CHAPTER VII

SUMMARY OF FINDINGS, CONCLUSIONS, AND SUGGESTIONS
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Chapter VII

SUMMARY OF FINDINGS, CONCLUSIONS AND SUGGESTIONS

7.0. Introduction

Small scale industries form an integral part of the industrial structure of the Indian economy. They play an important role in the manufacture of goods and services, generation of employment and export promotion. But the development of this sector seriously affected, due to the existence of various problems. Consequent to this a number of units in this sector are becoming sick and unviable and are increasing day by day. This is a grave issue and becomes a matter of concern for all. The economy of Kerala is also not an exception to this state of affair.

An attempt has been made by the Government of India, to meet the above mentioned handicaps by establishing industrial estates.

Industrial estates were first set up in India towards the last part of the first Five Year Plan with the object of assisting the industries in the small-scale sector. The main object of establishing industrial estates is to enable a number of small-scale units to have the advantage of common services and other facilities such as a good site, electricity, water, gas, steam, compressed air, railway sidings, watch and ward etc. Since industries are locating in the same plot some of them are able to use the goods and services of others so that they become independent and complementary.

Four out of ten industrial estates sanctioned in the first plan by the Union Government were in Kerala. During the second plan, financial assistance for establishing five new estates was allocated to the state. In the third plan eight more estates were started. Thus at the end of the third plan there were altogether seventeen major industrial estates in the state. Even though the Central Government continued to establish industrial estates in different parts of the country no new industrial estate has been sanctioned for Kerala after the third plan period.
Several studies relative to industrial estates in Kerala have been undertaken and the investigators of such study reported that the working of the industrial estates in Kerala is not satisfactory. But, no effort has been so far taken to study the working life of employees in the industrial estates. Such a study is beneficial to find major problems of the workers in the industrial estates. Similarly, the study can make some recommendations for positive changes in the industrial sector for improving the level of quality of work life. It is also hoped that the attitude of management towards employees may change positively and there by increase the morale of the employees. This may lead to sincere involvement of workers in the work place and thereby increased productivity.

The study has been designed with the following objectives:

To understand the meaning of Industrial Estate Programme and to analyse how this programme helps SSI units,

To reveal the socio-economic background of the employees working in the major conventional industrial estates of Kerala,

To identify various factors affecting quality of work life of employees working in the major conventional industrial estates of Kerala.

To locate most important factor/factors of quality of work life,

To compare the position of different factors affecting quality of work life when employees are grouped on the basis of their personal, job related and organisational profiles,

To measure and compare the level of quality of work life of different groups of employees when they are classified on the basis of their personal, job related and organisational profiles, and

To make suggestion based on the finding of the study.
7.1. The Design and Methodology of the Study

The present study is an empirical one, based on both secondary and primary data. The study was conducted in two stages.

In the first stage, all available secondary data were collected from the published sources like publications of the office of Development Commissioner (Small Scale Industries), New Delhi, National Institute of Small Industries Extension Training, Centre for Monitoring Indian Economy, Social Sciences Documentation Centre, and Indian Council of Social Science Research. Data relative to Kerala were mainly drawn from the offices of the State Planning Board, Department of Economics and Statistics, Directorate of Industries and Commerce, the central and regional offices of SIDCO and Centre for Development Studies. Data available from academic studies conducted in this and related fields in different universities, plan documents of both central and state governments and various reports on industrial workers have been drawn upon.

In the second stage, primary data were collected by a field survey. A structured interview schedule was used for this purpose. 15 employees were selected according to convenience of the researcher and the interview schedule has been finalised after making necessary corrections. The population of the study consists of all the employees/workers of the major conventional industrial estates of Kerala. Final sample for the study has been made by following multistage random sampling method. In the first stage the state of Kerala has been divided into three zones- south central and north. Thirty percent of the industrial estate from each zone has been selected by following lottery method. Accordingly 5 industrial estates have selected – 2 from south zone, 1 from central zone and 2 from north zone. In the second stage 30% of the units from these five estates have been selected at random by lottery method. Accordingly 50 SSI units were selected. In the last stage 30% of the employees working in these 50 SSI units were selected by following lottery method. The resultant 322 employees constitute the sample for this study.
The data so collected were analysed with the help of computers, keeping in view of the objectives of the study. Appropriate mathematical and statistical tools such as averages, standard deviation, Cronbach’s Alpha for testing reliability, Levene's Test for equality of variances, ANOVA, Student’s t test, Kolmogorov - Smirnov Z test, and Kruskal-Wallis test have been used. The index relative to quality of work life has been measured with the help of Principle Component Analysis Technique.

In the preceding chapters an attempt has been made to study the quality of work life in the industrial estates of Kerala. This chapter is devoted to summarise the findings of those chapters, draw conclusions and make recommendations on the basis of the finding of the study. This chapter is divided into three sections. Section A provides a summary of the entire study and its findings. Section B deals with conclusions drawn from the study and Section C contains the recommendations based on the findings and conclusion of the study.

**Section A**

**7.2. Summary of Chapters**

The first chapter is introductory chapter. It deals with the subject and significance of the study, the objectives of the study, the hypotheses framed for initiating the study, the methodology adopted for conducting the study, the survey design of the study and limitations of the study. The concepts and definitions used in the study are also presented in this chapter.

A brief review of the earlier studies is presented in the second chapter. This chapter is divided into two parts. The first part gives a review of the earlier studies relative to the SSI sector and industrial estate programme in general. The second part is devoted for presenting a review of earlier studies in relation to quality of work life.

