

A Study on Perception of Quality of Work Life among Textile Manufacturing Workers in East Godavari District

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Abstract: *Quality of work life is the extent of relationships between individuals and organizational factors that exist in the working environment. Quality of work life is the extent to which workers can satisfy important personal needs through their experiences in the organization. It focuses strongly on providing a work environment conducive to satisfying individual needs. It is assumed that if employees have more positive attitudes about the organization and their productivity increases, everything else being equal, the organization should be more effective. The present study was conducted to examine whether the work related factors and demographic factors have any relationship with the perception of quality of work life and to explore the relationship between quality of work and quality of life in textile industries located at East Godavari district. The work related factors are combined in six categories: working environment, welfare measures, safety measures, supervision, participation in decision making and intercommunication. The results hold that demographic factors and work related factors have significant relationship with perception of quality of work life.*

Keywords: Quality of work life, perception, demographic factors, work related factors.

1. Introduction

Post liberalization environment has given rise to a number of industries which has brought competitive business war in India. Industries in India have to think how to face them and to survive. Every organization is facing unique problems, some organizations may have old technology, some may lag in financial strength and some may pause on having obsolete products, some may not be providing good working environment, and some may not have job security but any of these may affect the quality of work life. Many Indian Textile industries are facing this situation. Any attempt at improving the performance of the organization can be successful only if the organization is able to develop a strong quality of work life.

The term quality of work life refers to the favorableness or unfavorableness of a total job environment for people (Davis and Newstrom 1985). The basic purpose is to develop jobs and working conditions that are excellent for people as well as for the economic health of the organization. The elements in QWL program include-open communication, equitable reward systems, a concern for the employee job security and satisfying careers and participation in decision making.

QWL programs usually emphasize development of employee skills, the reduction of occupational stress and development of labor management relations. Several researches have been conducted in this field. Sayeed and Sinha (1981) examined the relationship between QWL, job stress and performance. The results indicate that higher QWL leads to greater job satisfaction. Rahman (1984), in his study of industrial workers of India found that subjects having low educational background and lower income had better perception of QWL than those having higher education and higher income. Haque (1992) in his study found that QWL is positive related to performance and negatively

correlated to absenteeism. But he found no relationship between perceived QWL and worker's age, education and experience. Wadud(1996), in a study found that QWL was significantly higher among the private sector women employees than their counterparts in the public sector. It also showed that younger group and higher experienced groups had significantly higher perception of QWL than the older and the lower experienced groups.

2. Review of Literature

[Herzberg 1959] used "Hygiene factors" and "Motivator factors" to distinguish between the separate causes of job satisfaction and job dissatisfaction. It has been suggested that Motivator factors are intrinsic to the job, that is; job content, the work itself, responsibility and advancement. The Hygiene factors or dissatisfaction-avoidance factors include aspects of the job environment such as interpersonal relationships, salary, working conditions and security. Of these latter, the most common cause of job dissatisfaction can be company policy and administration, whilst achievement can be the greatest source of extreme satisfaction. An individual's experience of satisfaction or dissatisfaction can be substantially A Study on the Effect of Quality of Work Life (QWL) on Organizational Citizenship Behavior (OCB)

[Payne and Pheysey 1971] in the light of an interesting study conducted on organizational climate came to conclusion that job satisfaction is an indicative of positive Quality of Work Life. This was to highlight qualities of employee's work life. Job satisfaction is an indicative of positive quality of working life. Hence, whatever studies will be put forth on job satisfaction would be determining relationship of some variable as its important determinants.

[Pestonjee (1973)] reported that supportive organizations are truly related to workers morale and job-satisfaction. Similarly in a study conducted by Schnider and Snyder (1975), it was found that climate and satisfaction are positively correlated and almost the same result was found in a study of Lafollette and Sims (1975), as they found organizational climate and organizational practice correlated to jobs.

[Rajappa (1978)] found that organizations with achievement oriented climate were highly productive. Costello and Sang (1974), reported that majority of job incumbents of publicly owned utility firms were satisfied with security and social needs but, were different in the fulfillment of increase order needs self-esteem, autonomy and self-actualization.

[Study conducted by Rhillehard et.al 1969] on managers, compared managers working in government agencies with those from business and industries. They found that perceived deficiency in need fulfillment likely to increase successively at lower level which was almost similar to the findings of Jhonsonand Marcrum (1968). Their study also revealed that increased dissatisfaction was found among managers of government agencies as compared to managers of business and industries.

