CHAPTER - VI
FINDINGS, SUGGESTIONS AND CONCLUSION

6.1 Introduction

The quality of work life is a robust tool for the employers today. To achieve their target and objective through the most powerful and dynamic resource called human resource. Anything and everything becomes possible for an organization only when it is in the hands of sound, skillful and sparkling human resources. Such a work force is feasible only through a good quality of work life. Hence, quality of work life turns out to be very important for both employers as well as for the employees not only for their development but for the nation as a whole, which is very lucid from the previous chapters namely, review of literature and the conceptual background.

In order to empirically prove this, various objectives were framed and relevant data was collected from the employees of ONGC which was subjected to a range of statistical techniques such as percentage analysis, ANOVA, factor analysis, cluster analysis, chi-square test, discriminant analysis, one sample and paired sample t-test and parametric approach test etc. After analysis, suitable interpretations have been given to justify the results. Based on these interpretations some imposing findings were drawn, on the basis of which some workable suggestions have been proposed. By encompassing the findings and suggestions, a prominent conclusion was arrived at. The consolidated result has been established under various heads as follows:

6.2 Findings of the Study

The major findings of the study was consolidated under the following heads: a) Findings pertaining to socio-economic details of the employees, b) Findings pertaining to objective one, c) Findings pertaining to objective two, d) Findings pertaining to objective three, e) Findings pertaining to objective four, f) Findings pertaining to objective five. The findings under above said heads are briefly explained as follows:
6.2.1 Findings pertaining to Socio-economic details of the employees.

The following are the findings pertaining to know the socio-economic details of the employees of ONGC, Cauvery Basin:

- The percentage analysis revealed that maximum 45.9% of employees hail from semi-urban area and almost 94.5% of employees in the sample unit are male employees.
- Utmost 46.6% of employees belong to the age group of 46-55 years and the sample comprises of a good number of 29.7% of graduates with maximum 41.7% of the employee’s monthly income as above Rs.90,001.
- Majority 91.7% of employees are married to 82.1% of unemployed life partners and 75.5% of employees have 1-2 children. 38.3% of employees have elder people to take care and most of 75.2% of respondent’s spouse is taking care of their children and dependants.
- Nearly 86.6% are technical employees and 37.9% of employees are from Drilling department while 20% of employees are from E1 cadre.
- 35.2% of the respondents have up to 5 years experience in ONGC, Cauvery Basin where as 36.9% of employees have up to 5 years of experience in other sites of ONGC.
- 81.4% and 81.7% of employees said that there is job environmental inspection and good environmental health in their organization. 90.7% of employees agreed that their organization provides good job retaining potential.
- Almost 79% of employees are contented with the HR policies followed by the organization and 97.6% and 95.9% of employees are aware about their job related problems and restrictions.
- About 96.9% of employees are aware that they work in hazardous work environment and 93.8% of employees are able to accomplish their daily target.
6.2.2 Findings pertaining to Objective One

The following are the findings pertaining to objective one - to identify the pre-dominant factors influencing the quality of work life.

- The employee’s perception emphasis on getting appropriate work environment covering all the essential amenities which includes the basic infrastructure facilities as well as to obtain the imperative amenities which covers the safety and pollution control measures without any hindrance.

- Factor analysis concludes that affable approach is the pre-dominant climate condition prevailing among employees of ONGC at the same time the employees are hindered by the dogmatic approach of top level management.

- The factor analysis revealed that in case of compensation and rewards both primary benefits such as salary, allowances and recognition etc as well as the secondary benefits such as overtime benefits are considered to be the most important factors for the employees of ONGC.

- The employees are very particular about the basic facilities which are the most commonly provided welfare facilities in any organization and also expects the ancillary facilities which are not provided by all the organizations and even if provided it may depend upon the designation and status of the employee where he/she may be working.

- The training and development programmes are very essential for any organization to enhance their employee’s performance level in order to enhance their productivity.

- The adequacy of resources is the basic requirement for any organization for its day-to-day functioning. Spontaneous supply of the necessary basic and safety equipments and tools leads to effective and efficient performance of the employees.

- Relation and co-operation leads to the elimination of discrimination and individualism, whilst encouraging teams and social groups to form an effective and successful organization.
The employees expect the **generous approach** that ensures opportunity and freedom for an employee to work which becomes very essential for better work life and at the same time the employees are forced to work in a helpless conditions and situation through **vulnerable approach**.

The benefits such as satisfied pay, allowances, welfare facilities, adequate training etc., **stimulates** the ONGC employees to work better and **auxiliary benefits** such as future career prospects, new opportunities, proper motivation etc., create high job involvement among the employees.

The ONGC employees are disturbed by many **officious factors** created by the complex work environment of ONGC as well as by some **intrusive factors** which are unavoidable in such distinctive work environment.

