the work organization are the other important dimensions of quality of work life of employees in the select magnesite companies. For occupational stress, work and total life space and working
conditions, the respondents assign the least ranks. It means that the employees have problems mainly in these areas.

28. There has been a low correlation (0.082) between the impact of quality of work life of employees and the selected personal variables. Gender, age, education, monthly salary and length of service of the employees have no significant effect on the impact of quality of work life of employees in the select magnesite companies.

29. Out of 497 respondents, majority of the respondents indicate that they agree (34%) with the impact of quality of work life of employees in the select magnesite companies, followed closely by strongly agree (22.53%) and neither agree nor disagree (18.10%). 12.27% and 13.07% of the respondents disagree and strongly disagree respectively with the impact of quality of work life of employees. The average acceptance score reveals that respondents have a higher acceptance level (4.06) towards the role of quality of work life for organizational stability, followed by its role in improving job satisfaction of employees (3.64), and creating industrial relations (3.62). On the other hand, the respondents have a lower acceptance level towards role of quality of work life in reducing wastages and damages (2.97), followed by its role in establishing team spirit (3.02).
30. Inconsistent promotional policy, lack of measures for the improvement of standard of living, lack of encouragement to experiment with new methods and inadequate counseling facilities are the problems of the employees ranging from 17.50 per cent to 25.55 per cent with regard to quality of work life of employees in the select magnesite companies. Employees ranging from 32.59 per cent to 49.89 per cent state lack of information sharing, inadequate measures for control and reduction of stress, limited job rotation and enlargement, absence of strong mechanism for grievance redressal, inadequate wages and salary, lack of appreciation for good work of subordinates, lack of top management’s understanding subordinates’ problems and lack of employees’ participation as the problems in quality of work life of employees in the select magnesite companies. More than 50.50 per cent of the respondents state discrimination of employees, inadequate training programmes, inadequate labour welfare measures and poor working conditions as their problems in quality of work life in the select magnesite companies.

31. Respondents ranging from 15.49 per cent to 28.77 per cent suggest that consistent promotional policy, measures for improvement of standard of living, encouragement to experiment with new methods, adequate counseling facilities and information sharing will improve the quality of work life of employees in the select magnesite
companies. Measures for control and reduction of stress, job rotation and enlargement facilities, strong mechanism for grievance redressal, adequate wages and salary, appreciation for good work of subordinates, understanding subordinates’ problems, employees’ participation and impartial treatment of subordinates are the suggestions of the employees ranging from 32.59% to 48.69% to improve quality of work life of employees. More than 50.50% of the respondents state adequate training programmes, adequate labour welfare measures and congenial working conditions to improve quality of work life of employees in the select magnesite companies.

5.3. Suggestions

From the foregoing analyses and findings, it is clear that the quality of work life of employees is the most important in the select magnesite companies. Hence, the researcher has identified the vital quality of work life dimensions that are followed in the select magnesite companies. Based on the perception of the respondents and the analyses, the following suggestions are given to improve the quality of work life of employees in the select magnesite companies:

1. In government owned organizations, it is very difficult to have a consistent promotional policy due to complying with statutory regulations such as reservations. However, a consistent promotional
policy can be followed in Dalmia Magnesite Corporation through meritorious career landmarks. Therefore, it is recommended that besides time bound promotion, about 50 per cent of promotions are to be given to out-performers in Dalmia Magnesite Corporation.

2. About 18.51 per cent of the respondents state that there is lack of measures for improving the standard of living of employees in the select magnesite companies. Provision for better work environment, physical and mental health, education, recreation and leisure time activities, and social belonging will improve the standard of living of employees in the select magnesite companies in Salem district.

3. Work stress is an important barrier in the quality of work life of employees in any organization. About 35.61 per cent of the respondents state that there are inadequate measures to control and lessen stress in the select magnesite companies. Therefore, the select magnesite companies can conduct regular health check up, health screening camps, yoga classes and meditation for employees to make them physically and mentally fit. Stress audit and research also could be conducted with the employees working in key areas in the select magnesite companies.

4. In order to develop the creativity of the employees, the select magnesite companies are required to encourage them to experiment with new methods in work places. For this purpose, the management can set up a
separate cell to enable employees to experiment with new methods, and employees with creativity can be rewarded.

5. About 25.55 per cent of the employees state that the counseling facility available in the select magnesite companies is inadequate. Therefore, the select magnesite companies may bestow special attention to employee counseling in areas like personal problems, career aspects, productivity and so on.

6. To get better the quality of work life of the employees in the select magnesite companies, “Work Assessment Committees” could be constituted, headed by qualified staff in-charge. The Committee shall meet frequently and assess the performance and appreciate the sincere efforts made by the employees. The management of the select magnesite companies must identify dynamic employees and their groups and appreciate them by giving suitable rewards, increment, special pay, family tour, extra leave, holiday home, get together with their families, appreciation letters, highlighting their good work amongst other employees on special occasions, etc. The excellent performances of the employees have to be considered at the time of their promotion.

7. According to 49.49 per cent of the respondents, top management of the select magnesite companies does not understand their problems.
Therefore the management of the select magnesite companies may well make use of informal groups by taking them into confidence to mediate as bridges of understanding between the management and the employees. The select magnesite companies should use it along with formal structures to make a workable system to understand the problems of the subordinates in order to ensure the organizational objectives.

