CHAPTER 6

SUMMARY, FINDINGS, CONCLUSION AND SUGGESTIONS

6.1 Research Summary

This chapter describes the research summary, findings and conclusion drawn based on statistical analysis. Based on the results, suggestions are given for improvement of QWL in Salem Steel Plant and JSW Steel Limited. The resultant study results also paved way for identification of areas for future research.

The study was aimed to measure the Quality of Work Life of employees working in Salem Steel Plant and JSW Steel Limited. While doing so, an attempt was made to find out the employees’ preferred factors by collecting their opinions to improve the Quality of Work Life. The study was aimed to find out the objectives, 1) to trace the need and importance of quality of work life of employees from past research, 2) to review the quality of work life practices of the select steel plants in Tamil Nadu, 3) to study the perception of the employees towards quality of work life practices presently followed in select steel plants in Tamil Nadu, and 4) to compare the quality of work life among select steel plants and suggest appropriate measures to improve the quality of work life of employees in both companies based on the findings of the present study and to test the hypotheses listed in paragraph 1.5 in Chapter 1.

The study was conducted in Salem Steel Plant and JSW by selecting a total of 452 employees as sample respondents from both the companies; 259 employees were selected from Salem Steel Plant and 193 employees were selected from JSW Limited.
Field survey method and personal interview technique were adopted to collect data in addition to secondary source of data. The data collected were subdued into suitable tabular forms and analysed for drawing inferences. Quantitative techniques like percentages, averages, range, two-way Tables, chi-square test, ANOVA test, inter Correlation matrix, multiple regression analysis, multi discriminating analysis and Garrett ranking method were applied as found and when necessary. Factor analysis was also used. The Quality of Work Life and its impact were identified by means of a scoring scale of the questionnaire in respect 11 factors of QWL consisting of 100 sub variables.

6.2 Findings

6.2.1 Employees’ Level of Satisfaction towards Quality of Work Life in SSP and JSW – \( \chi^2 \) Tests

It is found that majority of the Salem Steel Plant employees have maximum level of satisfaction towards quality of work life. The result is supported from chi-squared test at 5 per cent level of significance.

It is found that majority of the female respondents have maximum level of satisfaction than the male respondents.

It could be found that upto 30 years aged respondents have perceived maximum level of satisfaction towards Quality of Work Life. The result is proved by the Chi-square test at 5 per cent level of significance. There is a close relationship between age and level of satisfaction towards Quality of Work life of employees.
While analyzing the educational qualification the respondents, qualified upto H.Sc. have perceived maximum level of satisfaction towards Quality of Work Life. It is found from the analysis that there is significant relationship between educational qualification and level of satisfaction towards Quality of Work life of employees.

In the case of monthly income level of the respondents, the employees having above `35,000.00 income level have perceived highest level of satisfaction towards Quality of Work Life. It is found from the chi-square analysis that there is a close relationship between monthly income level and level of satisfaction towards Quality of Work life of employees.

It is found, that supervisor cadre employees have perceived maximum level of satisfaction towards Quality of Work Life. It is proved by the chi-square test. There is a close relationship between employees’ cadre and level of satisfaction towards Quality of Work life.

It is pinpointed from the analysis that with 10 years experience in service has perceived maximum level of satisfaction towards Quality of Work Life. It is accepted by the chi-square test that there is a close relationship between working experience and level of satisfaction towards Quality of Work life of employees.

6.2.2 Impact of Quality of Work Life –SSP– $^2$ Test

The study reveals that male employees are highly impacted than female employees in the study area.
The study reveals that the highly impacted employees belong to 31 to 40 years age category. The result of chi-square test supported the result at 5 per cent level of significance.

The study reveals that the employees who are qualified with Diploma level are highly impacted with the Quality of Work Life. The chi-squared test accepted the result at 5 per cent level of significance.

The study reveals that the employees who are earning below `25,000.00 were highly impacted with the Quality of Work Life of the. The result of chi-square test at 5 per cent level of significance.

It is found from the analysis that the managerial employees were found to be highly impacted with the Quality of Work Life. It is accepted by the chi-square test at 5 per cent level of significance.

The study indicates that the employees having 11 to 15 years of working experience were found to be highly impacted with the Quality of Work Life. The result of chi-square test at 5 per cent level significance.

6.2.3 Impact of Quality of Work Life – JSW – $^2$ Test

It is found from the analysis that the male employees are found highly impacted with the quality of work life of employees. It is accepted by the chi-square test at 5 per cent level of significance.

It could be found from the analysis that the employees belonging to 31 to 40 years age category were found highly impacted with the Quality of
Work Life. The chi-square supported the result at 5 per cent level of significance.

It is found that the employees qualified with Graduate level were found to be highly impacted with the Quality of Work Life.

The employees who are earning below `15,000.00 were found highly impacted the Quality of Work Life. The result of chi-square test proved at 5 per cent level of significance.

The Supervisors were found to be highly impacted with their Quality of Work Life.