In the third chapter an overview of the quality of work life is presented. It makes a brief review of the meaning, concepts and definitions of QWL. The major
factors affecting QWL, variables used for measuring QWL, techniques for improving QWL, QWL and motivation, QWL and organisational development, QWL and productivity, and QWL and quality circles are presented.

Chapter four gives an overview of SSI units and industrial estates programmes. Definitions of SSI units and industrial estates, philosophy of industrial estates, objectives of industrial estates, various forms of incentives to move to industrial estates, a comparison of industrial estates with industrial area, types of industrial estates, industrial estate programmes in India, industrial estates in Kerala, working of industrial estates in Kerala, and features of seventeen conventional major industrial estates in Kerala are reviewed.

Chapter five shows an analysis of socio-economic profile of the sample respondents. This analysis has been made from three angles, viz. personal profile, job related profile and organisation related profile.

Chapter six gives analytical measures for quality of work life. Employees’ opinion about various factors affecting quality of work life, measurement of indices relative to quality work life, comparison of the mean scores related to various factors affecting quality of work life and comparison of the level of quality of work life of different groups of employees are dealt in this chapter.

Chapter seven, the present one, gives a summary of the findings of the study, draws conclusions and suggests recommendations on the basis of the findings of the study.

7.3. Findings

The following are the major findings of the study:

7.3.1. Factors Affecting Quality of Work Life

Richard Walton’s eight point factors can be considered as the most important factors responsible for quality of work life.
1. Adequate and fair compensation,
2. Safe and healthy working conditions,
3. Immediate opportunity to use and develop human capacities,
4. Opportunity for continued growth and security,
5. Social integration in the work organisation,
6. Constitutionalism in the work organisation,
7. Work and total life space, and
8. The social relevance of the work life.

7.3.2. Objectives of Industrial Estate Programme

Following are the main objectives of the industrial estates in India:

- Promotion of small scale industries by providing facilities, assistance and guidance to small industrial entrepreneurs in establishing, operating and managing their units.
- Decentralisation of industries from big cities, urban areas and highly industrialised centres to other places.
- Development of industries and employment in backward regions.
- Provision of facilities of all types at one place for the smooth functioning of industry.
- Provision of built-up factory accommodation to the small entrepreneurs so as to make them ready to start their industries without any inconvenience or delay.
- Rapid industrialisation of the country through the development of small industries.
- Savings and capital formation in industrial sector, and
- Development of entrepreneurial skills among people belonging to different social groups and communities.

7.3.3. Industrial Estates in Kerala

There are seventeen major conventional industrial estates in Kerala. In addition to this there are seventy eight mini industrial estates. On account of consortium movement among entrepreneurs of Changanacherry industrial estate, this estate is considered by SIDCO as most efficient estate in the state. The entrepreneurs
in this estate are in a position to obtain Rs.2.7 crores from the Central Government for starting a centralised mixing plant. Similarly, they had availed Rs. 45 lakhs from KINFRA for flooring the internal roads with tiles.

7.3.4. Characteristics of Employees Working in the Industrial Estates of Kerala:

Characteristics of industrial estate employees are summarised under three different heads.

7.3.4.1. Personal:
- Of the sample 322 respondents 110 (34.2%) are in the age group 36-50 years. 23.9 percent are in the age group up to 25 years and 12.4 percent are in the age group 51 and above.
- Majority of the sample respondents are gents (74.2%)
- Majority of the sample respondents are Hindus (65.5%) followed by Christians (21.1%) and Muslims (13.4%).
- 67.1% of the sample employees are married, 30.4% unmarried and the remaining 2.5% are widows/widower.
- Out of the total 216 married respondents, only spouses of 61 employees (18.9% of the total) are employed.
- 32.3% of the sample employees have three dependents in their family, 30.4% has four dependents and 15.2% has six or more dependents in their family.
- Nearly two third of the sample employees (65.2%) are residing in rural areas.
- The education level of industrial estate employees is very low. (42.2% SSLC and 29.5% below SSLC).
- More than three fourth of the employees in the industrial estates (78.6%) have no computer knowledge. 6.5% of the employees have advanced level of knowledge in computer.
- 76.1% of the sample employees have no political involvement while 5% have active involvement in politics.
Of the sample, majority have bank account (55.3%) and life insurance policy (59%). 78% have no post office savings, 86.3% have no capital market investments and 79.8% have no medical insurance.

More than three fourth of the sample employees (76.1%) have no other source of income. But, 13.4% have some agricultural income and 4.7% have income from house property.

Of the sample employees, 6.5% have no land. Nearly 54% of the employees have less than 10 cents of land.

86.6% of the sample employees are residing in their own houses. 7.5% employees are residing in houses with no electric connection. 46.9% of the sample respondents are residing in houses with tiled roof. Majority of the sample respondents (62.7%) are using ordinary latrine.

Of the sample respondents, 57.1% are taking drinking water from their own wells, 15.5% from neighbour’s well and 20.2% from pipe connection.

Of the employees surveyed, 1.2 % employees have four wheelers, 19.3% have two wheelers and 29.2% employees have bicycle. Nearly one half of the employees have mobile phone and 47.5% employees have land phone. More than two third of the employees have LPG stove and 51.2% have mixer or grinder. 26.1% employees have fridge and 8.1% employees have washing machine.

Just one half of the total sample respondents are Malayalam daily subscribers, while, only 2.5% of the sample employees are subscribers of English news paper. 15.2% of the employees are subscribers of magazines. 3.7% of the sample employees are subscribers of trade or professional journals. More than three fourth of the employees are owners of television while nearly one half of the employees are owners of radio. 2.8% of the sample employees own personal computer.

