CHAPTER - 6

FINDINGS, CONCLUSION AND SUGGESTIONS

6.1 Findings

The following are the major findings of the study with respect to demographic profile of the selected employees, opinion of respondent employees towards welfare measures, job satisfaction, employee initiatives and issues of work life balance, organization support and commitment towards work life balance.

- Study reveals that out of 350 sample respondents 71 per cent were males and the rest 29 per cent were female.
- 60 per cent of respondents belonged to age group of 20-30 years and 35 per cent of respondents belonged to 31-40 and rest 5 per cent were in the age group of 41 -50.
- 87 per cent of respondents’ were graduates, 10 per cent were post graduates and hardly 2 per cent were diploma holders.
- 64 per cent of respondents were married, 32 per cent of respondents were unmarried and rest of 4 per cent were separated/divorcees.
- 39 per cent of respondents’ family size was less than 4, 58 per cent of the family size was 4-8 members, and rest of 3 per cent respondents’ family size was 9-12 members.
- 35 per cent respondents work experience was 1-3 years, 31 per cent respondents was 3-6 years, 19 per cent respondents was less than year, and rest of 14 per cent respondents experience was more than 6 years.
- 49 per cent of respondents’ monthly income was below 20000, 30 per cent of respondents was 20000-50000, 12 per cent of respondents was 50000-75000, and rest of 9 per cent of respondents income was 75000 and above.
- 91 per cent of respondents were permanent employee, 6 per cent were temporary, and rest 3 per cent respondents were appointed through contract agency.
- More than 80 per cent of respondents’ work schedule was day shift.
• 93 per cent of respondents were not having any other source of income besides their main job.

• More than 60 per cent of respondents had shown positive opinion towards work related aspects.

• Around 89 per cent of respondents said they work in a team in the organization while 11 percent of respondents work as individual.

• 41 per cent of respondents were satisfied with job, 49 per cent of respondents were somewhat satisfied, 8 per cent of respondents were not too satisfied, and rest of 3 per cent not at all satisfied with the job.

• 40 per cent of respondents’ opinion regarding welfare of employees by his supervisor was very true, 48 per cent of respondents’ opinion was somewhat true, 7 per cent not too true, and rest of 5 per cent of respondents’ opinion was not at all true.

• According to 25 per cent of respondents their relation with supervisor and management was very good, 60 per cent of respondents said it was quite good, 11 per cent of respondents said neither good nor bad, 4 per cent respondents said relation was quite bad, and rest of 1 per cent were very bad.

• 64 per cent of respondents were praised by supervisor/management, and the rest 36 per cent of respondents were not praised by supervisor/management.

• More than 90 per cent of respondents were of the opinion that there was no discrimination against gender, age, race and region.

• 49 per cent of respondents were, sometimes, felt stress at work, 32 per cent of respondents felt often, 11 per cent were always, and rest 8 per cent said that they hardly ever felt stressed at workplace.

• 51 per cent of respondents had, some times, trouble going to sleep, 30 per cent said they rarely had trouble, 12 per cent had that problem often, and rest 7 per cent never had any trouble going to sleep.

• Several interesting observation made in exploratory survey. First the standard deviation was very low overall, suggesting that there is relatively high level of agreement from the respondents about the quality of work life.

• The result of chi-square test shows the insignificant difference between the opinion of male and female respondent employees towards work life balance at 5% significance level.
The study used latent root method as first criterion to identify the factors. In this criterion the only factors having latent roots or eigen value of greater than 1 are considered as factors. There are 5 factors extracted with total variance 65.77.

The insignificant results of chi-square test indicate there is no difference between the opinions of age groups of employees towards first seven indicators of work life balance at 5 % significant level. The age groups had different opinion towards last indicator the income from job alone is enough to meet your family's usual monthly expenses and bills ($\chi^2 = 9.673, df=2, p= 0.008$) at 5 % significant level.

There is no significant difference between level of satisfaction towards job and gender ($\chi^2 = 3.976, df=3, p= 0.284$) and age ($\chi^2 = 5.987, df=6, p= 0.425$) at 5 % significant level. The results of chi-square test indicate that there is a significant difference between level of satisfaction towards job and mode of employment ($\chi^2 = 26.644, df=6, p= 0.000$) and payment ($\chi^2 = 45.958, df=3, p= 0.000$) and work schedule ($\chi^2 = 67.853, df=12, p= 0.000$) and Experience in present job ($\chi^2 = 47.487, df=9, p= 0.000$) at 5 % significant level.

The mean perception of both gender and payments groups towards work related aspects are around two which means these two demographic groups are agree with the work related aspects in IT industry. The t test results indicate there is a significant difference between the perception of gender [$t(df=348) = 2.371, p = 0.018$] and payment [$t (df=348) = -5.439, p = 0.000$] on work related aspects in IT industry, Bangalore at 5 % level of significance.