[Balkrishnan 1976] examined the relational importance of physical, social, financial, security, achievement, responsibility, recognition, and growth factors of industrial employees. Results indicated that financial and physical factors were very important as compared to other factors. Workers were found to be above physical and safety needs and were somewhere between social and ego needs.

[Taylor 1977] suggested usefulness of job satisfaction measures in assessing job characteristics in improving Quality of Work Life is problematic. Paradoxically the high and stable levels of job satisfaction cannot explain the frustration and alienation in the organization. This leads to the notion that employees' participation in the action researches on Quality of Work Life may itself reduce their frustration and feeling of alienation.

[Cunningham, J.B. and T. Eberle, 1990] described that, the elements that are relevant to an individual's quality of work life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job.

[Chan, C.H. and W.O. Einstein, 1990] pointed out QWL reflects a concern for people's experience at work, their relationship with other people, their work setting and their effectiveness on the job .

European Foundation for the Improvement of Living Conditions (2002) described that the QWL is a multi-dimensional construct, made up of a number of interrelated factors that need careful consideration to conceptualize and measure. It is associated with job satisfaction, job involvement,

[Hackman and Oldhams 1980] highlight the constructs of QWL in relation to the interaction between work

environment and personal needs. The work environment that is able to fulfill employees' personal needs is considered to provide a positive interaction effect, which will lead to an excellent QWL. They emphasized that the personal needs are satisfied when rewards from the organization, such as compensation, promotion, recognition and development meet their expectations.

[Seyed Mehdi Hosseini 2010]argues that career satisfaction, career achievement and career balance are not only the significant variables to achieve good quality of work life but quality of work life (QWL) or the quality of work system as one of the most interesting methods creating motivation and is a major way to have job enrichment which has its roots in staff and managers' attitude to motivation category that is more attention to fair pay, growth opportunities and continuing promotion improves staff's performance which in turn increases QWL of employees.

[ShineyChib 2012], Conducted a study on Quality of Work life and organizational performance at work place of a private manufacturing unit, Nagpur ,India through a structured questionnaire containing 31 items related to 6 variables, namely organizational performance, job satisfaction, QWL, wage policy, company policy and union policy. The researcher has formulated two models, one is organization performance depends on QWL, Job satisfaction, wage policy, company policy and union participation and the other one is QWL which depends on Organization performance., job satisfaction, wage policy, company policy and union participation. The collected data were analyzed using simple percentage, regression and correlation analysis.

The study reveals that both the models stand true and QWL had significant relationship with organizational performance. [Bhuvaneswari, Sugunya and Vishnu Priya 2013]in their article examined the Quality of work life among employees in Neyveli Lignite Corporation Limited, Tamilnadu..The findings reveals that majority of the respondents are satisfied with their job, nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards & recognitions, social & cultural Programmes, health, safety & welfare measure and Quality of work life.

It is also found that all the employee benefits and other facilities shows above neutral on satisfaction .Thus the effort of NLC management for upgrading the living standard of the employees is encouraging and unique. [Subburethina Bharathi, Umaselvi, and Senthil Kumar 2011], found no significant difference between sex, family, age, designation, various income levels, type of college, native placeof the respondents and their perceived levels of overall quality of work life. On the contrary the study found the significant difference between the department, professional membership, length of service, of the respondents and their perceived levels of overall quality of work life. Quality of work life in teaching environment indicate significant difference between Sex, professional membership, age, type of college, native place, length of service of the respondents and their perceived levels of overall quality of work life in teaching environment, but it was found that there is no significant difference between the department of the

respondents, type of family, designation, various income levels of the respondents and their perceived levels of overall quality of work life in teaching environment. There is a significant association between quality of work life total and quality of life in teaching environment total. It shows QWL of college teachers is in low level.

[Amita Gupta and Priyanka Chaudhary (2012)], in their study examines the study on Quality of work life among employees of BPO sector in NCR Region. The study found that there is dissatisfaction among the employees regarding the Quality of work life in BPO sector. It reveals that the factor determining the dissatisfaction with the QWL in that organization were Lack of Income & fair Compensation, safe & healthy working conditions, opportunities to use & develop human capacity, opportunity for career growth etc [Gayathri and Lalitha Ramakrishnan 2013], in their article an attempt is made to review the literature on quality of life to identify the concept and measurement variable along with linkage to satisfaction and performance. They discussed review of various authors about quality of work life-concept and dimensions QWL-job satisfaction and performance. Thus this paper the identification of measures of quality of life is indeed a difficult task, though there is a sort of common agreement on its concept of employee well being.