Reading (29.2%), music (27%), sports and games (24.8%), are the main hobbies of the employees working in the industrial estates.

7.3.4.2. Job Related

Of the sample employees, 73.9 % are permanent employees and the remaining 26.1% are temporary with chance of daily work.
69.9% of the sample employees are factory workers, 10.9% are factory supervisors, 9.9% are office staff, 5.3% are office supervisors and the remaining 4% are managerial staff.

Of the employees surveyed, 22.7% have more than 10 years experience in the present organisation and 35.1% have less that 3 years of experience.

46% of the employees have no experience in other organisations, but 10.6% have more than 10 years of experience in other organisations.

69.3% of the sample employees are receiving monthly wage/salaries, while the remaining 30.7% are receiving weekly salary or wages.

About one half of the total employees are receiving average monthly income of Rs 2501 to Rs 5000, and 15.2% are receiving more than Rs 5000 per month as wage or salary.

Of the sample employees 9.9% employees are active members of some trade union, 26.7% are passive members and the remaining 63.4% are non-members.

7.3.4.3. Organisational

Of the employees surveyed 56.2% are working in sole proprietary organisations, 31.4% in partnership form of organisations, 7.5% in private companies and 5% in a Government Company.

47.2% employees are working in rubber and plastic manufacturing units, 16.5% in light engineering industries, 11.8% in furniture making industries, 5.9% in paint and wax making units, 5% in food processing industries and the remaining 13.7% in other industrial units.

Nearly one half of the sample employees are working in organisations which are making national base sales. 33.2% are working in local selling units, 6.2% in pure exporting units, and the remaining 10.9% employees are working in units which are acting as feeder for export.

Regarding the sample employees, 44.7% are selected from south zone, 43.8% from north zone and the remaining 11.5% are selected from central zone.
7.3.5. Employees’ Opinion about Factors Affecting Quality of Work Life

Employees’ opinions about various factors affecting quality of work life are summarised below.

7.3.5.1. Adequate and Fair Compensation

- Nearly 60% of the sample respondents have negative opinion about adequacy of salary in comparison to cost of living.
- 61.2% of the employees have negative opinion about their present salary in comparison to salary of other organisations.
- Of the employees surveyed 80.8% have the opinion that they are not getting fair salary when compared to their abilities.
- Exactly 45% of the employees have neither positive nor negative opinion about overtime wages.
- 60% of the employees are not satisfied with present incentive schemes.
- Nearly 48% of the employees surveyed are not satisfied with the amount of contribution to provident fund by their employers.
- Majority of the employees are not satisfied with gratuity and group insurance schemes.
- 57.8% of the employees have negative opinion about the facility of getting advance salary in times of emergency.
- Nearly 80% of the employees are satisfied with promptness in payment of salary.
- About 11% of the employees surveyed have intention to continue in the present job regardless of the pay.

7.3.5.2. Safe and Healthy Working Conditions

- 26.4% of the employees are dissatisfied with present rest period.
- 47.2% of the employees surveyed have neither negative nor positive opinion about canteen facilities.
- Similarly, 47.5% employees have neutral opinion about drinking water facilities.
- 42% employees have negative impression about first aid and medical facilities.
More than 95% of employees surveyed have negative opinion about facilities for sports and games.

82.9% respondents are not satisfied with library and reading room facilities.

47.5% have neither negative nor positive opinion about lunch room facilities.

Nearly 42% of the employees surveyed have positive response relative to sanitary facilities.

Majority of the workers (52.8%) have neutral opinion about ventilation and air circulation facilities.

Majority of the workers (51.9%) have negative opinion about facilities for the disposal of waste and dust.

More than one half of the total workers have neutral opinion about pollution controlling measures.

63% of the workers have positive opinion about the conditions of machines and equipments.

Nearly one half of the employees surveyed have neutral opinion about safety plan.

11.8% of the employees surveyed have positive opinion about health care measures.

17.7% of the employees feel normal health after a day’s work.

7.3.5.3. Immediate Opportunity to Use and Develop Human Capacities

Of the employees surveyed, 11.5% have positive opinion about the present organisation structure.

72.1% employees feel that the top authorities have no appreciation for their idea to bring new changes.

Nearly 10% of the total respondents are getting opportunities to participate in technical planning.

72.7% employees feel lack of clarity and transparency in communication system in their organisations.

18% of the employees enjoy enough freedom in doing work.

78.8% workers have the opinion that there is lack of provision for meaningful information about work process and its results.
Regarding provision for self improvement, 1.5% of the employees have positive opinion.

Majority of the workers (55.6%) are satisfied with the attitude of their superiors.

17.1% of the employees responded that there is equitable treatment of workers in their organisation.

9% employees consider that their management give appreciation for good work.

7.3.5.4. Opportunity for Continued Growth and Security

Of the employees surveyed, 70.5% have the view that their organisations are not allotting work according to the abilities of workers.

76.7% employees have the feeling that their works do not involve any element of organisational planning, research and development.

13.1% employees consider that their organisation allot work within the limit of workers’ ability.

Nearly three fourth of the respondents consider that there are no facilities for individual creative work in their organisations.

71.1% workers responded that there are no facilities for using new knowledge for further work assignment.

Of the employees surveyed 73% consider that there are no opportunities for improvement of job in their organisations.

Of the 322 employees surveyed 2 (0.6%) employees are satisfied with training facilities.

More than 85% employees are not satisfied with present job rotation programme.

4.6% of the total employees are satisfied with promotion opportunities.