It could be found from the analysis that the employees having upto 10 years of working experience were found highly impacted with the Quality of Work Life.

6.2.4 Employees Opinion towards their Quality of Work Life – SSP and JSW (ANOVA Results)

It is found from the study that the maximum changes were felt in the quality of work life among the JSW employees than Salem Steel plant employees. The Anova test proved that there is a significant change in their quality of work life experienced by the employees in different working environment.

It could be noted from the analysis that the maximum changes were felt in their quality of work life by the male employees than female employees in
the study area. The result of Anova test accepted that Quality of Work life of employees could not change in steel industries based on gender.

It is known from the analysis that the maximum changes were felt in the quality of work life by the employees of 31 to 40 years age category. The result of Anova test proved that Quality of Work life of employees could change in steel industries based on age.

It is revealed from the analysis that the maximum changes were felt in the quality of work life by the employees who are graduates. The result of Anova test accepted the result that Quality of Work life of employees could change in steel industries based on their educational qualification.

It could be found from the analysis that maximum changes were felt in the quality of work life by the employees who earn `15,001.00 to `25,000.00 per month. The result of Anova test proved that the Quality of Work life of employees could change in steel industries based on monthly income.

It is observed from the analysis that the maximum changes were felt in the quality of work life by the managerial cadre employees in the steel industries. The Anova test proved that the Quality of Work life of employees could change in steel industries based on cadre.

It is found from the analysis that the maximum changes were felt in the quality of work life by the employees having work experience upto 10 years in the steel industries. The result of Anova test proved that Quality
of Work life of employees could change in steel industries based on length of service.
6.2.5 Henry Garrett Ranking Technique

It is observed that majority of the respondents preferred the factors like ‘Compensation of employees’ and ‘Opportunity for Growth and Development’. Hence those are to be improved in the organization to improve better quality of work life of employees.

6.2.6 Multiple Regression Analysis

It could be found that the impact of Quality of Work Life of employees working in JSW is positively associated with the factors like Educational Qualification, Monthly Income, Cadre, and Length of Service.

It is found that the impact of Quality of Work Life of employees working in Salem Steel Plant is positively associated with the factors like Age, Cadre and Length of Service.

6.2.7 Multi-Discriminant Function Analysis

Discriminant Function Analysis was applied to the respondents based on the classification as low impact group and high impact group. The following factors viz., Length of Service, Cadre, Educational Qualification and Monthly Income significantly discriminate the two groups in JSW.

The factors like Length of Service, Cadre, Educational Qualification, Monthly Income and Age significantly discriminate the two impact groups in Salem Steel Plant.
6.2.8 Factor Analysis

From the factor analytic model three factors were identified and named as dimensions viz., Improved Organizational Climate’, ‘Increased Job Security’ and ‘Social Integration at Work Place’ in JSW Steel Limited. All the three factors were found to be highly influential to JSW employees in order to have good quality of work life.

From the factor analytic model three factors were identified and named as dimensions, viz., Employees Commitment’ ‘Increased Job Satisfaction’ and ‘Improved Organizational Stability’. All the three factors were found to be highly influential to SSP employees in order to achieve better quality of work life.

6.3 Conclusion

The study was conducted in two major steel plants in Tamil Nadu viz., Salem Steel Plant (Public sector) and JSW Steel Limited (Private sector). The Quality of Work Life was studied with respect to individual plants and as a whole comparing these two plants. The Quality of Work Life was correlated with demographic factors of respondents’ employees and studied in detail.

The most influencing factors of Quality of Work Life are ranked. While ranking, it was found that Compensation of Employees, Opportunity for Growth and Development and Working Conditions prevailed in the company dominated all other factors and was ranked I, II and III respectively (Table 5.72).

By using Multiple Discriminant Analysis it was found that the impact of Quality of Work Life of JSW employees is positively associated with the
demographic factors like of employees Educational Qualification, Monthly Income, Employees Cadre, and the Length of Service. In case of employees of Salem Steel Plant, it was found from the analysis that the impact of Quality of Work Life of employees are found positively associated with the employee status like their Age, Employees Cadre and the Length of Service.

Discriminant Function Analysis was applied to the respondents based on the classification of employees based on the felt impact like low impact group and high impact group. In JSW Steel Limited, the factors viz., Employees Length of Service, Cadre, Educational Qualification and Monthly Income were found significantly discriminate the two groups. In Salem Steel Plant, the factors like Employees Length of Service, Cadre, Educational Qualification, Monthly Income and their Age significantly discriminate the two impact groups.

Factor analysis has been employed to find out the level of acceptance towards Quality of Work Life prevailing in the SSP and JSW steel plants. The factors contributing improved QWL are grouped and renamed ‘Improved Organizational Climate’, ‘Increased Job Security’ and ‘Social Integration at Work Place’ in JSW Steel Limited. In Salem Steel Plant the factors are grouped and renamed as ‘Employees Commitment’ ‘Increased Job Satisfaction’ and ‘Improved Organizational Stability’.

