



Quality of work life in Garments Industry in Jetpur(Junagadh District)

KEYWORDS

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ABSTRACT *One of the most pressing demands the industrial world facing today, is the improvement of the quality of work life (QWL). Doing better with what we have and working smarter and happier but not harder are the basic issues which affect the quality of work life. Clearly the increased productivity does not preclude high quality of work life. QWL refers to the favorable or unfavourableness of job work environments. To meet the challenges and varied expectations of customers, the total involvement of employees is necessary for generation of quality product and services as described by customers. Motivation of employees is very much important to make them committed to organizational goals, viz., increased market share, extending quality services to customers etc.*

People from organization people run organizations. It is the contribution of people which decides success or failure without adequate willingness and ability of human resources to put their efforts at work place probably meaningless. It is the people who give life to the organization. But on the contrary, the life at work, the organization largely influences people to contribute their might. Viewed from this angle quality of work life is a strong determinant of organizations performance and effectiveness. Needless to say, the responsibility of enriching the quality of work life lies with the management.

The work and work place unfortunately in most of the Indian organizations are considered as merely a means of livelihood rather than part of life. With the result, work gets accepted willingly but out of compulsion. This kind of attitude prevailing in most of the organization has given rise to the taught and practice of quality of work life means." Concerns about the impact of work on people as well as on organization effectiveness and the ideas of participation in organizational problem solving and decision making"

Obviously, QWL seems essentially from employees perception towards job content, organization culture and their involvement in the total process of running it. Hence QWL and employees personal and societal life are interacted and complement each other. The principle of reciprocity that management respects the needs and aspirations to employees and in turn obtain involvement, commitment and contribution by them is to be rightly recognized. If management lives up to the expectation of the employees and the employees will live up to the expectation of the management.

Here is a case drawn from real life situation which portrays the idea of effective inter-relationship of management and employees and in turn enriches QWL for mutual benefit of individual employees as well as the organization. The case has been prepared on work environment in garments in Jetpur industrial estate of Junagadh district. The information and data were collected from three garments units selected at random for the study, in each unit an average of 75 employees are working.

Profile of Work Force:

The composition of work force in all the three units is 80% women and 20% men. Employees by and large, fall in the age group of 18 to 25 years. The nature of work comprises of ignoring, packing, machine maintenance, master cutting etc., by men and stitching and finishing work of garments by women.

Most of the employees are drawn from rural and economically lower class who have relatively less exposure to commercial or industrial life. In other words their family and social background do not provide them enough awareness about work life industries. It was also observed that female employees are major supporters of their families which in general have 8 to 10 members, where in hardly 2 to 3 members are earning. Joint family system still exists in villages in Jetpur Taluka and earnings of female members are major source of income for livelihood. Though other members in the family are occupied in agriculture, the contribution of income is nominal. Moreover, sense of responsibility among female is found to be more than male in maintaining the family.

Organization has been experiencing having about turnover due to marriage of women employees. Nearly 80 to

85% of women employees quit their jobs after marriage. The reason being change of place of living or due to pressure of husband / in laws. Of late, however women have been forwarding to work after marriage and they are also not discouraged by husband/ in laws. The reason for this change probably is the need for additional income to come from family sustenance and better avenues for women employment in the society.

Nature of work:

The nature of work in garments industry is largely monotonous. Further the job demands meticulous and concentrated effort on the part of the employees. Otherwise even a minor negligence would result in poor quality of output besides low productivity due to stoppage of connected work. Since the job involves minute and too much concentration demanding activities, the employees tend to avoid continuous working, by relaxing turning attendly to both rooms etc.

