

CHAPTER 5
FINDINGS AND DISCUSSION

5.1 Introduction

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5.1 Introduction:

This chapter includes findings and discussion which are drawn by researcher on the basis of data analysis and interpretation. Findings of the study consist of the features of the virtual organization including work from home, flexi time and work from office.

5.2 Findings:

Researcher has collected data required to fulfill objectives of the study through schedule. This data is analyzed using various analytical and statistical tools so as to study the opinion of employees about impact of virtual organization on quality of life and quality of work life.

5.2.1 General Findings:

1. From total number of sample size 32.35% samples are of work from home, 35.29% are of flexi time and 32.35% samples are from work from office.
2. 47.05% of samples are there whose age group is from 24-29 who has facilities like work from home and flexi time.
3. 58.82% of employees are graduate/PG professionals and 41.17% of employees are graduate/PG generals.
4. From total number of samples there are 76.47% male employees who work from home and have facility like flexi time and 23.52% female employees are there who has facilities of virtual organization.
5. 63.72% married employees are there who work from home and 36.27% unmarried employees.
6. There are 28.43% employees who were having two dependents.
7. From total number of employees maximum i.e. 62.74% employees are working for 1-5 years in an organization who has facilities like work from home and flexi time and only 4.08% employees are working for 15-20 years.

5.2.2 Specific Findings of Work from Home Employees:

1. From total number of employees, 3% of employees are doing work from home for two days in week and only 1.8% of employees are doing work from home for five days in week.(Table 4.3.7)
2. Employees doing work from home think that work from home concept has more remarkable impact on the enrichment of quality of personal life with mean score 4.09 and S.D. 0.53 than impact on the enrichment of quality of working life with mean score 3.87 and S.D. 0.79 in an organization. (Table 4.3.8)
3. The virtual organization which includes work from home concept leads to save costs of traveling and also helped more in giving time to children and family and giving contribution to the society with mean score 4.18,4.04,3.93 and3.87. (Table 4.3.9)
4. Employees from work from home get provident fund, medical fund, E.S.I. as per the legal norms with 3.96 mean score and S.D. 0.60. (Table 4.3.10)
5. Overtime work with mean 3.21 and productivity based incentives with mean score 3.30 are not considered and paid as per the norms. (Table 4.3.10)
6. Though employees are doing work from home they perform complete job and also they get regular feedback about work and they enjoy autonomy at work.(Table 4.3.11)
7. Organization provides chance for expanding knowledge with mean score 3.81 and S.D. 0.64 to their employees who work from home but virtual organization does not provide regular career counseling and career development workshops with mean score 3.12 and 3.33 respectively and also does not provide challenging job opportunities. (Table 4.3.12)
8. Though employees are doing work from home, celebration of different festivals takes place in organization with mean score 3.67 with S.D. 0.79 but employees does not have meetings with top management with mean score 3.5 and S.D. 0.86. (Table 4.3.13)

9. Organization has prescribed recruitment procedure and also prescribed disciplinary procedure which is important for work from home facility. (Table 4.3.14)
10. Most of the employees enjoy weekly off and also avail government declared holidays.
(Table 4.3.15)
11. Employees who work from home give apex importance to society. (Table 4.3.16)

5.2.3 Specific Findings of Flexi Time Employees:

1. Flexi time has remarkable impact on the enrichment of quality of personal life as well as quality of working life with same mean score i.e. 3.97 and S.D. 0.87 and 0.77 in an organization. (Table 4.3.17)
2. Flexi time helps to improve family relations, employees can give contribution to the society and help to improve relations with mean score 4.34, 4.19 and 4.08 respectively. (Table 4.3.18)
3. Required training programs are imparted as when required for flexi time employees as it carries mean score 4.05 and S.D 0.79 and also employees get provident fund and having provision for medical fund or E.S.I. (Table 4.3.19)
4. Employees perform complete job with the flexi time facility with mean score 4.11 and S.D. 0.52 and also they enjoy autonomy at work because of flexi time. (Table 4.3.20)
5. In the flexi time facility regular feedback about work is received but management does not consult employees before redesigning job and employees participation is not there in decision making. (Table 4.3.20)
6. Organization provides chance for expanding knowledge, helps in development of personality and also has arrangement for employment security with mean score 4.11, 3.97 and 3.94 respectively but virtual organizations does not provide challenging job opportunities, regular career counseling and career development workshops.
(Table 4.3.21)

7. Celebration of different festivals are takes place, joint management committee exists and working with mean score 4.08, 3.93 with S.D. 0.45 and 0.53 in organization endorses sense of community for flexi time employees. (Table 4.3.22)
8. Employees get scope for free speech and also organization has prescribed training and development policy and has prescribed grievance procedure which is important for flexi time employees. (Table 4.3.23)
9. Flexi time employees enjoy weekly off and are able to spare time for family balancing his work. (Table 4.3.24)
10. Samples enjoying flexi time opine that there work has more social relevance. (Table 4.3.25)