[Pallavi, Kulkarni 2013] in his article examined about the literature review on training and development and quality of work life. They analysis various authors views regarding the role of training and development in different aspects and its relation with the employee's quality of work life. Based on the reviews it was concluded the training moulds the employee's attitude and helps them to achieve a better co-operation within the organization. Training and development program improve the quality of work life by creating an employee supportive workplace.

[Vaarmathi and HemaDhalakridhnan 2013] in their study reckons the effects of quality of work life in textile sectors in and around Coimbatore district. The factors that were considered are salary, fair compensation, opportunities, job rotation, Authority, activities, career prospects, job security, training and health. The study reveals that the respondents are not satisfied with salary and compensation. The Anova test reveals that there is no significant difference in the mean opinion on job rotation, training and there is significant difference for job security and authority to do the work. The correlation test implies positive correlation between fair compensation and career opportunities.

3. Objectives

No work so far, has been conducted on QWL and work related factors of textile industries at East Godavari District. Thus, there is a need to conduct research on QWL and job related factors in these industries. The present study was designed with a view to achieving the following objectives.

- 1) To determine how work related factors enhance better quality of life
- 2) To assess the contribution of demographic variables.

4. Hypothesis

- 1) H_0 : Work related factors do not lead to better quality of work life.
- 2) H_1 : Work related factors lead to better quality of work life
- 3) H_0 : Demographic factors do not influence the perceived level of quality of work life.
- 4) H_1 : Demographic factor influence the perceived level of quality of work life.

5. Methodology

5.1 Sample

The present study was conducted on a sample of 422 workers taken from five textile manufacturing workers at East Godavari District. The respondents were selected on stratified random sampling basis.

5.2 Measuring Instruments Used

The major instruments used in the present study are an open-ended questionnaire containing 55 questions was used to measure the perception of workers. Likert five point continuum was used to prepare the scale to measure the work related attitude of respondents. Personnel data were also collected to measure the demographic variables.

5.3 Present Study

The present study attempts to measure the level of perceived Quality of work life of the workers of textile mills. Attempt is also made to find out if the quality of work life has any significant relationship with job related variables along with demographic variables. The present study suffered some limitations like small sample size and limited area of investigation which might not be a true representation of the whole population of the textile industries. So, before generalization, there is a need to conduct an in-depth study covering larger sample size and boarder areas of investigation.

5.4 Present Scenario of Study Area

The study grasps the following sections that deal with the present circumstances existing at the study area to bring the complete picture: under what situation the respondents are working and what condition is prevailing in the textile industries in East Godavari District.

6. Work Related Factors

6.1 Working Environment

Environmental factors determine the type of supervisors' behavior required as a compliment to increase the worker's output. While personal characteristics of the workers determine how the environment and the supervisor's behavior are interpreted. It is observed that the climate of the textile industries in East Godavari District is in compliance with statutory measures and it suits the present employees to work comfortably.

6.2 Welfare Measures

Good welfare measures like employee health and safety may result in greater worker efficiency and productivity. It may also boost the employee morale and loyalty. Welfare measures of textile industries show that they are in need of some provisions like proper sitting arrangements, suitable restrooms and transport facilities. Measures such as adjustments for late attendance, weekly holidays, canteen facilities and recreation facilities were found to be satisfactory by the respondents.

6.3 Safety Measures

Safety is the freedom from the occurrence of risk, injury or loss. The management should provide proper equipment and tools and training for using the tools. Top management in the textile industries has made provisions for the worker but some of the workers were found to be unaware of it.

6.4 Supervision

Supportive supervision may lead to higher employee performance and satisfaction when workers are performing structured tasks. It was expected that the supervisors would assume the role of changing agent in enhancing the self-image of workers and develop them. The study area shows that supervisors' role in getting work done by the employees was found to be critical and supportive and assertive to get the task and assignments completed.

6.5 Participation in Decision Making

Participating in decision making, particularly in deciding important matters, influence the workers to feel a sense of workmanship and creativity. It is directly concerned with an individuals' working and has an important bearing on his satisfaction. Only the autocratic power of attorney prevails and supervisors are paying much attention to the proposal whispered by the employees.

6.6 Communication

Communication enhances the capacity to convey information. Through upward communication, employees can share their views, grievances and how to overcome these, and get suggestions for improving work performance. Communication is held through notice board and circulars to all the employees. Informal communication also plays a vital role in the textile industries.

