



QUALITY IN WORK-LIFE FOR THE BETTER PERFORMANCE OF WORKERS: AN EMPIRICAL STUDY AT TEXTILE INDUSTRY

Dr. P. Mohanraj

Associate Professor, Department of Management Studies, Chettinad College of Engineering & Technology, (Affiliated to Anna University), Chennai.

Quality is unavoidable and it is essential for providing a conducive work environment to satisfy individual needs. This study has been done for understanding the existing level of Quality in work life (QWL) of the workers of weaving mills in Tamilnadu and also to find the conceptual relationship with job performance and the impact of QWL on socio-psychological factors. According to Werther & Davis (1989), quality in work life as a good command of supervising, good condition of working, many good benefits, providing good income, and job-provoking interest, challenge and rewards from that job.

Statement of the Problem

Quality in work-life is focusing strongly on providing a conducive work environment to satisfy individual needs. Regular assessment of quality of working life can potentially provide organizations with important information about job satisfaction, general well-being, work-related stress and the home-work interface. The textile units are presently in a state of flux due to the severe contraction in export and domestic demand in the wake of global economic and financial crisis. Major business restructuring is taking place across the industry. The government is also considering measures to support the industry on which livelihood of millions of people is dependent.

Every organization is facing unique problems, such as old technology, lags in financial strength, obsolete products, unable to provide good working environment and job security, which may affect the quality of work-life. However many Indian textile units are not exceptional ones to face the same. Any attempt on improving the performance of the organization can be successful, only if the organization is able to develop a strong quality of work-life. In this context, the present study has made an attempt to study the quality of work-life in the textile units, especially weaving mills in Tamilnadu. This is because the textile units offer a substantial amount of employment to the mass and this is ranked at second in Indian industries in offering employment to the people. In this study, the quality of work-life of the workers of weaving mills has been analyzed.

Scope of the Study

The study has aimed at finding out the prevailing conditions of Quality in work-life of weaving mills in Tamilnadu. In order to get primary information for the above said QWL factors, this study has covered only full-fledged shuttle-less power loom weaving manufacturers. As these weaving mills have got a wider dispersal in Tamilnadu, such primary data collection had representation from 5 weaving mills. In addition to the data at the level of primary weaving mills, a representative sample of weaving manufacturers located in major clusters like Coimbatore, Salem, Erode, Karur, Madurai and Chennai have been covered in order to get the required information for this study.

Objectives of the Study

1. To understand the level of Quality in work-life (QWL) of the workers of weaving mills.
2. To assess the role of QWL on job performance of the workers of weaving mills.
3. To study the influence of QWL on socio- psychological aspects of the workers.

Research Methodology

In this research, the researcher has used both primary and secondary data and they were analyzed with appropriate statistical tools. This study describes the characteristics of workers influenced by QWL factors and behaves in different ways; hence, this research is a descriptive one.

The employees working in the Shuttle less- Power looms (Herein referred to as “Weaving mills” in Tamilnadu) are broadly classified into two, such as (i) Office staff and (ii) Mill workers. The Mill workers include Warpper, Sizing operator, Drawing Operator, Loom shed Operator, Beam gaiting and knotting in-charge and Inspection Assistants. They are directly involved in weaving processes. The size of the sample is 300 workers of weaving mills.

The required data have been collected from both primary and secondary sources. The researcher has used structured non-disguised questionnaire to collect primary data. In order to analyses the collected data, suitable statistical tools have been employed.



Hypothesis

In this research, the following hypothesis have been framed and tested

1. There is a significant relationship existing between factors of QWL and job performance of the workers of weaving mills.
2. There is a significant relationship existing between factors of QWL and socio-psychological aspects of the workers of weaving mills.

In this research, to assess the existing QWL of the workers of weaving mills, the researcher has categorized seven QWL factors and their attributes, such as: External factors, Collective Non-Financial, Collective Financial, Individual Non-Financial, Individual Financial, Institutional Non – Financial and Institutional Financial.

Analysis and Discussions

Descriptive analysis was used to discuss a profile of the respondents. Factor analysis was used to reduce insignificant variables. An independent sample t-test and one way ANOVA were then conducted to compare the perception means groups with different demographic characteristics. More than half of the respondents were male. All respondents were under 55 years of age and the majority of them were in the age group of 18-25 years. The education level of the majority of the respondents was above schooling.

Independent t-test and one way ANOVA were used to test the differences between groups in terms of D1,D2,D3, D4 and demographic characteristics of the sample . The findings showed that there was no significant difference in terms of gender, marital status, age group and income level. The test (Bonferroni) showed that the Diploma and ITI (Technical) group had a significantly higher factor score on Collective non-financial than the other group. Principal component factor analysis with Varimax rotation was used on the 25 items that assessed determinants of QWL and its relationship on job performance.