5.2.4 Specific Findings of Work from Office Employees:

1. Employees who work from office think that flexi time as well as work from home has more remarkable impact on the enrichment of quality of working life in organization as compare to impact on the enrichment of quality of personal life with mean score 2.60 and 2.72 with S.D. 0.93 and 1.06. (Table 4.3.26)
2. Employees who work from office think that virtual organization leads to less individual contacts with mean score 3.66 and S.D. 1.02 and make life alienated from society with mean.(Table 4.3.28)
3. Employees who work from office think that work from home does not helps completion of allotted task in less time in efficient way with mean score 1.96 and S.D. 0.46. (Table 4.3.28)
4. Required training programs are imparted as when required and other welfare facilities are provided by company also there is provision for medical fund or E.S.I. is made. (Table 4.3.29)

5. Employees perform complete job with mean 4.21 and they require multiple skill to do the job with mean score 4.09 with S.D. 0.38 also moderate delegation of authority to employees is existed. (Table 4.3.31)
6. Employees does not enjoys autonomy at work with mean score 3.27. (Table 4.3.31)
7. Organization has an arrangement for employment security and employees organization provides chance for expanding knowledge and also availability of training & development program external is there. (Table 4.3.31)
8. Employees who work from office think that virtual organization does not provide challenging job opportunities with mean 2.96, regular career counseling with mean score 2.57 and career development programs with mean score 2.42. (Table 4.3.31)
9. Working in organization endorses sense of community with mean score 3.90 and the work environment in organization facilitates inter personnel openness with mean 3.72 and S.D. 0.45 and employees receive humanized treatment by management in organization and top executives involved in socio cultural activities.(Table 4.3.32)
10. Organization has prescribed training & development policy with mean score 4.24 and S.D. 0.50 and has prescribed performance appraisal policy with same mean 4.24 and S.D. 0.43 but there is no scope for free speech is extended and privacy is not provided and maintain in organization. (Table 4.3.33)
11. Employees who work from office think that they need to put overtime work and they enjoy weekly off but they does not enjoy pay leaves and avail government declared holidays.(Table 4.3.34)
12. Employees think that the job they are doing is at apex importance to society with mean score 3.37 and S.D. 0.65. (Table 4.3.35)

5.3.5 Specific Findings of Comparative Study:

1. Flexi time has remarkable impact on the enrichment of quality of personal life and enrichment of quality of working life in organization with mean score 3.97 and S.D. 0.87 and 0.77 than employees who work from office.(Table 4.3.36)
2. Employees who work from home has more remarkable impact on the enrichment of quality of personal life and on the enrichment of quality of working life in organization with mean score 4.09 and 3.87 than employees who work from office with mean score 2.56 and 2.81. (Table 4.3.37)
3. Employees from work from home and flexi time think that virtual organization saves cost of travelling as it carries mean score 4.18 and 4.41 with S.D. 0.95 and 0.60.(Table 4.3.38)
4. Employees who work from office strongly agree that virtual organization leads to less individual contacts and make life alienated from society with mean score 3.66 and S.D. 1.02. (Table 4.3.38)
5. Employees who work from home and flexi time get provident fund as per legal norms but employees who work from office are disagree with that they get provident fund as per legal norms with mean score 3.96, 4 and 3. (Table 4.3.39)
6. Employees who work from home, flexi time and work from office perform their complete job with mean score 3.90, 4.11 and 4.21. (Table 4.3.40)
7. Employees who work from home, flexi time and work from office strongly agree with that their organization provides chance for expanding knowledge with mean score 3.81, 4.11 and 4.09.(Table 4.3.41)
8. Employees who work from home and flexi time strongly agree with that celebration of different festivals takes place in organization with mean 3.67 and 4.08.(Table 4.3.42)
9. Employees from work from home and flexi time are able to spare time for family balancing his work with mean score 3.75 and 4.26. (Table 4.3.44)
10. All employees are strongly agree that they can see the benefits of their job society enjoying with mean score 3.37, 3.52, and 3.31. (Table 4.5.45)

5.3 Suggestions:

Management in virtual organization should consult employees before redesigning jobs. The job redesigning, evaluation practices, job autonomy and feedback scores are satisfactory but reasonably less than expectation. Hence, job designing and their components should give due consideration.

1. Employees who are working from home need to get overtime work and productivity based incentives if they are doing work more than prescribed work schedule.
2. For flexi time employees management should consult to employees before redesigning job.
3. Also organization should provide challenging job opportunities, career counseling and career development programs to the work from home and flexi time employees.
4. Work from office employees should have autonomy at work and also have scope for free speech.
5. Privacy should be maintained for work from office employees.
6. All employees should receive bonus as per legal provisions.
7. Employees should have meetings with top officials.

5.4 Conclusion:

Virtual organization is the new emerging concept of 21st century in which facilities like work from home, flexi time, video conferencing etc are included. There are many advantages of virtual organization which can help to make positive impact on quality of life and quality of work life of employees. But for that some rules and regulations must be followed by employees like trust in between all of them, completion of allotted task in limited or given period of time, taking challenging job opportunities etc.

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M.Phil Dissertation