

## A Study on Quality of Work Life of Employees in Textile Industry – Sipcot, Perundurai.

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**Abstract:** *Quality of work life is the quality of the content of relationship between employees and their total working environment with human dimensions added to the usual technical and economic ones. Quality of work life involves job security, good working conditions, adequate and fair compensation and equal employment opportunity all together. QWL aims at to meet the twin goals of enhanced effectiveness of organization and improved quality of life at work for employees. The study focused on the factor influences QWL of employees, level of satisfaction of employees on present level of QWL and the influence of QWL. 50 employees of textile units of equal capacity have taken as samples. Motivational insights are the important factor that influences the QWL of employees and their life. Higher compensation has been prime expectation of the employees to improve their life. QWL of employees had an influence on the employees' productivity.*

**Key words:** *Industry, Textile, employees, Quality of Work life, employees, job satisfaction, productivity.*

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### I. Introduction

Working Life is a process of work organizations which enables its members at all levels to actively participate in shaping the organization environment, methods and outcomes. Conceptual categories which together make up the quality of working life are adequate and fair compensation, safe and healthy working conditions, immediate opportunity to use and develop human capacities, opportunity for continued growth and security, social integration in the work organization and the social relevance of work life.

Quality of work life also refers to the favorableness or unfavorableness of a job environment for people. It is a generic phase that covers person's feelings about every dimension of work including economic rewards and benefits, security, working conditions, organization and interpersonal relationship and its intrinsic meaning in a person's life. The basic purpose of quality of work life is to develop work environment that are excellent for people as well as for production. It aims at healthier, more satisfied and more productive employees and more efficient, adaptive and profitable organization.

Quality of work life is a subset of the quality of life which contains the relationship between employees and their total working environment with human dimension.

Quality of work life is the degree to which members of an organization are able to satisfy their personal needs through their experience in the organization. Its focus is on the problem of creating a human work environment where employees work co-operatively and contributes to organizational objectives. Quality of work life is important for job performance, job satisfaction, labour turnover, labour management relations and such other factors which play an important part in determining the overall well being of any industrial organization. The quality of work life movement aims at integrating the socio-psychological needs of employees. Several experiments indicate that the interest in improving the QWL reflects societal changes. The developments have an influence on the growth of the quality of work life movement; ensure higher productivity and greater job satisfaction.

### Statement Of The Problem:

A study of quality of work life is a paramount importance, the nature being different for each category of employees depending upon their needs. A good quality of work life reduces absenteeism, accidents & attrition. Quality of work life is useful to improve production, organizational effectiveness, morale of an employees and economic development of the country. So an attempt has been made to know about the employees satisfaction on QWL and its influence on their working and social environment.

### II. Review Of Literature:

Walton (1973) has stated that the major conceptual areas have to be identified viz., adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration for understanding quality of work life. Delamotte and Walker (1974) have indicated that emphasis have been made in the humanization of work which includes the need to protect the worker from hazards to health and safety. Katz ell et. Al (1975) have observed that an employee may enjoy a high quality of

working life when he has positive feelings towards his job and its future prospects, to stay on the job and performs well. A report by QWL taskforce in George Mason University in Virginia, USA assess the quality of their employees work lives and identified that the major source of stress in work and the aspects of satisfaction / dissatisfaction of work affected the QWL of their employees. Glasier (1976) has revealed that quality of work life implies job security, good working conditions, adequate and fair compensation and more even equal employment opportunity all together. Lawler (1978) has suggested that the plan based on participative culture in QWL principles have been found to be more effective than traditionally managed plans. Runcie (1980) has viewed that when an employee have positive perception of the quality of work life in the company, he would further probably strive to further improve the working conditions , increase production and can give quality products. Lawler & Ledford (1982), Buchanan and boddy (1982) levitan and werneke (1984) have demonstrated that the improvement in QWL has definite potential and scope for improving productivity & overall organizational effectiveness. The degree of goal and integration of individual is significantly influenced by the quality of organization climate & work life was the observation made by berrett (1991) while studying the individual goals & organization objectives. Singh (1994) has observed that Indian managers on the meaning of work, the managerial communist assigned higher preferences to psychological rewards compared to monetary rewards. Both employer and employee better appreciate the importance of the Quality of work life of an organization. Quality of work life is a recent day topic of organizational psychology, some of the elements that are relevant in defining an individual's quality of work life would include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Che Rose, Beh, Uli and Idris, 2006). His study further concluded that the most important predictor of quality of work life is organizational climate, followed by career achievement, career satisfaction and career balance. A high quality of work life is essential for organizations to continue, to attract and retain employees (Sandrick, 2003). In a Research report (2010) it is stated that the quality of work life had an effect on employees' life and working environment. QWL provides for the balanced relationship among work, non- work and family aspects of life. In a working paper (2011) it is given that Quality of working Life enables members at all levels to actively participate in shaping the organization environment, methods and outcomes.

