



QUALITY OF WORK LIFE AND ITS IMPACT ON SIZE OF UNIT IN TEXTILE INDUSTRY EMPLOYEES IN TIRUPUR.

KEYWORDS

Dollar city, QWL

Dr.Kanakarathinam.R

Assistant Professor, Department of Commerce, NGM College, Pollachi, Tamilnadu (India).

ABSTRACT Indian textile is embellished, enhanced, decorated and given its character through various modes and techniques, ¹ Textile refers to dressing, style, comfort as well as attraction or grooming. Tirupur is called as small Japan and Dollar city. Attention on QWL factors such as compensation, working conditions, safety, human capabilities and career growth, is essential. QWL also brings balance between work life and personal life improving employee happiness, productivity, and longevity in the textile industry. The employees get different benefits based on the size of the unit. This study attempts to provide an insight into the issue of the QWL with the impact of the size of the unit of the Textile Industry employees.

Introduction

The Indian Textiles Industry has an overwhelming presence in the economic life of the country. Managing non-human resources such as materials and machinery is relatively simple, managing human resources is more complex. The employee who joins the organization also has certain expectations of the organization that it will care for his well-being, be fair in its dealings, reward adequately and offer opportunities to develop and advance in the system. QWL is the opportunity for employees at all levels to have substantial influence over their work environments by participating in the decision-making process relating to their work and thereby, enhancing their self-esteem and overall satisfaction from their work. Generally, large scale unit employee gets more satisfaction compare to small and medium industries.

Review of Literature

1.Hossain M.D. Mosharraf and Tariqul Islam M.D (1999)²⁷ in their study on "QWL and job satisfaction of nurses in Government hospitals in Bangladesh. The findings reveal that a significant positive correlation between QWL and job satisfaction.

2.Rishu Roy (2006)⁵¹ in his study entitled "Impact of QWL on job performance: A study of print media employees ". The findings of the study revealed that high job satisfaction is possible due to good QWL.

Scope of the study

Better QWL leads to increased employee morale. It minimizes attrition and checks labor turnover and absenteeism. There will be better communication and understanding among all employees leading to cordial relations. It enhances the brand image for the company. But Employer has not realized the accurate causes of labor demand. So the researcher has made an attempt to know the QWL of employee and its impact on the size of the unit.

Objectives of the study.

- To find the impact of employees on the various factors of QWL
- To study the QWL factor and its impact on the size of unit of employees

Methodology

The study has employed primary and secondary data. The primary were collected by structured interview schedule. The sample size is 500. The respondents selected by "convenient sampling techniques". Analysis with the discriminant function analysis.

Analysis and Interpretation

DFA used to study how the different items measured in terms of QWL factors discriminate among the employees who work in three types of units namely Small, Medium and Large.

Step1: Formulating the problem

For the purpose of DFA, the variables which were assumed to differentiate between the employees among three types of units were those composite factors of QWL identified in the study. They are,

- Employer-employee relationship
- Incentives
- Development and encouragement
- Grievance redressal
- Stress management
- Wage structure
- Training
- Working conditions
- Work life balance
- Job satisfaction and
- Autonomy

Step 2: Estimation: Descriptive statistics

The means and standard deviations for each employee group are found out for the selected independent variables.

Table 1
Descriptive statistics for selected independent variables

QWL Factors	Type of Unit								
	Small			Medium			Large		
	Mean	S.D	No.	Mean	S.D	No.	Mean	S.D	No.
Employer-Employee relationship	22.93	4.45	200	28.00	4.56	200	30.91	3.85	100
Incentives	12.25	2.69	200	13.95	3.56	200	13.99	3.30	100
Development and encouragement	21.52	3.19	200	22.82	2.83	200	23.19	2.35	100
Grievance Redressal	13.49	3.28	200	14.35	2.50	200	14.55	2.51	100
Stress management	9.71	3.08	200	11.56	1.74	200	12.07	1.63	100
Wage structure	12.39	2.40	200	12.35	1.98	200	12.77	1.77	100
Training	8.74	2.82	200	9.68	2.38	200	10.84	1.98	100
Working conditions	15.03	1.98	200	15.42	1.98	200	16.10	1.59	100
Work life balance	8.21	1.42	200	8.25	1.21	200	8.38	1.54	100
Job satisfaction	7.78	1.45	200	8.07	1.04	200	8.23	.93	100
Autonomy	9.72	1.85	200	10.11	1.89	200	10.56	1.73	100

