

# A Study on Quality of Work Life of Employees in Textile Industry



Source: Textile Review

# A Study on Quality of Work Life of Employees in Textile Industry

By: K. Nithyavathi & Dr. N. Shani

## Source: Textile Review

*The textile industry in India is totally an integrated textile conglomerate involved in ginning, spinning, manufacturing denim, terry products, weaving, knitting and ready-made garments with own facility. The industry manufactures yarn and fabrics for the Domestic and International markets, maintaining high standards of quality also. There are numerous industries incase of both small scale as well as large scale sectors. As per this study, the quality of work life has six factors that give meaning to work: the purpose of work, its moral correctness, autonomy, pleasure at work, recognition and positive relationships. When employees perceive these characteristics in their job, they tend to experience psychological wellbeing and effective commitment to the organization.*

Quality of work life (QWL) is a multidimensional construct usually referring to overall satisfaction with working life and with work/life balance, a sense of belonging to a working group, a sense of becoming oneself, and a sense of being worthy and respectable. Programs of QWL usually deal with the work itself - its design and its requirements, the working environment, the decision-making processes and supervisory behavior, and the working conditions, including the work and non-work balance. In QWL organizations, work is meaningful, self-regulated, and usually done in a team arrangement. Its accomplishment also requires the use of complex skills. Decision-making involves those who are affected by its implementation and those who have the knowledge, skills and experience. This generates a participative management culture which promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

## Essential Elements of Quality of Work Life

The quality of work life has four essential elements. It includes

- The programmer seeks to promote human dignity and growth
- Employees work collaboratively
- They determine work changes participative
- The programmers assume compatibility of people and organizational goals

## Major Issues in Quality of Work Life (QWL)

The major factors that affect the quality of work life may be stated thus:

- **Pay:** QWL is basically built around the concept of equitable pay. In the days ahead, employees may want to participate in the profits of the firm as well. Employees must be paid their due share in the progress and prosperity of the firm.
- **Benefits:** Workers throughout the globe have raised their expectations over the years and now feel entitled to benefits that were once considered a part of the bargaining process. Apart from safe and healthy working conditions, they would love to have benefits of all kinds from the employer.

- **Job security:** Employees want the stability of employment. They do not like to be the victims of whimsical personnel policies and stay at the mercy of employers. The workplace should offer security of employment and the question of layoffs is opposed tooth and nail by all categories of employees these days.
- **Occupational stress:** Occupational mental health programmers dealing with stress are beginning to emerge as a new and important aspect of QWL programmers in recent years. Obviously, an individual suffering from an uncomfortable amount of job-related stress cannot enjoy a high quality of work life. In other words, to reduce job related stress, the organization must ensure the best fit between employee capabilities and organizational requirements and thereby ensure continued development of people at all levels.
- **Work participation:** Employees have genuine hunger for participation in organizational issues affecting their lives. Naturally, they demand for more participation in the decision-making process at the workplace. They want more democratic employer-employee relationships.
- **Social integration:** The work environment should provide opportunities for preserving an employee's personal identity and self-esteem through freedom from prejudice, a sense of community, interpersonal openness and the absence of stratification in the organization. There should be equal treatment in the workplace.
- **Work and total life space:** A person's work should not overbalance his life. Ideally speaking, work schedules, career demands and other job requirements should not eat too much into a person's leisure time and family life.

## Improving the QWL

QWL efforts generally try to instill in employees the feelings of security, equity, pride, ownership, autonomy, responsibility and flexibility. They try to treat employees in a fair and supportive way, to open up communication channels at all levels, to offer employees opportunities to participate in decisions affecting them, and to empower them to deliver results independently using their talents fully. In order to improve the quality of working life, the following things need to be strengthened:

- Employment conditions (safety, health, physical environment)
- Equitable rewards (pay, incentives, benefits, services)
- Job security
- Enhancing the self-esteem of people
- Participative climate and team spirit
- Training to employees, managers and supervisors so that they share the vision and culture of the organization.
- Autonomy to draw resources and deliver results
- Recognition for work done, followed by rewards so as to encourage commitment and belongingness
- Congenial worker-supervisor relations; offering proper
- feedback on results achieved
- Job redesign and job enrichment
- Open and transparent management style
- An atmosphere of trust and open communication

## Review of Literature

**Bearfield, (2003)** used 16 questions to examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories.

**Ellis and Pompli (2002)** identified a number of factors contributing to job dissatisfaction and quality of working life in industry, including: Poor working environments, Workload, Balance of work and family, Shift work, Lack of involvement in decision making, Professional isolation, Lack of recognition, Poor relationships with supervisor, Role conflict, Lack of opportunity to learn new skills.

