Volume : 2 | Issue : 5 | May 2013 • ISSN No 2277 - 8160

Research Paper | Management

Quality of Work Life Among Employees in Indian Textile Industry – A Pragmatic Approach

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ABSTRACT

Today in many organizations, employees are not satisfied with their work and they are after more meaningful duties. Quality of work life is one of the origins of organizational development. It is the combination of the interaction of science and art that comprise the social performance and the domain of scientific discovery. Dimensions of quality of work life are different in the viewpoints of different researchers. This study assesses the quality of work life by Walton's model. The components are Compensation, Health and Safety, Opportunity for growth and security, Social relevance, Total life space, Social Integration, Constitutionalism in work organization and Employee progress. Statistical population of this study was all textile mill employees in Tamil Nadu in India. Simple random sampling was used to select 400 employees as the sample of this study. Data gathering tools is the questionnaire of quality of life which was adapted from other studies.

KEYWORDS: Quality of work life, Employees, Performance, Effectiveness.

INTRODUCTION

The sustainability of the development depends on the quality of work life-environment in which human and natural resources are not consumed but renewed. The work place must be humanised to create a better quality of work life-environment. Work place can be humanised by empowering the people which allows to release the potential of individual to contribute the common cause. (Praveen kumar 1997). As a man spends at least one third of his life in direct contact with a mass production environment, why should not we consider as important [to him and to society] the hours of living time he spends inside the factory – as important and valuable, for example as the product he produces, which is consumed outside the factory (Walker and Guest 1979). The workers attitude and opinion about his life at the work place is basically an emotional factor, which is very essential for his normal performance at the work place.

Compensation

The sum of money employees receive for their mental or physical work or both, according to social criteria, volume of work and similar jobs.

Safety and healthy working condition

A safe physical working condition and reasonable working hours.

Opportunity for growth and security

Improved conditions to provide opportunities for individual development and opportunities for utilizing acquired skills and providing job security and income.

Social relevance of work life

Staffs perception of social responsibility. Social responsibility of an organization refers to organizations commitment for ethical behavior as a social institution in its broad sense.

Total life space

Balance between employees work life and life responsibilities.

Social integration

Integration and social cohesion refers to creating working environment in a way that the staff has a sense of belonging.

Constitutionalism in the work organization

Freedom of speech for employees without the fear of revenge by authorities and penetration of law above human forces. So utilizing approaches that guarantee employees right are necessary.

Employee progress capability

To provide freedom and self-regulation, gain various skills and access suitable information for working. As noted in the previous studies, the quality of work life is an important and crucial element of organizations in the present. The reason is that the rise in productivity is affected by many factors; the most important one is employees arousal to do their assigned duties. Arousal of quality of work life supports the fact that meeting the needs of employees would lead to the organization betterment and improvement of efficiency in long run.

METHODS

As the aim of this research is describing conditions and status of phenomena, that is, "quality of work life and organizational health", and the researcher will try to find out what it is without interference or mental inference, the descriptive research method causal comparative study is used. Statistical population of this study was all textile mill employees in Tamil Nadu in India. Simple random sampling was used to select 400 employees as the sample of this study. Data gathering tools is the questionnaire of quality of life which was adapted from other studies.

RESULTS

Descriptive statistics of the quality of work life dimensions are summarized in Table 1. The findings in Table 1 showed a mean of 7.3 for Compensation. This is lower than the mean (min = 3, max = 13, mean = 9) and implies that respondents standpoint is in the lower level of fair and adequate payment. Mean obtained from other items of quality of work life is almost equal with the mean score. This implies that in the respondents point of view there is an average of workplace safety and health, security and growth opportunities, rule-centeredness, social depen-dence and work life, the overall living environment, integration and social cohesion and development of human resources in the industry. To measure the quality of work life, eight dimensions were included in calculations (fair pay, rule-centeredness, providing continuous growth opportunities, social dependence, working life, development of individual capabilities, safety and health working environment, integration and social cohesion and environment of overall life). This variable consists of a total of 27 items, in ordinal scale and a 5-point Likert measurement. After summing up the ordinal items, an interval scale of 98 was obtained. The score 135 indicates a very high quality of work life and grade 27 indicates a very low quality of working life.

Table 1. Descriptive statistics of quality of work life from 400 employees standpoint.

Dimensions	Mean	SD	Variance
Compensation	7.3	3.0	9.1
Safety and healthy working condition	8.5	3.04	9.26
Opportunity for growth and security	8.8	3.17	10
Social relevance of work life	9.2	3.1	8.8
Total life space	9.4	1.27	1.61
Social integration	12.5	3.9	15.8
Constitutionalism in the work organization	13.1	4.16	16.28
Employee progress capability	12.8	3.94	15.9
Quality of working life	82.5	2.58	562.82

DISCUSSION

Although there is no direct research about comparing employees' quality of work life in different types of industry, there are some researches

that verified the importance of quality of employee's work life in organization or companies and the relationship of QWL with their performance. Lau (2000) compared the performance of famous companies that had high quality of working life with other 500 companies. The result of his studies indicated that the quality of work life was an important factor to determine the performance of the organizations under study (cited in Shirkovand, 2007). Ian (2000) has examined the relationship between employees participation and the quality of work life. He concluded that employees like to participate in making decisions and they also believe that the quality of work life must be considered. In **1983 kalra and Ghosh** surveyed 70 the junior and middle level executives of 5 public and 20 private sector organizations to explore the determinants of QWL. The analysis revealed that the job related factors like involvement, freedom, commitment etc., were given the highest importance by the respondents over the other variables. **Gain and ahemed (1995)** had empirically examined the various aspects of QWL in the public sector undertaking-Hindustan Machine Tools (HMT), Kashmir. **Cohen S.G. et al (1996)** developed a predictive model of self-managing work team effectiveness. This model was tested in large telephone company with structural equation modeling. They found a support for hypothesis concerning group task design, group characteristic and employee involvement but not with encouraging supervisory behaviors. Lowe et al. (2003) concluded that if there are actual conditions of work in the environment, the staff really tries to understand the work health.

CONCLUSION

That research related to the quality of work life has investigated its relationship with the variables such as effectiveness, performance, and decision-making methods. The results with regard to fair and adequate payment shows that among employees opinion this component is lower than the average and their salary is not satisfactory and is not associated with their job. This causes job dissatisfaction among employees. It is quite clear that the development and prosperity of a society is related to the growth of its human resources. As a consequence, rethinking about employee salaries and adjusting them with other professions (though has a financial burden for governments) would lead to efficiency. Investment to raise employees health and safety in order to promote the health level of organization would lead to higher efficiency of the organization. Improving capabilities to provide individual development opportunities, increasing chances of utilizing acquired skills, job security and income, creating employment promotion system, creating opportunities for employees for higher education and training can help them to empower themselves professionally. Results from other components, that is, the amount of development of human resources, shows that the possibility of using skills, self-control and self-management and access to information related to field of work for planning are at an acceptable rate for employees and more attention is required to this issue.

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