Work life balance in ONGC was shaped by three different phases: **flexibility options** given in work schedules, **supportive measures** given by the management and through some **convenient benefits** which will help them to balance their work life as well as their social life.

The t-test analysis revealed that the employees agreed that they are satisfied with overall factors of welfare facilities, freedom of work and compensation and rewards.

The employees of ONGC moderately agreed that they are satisfied with the factors of relation and co-operation, work life balance and job satisfaction and security.

The other factors like training and development, adequacy of resources, work environment and organizational culture and climate leads to moderate satisfaction among the employees of ONGC.

The work life balance of employees of ONGC are extremely disturbed by the meetings conducted after office hours, long working hours and stress and overload sometimes.

The employees of ONGC expect cell phone/laptop, flexible work arrangements etc from their organization in order to support them to balancing their family life and social life.
The analysis of variances indicated that the cadre of the employees and their experience in the organization, highly influence the employees overall satisfaction and also have perceptual difference in the level of satisfaction.

Employees in the cadre E0, E7 and E9 are highly satisfied with the quality of work life factors.

6.2.3 Findings pertaining to Objective Two

The following are the findings pertaining to objective two - to analyze the perceptual difference between the ONGC employees on quality of work life in their organization.

The cluster analysis exposed that the work environment factor of quality of work life in ONGC consists of 22.76% of anticipative employees, 21.37% of disgruntled employees and 55.87% of jubilant employees.

The organizational culture and climate comprises of 25.52% of improvement seekers, 36.20% of unbiased employees and 38.28% of suppressed employees. In case of compensation and rewards, 26.55% of employees are unsaturated, 36.90% are cynical and 36.55% are despondent.

The cluster association of welfare facilities gave birth to 4.83% of optimistic employees, 47.93% of discontented employees and 47.24% of factual employees. Whereas training and development includes 74.14% of perfection seekers, 16.20% of querulous employees and 9.66% of impulsive employees.

The clusters of adequacy of resources involve 72.42% of indicative employees, 15.17% of reproached employees and 12.41% of munificent employees. The relation and co-operation factor comprises of 71.38% of peevish employees, 24.48% of tetchy employees and 4.14% of composed employees.

This analysis also discovered that the freedom of work indicates that it possesses 17.58% of rebellious employees, 34.14% of balanced employees and 48.28% of mystified employees. The job satisfaction and security entails 15.52% of expecting employees, 58.28% of annoyed employees and 26.20% of biased employees.
The work life balance disturbances cluster analysis states that it is engaged by 70.34% of rational employees, 20.69% of contented employees and 8.97% of impatient employees. Similarly, the work life balance support involves 11.03% of logical employees, 21.04% of skeptic employees and 67.97% of depressed employees.

6.2.4 Findings pertaining to Objective Three

The following are the findings pertaining to objective three - to find out whether there is an association between each of the demographic, department as well as organization details with that of the clusters of the quality of work life.

- The Non parametric chi – square analysis revealed that there is a strong association between the place of residence and the clusters of organizational culture and climate, compensation and rewards and work life balance – disturbance.
- There is an association between gender and clusters of organizational culture and climate and adequacy of resources.
- It is statistically proved that there is an association between the age of the employees and clusters of work environment, relation and co-operation, job satisfaction and job security and work life balance – disturbance and work life balance – support.
- There is a significant relationship between educational qualification of the employees and the clusters of work environment, compensation and rewards, welfare facilities, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and security, work life balance – disturbance.
- It is apparent that the monthly income of the employees of ONGC is sturdily associated with the clusters of work environment, training and development, work life balance – disturbance and work life balance – support.
From the non-parametric chi-square analysis, it is obvious that the marital status of the employees is firmly associated with the clusters of adequacy of resources, relation and co-operation and work life balance – support.

The life partner’s employment details are significantly associated with the clusters of welfare facilities and relation and co-operation. The number of children of the employees was also associated with the clusters of work environment, training and development and relation and co-operation.

The cluster association detail reveals that there is a strong association between the employee’s dependant’s details and the clusters of organizational culture and climate, training and development, relation and co-operation and work life balance – disturbance.

The non-parametric chi-square analysis reveals that the dependants take care details is closely related with the clusters of organizational culture and climate, compensation and rewards, welfare facilities, relation and co-operation, job satisfaction and security and work life balance disturbances.

There is a significant level of relationship between the department details and the clusters of work environment, organizational culture and climate, compensation and rewards, welfare facilities, adequacy of resources and work life balance support.

The category of employees is closely associated with the clusters of organizational culture and climate, welfare facilities and training and development.

The chi-square analysis proved that the cadre of the employees is very much associated with the clusters of work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, relation and co-operation, adequacy of resources, freedom of work and job satisfaction and security.