### Objectives Of The Study

- ✘ To identify the attributes/factors influencing QWL in an organization.
- ✘ To analyze the level of satisfaction of the employees on QWL in an organization.
- ✘ To study the expectation of the employees to improve the QWL in their work force.
- ✘ To know the influence of QWL on employees performance.

### III. Methodology

The employees of the textile units in SIPCOT, Perundurai have been taken as sampling unit for the study. The study being analytical in nature, 5 employees from 10 textile units of equal capacity have been selected as sample respondents by using convenient sampling technique. A well structured close ended interview schedule has been used as an instrument to conduct this research with queries relating to QWL of employees in an organization. The secondary data for the review were sourced from news bulletin of various textile and research agencies, both official and unofficial newspapers. The study period extended for about 3 months from September to November 2012 to. In order to analyze the objectives of the study, statistical tests viz., Chi-square test, ANOVA, Kendall's coefficient of concordance, Likert's scaling technique have used to test the relationship between the variables taken for the study.

### Analysis

This section presents the analysis of the data that was collected from the respondents. Table 1 has shown the personal factors of the employees in textile industry.

**Table No.1 Personal Profile of the respondents**

Personal factors		No of respondents	Percentage
<b>Age</b>	20-30 years	9	18
	30-40 years	17	34
	Above 40 years	24	48
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Gender</b>	Male	39	78
	Female	11	22
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Marital</b>	Married	40	80

<b>status</b>	Unmarried	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Educational qualification</b>	Illiterate	15	30
	School level	21	42
	Diploma	7	14
	Degree/Graduation	7	14
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Experience</b>	Less than 3 years	7	14
	3-5 years	13	26
	5-8 years	19	38
	Above 8 years	11	22
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Salary p.m.</b>	Below Rs.5,000	16	32
	Rs.5,000-Rs.7,000	23	46
	Above Rs.7,000	11	22
	<b>Total</b>	<b>50</b>	<b>100</b>
<b>Adequate income</b>	Yes	35	70
	No	15	30
	<b>Total</b>	<b>50</b>	<b>100</b>

48% of the respondents belong to above 40 years of age group, 18% belong to 20-30 years and 34% belong to 30-40 years age group. 78% of the respondents were male and 22% were female. 80% of the respondents were married and 20% were unmarried. 30% of the respondents were illiterate, 42% have studied up to school level and the same numbers of respondents have completed their graduations and diploma education. 38% of the respondents have had 5-8 years of experience and 14% have less than 3 years of experience, 46% of the respondents monthly salary being Rs.5, 000-Rs.7, 000 and 22% earned above Rs.7, 000. 70% of the respondents get adequate income and 15% of the respondents do not get adequate income.

#### Factors Influencing Quality Of Work Life

Work is an integral part of our life, as it is our livelihood or career or business. On an average we spend around twelve hours daily in the work place that is one third of our entire life. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. Factors influences the quality of work life of employees has been shown in Table no.2.

