Chapter-5

Conclusions, Limitations, Implications and Future Study

The main purpose of this chapter is to conclude the different stages of research work. It presents an eagle’s view of the main findings and conclusions that have been drawn from the study. The limitations and implications of the study have also been described. Further, based on the findings of the current research, certain suggestions and recommendations have been put forth to improve the Quality of Work Life of the employees of Small & Medium Enterprises of District Una in Himachal Pradesh which can be taken up for further research.

Summary of the Results

The study highlights several important factors of Quality of Work Life through the Walton’s Model of Quality of Work Life, which encourages Job Satisfaction and Life Satisfaction level of employees of the SME’s of District Una in Himachal Pradesh. In addition, the effectiveness has been studied by capturing the responses of the employees of Small & Medium Enterprises. The data synthesis helps in interpreting the explorative nature of this study. The research contributes to interpret the data, infer conclusions, and relate to the overarching research objectives identified for the study. Key findings are described below:

Summarizing demographic & psychographic outcomes

On this account, the demographic and psychographic findings of the study for the employees of Small and Medium enterprises are found to be similar in whole of Himachal Pradesh. The industry, gender, education level, marital status, experience, and functional area indicate the applicability of the study as a whole for the Small & Medium enterprises of Himachal Pradesh.
a. It was observed that in research area Medium enterprises were more than Small- enterprises. Of the total sample size of 497, 307 were Medium Enterprises and 190 were Small Enterprises. It shows that in this area Medium Enterprises are most established than the Small- Enterprises.

b. Male employees are more than the female employees. 424 respondents were male and the rest of the participants were female. The analysis reveals around two –third of the participants were males. It means male and female working professionals are not given similar weightage at the workplace.

c. It is evident that most of the employees working in small and medium enterprises have less professional experience and they lack knowledge to achieve their professional goals.

d. Maximum participation was of the married respondents. 345 respondents were married and 152 respondents were unmarried.

e. Most of the employees are undergraduates. Education level has a direct impact on the Quality of Work Life of the employees in the work place. Compared to the other working professionals, their social status is higher due to their higher level of education.

f. In these enterprises, other departments like HR and Accounts are less developed than Production department. Lack of other departments becomes a hurdle in the development of the employees in the organization and it leads to low Quality of Work Life in the organization.

Revisiting the Objectives

It is important to review the objectives to know if they have been met and how have they been achieved. Finally, based on the results, it is essential to suggest the recommendations and future research areas. The study had three research objectives. These objectives are achieved through various research hypothesis formulated. The following are the summary of the findings.
a) The first objective of the research was to identify the important dimensions of Quality of Work Life of the employees working in Small and Medium enterprises.

To achieve this objective, factor analysis is performed.

1. Results show that Safe& Healthy working conditions are the most important factors for the Quality of Work Life.

2. Proper safety measures should be taken in the work place so that the employees feel safe and comfortable at the workplace and it leads to good Quality of Work Life.

3. Other important factors apart from Safe and Healthy working conditions are Opportunity of Growth & Security, Adequate & Fair Compensation, Opportunities to Develop Skills and Capacities, Social Relevance of Work, Total Life Space and Social Integration of the organization.

4. Constitutionalism is the least important dimension of Quality of Work Life. It means it does not affect the Quality of Work Life of the employees at the work place.

b) The second objective of the research was to assess the relationship between Quality of Work Life, Job Satisfaction, and Life Satisfaction of the employees.

To achieve this objective, correlation analysis was applied.

Relationship between Quality of Work Life and Job Satisfaction

1) The analyses showed a positive relationship between the Quality of Work Life, Job Satisfaction, and Life Satisfaction.

2) Safe and Healthy Working Conditions like working conditions at workplace, employee protection at workplace have most positive and significant relationship with job satisfaction of the employees (r = .590, p<0.01). It means employers should provide safe and healthy environment to the employees so that they can work easily and which would lead to high job satisfaction among the employees.
3) Besides Safe and Healthy working conditions, Social Relevance of Work, Social Integration in the organization, Adequate & Fair Compensation, Opportunities of Growth & Security, Constitutionalism, Total Life Space and Opportunities to Develop Skills & Capacities have positive and significant relationship with Job Satisfaction. If all these eight factors are properly developed in the organization, it leads to Quality of Work Life at work place.

**Relationship between Quality of Work Life and Life Satisfaction**

1) Social integration in the organization like relationship with colleagues and bosses, commitment to work, importance of ideas and initiatives of the employees have most positive and significant relationship with Life Satisfaction of the employees ($r = .411, p<0.01$). It means that with the development of social integration in the organization Life Satisfaction of the employees is increased.

2) Adequate & Fair compensation, Total Life Space, Opportunities to Develop Skills & Capacities, Safe & Healthy working conditions and Opportunity of Growth & Security have positive and significant relationship with Life Satisfaction besides Social integration in the working organization. It means that with the development of these factors in the organization level of Life Satisfaction of the employees is increased.

3) Results show that Constitutionalism & Social Relevance of work is not much important for the Life Satisfaction of the employees in the organization.

c) The third objective of the research was to study the impact of Quality of Work Life on Job Satisfaction and Life Satisfaction of employees.

To achieve this objective, multiple regressions were applied.
Impact of Quality of Work Life on Job Satisfaction

1) Results showed that the most important factor that affects the level of Job Satisfaction of the employees was Safe and Healthy Working Condition like use of technology, working conditions, individual collective protection have most positive and significant relationship with Job Satisfaction of the employees ($\beta = .463$). It means Safe and Healthy working conditions are the most important for the development of Job Satisfaction at the work place.