Majority (66.8%) of the employees are dissatisfied with performance appraisal procedures.

4% of the sample respondents consider that their superiors appreciate ideas for new changes.

Of the employees surveyed, 12.4% are ready to continue in the present organisation till retirement.
7.3.5.5. Social Integration in Work Organisation

- 9.6% of the employees have negative opinion about employees feeling of sense of one community.
- 49.4% have neutral opinion and 36.7% have positive opinion about the attitude of identification of a member of the organisation on the basis of skill and potentialities.
- 27% employees do not consider that the fellow employees interact in terms of ideas and feelings.
- Majority (59.3%) feel easiness in working as a group.
- 6.8% of the workers are interested in working individually. 47.5% are interested in doing work collectively.
- Nearly two third of the workers (64.6%) have neither positive nor negative opinion in the matter of superiors attitude in handling grievances raised by junior workers.
- Majority of the workers (62.4%) have the view that workers views are not considered at the time of resolving working problems.
- More than three fourth of sample respondents (75.8%) have the view that their organisations are not providing facilities for reciprocal help.
- 59.6% employees responded that they are not ready to accept rapid changes in technology in their organisations.
- Nearly three fourth of the sample employees are not ready to cooperate with expansion and diversification of the organisation.
- 68% employees are not getting any opportunity to participate in decision making processes which will affect workers in future.
- 31.6% workers responded that their superiors are not consulting with them before taking important decisions.
- 84.7% employees consider that there is healthy co-workers relationship in their organisations.
- Similarly, 72.7% employees have the view that there is healthy superior-subordinate relationship.
- 27% workers consider that the management-worker relationship is bad.
7.3.5.6. Constitutionalism in the Work Organisation

- Majority of the workers (57.5%) responded neutrally with respect to organisation’s attitude for taking care of the welfare of workers of all ages.
- 13% of the total sample respondents think that their organisations give equal treatment to all workers.
- 64.3% respondents consider that there are uniform approach irrespective of the type of job and ability of workers.
- Majority of the sample respondents (69.9%) have positive opinion about facilities for maintenance of privacy regarding workers personal matters.
- 2.2% employees have the view that there is well functioning conflict resolution mechanism in their organisation.

7.3.5.7. Work and Total Life Space

- About two third of the total workers have neutral answer to the question whether their job help them to satisfy their reasonable needs.
- 9.3% of the total workers are aware about health in spite of the nature of job.
- Nearly one half of the employees (48.1%) can satisfy their individual and social requirements from their work.
- Majority of the respondents (68.6%) have negative opinion about the effect of energy and time spent on the job in their life.

7.3.5.8. The Social Relevance of Working Life

- 47.2% employees are satisfied with the performance of their organisation in fulfilling its social responsibilities.
- 18% of the sample respondents are satisfied with the job and the consequent social prestige.
- Majority of the respondents (58.4%) do not consider that their job increases social security.
- Of the employees surveyed 44.7% have the opinion that the goal of their organisation is too much production oriented.
- 63.9% employees cannot match their work life with social life.
61.8% respondents have neutral opinion about their organisations’ awareness of controlling industrial pollution.

Regarding the prices charged by the organisations, 37.3% of the respondents held the view that they were reasonable from social point of view.

Of the employees surveyed 46% have the opinion that the organisations are giving due importance to quality of good and services.

6.8% of the respondents are considering that their organisations are contributing to the improvement of the culture of the society.

7.3.6. Factors Affecting Quality of Work Life - Group Wise Comparison

Out of the eight factors analysed employees have more positive opinion about ‘social integration in the work organisation’ and most negative opinion about ‘opportunity for continued growth and security’. A summary of the group wise comparison of the factors affecting quality of work life is given below under suitable headings.

7.3.6.1. Grouping on the Basis of Gender

- The mean scores relative to all factors affecting quality of work life of male workers are more than the mean scores of female workers.
- But, it is proved that there is no significant difference in the means scores relative to factors; a) safe and healthy working conditions, and b) constitutionalism in the work organisation.

7.3.6.2. Grouping on the Basis of Age

- Elder employees have more positive opinion about various factors affecting quality of work life than younger employees.
- There is no significant difference in the mean scores relative to work and total life space of employees belonging to different age group.

7.3.6.3. Grouping on the Basis of Education

- Employees with post graduate degree, professional degree and technical education have comparatively higher scores for adequate and fair compensation.
Employees with professional education have comparatively higher mean score relative to safe and healthy working conditions.

Post graduate degree holders find more opportunities to use and develop human capabilities than other employees.

Professional degree holders and post graduate degree holders find better opportunities for continued growth and security.

Again, professional degree holders and post graduate degree holders find fair social integration in the work organisation.

In the case of constitutionalism in the work organisation too, professional degree holders and post graduate degree holders have comparatively higher mean scores.

In the case of work and total life space, degree holders and professional degree holders have more positive opinion than other groups.

Regarding social relevance of work life, professional degree holders, employees with technical or qualification, post graduate degree holders and degree holders have higher mean scores.

Statistical test proved that all the factors affecting quality of work life is depending on education of employees.

7.3.6.4. Grouping on the Basis of Terms of Employment.

The mean scores relative to all the factors considered for measuring quality of work life of permanent employees are higher than the mean scores of temporary workers.

It is established that there is significant difference in the mean scores of permanent employees and that of the mean scores of temporary workers. Permanent employees have more favourable position in this respect.