Table 1: Respondents' Profile

Factor	Items	Basis	Frequency	Percentage
D1	Gender	Male	238	79%
		Female	62	21%
D2	Age group	18 -25 years	127	42%
		26 -35 years	97	32%
		36 -35 years	66	22%
		46 -55 years	10	04%
D3	Educational	Schooling	164	55%
		Diploma/ ITI	063	21%
		UG	042	14%
		PG Graduates	031	10%
D4	Marital status	Single	174	58%
		Married	126	42%

Source: Primary Data

Determinants of Quality in Work-Life – Factor Wise

Multiple regression analysis is an econometric analysis which studies the relationship between one dependent variable and more than independent variables. In our analysis, the quality in work-life has been taken as dependent variable and seven independent variables were taken for analysis.

The following model has been employed to analyze the determinants of QWL.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + u, \text{ Where,}$$

Where,

Y – Quality in work-life,	X ₁ – External factors
X ₂ – Collective non-financial,	X ₃ – Collective financial
X ₄ – Individual non-financial,	X ₅ – Individual financial
X ₆ – Institutional non-financial,	X ₇ – Institutional financial
u – Disturbance term (variables that are not included in the model)	



The results of the multiple regression models are given below

Table No: Determinants of Quality in Work-Life - Factor Wise

Variables	Value of	S.E	t
Constant	4.875	0.348	27.638*
External factors	-3.784	0.751	-2.189*
Collective non-financial	4.813	0.446	4.710*
Collective financial	0.814	0.652	0.457
Individual non-financial	5.481	0.010	3.763*
Individual financial	0.942	0.547	0.733
Institutional non-financial	0.781	0.236	0.421
Institutional financial	4.007	0.480	2.681*
R ²	0.96		

Source: Calculated by researcher *statistically significant at 1%. S.E. – Standard Errors

In the above table, the results of multiple regressions were given in order to analyze the determinants of quality in work-life of the textile workers in Tamilnadu. Among the seven independent variables taken for analysis, all are having positive relationship with the dependent variable except the External factors. Among the positively related independent variables, “Individual financial” ranked at the top in determining the quality in work life and this is followed by “Collective financial”. Thirdly, Institutional financial also has positive relationship with the quality in work-life. All other variables are also positively related with the quality in work-life but they are not much significant in relation to the quality in work-life. The External factors negatively related with the quality in work-life which implies that this is insignificant in determining the quality in work-life of weaving mill workers. It is found that the values of standard errors are meager. The value of R² was found to be 0.96 or 96 percent. It means that the included independent variables are 96 percent accounted for variation in the dependent variables.

From the above analysis, it was inferred that those independent variables involving money, greatly affects the quality in work-life positively when compared to other independent variables.

- **Research Aim 1:** To understand the level of Quality in work-life (QWL) of the workers of weaving mills.

It is found that the overall mean score of existence and influence of External QWL factors was found 18%, Collective non-financial factors are 35%, Collective financial are found 32%, Individual non-financial factors are 23%, Individual financial factors are 16%, Institutional non-financial factors are 21% and Institutional financial are 28%.

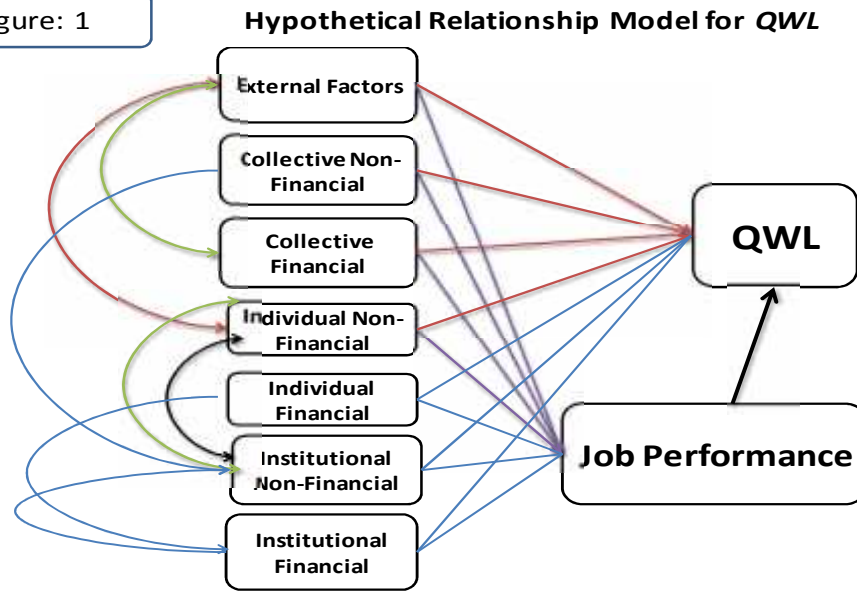
It is found that the influence of level of satisfaction on QWL by the factors of External factors is 72%, Collective non-financial factors is 64%, Collective financial is 79%, Individual non-financial factors is 77%, Individual financial factors is 90%, Institutional non-financial factors is 73% and Institutional financial is 82%. The above findings show that the existing level of QWL of the workers of weaving mills in Tamilnadu is satisfactory.