2) Social Relevance of work, Work and Total Life Space, Opportunities to Develop Skills and Capacities, Adequate and Fair Compensation, Social Integration in the Work Organization, Opportunities of Growth, and Security were other important factors of Quality of Work Life besides Safe and Healthy working conditions, which affect Job Satisfaction of the employees.

3) Constitutionalism (Respect to the Laws) within the organization is least affected factor of Quality of Work Life for the Job Satisfaction of the employees at work place.

Impact of Quality of Work Life on Life Satisfaction

1) It shows that the most important factor of Quality of Work Life which has an effect on Life Satisfaction of the employees is Work & Total Life pace ($\beta = .449$). It means that with the Development of Total Life Space in the organization, possibilities of leisure at work place, schedule of work and rest in the organization leads to increased Life Satisfaction of the employees.

2) Opportunities to Develop Skills & Capacities, Adequate & Fair Compensation, Social Integration in the organization and Social Relevance of work have positive impact on Life Satisfaction of the employees besides Work & Total Life Space. It means that with an increase in these factors of Quality of Work Life, the level of Life Satisfaction of the employees is increased.
3) Constitutionalism and Opportunity of Growth and Security have no impact on Life Satisfaction; it means these two factors are not important for Life Satisfaction of the employees in the organization.

**Implications of the Study**
The suggestions/implications of the findings of current study/Implications can be detailed as hereunder:

**Suggestions for the Management**

1) Factories Act 1948, include different provisions for employees’ welfare such as sanction of Personal Protective Equipment, installation of canteens in factories, provisions of shelters like restrooms, drinking water facility and permit of women in night shifts with proper safeguards including their safety and transport facilities etc. However, all these facilities in Small and Medium enterprises are not properly established. Therefore, Management should emphasis on these factors for increase in Quality of Work Life of the employees.

2) Management should implement the centralized schemes for waste, dust disposal, drinking water facilities, sanitary facilities, recreation and rest room facilities, canteen facilities and develop safe and healthy working conditions of the SME’s units, which leads to the development of Quality of Work Life of the employees at workplace.

3) Study shows that there are less women employees in the SME’s. Management should provide facilities to women employees like separate Rest rooms, Women redressal cell, baby crèche, so that women employees feel comfortable and secure at the work place, which leads to the increase in the number of women employees in SME’s.

4) Management should develop a quality assurance wing in the organization that works for the development of Quality of Work Life factors in the organization and Labour Law department of the government should supervise it.
5) Management of SME’s units must be ready to give promotional opportunities to the employees after a fixed period. Qualified employees should be properly motivated by giving higher-grade promotion and increment.

**Suggestions for the Employees**

1) Employees have an opportunity to become more competitive, knowledgeable and add new skills, which can yield direct benefits in their carrier.

2) Employees can enhance their career prospects in the current role, become suitable for other career prospects, and improve their social status, it leads to higher level of Job Satisfaction and Life Satisfaction, and it can add to the improvement of the society.

3) Employees should actively participate in the activities at work place, which would help them in self-development and career development.

**Suggestions for the SME’s department**

1) Government of India has recently launched a National Skills Development Program and this research would help the MSME’s dept. In proper and effective implementation of the program.

2) MSME’s department should take steps for giving skilled training to the unskilled employees of the SME’s that leads to growth of SME’s and also leads to the development of Quality of Work Life, Job Satisfaction and Life Satisfaction of the employees.

3) Government amending the Factories Act 1948 in August, 2016 and the bill states the increment of overtime limit from 50 hours to 100 hours in a quarter under sec 64, empowerment of central government along with state government and exemption of rules in respect to a maximum number of overtime hours. However, this amendment only covers Adequate & Fair Compensation part of Quality of Work Life. Government should amend the other parts of Factories Act, which covers Safe, and Healthy environment, Opportunity of Growth & Security and all the factors as described in the study, so that Quality of Work Life of the employees can be increased which leads to Job Satisfaction and Life Satisfaction of the employees.
4) Central and State subsidy should not only be provided to the newly established SME’s but also to the existing units for their modernization programs which increases the Quality of Work Life of the employees at workplace.

5) It is suggested that, either the Central Government or the State Government should conduct Entrepreneurial Development Program in all SME’s of the State.

**Limitations of the study**

Like all other research works, the current study also has some limitations that provide opportunities for further research-

1) The research focused exclusively on the Quality of Work Life, the satisfaction of the workforce and the satisfaction of employees in Small and Medium Enterprises in Una district of Himachal Pradesh. In other states or districts, there is a chance of a different perspective.

2) This study has considered only Walton’s scale of Quality of Work Life to know the relationship and impact of Quality of Work Life on Job Satisfaction and Life Satisfaction. Results may be differing when other factors of Quality of Work Life are included.

3) The given study takes into consideration the Small and Medium Enterprises whereas a major part of the respondents came from the Medium sized enterprises due to non-willingness of the employees working in Small Industries. The study focused only on the employee’s perception of the SME production sector.

**Scope for Future Research**

1) The study can be extended further to other states of India, covering all the Small and Medium Enterprises for more reliability of its findings.

2) The current study accommodates both Small and Medium Enterprises with majority of the respondents from Medium Enterprises. An exclusive study on Small- Enterprises may provide important perspective on Quality of Work Life and its relationship and impact on Job Satisfaction and Life Satisfaction.
3) The study covers only employees of Small and Medium Enterprises, not the employers and management. Hence further studies can be conducted in future, which can capture employer or management’s perspective.

4) The study covers only one district; hence, further studies can capture the other districts or states.