

CHAPTER V FINDINGS AND SUGGESTIONS

5.1 Introduction

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5.1 Introduction

The chapter is based upon analysis and interpretation of data and the researcher's alternative suggestions to organizations to attain higher degree of QWL.

From the study it realizes that union plays significant role in the development of an organization instead of opposing it when both union and management are at win-win position.

It has found apparently that employee's demands are inclination towards their rights and not intended to create complex in the management or organization.

Generally employee's demands are relating with their well-being like fair compensation, good working conditions, job security etc. and when these needs are get satisfied they become more happy and committed towards organization which ultimately results in improving productivity of employees as well as the organization. So it can be said that employees demands co-relate with organizational objectives directly.

5.2 Findings

Since the study includes analysis of opinions of workers as well as executives in small and medium scale organizations, findings are drawn into three categories which are as follows:

5.2.1. Findings based on opinions of sample workers and sample executives in unionized and non- unionized sample organizations.

5.2.2. Findings based on opinions of sample workers and executives in small scale unionized and non-unionized sample organizations.

5.2.3. Findings based on opinions of sample workers and executives in medium scale unionized and non-unionized sample organizations.

5.2.1. Findings based on opinions of all sample workers and sample executives in unionized and non-unionized sample organizations:

1. Unionized as well as non-unionized sample organizations follow statutory compliances like Minimum Wages Act, Bonus Act, P.F. Act, E.S.I. Act and Overtime pay at double rate also but scenario is better in case of unionized organizations. Out of them sample workers and executives are most satisfied with the benefits they received from provision of P.F. and E.S.I. Act. (Table 4.2.1.1, 4.2.2.1)
2. Both unionized as well as non-unionized sample organizations give priority for providing safe and healthy conditions under the Factories Act, 1948 to their employees but these conditions are more satisfied in unionized organizations. (Table 4.2.1.2, 4.2.2.2)
3. The scenario of Safe and Healthy Working Conditions and arrangement of adequate light is better in both types of organizations. Sample workers and executives responded that they are suffering from Excessive Weights, Explosive/ Inflammable Dust and Gases, Overcrowding and poor Canteen Facilities. (Table 4.2.1.2, 4.2.2.2)
4. The importance of five core job dimensions for development of employees is considered in both unionized and non-unionized organizations. The extend of scope to use and develop human capacities and abilities is more in unionized organizations. (Table 4.2.1.3, 4.2.2.3)
Workers participation in decision making and delegation of authority to workers is more in unionized organizations as compared to non-unionized organizations. (Table 4.2.1.3, 4.2.2.3)
5. Management of both unionized and non-unionized organizations are reluctant to implementing job redesigning for employees. (Table 4.2.1.3, 4.2.2.3)
6. Unionized as well as non-unionized organizations provide opportunities for career development to their employees but there are more opportunities and chances for career growth in unionized organizations. (Table 4.2.1.4, 4.2.2.4)
7. Both unionized and non-unionized sample organizations overlooked Job rotation, Suggestion Scheme and Promotion of employees. (Table 4.2.1.4, 4.2.2.4)

8. Both types of organizations do not give more importance to career building of their employees. (Table 4.2.1.4, 4.2.2.4)
9. Working environment in unionized sample organizations is more friendly and gracious than non-unionized sample organizations. (Table 4.2.1.5, 4.2.2.5)
10. The frequency of meetings of workers among themselves, with top management and also with the owner of company is less in non-unionized sample organizations as compared to unionized sample organizations. (Table 4.2.1.5, 4.2.2.5)
11. There is no awareness among employees of unionized as well as non-unionized sample organizations about company policies like, promotion, performance appraisal, training and development policy and disciplinary and grievance procedure; which lowers the extend of QWL of organizations. (Table 4.2.1.6, 4.2.2.6)
12. Constitution i.e. policy making in unionized work organization is better as compared to non-unionized organizations. (Table 4.2.1.6, 4.2.2.6)
13. Sample workers and executives in both unionized and non-unionized sample organizations enjoy weekly off, government declared holidays, pay leaves etc. Still they face problems to balance their work life and family life due to overload of work, overtime of work and work during inconvenient hours. (Table 4.2.1.7, 4.2.2.7)
14. Workers in unionized organizations enjoy more holidays and leaves and at the same time they suffer from overtime work due to overload of work as compared to non-unionized workers. (Table 4.2.1.7)
15. Non-unionized sample executives suffered more from overtime of work, overload of work and work during inconvenient hours than unionized sample executives. (Table 4.2.2.7)
16. According to sample workers Social Relevance of Work is found more in unionized sample organizations than non-unionized organizations. (Table 4.2.1.8)
17. According to sample executives Social Relevance of Work is found equal in unionized as well as non-unionized sample organizations. (Table 4.2.2.8)

