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Tirupur Textile Employees's Quality of Work Life and Job Satisfaction at work

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Abstract: The Indian textile industry is set for strong growth, buoyed by both strong domestic consumption as well as export demand. Abundant availability of raw materials such as cotton, wool, silk and jute and skilled workforce has made India a major sourcing hub. Quality of Work Life is defined as those perceived important personal needs, which an individual tries to satisfy by working in an organization. Quality of Work Life strategists emphasizes more on job re-design, formation of autonomous work groups and worker participation in management; there exist wide differences among the pioneers in these areas so that Quality of Work Life factors should be construed. The uniqueness of Tirupur's work culture has made it difficult for the big Indian textile giants to enter and capture a large market share, as the rules and norms governing manufacturing and job working are often informal and personalized. Employees satisfaction is based on many factor such as monetary factors and non-monetary factorsbut in this study had attempted to analysis the personal and organizational factors with job satisfaction along with QWL. Job satisfaction and QWL both are important aspect to improve the productivity of the any industry.

Keywords: QWL, hub, work culture.

I. INTRODUCTION

The Indian Textiles Industry has an overwhelming presence in the economic life of the country. Apart from providing one of the basic necessities of life, the textiles industry also plays a vital role through its contribution to industrial output, employment generation, and the export earnings of the country. It is the second largest provider of employment after agriculture. Thus, the growth and all round development of this industry has a direct bearing on the improvement of the economy of the nation. Better quality of work life leads to increased employee morale. It also minimizes attrition, checks labor turnover and absenteeism. There will be better communication and understandings among all employees leading to cordial relations. It enhances the brand image for the company and in turn, encourages entry of new talents into the company. Tirupur leads back to the "Thottams" or well irrigated farms around the town. There are many ways in which these ex-farmers came to the industry, worked in knitwear firms and got to know the production close at hand and entered as small owners, often in family partnerships. As the industry grew from the old interlock banians to fine banians with an all-India market in the 1970s, the first generation of ex-farmer industrialists created "sister" units, often managed by their relatives, expanding the industries in dispersed units throughout the city.

II. REVIEW OF LITERATURE

1. Sayeed O.B. and Sinha (1981)⁴ in their study on "Measuring Quality of Work Life relation to job satisfaction and performance in two organizations", examined the relationship between Quality of Work Life, job stress and performance. The results indicate that higher of work life leads to greater job satisfaction.

2. Haque ABMZ (1992)¹⁵ in his study on “Quality of Work Life and job satisfaction of industrial workers in relation to size of the organization” found that Quality of Work Life is positively related to performance and negatively correlated to absenteeism. But found number of relationship between perceived Quality of Work Life and workers age, education and job experience.
3. Waheedakhan, MeenaOsmany and Waseem.M (2002)⁴³, in their study on “Quality of Work Life and job involvement in bank employees”, found that individuals have unique set of standards for evaluation of Quality of Work settings. Quality of Work Life inventory on a sample of 120 clerks and officers, randomly drawn from different nationalized banks of U.P and Delhi State. The results indicated that substantial differences exist between bank employees of U.P and Delhi on the Quality of Work Life dimensions of economy benefits, marital state, union management relations, supervisory relationships and general life satisfaction.

III. OBJECTIVE OF THE STUDY

- To find the impact of personal and occupational profile of employees on the various factors of QWL
- To study the employees’ level of satisfaction with reference to job related aspects in the Textile Industry

Scope of the study

This study had made an attempt to know the relationship with job satisfaction and Quality of Work Life of the Textile Industry employees. It clear that QWL in fact is an important HRD activity and proper HRD intervention can enrich the QWL for employees of an organization”. This study describes the factors determining the Quality of Work Life in the firms located in Tirupur Now-a-days textile industry employees are dissatisfied with the various working conditions of the job. This is evident through many earlier researches on several aspects of human resources in textile industry. Employees are compelled to work overtime work on weekdays, weekend and public holidays for completion of huge orders in short periods and urgent orders during festive seasons. To cope with such situations firm managements impose strict rules and regulations on arrival time, lunch breaks, and working patterns without any consideration for employees’ genuine problems. Fear of job security is another concern and many firms pose a threat of dismissal. Most of the firms have not provided adequate facilities for a conducive work environment during summer where the climate at Tirupur is extremely hot. Poor ventilation and building structures add sour to this.