The cluster association established that there is a strong association between the experience of employees in Cauvery Basin and the clusters of welfare facilities, training and development and adequacy of resources.
It is also clear that there is a deep relationship between the experience of employees in other ONGC sites and the clusters of welfare facilities, freedom of work, job satisfaction and security and work life balance support.

The non-parametric chi-square analysis depicts that there is profound association between the job environment inspection and the clusters of work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, relation and co-operation, adequacy of resources, freedom of work and job satisfaction and security.

The chi-square analysis exhibited that there is a noteworthy relationship between the good environmental health and the clusters of work environment, compensation and rewards, welfare facilities, training and development, relation and co-operation, adequacy of resources, job satisfaction and security, work life balance disturbances and work life balance support.

It is evident from the analysis that there is a reflective association between the job retaining potential and the clusters of work environment, compensation and rewards, welfare facilities, training and development, freedom of work and job satisfaction and security and work life balance support.

There is a high association between the HR policies followed in the ONGC and the clusters of work environment, compensation and rewards, welfare facilities, training and development, relation and co-operation and job satisfaction and security.

The chi square analysis exposed that there is an association between the job related problems and the clusters of welfare facilities as well as between the job related restrictions and the clusters of work life balance support.

It is obvious from the analysis that there is a prominent association between the hazardous work environment and the clusters of welfare facilities, work life balance disturbances and work life balance support.
From the chi square analysis, it is ascertained that there is a remarkable relationship between the accomplishment of daily target and the clusters of work environment, welfare facilities, work life balance disturbances and work life balance support.

### 6.2.5 Findings pertaining to Objective Four

The following are the findings pertaining to objective four - to establish the interrelationship among various dimensions of quality of work life:

- It is found that the work environment in ONGC highly depends up on the Adequacy of Resources and to the least to the work life balance – support. While the organization culture and climate possess maximum proximity towards the job satisfaction and security, it has less proximity towards the work life balance – support.
- From the parametric approach, it is clear that the compensation and rewards and welfare facilities are interdependent and is least affected by the work life balance – support.
- The analysis revealed that the welfare facilities are extremely affected by the training and development methods followed by the organization and is slightly affected by the work life balance.
- It is evident from the analysis that the better training and development policies adequacy of resources smooth relation and co-operation and freedom of work among the ONGC employees leads to job satisfaction and security to the employees of ONGC but enjoy very poor work life balance - support.
- The parametric analysis exhibited that there is cosmic relationship between the job satisfaction and security with the work life balance - support.

### 6.2.6 Findings pertaining to Objective Five

The following are the findings pertaining to the objective five - to construct an empirical model of quality of work life in ONGC.
- The Karl Pearson’s co-efficient of correlation revealed that there is no relationship between the work life balance support and work life balance disturbances. It also depicts that the compensation and rewards and welfare facilities are highly independent factors that supports the ONGC employees to balance their work life and family life.

- The ONGC, Cauvery Basin employees feel that their work life balance is very much disturbed by the freedom of work aspects of their organization.

- It is evident from the Karl Pearson’s co-efficient of correlation that the initiatives of quality of work life in case of ONGC (Cauvery Basin) are work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, relation and cooperation and freedom of work. The positive impact of these seven factors help the employees to acquire job satisfaction, adequacy of resources and work life balance which ultimately leads to quality of work life.

- The discriminant analysis revealed that the length of work life balance disturbance interval is 3.868 and the length of work life balance support is 3.026. The work life balance enjoyed by the employees of ONGC (Cauvery Basin) is 72.18%. Hence, it is the duty of the management to enhance the work life balance support measures by 27.82%.

6.3 Suggestions

- The ONGC employees are less satisfied with their work environment. The organization has to take necessary steps to provide a satisfied physical appearance of work place, adequate basic and safety requirements, and pollution control equipments etc., which are highly essential for the complex work environment of ONGC.

- Though the employees of ONGC enjoy better organizational culture and climate, there are some pitfalls to be considered in order to provide good quality of work life such as avoiding discriminations and abusement, proper grievance handling, team spirit etc.
Function of labour union is very poor in ONGC, Cauvery Basin. Proper and effective function of labour union is very essential for employee’s welfare, growth and survival.

The employees of ONGC feel that the awards and rewards must be given more importance in such a way that they must boost their motivational level. The employees prefer more tax free monetary benefits than non-monetary advantages.

The employees also feel that there are no proper career prospects in their organization. Hence, the management has to focus more on these aspects.

Safety implements and equipments are very essential for any employee to safeguard himself. That too organizations like ONGC where the work environment is hazardous must concentrate more and must be certain in quality of these equipments provided to the employees.

Appropriate training and development programmes must be provided to the employees of ONGC, Cauvery Basin whenever required. The organization must be very specific that every employee must attend these training and development programmes.