7.3.6.5. Grouping on the Basis of Nature of Job

Managerial staff have higher mean scores in respect of six out of the total eight factors considered. Regarding the other two factors, i.e. safe and healthy working condition and opportunity for continued growth and security, office supervisors stand first.

Mean scores of supervisory staff (both office and factory) are better than the subordinate staff.
Statistical test proved that all the factors of quality of work life depended on the nature of job.

### 7.3.6.6. Grouping on the Basis of Experience
- Employees having longer period of experience have higher mean scores relative to various factors considered for measuring quality of work life than employees with shorter periods of experience.
- But, the difference in the mean scores of safe and healthy working conditions of employees with different periods of experience is not significant.
- Similarly, in the case of social relevance of work life too the difference in the mean scores of employees with different periods of experience is not significant.

### 7.3.6.7. Grouping on the Basis of Income from the Organisation
Employees belonging to higher income groups have higher mean scores of factors affecting quality of work life than employees belonging to lower income groups. It has been proved that all the factors considered for measurement of quality of work life is depending on income of the employees.

### 7.3.6.8. Grouping on the Basis of Trade Union Activities
- Trade union active members have higher mean scores in respect of i) adequate and fair compensation and ii) social integration in the work organisation.
- Regarding trade union non-members, they have higher mean scores in respect of the remaining six factors considered for measurement of quality of work life.
- Trade union passive members have no higher mean score in any of the factors.
- But, statistical test proved that no factor is depending of employees’ trade union involvement, i.e. the differences noted above are insignificant.

### 7.3.6.9. Grouping on the Basis of Ownership of the Organisation
- Employees working in Government Company have higher mean scores for all the factors considered for measuring quality of work life. Employees of private company stand second in this respect.
- Employees of proprietary organisations have lower mean scores in seven out of eight factors considered.
Employees in the Government Company and private companies have more mean scores than employees of partnership concerns and proprietary organisations.

It has been proved that all the factors considered for measuring quality of work life is depending on the nature of ownership of the organisation.

7.3.6.10. Grouping on the Basis of Nature of Products Produced by the Organisation

For all the eight factors considered for measuring quality of work life, employees working in the light engineering industry have higher mean scores than those of other units.

Employees of wood and steel furniture making units stand second place in the matter of i) Adequate and fair compensation, ii) Opportunity for continued growth and security, iii) Constitutionalism in the work organisation, and iv) Social relevance of the work life.

Employees of paint and wax making units and rubber and plastic goods industries have higher mean scores when compared to the employees of food processing units and those units which are handling ‘other’ items.

Statistical test proved that i) safe and healthy working condition and ii) social integration in the work organisation are not depending on the nature of products manufactured by the units. The remaining six factors are depending on the nature of products of the units.

7.3.6.11. Grouping on the Basis of Nature of Sales

Employees working in pure exporting units have higher mean scores in respect of the first six factors considered for measuring quality of work life.

Regarding the other two factors [i.e. i) work and total life space and ii) social relevance of the work life] employees working in units which are making national base sales have higher mean scores.

For all factors, employees working in industrial units which are making local sales have comparatively lower scores.

Statistical test proved that all the factors considered for measuring quality of work life is depending on the nature of sales made by their respective
organisation. Employees working in pure exporting units and in national base selling units have better position than other industrial units.

7.3.6.12. Grouping on the Basis of Geographical Location

- Employees working in units situating in southern zone have more mean scores in respect of i) safe and healthy working conditions, ii) opportunity to use and develop human capacities, iii) constitutionalism in the work organisation, and iv) social integration in the work organisation.
- Regarding the other four factors, i.e. i) adequate and fair compensation, ii) opportunity for continued growth and security, iii) work and total life space, and iv) social relevance of the work life, employees working in the central zone have comparatively higher mean scores.
- But, it is proved that no factor considered for measuring quality of work life is depending on the geographical location of the industrial units, i.e. the difference in the mean scores as stated above are not statistically significant.

7.3.7. Measurement of Quality of Work Life

- On the basis of the attitude of employees in the major conventional industrial estates there are two categories of QWL. They are described as QWL$_1$ and QWL$_2$.
- All the eight major factors have very important roles in QWL$_1$.
- In the case QWL$_2$ only safe and healthy working condition has major role and all the other seven factors have minor roles.
- Safe and healthy working condition has strong influence on both dimensions of QWL. So, this is the most important factor of quality of work life.

7.3.8. Group Wise Analysis of the Level of Quality of Work Life.

Summary of the group wise analysis of the level of quality of work life is shown below.

7.3.8.1. Grouping on the Basis of Gender

- Male employees have higher z-score of quality of work life dimension one (QWL$_1$) than female employees.
Statistically it is proved that QWL₁ is depending on gender of employees.

Even though the z-score in relation to QWL₂ is more in the case of female employees than male workers, the difference is not significant.

7.3.8.2. Grouping on the Basis of Age

- The index relating to QWL₁ of elder employees is more than the index of younger employees.
- QWL₁ is depending on the age of employees.
- Employees belonging to the age groups 36-50 and up to 25 have higher z-scores relating to QWL₂.
- It is proved that QWL₂ is also depending on age of the workers.

7.3.8.3. Grouping on the Basis of Education

- Employees having higher level of education have higher z-scores of QWL₁ than those who have lower level of education.
- Professional degree holders, followed by post graduate degree holders have more z-scores relating to QWL₁ than other categories of employees.
- It is proved that QWL₁ is depending on education of employees.
- Professional degree holders and employees with +2 level of education have higher z-scores in connection with QWL₂.
- But, it is proved that the above difference in the z-scores is not significant. So, QWL₂ is not depending on age of the employees.