7. Analysis of Data

The core of study being quality of work life measure, the dependent variables or tools of statistical analysis consists of absolute numbers of summary statistics and comparison of means scores are made with the help of Chi-Square test. In addition, the dependent variables are analyzed with the help of Analysis of Variance to find out the level of significance of the difference in mean of squares. SPSS 22 Version was used to analyze the data.

Table 7.1: Demographic Variables and Level of Perception of QWL- Chi-Square Test

Factor	Calculated Value	DOF	Table Value	Remarks
Age	13.823	4	12.34	5% L.O.S.
Educational Status	24.3	5	15.67	5% L.O.S.
Experience	6.73	3	8.67	Not Significant
Income	24.5	4	13.77	5% L.O.S.
Family Size	5.19	5	9.4	Not Significant
Wealth Position	6.7	5	9.4	Not Significant

Table 7.2: Work Related Factors- Test of ANOVA Working Environment and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	62.50	2	32.25	7.42	3.00	Significant
Within Groups	835.09	198	4.34			
Total	897.59	200				

Table 7.3: Welfare Measures and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	189.67	2	94.89	24.23	3.00	Significant
Within Groups	707.92	198	3.65			
Total	897.59	200				

Table 7.4: Safety Measures and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	200.59	2	149.67	46.89	3.00	Significant
Within Groups	697.00	198	3.68			
Total	897.59	200				

Table 7.5: Supervision and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	200.59	2	167.78	46.89	12.59	Significant
Within Groups	697.00	198	3.68			
Total	897.59	200				

Table 7.6: Participation in Decision Making and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	150.59	2	155.67	76.89	15.67	Significant
Within Groups	747	198	3.68			
Total	897.59	200				

Table 7.7: Intercommunication and Perception of QWL

Sources of Variance	Sum of Squares	DOF	Mean Square	F-value	Table Value	Remarks
Between Groups	179.59	2	155.67	76.89	15.67	Significant
Within Groups	718	198	3.68			
Total	897.59	200				

8. Analysis

Results: It is noted from table no.1, the demographic factors of Age, Education and Income of the calculated chi-square value, is less than the table value at 5% L.O.S. This infers that the age of the respondents, education and income and the level of perception on QWL are associated and "holds good".

The results further show that Demographic factors of Experience, Family size and Wealth shows that there is no close relationship between the variables of experience, family size and wealth position and level of perception on QWL.

The table nos.2,3,4,5,6,7 show that the workers of the manufacturing industries have significant relationship with the work related factors of working environment, welfare measures, safety measures, supervision measures, participation in decision making and intercommunication. It is known that the factors influencing the working conditions and welfare measures such as work place does not affect the quality of work life in these industries. The implications of these findings is that the supervisor who can fulfill his worker's important needs and who allows them to participate in decision making, is likely to motivate his workers successfully to better work performance. However, sometimes informally it is observed that the feedback about decision making, particularly in implementing interventions (specifically-techno structural interventions) were found to be dissatisfied. Even though the management provided good quality of work life, the workers do not have any scope for job confirmation. 20% of the workers have highest experience of 8 years of service and there was no job gradation.

9. Discussion

The present study attempted to assess whether the workers in textile industries perceived quality of work life. Attempt was also made to find out if quality of work life had any relationship with work related factors and with demographic factors. It appears from the results that textile workers perceive significantly according to the demographic factors of age, income and education. This finding supports the earlier findings by Haque (1992), Hossain (1999), Rahman (1984), Hoque and Rahman found that demographic factors of (age, education, experience and income) private sector worker had perceived significantly higher QWL than their counter parts in the public sector. Wadud (1996) and Modway(1981) also expressed the same.

QWL was found to have significant relationship with work related factors. This result is consistent with the findings of Haque (1992), Hossain(1999) and Sayeed Sinha(1981).

10. Conclusion

It is observed that the quality of work is not equal to that of quality of life. The study, suggests to the management to take the necessary steps to arrest the drift of deteriorating quality of work life in certain human factors like experience, wealth, position, family size, which are the basic factors to express the worker's desire. Insecurity of jobs leads to discouragement, anxiety and even bitterness for negative perception of quality of work life. Providing sittings, suitable restrooms, transport facilities to all the employees may encourage them to continuously in the same industry. Allowing employees to participate in decision making help them to work enthusiastically and give them recognition. Providing training in using safety measures may build loyalty in their work. If the management provides them

permanent jobs, it will definitely lead to good quality of work life.

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