Many employees stated that there is no adequate availability of resources in ONGC sites. Without adequate resources, it is very tough for the employees to achieve their objectives and targets. Hence, the organization must provide the necessary adequate resources to accomplish the organizational objective without any hindrances.

The employees of ONGC are not satisfied with the performance related pay which is based on the scores given by their higher officials who show some discrimination among the employees. Hence, this system can be modified and some other scoring system can be followed through which these discriminations shall be avoided.

The employees of ONGC work in tough and critical job situations and miss their family for 14 days which creates stress in them. Stress management classes and other health related programmes can be given more importance.
This is because only healthy employee can positively contribute to the wealth of the organization.

- Employees can be provided with flexible work culture like flexible working hours, flexible starting and ending timings, relocation facilities etc which will help them to balance their work life and social life.

### 6.4 Implications of the Study

- A permanent corporate building is very essential for any organization to run its business effectively, but the employees of ONGC, Cauvery Basin still work in temporary sheds laid at the time of incorporation. Hence, a permanent office building must be built for the ONGC, Cauvery Basin employees with good ventilation and basic requirements.

- The ONGC can change the color of the uniform and enhance the quality of the uniform which makes the employees feel enthusiastic and comfortable at work.

- Women employees are comparatively less in case of ONGC, Cauvery Basin and are provided with 2 years leave for children education (Children must be below 15 years) which they can take 10 months continuously. This kind of continuous absence of an employee will affect the organizations’ performance and productivity. Some remedial measures can be taken to compensate such absences in order to keep their work prolongation.

- Most of the training programmes are conducted in the 14 days off provided for the employees in a month; the employees feel repulsive about this, as they miss their family for a long time and have to miss the precise 14 days off if they need to attend the training program. This must be avoided by the organization by taking some alternative measure to balance this problem.

- In general, the majority of the employees of ONGC (Cauvery Basin) are in executive cadre. There are very less number of employees in case workers and clerical category. This should be balanced by the way of adopting some proper ratio in employing executive and non-executive category of employees.
It is essential to create a productivity measurement system for identifying the employees’ thoughts and views regarding the organization, its effectiveness and performances towards the productivity and employees welfare which enables a bond between employees and the organization.

The majority of the employees are moderately satisfied regarding the quality of work life factors which denotes that the employees expect more quality aspects in quality of work life factors. Hence, the organization has to give much importance and concern over these aspects.

Regarding work life balance the employees are expecting support from their supervisor, colleagues and family members. The supervisors and employees can be trained in such a way to create a supportive environment to their subordinates and co-workers.

The family and parental supportive programs and special counseling can be given to the family members of the employees to make them understand the work environment and work culture of the organization and make them feel committed towards their organization.

6.5 Conclusion

The well-being of the human resources has become inevitable for any organization for its healthy progress and survival. In order to keep this vibrant work force ever energetic, proper motivation through better quality of work life becomes more essential. In case of organizations like ONGC where there is peculiar work atmosphere it is indispensable to measure the quality of work life and work life balance of the employees. Many researches proved that quality of work life is the life blood of any organization. The quality of work life of ONGC employees are measured by ten vital dimensions - work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of resources, relation and cooperation, freedom of work, job satisfaction and security and work life balance. Among the ten factors, job satisfaction and security, adequacy of resources and work life balance plays a pre-dominant role in determining the employees’
quality of work life in ONGC (Cauvery Basin). The ONGC employees’ job satisfaction is highly influenced by the organizational culture and climate, relation and co-operation and work environment. The adequacy of resources also significantly contributes to the employees’ quality of work life. In this study, work life balance is considered as one of the influencing factor of deciding job satisfaction. Therefore, work life balance also measured in this study under two heads work life balance-disturbances and work life balance-support, to find the real difficulties faced by the employees. By providing proper work life support there is a possibility of reducing work life disturbances. In this study, through discriminant analysis, it is identified that the work life balance values ranges from 0.93 to 4.78. It denotes that a work life balance is offered by ONGC. The work life support leads to reduction of work life disturbances that enables ultimate job satisfaction and finally it leads to better quality of work life.

6.6 Scope for future Research

- Quality of work life becomes important for all organizations. The dimensions of quality of work life measured in this study can be tested in other sectors also like manufacturing, mining, services etc.
- Quality of work life and work life balance of other ONGC basins can be tested especially off shore unit’s employees.
- Comparative study among ONGC units can also be preceded by measuring the quality of work life and work life balance of the employees of other ONGC assets.
- A comparative study about the quality work life aspects enjoyed by the private and public oil exploration concerns can also be considered by the future researchers.
- This study throws an overall light on quality of work life aspects, whereas in future each dimensions of quality of work life prevailing in ONGC can be concerted by the future researchers.