7.3.8.4. Grouping on the Basis of Terms of Employment

- Permanent employees have higher z-score of QWL₁ than temporary workers.
- Statistical test shows that QWL₁ is depending on terms of employment.
- Regarding QWL₂ temporary workers have higher score than permanent staff.
- QWL₂ is also depending on terms of employment of workers.

7.3.8.5. Grouping on the Basis of Nature of Job

- Managerial staff and supervisory staff have higher z-scores of QWL₁ than subordinate workers.
- It is proved that QWL₁ is depending on the nature of job of employees.
Office supervisory staff and factory workers have higher index relative to QWL_2.

Here also, it can be observed that QWL_2 is depending on nature of job of employees.

**7.3.8.6. Grouping on the Basis of Experience**

- Employees having longer periods of experience have higher z-score of QWL_1 than employees with shorter periods of experience.
- QWL_1 is depending on the length of experience in the organisation.
- Regarding QWL_2 employees having shorter periods of experience have higher z-scores than employees with longer periods of experiences.
- But, statistical tests suggest that the above difference is not considerable. i.e., QWL_2 is not depending on the length of service of employees in the organisation.

**7.3.8.7. On the Basis of Income**

- Higher income group employees have more z-score relative to QWL_1 than employees belonging to lower income group.
- First category of quality of work life is depending on income of the employees. Higher income group enjoys more favourable QWL than lower income group.
- Regarding second category of the QWL, lower income group has more z-score and it is proved that QWL_2 is also depending on income of the employees. But, here lower income group enjoys better quality of work life than higher income group.

**7.3.8.8. On the Basis of Involvement in Trade Union**

- Trade union non-members have higher z-score relative to first category of quality of work life than trade union active and passive members.
- In the case of second category of quality of work life, z-score is higher for trade union passive-members.
- But, it is proved that both categories of quality of work life are not depending on employees’ trade union involvement.

**7.3.8.9. On the basis of Ownership of the Organisation**

- Employees working in Government Company have higher z-score relative to QWL_1 than employees working in other organisations. Employees of private
companies stand second in this respect. The positions of employees in partnership organisations and proprietary concerns are comparatively poorer.

- The z-score relative to second category of QWL is higher in the case of employees of private companies followed by employees of Government Company.
- Both the categories of QWL are depending on the nature of the ownership of the organisation.

7.3.8.10. On the Basis of Nature of Products Produced by the Organisation

- Employees working in light engineering industries have higher z-score relative to QWL₁ than employees of other concerns. Workers in the furniture making units stand second in this case. Employees of food processing industries and miscellaneous goods manufacturing units have lower scores.
- It has been proved that QWL₁ is depending on the nature of products of the organisation.
- Regarding QWL₂ employees in the paint and wax manufacturing units and miscellaneous goods making units have higher z-scores than other units. But, it has been proved that second category of quality of work life is not depending on the articles produced by the organisation in which employees work.

7.3.8.11. On the Basis of Nature of Sales

- Employees working in the units which are making export and national base sales have higher z-scores relative to first category of quality of work life. Employees of units making local sales have lower z-score.
- It is proved that QWL₁ is depending on nature of the sales of the organisation in which employees work.
- Regarding QWL₂, employees of exporting units have higher z-score followed by employees in the units which are engaged in national base sales.
- Statistical test proved that QWL₂ is not depending on the nature of the sales of the organisation in which employees work.

7.3.8.12. On the Basis of Geographical Location

- Employees of units located in south zone have higher mean scores for both categories of quality of work life.
In both cases employees working in central zone have second higher z-scores. Statistical test proved that both categories of quality of work life are not depending on geographical location of the units in which employees work.

7.3.9. Measures for Improving Quality of Work Life

Joint efforts of employer, employees, their organisations, professional organisations, and government are needed for improving quality of work life.

7.3.9.1. Employers’ Responsibility

- Provision of physical amenities at the work place,
- Increase in salary and other financial benefits,
- Consultation with workers regarding matters affecting their future,
- Participation of workers in the decision making process, and
- Initiating suitable forms of work design.

7.3.9.2. Responsibilities of the Unions and Workers

- Patient hearing of junior workers’ problems,
- Cooperation with the management to the extent possible,
- Encouraging workers to participate in QWL activities,
- Give respect and love the fellow workers,
- Educating and making workers aware of QWL, and
- Organisation of politics-free trade unions.

7.3.9.3. Responsibilities of Professional Organisations

- Organisation of workshops and seminars,
- Developing facilities for collection, storage and supply of information on QWL,
- Developing special programmes for various classes of workers, and
- Initiate specific research projects in this filed.

7.3.9.4. Responsibilities of the Government

- Provision for more social security measures in the unorganised sector,
- Legislating standards and norms for labour welfare in new areas,
- Effective utilisation of labour tribunals,
- Suitably modify the structure and scope of education in the country,
- Funding projects on quality of work life, and
- Encouragement and adoption of appropriate technology.

Section B

7.4. Conclusions of the Study

The following are the major conclusions arrived at based on the findings of the study.