The mean values found for the scores of most of the factors namely employer-employee relationship, development and encouragement, stress management, training, working conditions and job satisfaction are found to be marginally high for large size companies. The significance of the means of these variables for the three categories is further tested using Wilk's lambda and ANOVA. The F-ratio values give the results of the ANOVA comparing the employee in three types of units for the selected independent variables. It can be seen that except the factors 'Wage Structure' and 'Work Life balance', all the other factors are significant at 1% level.

Table. 2

Tests of equality of group Means

QWL Factors	Wilks' Lambda	F	df1	df2	Sig.
Employer-Employee relationship	.659	128.669	2	497	significant
Incentives	.935	17.311	2	497	significant
Development and encouragement	.943	14.994	2	497	significant **
Grievance Redressal	.974	6.592	2	497	significant
Stress management	.845	45.614	2	497	significant
Wage structure	.994	1.476	2	497	Not significant
Training	.911	24.208	2	497	significant
Working conditions	.960	10.484	2	497	significant
Work life balance	.998	.554	2	497	Not significant
Job satisfaction	.978	5.655	2	497	significant
Autonomy	.972	7.240	2	497	significant **

Since the dependent variable, type of unit, has three groups, the number of discriminant functions computed is two. The two discriminant functions arrived at with their discriminant coefficients are given in Table 3. The discriminant function coefficients are partial coefficients, reflecting the unique contribution of each variable to the classification of the dependent variable.

Table 5.4.3
Canonical Discriminant Function

QWL Factors	Function	
	1	2
Employer-employee relationship	.128	.136
Incentives	.196	-.025
Development and encouragement	.180	.035
Grievance Redressal	.160	-.065
Stress management	.123	-.048
Wage structure	.055	.125
Training	.006	.234
Working conditions	-.022	.242
Work life balance	.143	.171
Job satisfaction	.168	.009
Autonomy	-.004	.268
(Constant)	-16.493	-14.341

Step 3: Determination of statistical significance

The Eigenvalues show how much of the variance in the dependent variable, type of unit, is accounted for by each of the functions. The column, '% variance' in table 4 explains that the first function accounts for 64.4 percent of variance between groups and the second function account for 35.6% of variance between groups

Wilks's lambda shows that both the discriminant functions are significant at 1% level. A canonical correlation is given in the table measure the extent of association between the discriminant scores and the groups. The canonical correlation of first discriminant function is 0.761, which when squared gives a value of 0.579. This explains 57.9 percent of the variation in the dependent variables due to the first function. Similarly, the value 0.160 suggests that nearly 2.56 percent of the variation in the dependent variable is explained by the second discriminant function.

Table .4
Eigenvalues and Canonical Correlations

Function	Eigenvalue	% of Variance	Cumulative %	Canonical Correlation
1	1.380	98.1	98.1	.761
2	.026	1.9	100.0	.160
Wilks' Lambda				
Test of Function(s)	Wilks' Lambda	Chi-square	Df	Sig.

1	.409	439.370	22	**
2	.974	12.724	10	Ns

Step 4: The interpretation of discriminant coefficients

The structure matrix given in table 5 shows the correlations of each variable with each standardized discriminant function. Thus the first function gives more importance to 'Employee Relations' expressed by the employees in general which consist of the employer-employee relationship, incentives, grievance redressal, stress management and job satisfaction. The second function gives importance to 'Work & Work Life balance' aspects of respondents.