Measures to promote quality of work life:-

To take care of monotonous and possible defect in work if employees are asked to work continuously, the management has taken the following measures, from the promotion of Q.W.L they are:-

- Provide 1 minutes break for every two hours, during which some refreshments have served.
- Celebrates some of the festivals like Diwali, Janmashtami and also some times, performs satyanarayan Puja. To set homely feeling at work place and to bring harmony among the employees coming from different religious and cultural background.
- Arrange picnics once in six months to provide a change to the employees from the routine works.
- Job rotation in every three days to reduce monotony and increase productivity.
- Every Saturday the managers and employees meet at get together party and exchange views and interact with each other normally about their family matters, difficulties and problems etc.
- Provides some vegetable and curry at a free of cost, in order to supplement the nutrition content of the food brought by employees from home to the workplace.
- Once in a week holds meeting with the employees to know their difficulties.
- Awards, prizes to five employees every year for their outstanding performance.
- Gives presents worth of rs 5000/- at the time of marriage.
- Allows the employees to take loan to the tune of rs 30000/- for meeting their personal needs.
- Provides transportation from main gate of industrial estate to the work place. Provide opportunity to employees not only to learn more about their individual work but also areas work and thereby train to set mastery of the total work.

Better quality of work life:-

Decision making authority :- In decision making i.e. the day to activities, the employees will have a greater role. They may stop the work at any time and take a half day leave. It may be compensated by working over time in some other day. Further, if any problem crop up suddenly, they will take spot decision and convey the same to the manager, through there may be stoppage of work it does not have any effect on production target.

Encouragement of creative talent:-

Management is encouraging and appreciating the creative talent and innovative attitude of employees either in improving the quality of production or reducing cost structure. For example, one employee came with an idea to use double needle sticking machine to avoid duplication of work. Management accepted the suggestion and bought new machine with double needle.

Job enrichment:-

To enrich the employee's style of work, the management has been provided different fashions, designs of garments getting from different employees. This without doubt would certainly help the employees to enrich their knowledge about their profession.

Self-control:-

Supervision is very minimal almost supervision is seen only in the mornings otherwise employees themselves supervise their own works. If anything goes wrong with the work employees feel their responsibility and express the same before the manager. At any stage employees never throw their mistakes on others. This shows their sense of responsibility towards work.

Family-Factory interaction:-

Good interaction between family members of the employees and the factory is maintained. Since employees are

coming from villages and economically backward classes, their family members generally having some apprehension about the factory and work of their girls is quite common at home. The management invites the family members of the employee in working his/her efficiency attitude competency etc. which will shade the apprehensions about the factory and the work. This type of interaction is so important in the units where in the employees are females.

Once in a year, employees are given certain amount of cloth at discount of 50% and asking them to prepare dresses for their family members must use the garments produced by their girls. This not only create more satisfaction among the employees but also proud feeling to their family members.

Employees owning and involvement in job:

Being the industries in industrial estate, the employees of similar industries as well as different industries are having so much interaction about working conditions, facilities, innovative methods activities etc, at work employees in general compare their organization with other organization and say that their organization is better in so and so aspect and at the same time, they also bring some new ideas and discuss with the managers. They say why do not we introduce the same in our factory? Shall we do this work in our factory? Employees are felt that this is their factory. This type of involvement is seen among the employees. This shows that they own the organization.

In addition, if the employees found some leisure time they go to the garden and do some garden work on their own instead of wasting time.

An employee on their own avoids unnecessary expenditure in the factory. For example if fan is on, light on without any work or worker employees themselves find it a waste and off the fans and lights. This shows the employees care towards the cost reduction.

Adaptive approach:-

Adaptive approach towards the work among the employees is very much seen. In other words the work will continue even if employee is absent or so. For instance if the sweeper is absent the employees on their own do that work instead of waiting for the sweeper. This is due to the fact that the employees are coming from villages and they do not feel shy to do it. This visualizes in fact the dignity of labor.

Socialization and realization:-

Being employees they are exposed to group discipline, having action and interaction with co-workers in the factory and in the society they are realizing what they deprived off so far in their life as villagers and economically backward. This is motivating them to improve their behavior attitude, commitment they are trying to match themselves with the fellow workers not only at work place but also in society. As a result of this the employees not only improving the socio-economic conditions vertically but also are improving the educational status of the members horizontally.

A sufficient care and caution would certainly lead to well being. In the present study as is observed in the above that various measures have been initiated by the management for good quality of employees. If so what also is needed by the employees. The employees would certainly extend co-operation and co-ordinate for better work, better products and better management. This aspect is visualized by the fact that the employees never tried to get absent themselves in extra ordinary cases.

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