The results of one way ANOVA shows significance differences among the employee perception towards work related aspects across four demographic variables. The results indicate there is a significant difference among the perception towards work related aspects of the groups of mode of employment [$F (2, 347) = 4.756, p = 0.009$]; Work schedule [$F (4, 345) = 6.330, p = 0.000$] and Experience in present job [$F (3, 346) = 11.371, p = 0.000$], but there is a no significant difference among the perception towards work related aspects of age groups [$F (2, 347) = 1.960, p = 0.142$] at 5 % level of significance.
6.2 Suggestions

- Employer should recognize the importance of work life balance as opposed to the workaholic life and should be humane towards employees’ needs and aspirations. They should have work life balance policies.
- Guidelines should be issued by the management in order to achieve greater fairness and consistency in implementation policies that are framed for achieving work life balance. There is a need to clearly communicate the organization’s commitment to work life balance to raise awareness and improve knowledge and understanding of organization’s relevant policies more accessible to all.
- Individual managers/supervisors play important role in translating work life balance policies into action. It is important that their views are sought with regard to work life issues and that they are encouraged to take ownership of the process. There should be, at regular intervals, sharing of ideas, concerns, information and fair practices with them.
- A participative management style should be adopted in the organization to improve quality of work life of employees and even for the organizations.
- Improving good relationship with employees and providing friendly environment in the organization.
- The Company has to measure the quality of work life periodically.
- Improvement in rewarding and awarding policies.
- Organization should provide relaxation time for the employees and offer tips to balance their personal and professional lives.
- Companies should introduce organizational health programs for educating employees about health problems, means of maintaining and improving of health, etc. These programs cover drinking and smoking cessation, hypertension control, other forms of cardiovascular risk reduction, and family planning, etc.
- Fair and equity should be taken care of in disciplinary procedure, grievance procedures, promotions, transfers, demotion, work assignment, and leave, etc.
- Provision for flexible working hours, part time employment, job sharing etc.
• There should be flexibility with regard to hours of work. Workload planning should be more realistic and should better reflect time spent on roles and responsibilities. The culture of ‘Long Working Hours should be eliminated.

• Recognition also helps to motivate employees to perform better. Recognition can be in the form of rewarding employees for jobs well done.

• Counseling services for problems like managing work and the home.

• Review of work processes to see if the burden on employees can be lightened maintaining dialogue with the employees and considering their suggestions on a continuous basis.

• Facilities for child care.

• Leave plans - both paid and unpaid- to suit employee's needs.

• Employee assistance programs should be introduced in order to assist employees and family members with a range of personal concerns that may negatively affect employees’ job performance, including substance abuse, mental health issues, family, financial, or marital problems, and legal or emotional stress.

• Sponsor employee and family events and activities monthly to encourage team building, friendships among employees, and inclusion of families in work events.

• Staff should be advised to go for daily exercise, yoga, regular health check ups and health breaks. This improves both mental and physical health of employees.

• Offer paid time off (PTO) in lieu of traditional paid sick leave, paid personal days, and paid vacation. A paid time off (PTO) approach treats employees like adults who are capable of making decisions about how, when, and why to use the paid time off supplied by the employer.

• At regular intervals, organizations must take stock of whether the organization’s commitment to work life policies and practices influence how employees view the management and how employees view their own work by conducting climate surveys, participating in external benchmarking surveys, productivity and performance records.

• Management development and leadership programmes should address work life balance issues. Organizations should share the success stories of managers who have
found effective ways of overcoming difficulties such as redesigning shifts or developing an effective pool of casual employees.

6.3 Conclusion

All over the world people are craving for their human dignity and respect. Besides their aspirations and expectations are rising along with rapid changes in times and technologies. There is growing significance attached to human resources. Therefore, it is necessary to ensure quality work life for all-round peace and prosperity. Better quality of work life leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations.

The role of work has changed throughout the world due to economic conditions and social demands. Originally work was a matter of necessity and survival today, work still necessity but it should be a source of personal satisfaction as well. It finally concluded that work environment, job analysis, satisfaction and motivation are the four major which dominates all the other factors and helps the employees for their better performance in the organization.
6.4 Scope for further research

Software industry is highly evolving industry, so new issues cropping up which gives further scope for research, the findings of present study suggest a number of additional research questions that may be investigated. Some of the areas where there are scope for further research are as follows:

- Comparative study of may be conducted between software industry and other industry on QWL.
- Issues like stress, work life balance, career development etc need to be further exploited.
- Comparative study may be conducted between Public Sector Software Company and private company.
- A study on relationship between job satisfaction and QWL.
- Work life balance issues on dual earner couples and single earner couple.