Table .5
Structure Matrix

QWL Factors	Function	
	1	2
Employer-Employee relationship	.493(\$)	.364
Incentives	.495(\$)	-.282
Development and encouragement	.308(\$)	-.055
Grievance Redressal	.223(\$)	-.061
Stress management	.546(\$)	-.110
Wage structure	-.202	.320(\$)
Training	-.070	.504(\$)
Working conditions	-.138	.438(\$)
Work life balance	-.056	.128(\$)
Job satisfaction	.119(\$)	.056
Autonomy	-.025	.260(\$)

Step 5: Classification and Validation

Finally, how efficient the discriminant functions are in discriminating between the three types of employees based on the selected independent variables is established by developing the classification matrix. The classification matrix is developed using the table. 6 where the group centroids of each function for each category are given and table .7 which gives prior probabilities of each group. The cutting points set ranges of the discriminant score to classify the respondent into the three categories.

Table .6
Unstandardized canonical discriminant functions evaluated at group means

Type of Unit	Function	
	1	2
Small	-1.098	-.784
Medium	.531	.187
Large	1.134	1.195

Table.7
Prior Probabilities for Groups

Type of Unit	Prior	No. of employees
Small	.400	200
Medium	.400	200
Large	.200	100
Total	1.000	500

Based on group centroids and prior probabilities, the classification matrix is arrived and is given in table .8. A look at the classification matrix reveals that, the function has predicted 71.6 % of the cases correctly into their respective groups, whereas considering each category, the function has predicted 83 % of small unit employees into its own group and 72.5 % of the medium unit employees into its own group and 47 % of large unit employees into its own group indicating that on the whole, the classification accuracy of the discriminant functions is 71.6% for the given selected variables.

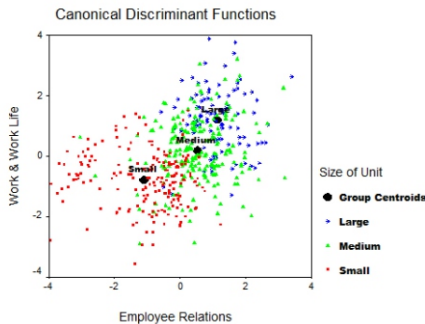
Table.8
Classification Results

Size of Unit			Predicted Group Membership			Total
Original	No.		Small	Medium	Large	
		Small	166	34	0	200
		Medium	29	145	26	200
		Large	2	51	47	100
	%	Small	83.0	17.0	.0	100.0
		Medium	14.5	72.5	13.0	100.0
		Large	2.0	51.0	47.0	100.0

71.6% of original grouped cases are correctly classified

Exhibit 1

Exhibit showing the canonical discriminant functions



The scores and the group centroids were plotted with the first discriminant function (Employee Relations) representing horizontal axis and the second function (Work & Work Life balance) representing the Vertical axis. The group centroids suggest that employees of large unit differ from small unit more on both horizontal and vertical axis. The MDA results further show that the employees of large units differ more from employees of small units on both 'Employee Relations' and 'work-life balance'.

Findings

- The employees of large units differ more from employees of small units on both 'Employee Relations' and work-life balance.'

Suggestions

- The employers should take care of their employees of a small and medium unit. Employers should develop compassion towards work. The employers should also recognize those who get rid of themselves from personal and work related problems in passionate ways.
- The employers can use techniques like Quality Circle and Works Committee to discuss the problems affecting their performance of the units and work environment. It leads to peaceful and stresses free work environment establishing a bonded relationship among the employees and employers.
- Collective bargaining should be administrated and encouraged by the employers for any demand relating to the factors of QWL. This will increase the faith of employees on QWL.

Conclusion

The increase in QWL will resolve QWL problems resulting in increased productivity. Performance means not only physical output but also the behavior of the worker in helping his colleague in solving job-related problems, team spirit and accepting temporary unfavorable work conditions without complaint. In the competitive era, the employer should provide equal treatment and benefit to all type of units. Because all are working in the same style and equal hours. The employees are found comfortable with only two factors of QWL namely, employee relation and work-life balance. Employees are working in large unit get more job satisfaction through fair wage and recognition of their achievements. QWL not only retains the existing employees but also attracts the potential talented employees. The employers should strongly bear in their minds that the benefit of QWL is all-pervasive and the employers' duty to provide

it not only as businessmen but also as a responsible citizen of India.

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