**Table no.2 Factors influencing quality of work life**

<b>Factors</b>	<b>Total score</b>	<b>Mean</b>	<b>Rank</b>
Working Environment	120	2.40	2
Motivational insights	150	3.00	1
Job freedom and security	113	2.26	4
Personal growth and career opportunities	117	2.34	3

Among the four variables motivational insights has influenced most of the employees (mean value 3.00) to make a quality of work life. Good working Environment has accepted as the next important factor (mean value 2.40).Personal growth and career opportunities has scored as next influencing factor where the employees' provided facilities for self improvement (mean value 2.34) Job freedom and security has been scored as the next important influencing factor of quality of work life (mean value 2.26).

Kendall's coefficient of concordance has been used to find whether the rank assigned by the respondents have any similarities.

<b>N</b>	<b>50</b>
<b>Kendall's W</b>	<b>0.0113</b>

Kendall's (W) value 0.0113 (which has been less than  $\pm 1$ ) has indicated that the opinion among the employees about the factors influencing QWL has very low similarity with each other in assigning the ranks.

**Satisfaction On Present Level Of Quality Of Work Life:**

Respondents' opinion about the present level of quality of work life provided by their organization has been depicted in Table 3. Using Likert's scaling technique favorableness of the factors has been assessed.

**Table no.3 Satisfaction on Present level of Quality of work life**

Particulars	H.S	S	N	D.S	H.D.S	Likert's points	Favourability
<b>Job Satisfaction:</b>							
Working hours	12	21	10	5	2	3.72	<b>F</b>
Job freedom/rotation	7	15	11	7	10	3.04	<b>F</b>
Promotion, training and recognition	21	9	12	7	1	3.84	<b>F</b>
Compensation	6	10	14	12	8	2.88	<b>UF</b>
<b>Safety and healthy working conditions:</b>							
No risk of illness	9	16	8	10	7	3.20	<b>F</b>
Humanized	6	16	18	7	3	3.30	<b>F</b>
Quite Tolerable	29	11	5	4	1	4.26	<b>F</b>
Emphasis on individual	9	20	11	6	4	3.48	<b>F</b>
<b>Opportunities to develop human capacities:</b>							
Accurate information	24	17	5	3	1	4.2	<b>F</b>
Ideas appreciated	8	13	15	7	7	3.16	<b>F</b>
Technical planning	4	5	17	14	10	2.58	<b>UF</b>
Information of other departments	6	19	14	9	2	3.36	<b>F</b>
<b>Opportunities for continued growth and security:</b>							
Comprehensive work	13	11	17	3	6	3.44	<b>F</b>
Challenging work	7	9	11	15	8	3.00	<b>F</b>
Opportunities to improve job	6	16	19	7	2	3.34	<b>F</b>
Use of newly acquired knowledge.	6	11	13	12	8	2.90	<b>UF</b>

To ascertain the favorableness or unfavourableness of the employees, the Likert's scaling technique has been used.

The factors Job satisfaction, Financial needs are met and Like to continue the job have assessed as favourable factors as the calculated values are more than the normal mean value 3. Compensation has been identified as unfavourable factor whose mean value (2.88) is less than the normal mean value 3.

While analyzing the safety and healthy working conditions, all the four factors viz., no risk of illness, humanized, quite tolerable and emphasis on individual have scored as favourable factors as their mean value is higher than the normal mean value 3.

In case of opportunities to develop human capacities except technical planning other factors viz., accurate information, ideas appreciated and information of other departments have gained favourable responses from the employees. Mean value has been higher than the normal mean value.

While taking the opportunities for continued growth and security comprehensive work, challenging work and opportunities to improve the job have been scored as the favourable factors (calculated values are more than the normal mean value 3. Use of newly acquired knowledge alone has scored as unfavourable factor by the respondents (mean value is less than 3 -2.90).

**Employees Social Integraion With In The Work Force**

Social integration in the work force can be established by creating freedom from prejudice, supporting primary work group a sense of community and inter-personnel openness, egalitarian and upward mobility. How respondents who had various range of salary interacted socially with in the work force has been depicted in table no.4.