**Currie, Harvey, West, McKenna, & Keeny, (2005)**, the provision of quality care is seen as a priority in all health care institutions; however, there does not seem to be a single, universally accepted definition of quality care. Instead researchers have endeavored to elicit perceptions of quality care from health care staff, patients, and families through the use of qualitative approaches

**Baba and Jamal (1991)** listed what they described as typical indicators of quality of working life, including: job satisfaction, job involvement, work role ambiguity, work role conflict, work role overload, job stress, organizational commitment and turn-over intentions. Baba and Jamal also explored reutilization of job content, suggesting that this facet should be investigated as part of the concept of quality of working life.

## Objective of the study

- To study the factors influencing the quality of work life.
- To ascertain the level of satisfaction about the working environment.
- To evaluate the attributes of social integration of the company.
- To analyse the effect of training and development facilities offered by the company.
- Suggest suitable measures for maintaining and improving the quality of work life.

## Research Methodology

Primary data were collected through questionnaire method. Convenient sampling method was used for this study. 110 respondents were in this study. The secondary data were collected from magazines, records, books from library and Internet etc.

## Statistical Tools

The data collected was analyzed using percentage analysis and chi-square method. Percentage analysis refers to a ratio. Percentage should be computed and shown if appropriate.

$$\text{Percentage} = \frac{\text{No of Respondents}}{\text{Total number of Respondents}} \times 100$$

### Chi-square Method

The Chi-square analysis is mainly used to test the independence of two factors. In others words the chi-square analysis is performed to test the significance of one factor over the other.

$$\text{Chi-square} = \sum \left[ \frac{(O-e)^2}{e} \right]$$

**Table 1: Result and Analysis Demographic Factors of the Respondent**

S.N	Particulars	Options	Percentage of Respondents
1	Gender	Male	67
		Female	43
2	Educational Qualification	SSLC	7
		HSC	25
		Diploma	12
		Under Graduate	39
		Post Graduate	27
3	Working Experience	Below 1 Year	14
		1-2 Year	34
		2-4 Year	50
		4 Years & above	12

**Table 2: Work Related Factors**

Sr.	Particulars	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
1	Working Environment	50	22	19	10	9
2	Infrastructure facilities provided by the company	18	46	31	12	3
3	Relationship with collegues	28	45	20	9	8
4	Relationship with Superiors	25	37	25	14	9
5	Leave status provided by the company	34	28	28	13	7
6	Employees satisfied with their compensation and other benefits	18	30	23	24	15
7	Safety measures provided by the company	13	36	21	27	13
8	Health provisions provided by the company	14	34	22	17	23

**Table 3: Work Related Factors**

Sr.	Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	Working experience improves my ability	41	27	23	17	2
2	Company recognizes and acknowledges for individual interest	25	39	24	17	5
3	Promotion policy	11	35	15	32	17
4	Opportunity for career development	21	34	35	17	3
5	Appreciating innovative ideas	11	42	22	24	11
6	Regarding of changing information	10	30	18	33	19
7	Grievance handling procedure	18	26	22	16	28

## Inference

From the above table, it shows that 57% of the respondents belongs to male, 39% of respondents educational qualification is under graduate level, 50% of the respondents are 2-4 years of experience, 45% are satisfied that working environment is conducive, 42% of the respondents are feeling that infrastructure facilities are satisfied, 41 % of the respondent's relationship with colleagues are satisfied, 34% of the respondent's relationship with superiors is satisfied, 31 % of the respondents are highly satisfied with the leave, 27% of the respondents are satisfied with the compensation and other benefits, 33% of the respondents are satisfied with the safety measures in other facilities, 31 % of the respondents are satisfied with the health provisions, 37% of the respondents are strongly agreed with the working experience of the employees, 35% of the respondents are agreed with the individual interest in work life of employees, 32% of the respondents are agreed with the promotion policy, 31 % of the respondents are agreed with the opportunity for career development of employees, 38% of the respondents are agreed with the appreciating innovative ideas, 30% of the respondents are disagreed with the regarding of changing information in the company, 25% of the respondents are strongly disagreed with the satisfaction of grievance in the company.