Regarding the expectations of the workers from their respective organizations are scope for advancement, monetary benefits, effective grievance redressal machinery and participative management. It is also found that they expect more on adequate and fair compensation, safe and healthy work environment, work and quality of life, school facility for their children, availability of purified drinking water, availability of general holidays and compensatory holidays and the provision of co-operative store.

The present study examines the determinants of QWL in textile mills and Study the relationship between determinants of QWL and organizational performance.



Figure: 1

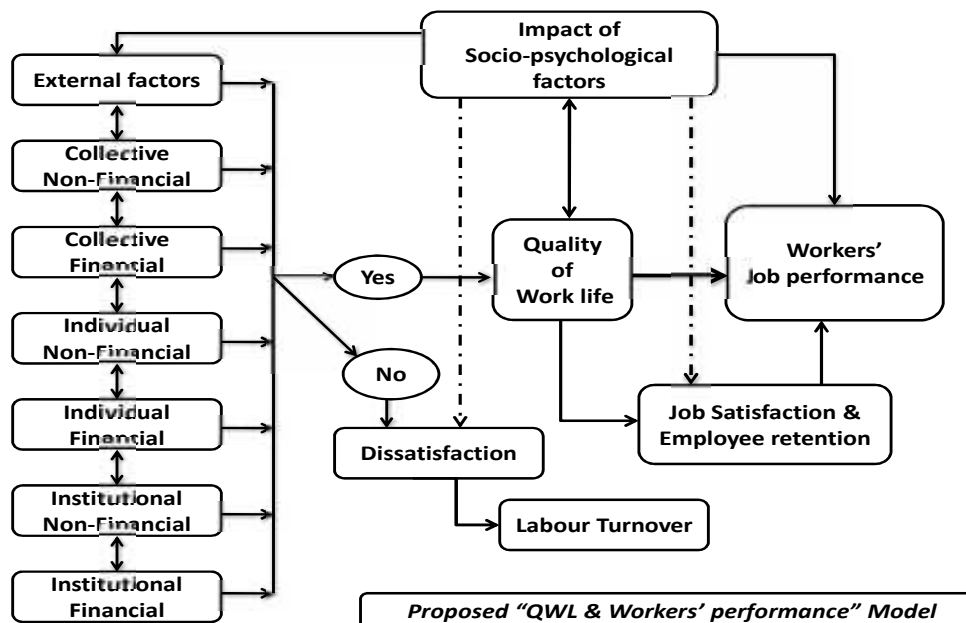


- **Research Aim 2:** To assess the role of QWL on job performance of the workers of weaving mills.

Employees whose needs are not fulfilled by the organization always demonstrate their dissatisfaction by performing below their actual ability. The workers’ job involvement (35.17%), workers’ behaviour pattern (33%), and physical activity in work (35%) was found good, this is due to existing QWL. More over it is found that QWL attributes of promotion policy, recognition and rewarded, job security, relationship with co-workers, team spirit, non-financial benefits, welfare measures, settlement of claims and benefits, etc. are in satisfactory level and motivating them for better performance. So it is understood that the QWL of the workers plays a major role on Job performance as given in the chart 6.2.4.2 in next page.

Besides, it is found that when the QWL reaches its best level, organization have higher product quality and more importantly higher job performance. This study concluded that increased QWL of the workers leads to increased motivation, less apathy (lack of interest and concern) and better worker mood, all of which increase efficiency and overall quality of work performance.

Chart 6.2.4.2: A Link between QWL Factors and Job Performance Model





- **Research Aim 3:** The fourth research aim was to study the possibilities for upgrading the position of workers and the influence of QWL on socio- psychological aspects of the workers.

In general, the possibility for upgrading the position of workers of weaving mills is found moderate. This is due to the absence of Artistic and imaginative work performance, high social work and volunteerism and strong emotion (Shown in Table No.5.4.1/Page.171). But the workers expect modifications in the content of training programme and changes in duration of training programmes.

It is found that the existing QWL factors influence 75% on the attributes of socio-psychological aspects (Job involvement, Workers’ behaviour pattern, Sense of competence, Response to family, Physical activity in work) of the workers and the age group of 31-35 years differed with their level of satisfaction on those attributes, especially the attribute of Workers’ behaviour pattern.