**Table no.4 Social integration in the work force**

Salary	Social integration in work force			Total
	Identify as a member	Interacts in terms of ideas & feelings	Encourages reciprocal help	
Below Rs. 5,000	6	3	7	16
Rs. 5,000-Rs.7,000	8	4	1	22
Above 7,000	4	3	4	11
<b>Total</b>	<b>18</b>	<b>11</b>	<b>21</b>	<b>50</b>

To know if there has been any difference of opinion between the respondents who have different range of salary on the social integration in the work force, ANOVA test has been applied and shown in table no.4 with the null hypothesis.

**Ho:** There has been no significant difference between salary and social integration in the work force.

**Personal factor vs. Social integration in work force- ANOVA Test**

	Sum of squares	d.f	Mean value	F	Table value
Between social interaction	17.33	2	8.67	<b>0.141</b>	<b>6.94</b>
Between salary	20.00	2	10.00		
Residual value	284.67	4	71.17		
<b>Total</b>	<b>322</b>	<b>8</b>			

ANOVA value (0.141) is less than the table value (6.94). Hence the hypothesis is accepted. There has been no difference of opinion among the respondents on the social interaction in work force. Salary of an employee does not have any influence on the social interaction in work force.

### Expectations Of The Employees

Employees have some expectation from the work place to improve the quality of work life. Work related requirements have direct relation with the personal affairs of the employees. The expectations of the employees have been depicted in table no.5.

**Table no.5 Expectations of the employees**

Expectations	No. of employees	Percentage
Higher compensation	20	40
Innovative practices to improve technical knowledge	12	24
Individual recognition	8	16
Equitable rewards	10	20

40% of the employees have expected higher compensation, 24% of the respondents have viewed that to improve their technical knowledge innovative practices to be adopted in their organization. 16% of the respondents have needed individual recognition to differentiate their work with others. Remaining 20% of them have expected equitable rewards to increase the morale and productivity of employees.

### Influence Of Quality Of Worklife On Employees Performance

When an employee have positive perception of the quality of work life in the company, he would further probably strive to further improve the working conditions, increase production and can give quality products. Table no.6 has shown the influence of quality of work life on employees' performance.

Influence	No. of employees	Percentage
Improves morale	18	36
Improved productivity	20	40
Increase the level of commitment	10	20

40% of the respondents have stated that due to QWL their productivity has been increased. 36% of employee respondents have said that their morale has been improved and 20% of the respondents' level of commitment to their work and organization has been increased because of the organizations' quality of work life.

#### **IV. Results And Discussion**

The motive of this research was to highlight the quality of work life of employees in textile industry. Quality of work life is important for job performance, job satisfaction and labour turnover. The research findings revealed the fact that motivational insight viz., promotion, insurance protection, training, awards, recognition has been influencing factor of Quality of work life. Quality of work life includes job security, good working conditions, adequate and fair compensation and monetary rewards. Singh (1994), Glasier (1976). Katz ell et Al (1975) observed that employee may be said to enjoy a high quality of working life when he has positive feelings towards his job and its future prospects, is motivated to stay on the job and performs well. In the study respondents have given favourable response on the Job Satisfaction, Safety and healthy working conditions, Opportunities to develop human capacities and Opportunities for continued growth and security of their organization. Employee respondents have expected higher compensation from their employers. Quality of work life had an influence on employees' productivity.

#### **Suggestions:**

To improve the quality of work life ideas of the employees should be taken into consideration while implementing changes in the organization. Each and every employee in the organization has to be encouraged to take part in technical planning of work. The organization has to give equal importance to the achievements of the individual. Participate in decision making of employees with their higher authority can be encouraged to avoid technical problems. Welfare of the workers is to be considered to some extent, if the organization maintains the same level of operations.

#### **V. Conclusion**

Quality of work life is an environment that promotes and maintains employee satisfaction with an aim to improve working conditions for labours and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity in textile industry. Allowing employees who have knowledge, skill and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

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