1. Richard Walton’s eight point factors can be successfully used for measuring quality of work life.
2. The proportion of female employees to the total in the major conventional industrial estates is lower. More over, majority of the female are temporary workers.
3. Financially and socially employees in the major conventional industrial estates are standing backward.
4. The educational level of employees in the major conventional industrial estate is also very low.
5. Social security measures taken by industrial estate employees are not sufficient.
6. Employees in the major conventional industrial estates are not satisfied with compensation. They are satisfied only with promptness in payment of salary/wages.
7. Majority of the employees are not satisfied with facilities for sports and games, reading and health care. They are satisfied in the matter of conditions of machines and equipments. They are neither satisfied nor dissatisfied in the matters of rest period, canteen facilities, facilities for drinking water, first aid and medical facilities, lunch room facilities, sanitary facilities, ventilation and air circulation facilities, measures for controlling pollution, safety plan and health care measures.
8. The attitude of supervisory employees towards subordinate workers is good for improving quality of work life in the major conventional industrial estates. But,
there is lack of clarity of organisational structure. Employees’ ideas to bring new changes are not appreciated. There are no facilities for participatory management. Inadequate system of communication, lack of freedom in doing work, lack of information about work process and its results, non-facilities for self improvement, ill-treatment of workers, and non-appreciation of good work exist.

9. Employees in the major conventional industrial estates do not have sufficient opportunities for continued growth and security.

10. Majority of the employees in the major conventional industrial estates have a sense of community and interested in working as a group. They identify the members of the organisation on the basis of their skill and potentialities. Supervisors consult with employees before taking decisions. But, workers views are not considered so much in the matter of solving working problems. Attitude of organisation in the matter of reciprocal help is not satisfactory. Workers do not cooperate with matters like rapid changes in technology, organisation’s diversification and expansion etc. Facilities for participatory management are also not satisfactory.

11. Constitutionalisms in the organisations of conventional major industrial estates are not satisfactory.

12. Regarding work and total life space of employees in the major conventional industrial estate, they are not keeping proper balance between their personal life and work life.

13. Organisations in the major conventional industrial estates are performing with social responsibility. They are providing goods and services at socially reasonable prices and are reasonably aware of industrial pollution. But, these organisations are not contributing much to improvement of the culture of the society.

14. Since majority of the female workers are temporary employees they are availing less favourable factors of quality of work life than male employees.

15. Quality of work life depends on the age of the employees. Elder employees have more favourable factors of quality of work life than younger employees.

16. Employees with higher level education have more favourable factors affecting quality of work life.
17. Permanent employees are provided with more factors favouring quality of work life than temporary workers.

18. Managerial employees and supervisory staff are provided with more favourable factors of quality of work life than subordinate staff.

19. Employees with longer periods of experience are enjoying more favourable factors of quality of work life than employees with shorter periods of experience.

20. Employees belonging to higher income group enjoy more favourable factors affecting quality of work life than lower income group.

21. Trade union active members, passive members and non-members are provided with uniform facilities having impact on quality of work life.

22. Government Company and private companies are providing better factors affecting quality of work life than partnership firms and sole proprietary concerns.

23. Industrial units which are engaged in the manufacture of light engineering goods, furniture, and paint & wax are providing more favourable factors of quality of work life than those which are engaged in food processing, rubber and plastic manufacturing and other goods producing units.

24. Units which are making export sales and national base sales are allowed better factors of quality of work life than those units which are making local sales.

25. SSI units in the major conventional industrial estates located in three different zones are providing uniform factors affecting quality of work life.

26. On the basis of attitude of employees in the major conventional industrial estates there are two categories of quality of work life.

27. All the factors considered for measuring quality of work life have important roles for shaping first category of quality of work life.

28. Safe and healthy working condition is the only factor having major role in the formation of second category of quality of work life.

29. Safe and healthy working condition is the most important factor of QWL.

30. The first category of the quality of work life is depends on sex, age, education, terms of employment, nature of job, experience, income, nature of organisation, products manufactured by the units, and nature of sales of the unit.
31. The second category of the quality of work life is depends on the age of the employees, terms of employment, nature of job, income of the employees and nature of ownership of the organisation.

32. For improving quality of work life all parties viz. employer, employees, government, unions and professional organisation have their own responsibilities.

Section C

7.5. Suggestions

Based on the findings of the study and the conclusions drawn from it, the following suggestions are offered as feasible to achieve the improvement of quality of work life in the major conventional industrial estates of Kerala.

1. Considering the potential of SSI units to generate employment opportunities, to enhance productivity and in earning foreign exchange, it is suggested to start new units in the closed sheds of industrial estates in Kerala.

2. It is found that there are no major conventional industrial estates in three districts of Kerala viz. Wayanad, Pathanamthitta, and Idikki. Measures should be taken to start new industrial estates in these three industrially backward districts of Kerala.

3. The Ministry of Small Scale Industries, Government of India is running Small Entrepreneurs Promotion and Training Institute at Ettumanoor Industrial Estate. This institute is providing excellent entrepreneurial development programmes. It is suggested that there is a need for conducting EDPs in all the industrial estates of Kerala either by the Central Government or by the State Government.

4. Changanacherry industrial estate is functioning more efficiently than other estates. The main reason for this increased efficiency is the cluster development programmes adopted by the entrepreneurs of this estate. They have incorporated a new private company called Natural Rubber and Fiber
Products Manufacturers Consortium Ltd. With this consortium movement they are now cooperating for processing of raw rubber and producing standardised products which are essential for capturing foreign market. Consortium movement helps entrepreneurs to co-operate for meeting common enemies and compete even among members for the survival of individual unit. It is suggested that such consortium movement in all the industrial estates help entrepreneurs to co-operate in all possible areas and help SSI units to equip themselves to face the global market.

5. One of the problems faced by the SSI units in Kerala is the shortage of working capital. Banks will provide accommodation only after getting enough security. The entrepreneurs cannot mortgage the factory building because they haven’t any ‘pattayam’ of the land and building. Even though few years ago the government decided to grant ‘pattayam’ to the entrepreneurs no serious effort has been taken so far to grant ‘pattayam’ to them. So, it is advisable to take quick action to grant ‘pattayam’ to the entrepreneurs in the industrial estates.