Based on these findings, Suggestions have been given for further improvement of Quality of Work Life in SSP and JSW Steel Plants.
6.4 Suggestions

To improve the Quality of Work Life of the employees in SSP and JSW Ltd., Work Assessment Committees may be constituted in the organizations, headed by a qualified professional. The Committee shall meet frequently and assess the performance and appreciate the sincere efforts made by the professionals.

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 company’s goals.

Employees at entry cadres and junior level may be given on-the-job training to make the job more qualitative and useful. Also efforts may be made to find out the skills and talents and the area of interest of the employees so as to tap it for the improvement of one’s own welfare and that of the organization, resulting with improvement of work efficiency of employees and company performance.

In the current scenario, the employees do not identify their position in the organization they serve and in the society they live. To solve the identity crisis, their present designations of Technician / Operator may be changed to Supervisor; Supervisor may be changed as Managerial, etc.,

There shall be chances of open forums for employees to have better exchange of their matters and discuss their problems to improve their service quality and to make themselves satisfied in their job. The
employees shall meet at short intervals in their work place to discuss their official matters which will help them to make radical changes in their work situation and may also help to find remedies in the crisis they confront in their day today professional life. This may improve the quality of work life of the individuals.

Fringe benefits given to the staff may be enhanced. The employees shall be provided with additional facilities in canteen, creche, recreation and entertainment, health facilities etc. in their work place.

Employees may be made very friendly with usages of modern information gadgets like Internet and computer technologies. They shall be imparted proper training and orientation to equip themselves to rise up and to meet the current requirements.

Quality of Work Life and Occupation Stress of employees are found significantly and negatively correlated. So reducing the levels of stress is one of the best ways to enhance QWL. Hence it is suggested that, on the basis of the outcome of the study, effective stress management programmes may be adopted in steel industries to maintain the stress at reasonable and acceptable levels.

The capacities of the workers are to be utilized optimally by placing right man on the right job. By this process, the management would use the capacities of the employees by providing better quality of work life.
In view of the willingness of the workers for job rotation and enrichment, managements have to take the lead and use the services of their employees to improve their quality of work.

The job is of challenging nature in the private sector. If the management improves the quality of work life in good earnest by exposing their workers to the changes and improved techniques of production, the resultant effect is better performance.

The compensation policy is to be further improved in both steel plants, considering the nature of work in steel industry with other industries. This will improve the Quality of Work Life, retain the existing employees which enables in organizational growth.

The managements are advised to open special cells to help the workers in their career planning and career development. Career counseling and interpersonal relationships in both steel plants are to be streamlined to proper initiation of management and the unions.

The managements are advised to provide facilities for job enlargements and enrichments to derive the optimum advantage from the skilled employees in their units.

The Quality of Work Life in both Salem Steel Plant and JSW Steel Limited can be further improved by exposing the workers to the changing and improved techniques of production.
The JSW Steel Limited has to involve their employees in the decision making of their managements. Workers participation in the management of the company leads to improved industrial relations, effective decision-making, and thereby to increase the levels of production further.

The statutory provisions like subsidized canteen and medical facilities are to be improved in both the steel plants. Further, the companies are advised to seriously consider the provision of recreation facilities for their employees. These facilities help to relieve the fatigue of the workers and make them fit for further hard work.

Trade unions of Salem Steel Plant can especially take steps to improve human capabilities by arranging their own classes, supplying books and organizing seminars etc. Hundred per cent employees membership will make their task more feasible. Trade Unions of the plant must take necessary steps to improve the situation of Salem Steel Plant.

Both the managements should take actions to reduce job stress to improve working conditions and to avert the situation of brain drain. Both the organizations must formulate a strategy to conduct Annual Stress Audit with a combination of Stress Management and Ergonomics, which will be the most useful approach for preventing stress at work and plan suitable remedial actions for Organizational and Individual growth. This will increase the level of Quality of Work Life in these steel plants.

All these suggestions prove effective and useful only if awareness among the workers to different aspects of quality of work life is improved. Managements have
to strive hard to enlighten its employees on the advantages of different aspects of quality of work life such as education, health and other facilities that have indirect bearing on the quality of work life of workers.

By comparing the QWL among select steel plants and suggesting appropriate measures to improve the QWL of employees in both companies the last objective is achieved.

6.5 Scope for Further Research

The findings of the present study are reasonably limited in its scope with regard to steel plants in Tamil Nadu. The results can be made more elaborate if a number of other corporate giants in India are conducted. Hence the following research areas are identified and suggested for further research on the Quality of Work Life of employees.

1. The study can be extended to identify the pattern of relationship among different dimensions of Quality of Work Life of Steel Industry employees throughout India.

2. A study can be conducted to explore the Quality of Work Life in continuous process industries like Steel Industry employees and Paper Industry employees and compare the results with this study.

3. A factor comparison of Quality of Work Life of Steel Industry employees with employees of IT industries can be made.

4. The study can be extended incorporating variables such as
   a) Self concept
   b) Motivation
   c) Occupational Stress
   d) Technological advancement
   e) Organizational climate