8. The company’s commitment to equality should be reflected in its policies and programmes. Therefore, the select magnesite companies shall comply with the constitutional and legal obligations in respect of non-discrimination, equality of opportunity in training, careers prospects, facilities, etc. The select magnesite companies should provide employees with opportunities for personal/professional development and growth and levels.

9. About 51.71% of the respondents state that there exist inadequate training facilities. Therefore, the line managers of the select magnesite companies should formulate training modules and such modules should get the consent of the top management for implementation. Further, line managers of the select magnesite companies shall be deputed to attend training programmes, conferences, seminars, etc. conducted by various outside agencies to learn the new systems. Besides, experts from
reputed and similar organizations shall also be invited to share their experiences with the employees of the select magnesite companies.

10. It is the common myth that people are basically good, and they need to be managed with right mechanisms, better work environment, and job enrichment for better results. Therefore, the select magnesite companies shall establish and develop congenial working conditions to ensure the safety of employees. Therefore, regular inspection of compliance with rules and regulations of safety shall be undertaken by the Safety Committee/Safety Officer at all levels. In order to inculcate confidence in the minds of employees, the inspected reports shall be submitted to the top management as well as to recognized trade unions periodically.

11. A participative management style improves the motivation, job satisfaction, democracy and quality of work life of employees. Therefore, the select magnesite companies shall consult employees with respect to job related matters. For this, periodical meetings shall be conducted at various levels. Employee suggestion scheme needs to be operationalised effectively so as to utilize the creativity of employees. The employees may be given due participation while framing policies in the organization they serve, which will give them a feeling of being a part of the whole. This will help them to contribute to the achievement
of the institution’s goals. Therefore, the management of select magnesite companies must encourage employees through significant reward and recognition system to put their constructive and value added suggestions to practice so that the employees will be more committed towards organizational objectives.

12. About 62.25 per cent of the respondents report the absence of strong mechanism for grievance redressal. “Grievance redressal cells” should be established in each functional area with representatives of employees and management to consider the grievances of the employees and solve the problems immediately to the extent possible. In addition to a formal grievance mechanism, task forces, inquiry committees and similar other consultative bodies have to be instituted to address the grievances of the employees in the select magnesite companies.

13. The select magnesite companies should provide relaxation time for the employees and offer tips to balance their personal and work lives. They should not strain employees’ personal and social life by forcing on them demanding working hours, overtime work, business travel, untimely transfers, etc.

14. The economic interests of people drive them to work at a job and employee satisfaction depends at least partially, on the compensation offered. Pay should be fixed on the basis of the work done,
responsibilities undertaken, individual skills, performance and accomplishments in the select magnesite companies.

15. There shall be chances of open forums for the employees of the select magnesite companies to have better exchange of their views and discuss their problems to improve their service quality. ‘Quality Circles’ shall be formed in the select magnesite companies for meeting the employees at frequent intervals. The employees shall meet at short intervals in their workplace to discuss their job related matters which will help them to make radical changes in their jobs and may also help to find remedies in the crisis they confront in their day today work life. It may improve the quality of work life of employees in the select magnesite companies in Salem district.

5.4. Conclusion

The quality of work life approach considers people as ‘asset’ to the organization rather than ‘costs’. Employees should adore their work and worship the place they work with the quality of work life. Better quality of work life promotes human dignity and growth, collaborative work, compatibility of people, organizational goals, etc. As a result, employees become satisfied, motivated, involved and committed individuals with respect to their lives at work. In the present study, about 48% of the respondents are satisfied with the prevailing quality of work life in the
select magnesite companies. The employees have a few problems with the quality of work life such as inconsistent promotion policy, lack of measures for the improvement of standard of living, inadequate measures for control and reduction of stress, lack of encouragement to experiment with new methods, inadequate counseling, lack of appreciation of the good work of subordinates, lack of top management understanding of subordinates’ problems, injustice and discrimination of employees, absence of strong mechanism for grievance redressal, inadequate training programmes, poor working conditions and lack of employees’ participation. To ensure a positive outcome, attention to the factors identified in the suggested framework is important for improved quality of work life. If this study provokes the people concerned to take some positive measures in order to improve them, the researcher will feel amply rewarded.

5.5. Scope for Further Research

In the course of the literature survey and field study, it is found that the quality of work life is gaining momentum in the recent years. As this study is confined to only three magnesite companies in a limited geographical location, the findings cannot be generalized in a wider context. Hence, in order to generalize the study at the national level, a nationwide investigation that covers more companies and regions is suggested. There is a need to have an in depth study on the aspects covering various dimensions
of human resource development activities such as motivational level, aspirations and other socio-psychological dimensions. An empirical work that looks into the human resource development climate could be conducted in the select magnesite companies. Future investigation can also be undertaken in areas like the consequences of the changing nature of work, effectiveness of different career development interventions, a holistic approach towards career development, and the role of learning in the development of careers. A comparative study taking into public and private sector magnesite companies with respect to quality of work life dimensions is essential to make specific implications to policy development. Another area of inquiry is necessary to understand the unions’ attitude towards quality of work life of employees. The above list is instructive of further research in magnesite companies.