## Chi-Square Test

**H<sub>0</sub> Null Hypothesis:** There is no significant relationship between Age and Working environment of the respondents.

**H<sub>1</sub> Alternative Hypothesis:** There is a significant relationship between Age and Working environment of the respondents.

**Hypothesis:** The personal factor age have no significant influence on the working environment related factors.

### Chi-Square Analysis – Age versus Working Environment

Factors	Chi-Square Value	P-Value	Significant
Working Environment is Pleasant	10.031	0.613	NS
Satisfied Infrastructure	4.405	0.975	NS
Relationship Between Colleagues	16.051	0.189	NS
Relationship Between Superiors	16.111	0.186	NS
Leave Status	10.924	0.535	NS

It is evident from the table, the chi-square analysis is carried out between age and working environment factors. The working environment factors chi-square values are 10.031, 4.405, 16.051, 16.111 & 10.924 and the corresponding p value is .613, .975, .189, .186 & .535. The analysis tested at 5% level of significance. Since all p values are greater than the significant value 0.05, declared as not significant and the hypothesis is accepted.



It is concluded that age of the respondents have no significant influence on the working environment related factors. Thus, the hypothesis is accepted.

## **Findings**

- It is clear that majority (57%) of the respondents belongs to male.
- Majority of the respondents (72%) are married.
- Majority of the respondents (41 %) are in the age group between 31 - 35 years.
- It shows that (39%) of respondents educational qualification is under graduate level.
- It revealed that majority (50%) of the respondents are 2-4 years of experience, they are trained already, so they feel easy to work, and this increases the quality of work life? It showed that (45%) are satisfied that working environment
- It was found that majority (42%) of the respondents are satisfied of infrastructure of the company.
- It was found that majority (41 %) of the respondents are agreed the relationship of colleagues in working environment.
- It was found that (34%) of the respondents are satisfied with the relationship of superiors in the working environment of employees.
- It shows that (31 %) of the respondents are highly satisfied with the leave.
- It is found that (27%) of the respondents are satisfied with the compensation and other benefits
- It is clear that (33%) of the respondents are satisfied with the safety measures and health provisions.
- It showed that (35%) of the respondents are agreed with the individual interest in work life of employees
- It was found that (31 %) of the respondents are agreed with the opportunity for career development of employees
- It is clear that (30%) of the respondents are disagreed with the regarding of changing information in the company,
- It revealed that (25%) of the respondents are strongly disagreed with the satisfaction of grievance in the company.

## **Suggestions**

During the quality of work life of employees, the company knows the information about the employee's age, designation, qualification, behavior, knowledge and attitude. In this study we can able to find out more persons are satisfied with the working environment and they feel the working environment is pleasant in their department. The company should have some improvement in the following areas:

- The company should have little more concentration in the interpersonal relationship between the superiors.
- The company should have more concentration on the promotion policy.
- The company should concentrate on the grievance procedure.
- The company should have little more concentration on the salary and benefits offered.

## **Conclusion**

The researcher conducted a study on quality of work life among employees in textile industry. In this competitive field the work should have a quality. The researcher reveals that many respondents opinion in the working environment is pleasant. They also agreed that facilities provided by the company are sufficient in the textile industry. Almost all factors considered to measure the quality of work life of employees gives satisfactory report from employees perception. So, the organization should maintain this satisfaction level and must consider improving its present satisfaction in future.

## **Reference**

- C. R. Kothari, "Research Methodology, Method and Techniques" Wishwa Prakasham, New Delhi 2000
- Aswathappa. K "Human Resource Management, Quality Of Work Life" Mc graw hill published co New Delhi
- Dr. Gupta C. B "Human Resource Management, quality of work life" published by Sultan Chand & Sons.
- P. C. Tripathi, Sultan Chand & Sons, "Human Resource Development", New Delhi, Third Revised Edition.
- V.S.P Rao "Human Resources Management", New Delhi, Second Edition
- [www.humanresource.com](http://www.humanresource.com)
- [www.hhsworklife.org](http://www.hhsworklife.org)

***Originally published in Textile Review, Nov-2010***

*The authors are associated with Department of Management, Karpagam University, Coimbatore.*

**Image Courtesy:** [americanapparel.net](http://americanapparel.net)