5.2.2. Findings based on opinions of sample workers and executives in small scale unionized and non-unionized sample organizations:

1. Irrespective of union the emoluments given to sample workers and executives are adequate but satisfaction towards wages is more in unionized small scale organizations. Both unionized and non-unionized sample organizations are lagging in providing adequate overtime pay and productivity based incentives. (Table 4.2.3.1., 4.2.4.1.)
2. Both types of small scale sample organizations take care of their working conditions to be safe and healthy which is very important but more safety is established in unionized small scale sample organizations. (Table 4.2.3.2., 4.2.4.2.)
3. It becomes unavoidable part for workers and executives in both types of organizations to work in overcrowd with explosive/inflammable dust and gases, excessive weights, poor conditions of hoists, lifting tackles and canteen facilities. (Table 4.2.3.2., 4.2.4.2.)
4. There is more scope for development of the skills and abilities of employees in unionized small scale organizations than non-unionized while Participation in decision making, Autonomy in work, Delegation of authority is less in non-unionized small scale sample organizations than unionized. (Table 4.2.3.3., 4.2.4.3.)
5. Both types of small scale organizations ignore the role of job redesigning in development of different skills of employees. (Table 4.2.3.3., 4.2.4.3.)
6. Sample employees in unionized organizations enjoy employment security with challenging job opportunities to develop their personality. (Table 4.2.3.4.)
7. The employment security is less in non-unionized sample organizations but there is also chance for expanding knowledge and personality development. (Table 4.2.4.4.)
8. Both types of small scale organizations prefer organizational development and overlooked towards the career development of their employees. (Table 4.2.3.4., 4.2.4.4.)
9. Unionized sample organizations maintain healthy environment and sense of community in organization more effectively than nonunionized organizations

- by giving humanized treatment to workers and also by celebrating different festivals. (Table 4.2.3.5., 4.2.4.5.)
10. The occurrences of meetings of workers within themselves, with top officials and with owner are less in non-unionized organizations as compared to unionized organizations. (Table 4.2.3.5., 4.2.4.5.)
 11. Constitutional protection to employees in unionized sample organizations is better than non-unionized organizations. (Table 4.2.3.6., 4.2.4.6.)
 12. Workers in unionized as well as non-unionized organizations are not aware about different policies and procedure implemented in organizations. (Table 4.2.3.6., 4.2.4.6.)
 13. Employees in both types of small scale sample organizations are enjoying weekly off, leaves, equality in work and can spare time for family but strongly suffered from overtime work, overload of work, work during inconvenient hours etc. (Table 4.2.3.7., 4.2.4.7.)
 14. According to sample workers in small scale organizations Social Relevance of Work is found more in unionized sample organizations than non-unionized organizations. (Table 4.2.3.8)
 15. According to sample executives in small scale organizations Social Relevance of Work is found equal in unionized as well as non-unionized sample organizations. (Table 4.2.4.8)

5.2.3. Findings based on opinions of sample workers and executives in medium scale unionized and non-unionized sample organizations:

1. Medium scale unionized and non-unionized sample organizations are complying with the provisions of different labour legislation but the scenario is good in unionized sample organizations. (Table 4.2.5.1., 4.2.6.1., 4.2.5.2., 4.2.6.2., 4.2.5.6., 4.2.6.6.)
2. Medium scale unionized sample organizations provide various opportunities to their employees to explore their talent, skills and abilities by providing challenging job than non-unionized organizations. (Table 4.2.5.3., 4.2.6.3.)
3. Management of both types of medium scale sample organizations pays no attention towards job redesigning of their workers. (Table 4.2.5.3., 4.2.6.3.)