Besides, it is found that the existing QWL influence on socio-psychological aspects of the workers as, 38.5% of them able to accomplish their present responsibilities, 43.8% of them agreed that they felt no time urgency or pressure, 64% of them free from anxiety, 46.9% of them have strong emotional control, 51% of the respondents spend time with children & siblings; around 58% of the respondents able to balance work and family life and 44.9% of the respondents were high artistic and imaginative in their work.

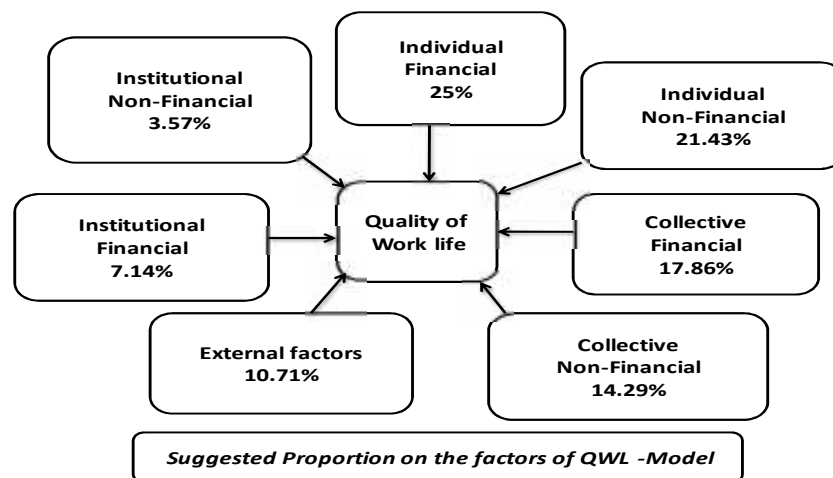
The above findings revealed that the overall QWL in weaving mills was quite high in spite of the average individual financial and non-financial benefits. This survey clearly indicates that existing quality in work-life in weaving mills is positively influenced by the socio-psychological aspects of the workers.

Based on the expectation of the workers, it is suggested to provide the following proportion of QWL factors to the workers of weaving mills.

Table No.6.3.1: Suggested Proportion of QWL Factors to be provided

S. No	Factors of QWL	Suggested Proportion (In Percentage)
1	External factors	10.71
2	Collective non-financial	14.29
3	Collective financial	17.86
4	Individual non-financial	21.43
5	Individual financial	25.00
6	Institutional non-financial	03.57
7	Institutional financial	07.14
Total		100

Chart: 6.3.1: Suggested Proportion of QWL Factors to be provided





Conclusion

After analyzing the relationship among QWL indicators, the following conclusions can be made. There is a positive correlation between QWL and some factors, such as Collective non-financial factors are 35%, Collective financial is found 32%, Individual non-financial factors are 23%, Institutional non-financial factors are 21% and Institutional financial are 28%.

The interdependence between QWL and other common factors are not disturbed evenly when social cultural background is taken in to consideration. To conclude, QWL is viewed as a wide ranging concept which includes adequate welfare facilities, inter personal relationship, workers participation and social integration in the work organization that enables an individual to develop and use all his capabilities towards knowledge based workforce. In an increasing competitive environment, it is difficult to separate Home and Work life. Employees today are more likely to express a strong desire to have a harmonious balance among carrier, family life and leisure activities. So that it is necessary for organizations to help employees to balance their work and non-work demands (Lewis, 1977). To create a proper quality of work life, there has to be balance between organization leadership, organization structure and individual employee (Thomas S. Bateman and Scott A. Snell, 2003). Quality of work life efforts assume that employees will add to an organizations success if they feel that their contributions are meaningful and important, (Wheelen and Hunger: 2000). Rather than using specific short term programmes, effective organizations secure employee involvement through adequate fair compensation, Safety and Healthy environment, Professional growth, Social integration, Solitude, Interpersonal relations and participation, Team building, suggestion systems and quality circles. Therefore organizations are required to adopt a strategy to improve the employees' quality of work life to satisfy both the organizational objective and employee needs in order to improve the job performance. An organization need to promote and maintains a favourable work environment that results, excellence in Freedom and Autonomy, Solitude, Balancing of work and family life, Good relationship with superiors and Supportive work culture.

It is understood that the QWL of the workers influences 75% on the attributes of socio-psychological aspects (Job involvement, Workers' behaviour pattern, Sense of competence, Response to family, Physical activity in work) of the workers. It is concluded that quality in work-life was found good in the weaving mills located in Coimbatore cluster and better working conditions have much influence work life balance. Suitable suggestions are given on Safety measures, Health measures, Development, Inter-personal relations, Economic safety, Welfare measures, Work-life balance and to promote socio-psychological aspects of the workers.

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