6. It is found that constructions of sheds in the conventional industrial estates are made in uniform model. But, it must be made on the basis of the nature of the industry.

7. There are many type of institutional assistance available to small scale entrepreneurs. Many of the entrepreneurs in the industrial estates are not aware of such assistance. In order to create more awareness about institutional assistance among entrepreneurs and to provide them better service, periodic intensive campaign should be launched in each industrial estate.

8. At present the authorities of industrial estates have only one function - allotment of sheds. The units are functioning according to the will and pleasure of the individual entrepreneurs. So, appropriate powers should be delegated to the authorities by the government for the accomplishments of the objects for which industrial estates were actually designed.
9. A quality assurance wing can be organised inside every industrial estate, which can certainly increase the demand of the products of SSI units of industrial estates.

10. Central and State subsidy should not only be provided for the establishment of new enterprises but also to the existing units for their modernisation programmes which includes replacement or renovation of plant and machinery or acquisition of balancing equipment for fuller utilisation of installed capacity.

11. The level of quality of work life of female employees in the industrial estate is lower than the level of male employees. The main reason for this difference is that majority of the female workers are temporary workers. So, in order to give good quality of work life to ladies it is necessary to change their terms of employment. They should be given more permanent job.

12. The educational background of the employees is an important factor affecting the level of quality of work life. But, majority of the workers at present belong to the category of SSLC or below SSLC. Hence, there is a need for a change in the educational level of the employees selected for job.

13. This is the age of information technology. There are several schemes for computer literacy in the state in many other fields. Such schemes should be introduced in industrial estates also so as to increase the level of computer literacy among the employees of industrial estate.

14. Through the formulation of workers co-operative society or social clubs in every industrial estate workers themselves can organise library and reading room facilities. SIDCO can allot any one vacant shed in each estate for this purpose. With the help of monthly subscription from members they can subscribe two or three news papers and magazines.

15. Employees of industrial estates are not getting adequate and fair compensation. Incentive schemes, fair overtime policy and reasonable
social security measures like pension schemes, group insurance etc. can increase the satisfaction of employees with their compensation and there by it can increase the level of quality of work life.

16. Implementation of centralised schemes for waste and dust disposal, drinking water facilities, sanitary facilities, recreation and rest room facilities and canteen facilities can improve the safe and healthy working conditions of the SSI units of industrial estates more cheaply.

17. Workers should be encouraged to take care of their health and safety by taking maximum utility of the health and safety measures provided. For this purpose health and safety education should be provided as to arouse workers interest in the same.

18. Estate level workers’ organisations can conduct festivals, cultural programmes, arts and sports competition of employees’ children etc. Such a step can improve social integration in the work organisation and it will persuade employees better to work collectively than individually. All these can improve the quality of work life of employees.

19. It is advisable to appoint a labour welfare officer for every industrial estate who is entrusted with the work of administering labour welfare activities. It is noted that many of the employees are not getting the labour welfare benefits which are legally allowed to them. Similarly, at present the grievances of employees are not properly handled. The welfare officer can perform this function also.

20. In industrial estates labour participation in management is very poor. Employees’ representatives should give proper facilities to participate in operational decision making process.

21. Even in big industrial units quality circles (QC) are not working. Facilities should be provided for the working of quality circles. This will give benefits both to the employees and the entrepreneurs.
22. The employees of the industrial estate should encourage co-operative movements. Employees’ co-operative society can provide financial accommodation to members at reasonable rate. Similarly co-operative consumer society can be organised so that they can get consumer goods at reasonable rate.

23. It is found that only a minor portion of the employees in the industrial estates are members of trade union. Personal discussion with employees revealed that they are fed up with political involvement in trade union activities. Non-political trade union can do a lot in the industrial estates for the well being of the workers. Trade unions can strengthen their bargaining capacity.

24. Management of SSI units must be ready to give promotion opportunities to the employees after a fixed period of time. Qualified employees should be properly motivated by giving higher grade promotion and increment.

After a comprehensive analysis of the various aspects of the quality of work life in the industrial estates of Kerala, it can be concluded that the level of the quality of work life of employees working in this sector is below average. Physical working conditions of industrial units working in the industrial estate are not so good. But these workers have not much to complain; moreover many of them are satisfied. Many of the employees, particularly factory workers are not in a position to meet even their lower level needs because of their inadequate compensation. Slight increase in the compensation, creation of the feeling that management is always concerned with workers personal problems, provision of promotion opportunities wherever possible, minimum facilities for cultural programmes etc. can change the attitude of the workers positively and can increase the level of quality of work life with out much cost to the entrepreneurs.

7.6. Scope for Future Research

The present study brings out the major factors affecting quality of work life in the conventional major industrial estates of Kerala. Relative to the SSI units in
Kerala, some important aspects require a deep study. The following areas are suggested for future research studies:

1. Performance evaluation of SSI units in the industrial estates of Kerala.
2. A comparative study of quality of work life among the employees of SSI units in industrial estates with that of other SSI units in Kerala.
3. A study on the industrial sickness among SSI units in conventional industrial estates in Kerala.
4. A study on the changes in the SSI sector in Kerala as a result of the implementation of liberalisation scheme.
5. A study relating to consortium movement in the industrial sector of Kerala with particular reference to Natural Rubber and Fiber Products Manufacturers Consortium Ltd. Changanacherry.