4. More opportunities for continued career growth and employment security with expanding knowledge is facilitated in medium scale unionized sample organizations as compared to non-unionized organizations. (Table 4.2.5.4., 4.2.6.4.)
5. There are harmonious relations between employees of unionized sample organizations which help to establish strong social integration in the work force. (Table 4.2.5.5., 4.2.6.5.)
6. Work life balance in unionized sample organizations is better since unionized workers are less suffered from overtime work, overload of work and work during inconvenient hours etc. while enjoy more leaves and holidays than non-unionized workers, so they can give enough time to their family. (Table 4.2.5.7., 4.2.6.7.)
7. According to sample workers in medium scale organizations Social Relevance of Work is found more in unionized sample organizations than non-unionized organizations. (Table 4.2.5.8.)
8. According to sample executives in medium scale organizations Social Relevance of Work is found equal in unionized as well as non-unionized sample organizations. (Table 4.2.6.8.)

5.3 Suggestions

The researcher has proposed following suggestions, on the basis of findings.

1. For improving QWL, both unionized and non-unionized organizations have to concentrate on Human Resource Development Programs. For which they may apply following technique.
 - i) For improving QWL, unionized as well as non-unionized organizations should conduct awareness programs for present workers to be aware about different policies and procedures of organization. Organization should design effective induction program for new recruits.
 - ii) Organization should focus on career planning and development of the workers in order to retain skilled and competent workers. For this Organization may initiate:
 - a) Effective career counseling.
 - b) Career Development Workshops.

- c) Job Rotation technique so as to workers can deal with any type of job and become multi-skilled.
2. The management of both unionized and non-unionized sample organizations should concentrate on employee as well as organizational development, so as to establish win-win position between them.
 3. The management of non-unionized organizations should have to conduct the meetings with their workers on regular basis to increase co-ordination and co-operation between them.
 4. The non-unionized organizations should recruit experienced workers for getting relief from overburden of work of existing workers that will help them to maintain balance between personal life and professional life.
 5. Both types of small scale organizations should try to keep their environment free from dust and fumes as well as improve the conditions of hoists, lifting tackles and canteen facilities which in turn may improve productivity of employees.
 6. Non-unionized small scale organizations should provide employment security to their workers by hiring them on bond system.
 7. Management should give cognizance to worker's rights and demands which may help to uplift industrial relations. The demands of workers should be viewed as development opportunity in the work environment. The demands can also be handled offering few new targets and or expectations from workers.
 8. Unions found perform the role of Parallel organizations. These organizations are better performer in the scenario of change management. Management can enter into dialogs with the union representatives and introduce the change with reasonable frictions. It is always better to provide opportunity to workers to put their views and opinions. Parallel organizations are effective platform for workers to convey their views about work and work organization.
 9. When it comes to organization driving and restraining forces are inevitable. As discussed in the management problem management always demand more in terms of production, productivity, less rejection, less labour turnover and overall improvement in quality. On the contrary workers are after securing their working conditions. The forces from management and workers disturb

industrial harmony. Joint management helps to smoothen these frictions. Hence joint committee should be established and regular meeting should be held to review organizational development.

10. Researcher has used 88 parameters for this study. The micro perspective of QWL may lead even more parameters. Amongst these parameters to many parameters nil response is recorded by samples. It conveys either absence of the parameter of unawareness. Management of both types of organizations should think of these aspects since they are better contributors to QWL.

From the present study it is concluded that, both unionized as well as non-unionized organizations are concentrated on providing the basic needs and statutory compliances only. And they are not giving much importance to development of employee's capacities, career advancement and their work life balance.

By considering the opinions of respondents for all macro and micro-parameters of QWL in small and medium unionized as well as non-unionized organizations, it can be said that QWL of unionized organizations is better than of non-unionized organizations since not only do unionized workers earn more money than their unorganized counterparts in engineering industry; they also have more job security, and control over their working conditions.