Methodology of the study

The present study is descriptive in nature .The data were collected by using a well-structured interview schedule. The sampling unit of the research comprises the employees of textile industry in Tirupur. The study has employed both primary and secondary data. . The personal and occupational profile of the employees and its influence on respondent’s level of satisfaction has been described with the help of mean, standard deviation, ANOVA and T-test. Descriptive statistics have been applied to assess the level of satisfaction. Correlation between employees satisfaction towards each Quality of Work Life factors has also been found. The respondents were selected using the non- probability sampling technique, “convenient sampling”. 500 employees were conveniently approached with the interview schedule to collect data.

DATA ANALYSIS AND INTERPRETATION

Proper assessment of employee’s satisfaction will be helpful to know the Quality of Work Life. Therefore, the objective of this analysis aims to assess the employee’s level of satisfaction with work related aspects in the textile industry. The level of satisfaction by the respondents depends mainly on the demographical factors and occupational factors such as gender, marital status, educational qualifications, family size, family income, family debt, unit size, type of job activity, experience, wage and work schedule. ANOVA technique is applied when three or more number of groups are to be compared on the basis of their means. It is an extension of “t-test” used to test the homogeneity of several means. In this study the ANOVA is used to know

the difference of personal and occupational classifications with respect to the level of employee satisfaction. The results are presented with suitable tests of hypothesis and relevant interpretations. Correlation between different factors of quality of work life and employees level of satisfaction has also been studied.

Employees level of satisfaction at work- Descriptive analysis

Five point Likert's scale has been applied to analyze the level of job satisfaction of textile employees in Tirupur District. The respondents were asked to give their opinion on various statements with respect to job satisfaction on a five point scale. The response of high satisfaction with the statement was given a score of 5, a score of 4 was allotted for response indicating satisfaction against a statement, a score of 3 was allotted for neutral response, a score of 2 was allotted for response indicating dissatisfied employees and a score of 1 was allow for responses conveying high dissatisfied .

Table 1 Discrete factors contributing to employees job satisfaction

QWL Factors (level of job satisfaction)	N	Minimum	Maximum	Mean	S.D
Wage	500	2.00	5.00	4.1180	.7135
Health care benefits	500	2.00	5.00	3.4820	.6086
Access to recreational facilities	500	1.00	5.00	2.7560	1.2130
Work load	500	1.00	5.00	1.9220	1.1002
Opportunities to develop new skills and work independently	500	1.00	5.00	2.6560	1.1885
Working environment	500	1.00	5.00	3.7060	1.0343
Fair and equitable performance appraisal	500	1.00	5.00	3.3840	1.0839
Flexibility of working hour	500	1.00	5.00	3.5220	1.0468
Job security and job satisfaction	500	1.00	5.00	3.6520	.8001
Relationship with co-workers and supervisor	500	1.00	5.00	3.7320	.8352
Recognition of achievement	500	1.00	5.00	3.8240	.7630

Source: Primary Data

From the above table, it is seen that the level of satisfaction, varied between a minimum of 1 to maximum of 5. The highest mean was found for wage (4.1180) followed by recognition of achievement (3.8240). The lowest mean was found for work load (1.9220).

Hence, it can be inferred that among the various factors of QWL, wage and recognition of achievement contributes more towards employees' job satisfaction.

Association of level of job satisfaction with employee personal and occupational profile

In this section, an attempt has been made to examine the association of job satisfaction with employees' personal and occupational differences. T-test and F-test have been applied to find such association by formulating the following null hypothesis.

Ho: There is no association between employee job satisfaction and personal /occupational profile of the employees

Table 2 Distribution of respondents based on the association between personal profile and their opinion on employee job satisfaction

S.No	Variables	Group	Mean	SD	No.	F test	T Test	df.	Table Value	Sig.
1	Age	18 - 25 yrs	39.66	2.65	113	56.885		499	3.357	**
		25 - 35 yrs	37.03	2.37	179					
		35 - 45 yrs	36.25	2.74	95					
		45 - 55 yrs	33.47	3.82	76					
		Above 55 yrs	34.54	4.57	37					
2	Gender	Male	37.32	3.15	289		4.215	498	2.586	**
		Female	35.98	3.94	211					
3	Marital Status	Unmarried	38.31	3.14	124	12.841		499	3.821	**
		Married	36.46	3.59	248					
		Divorced	36.11	3.22	85					
		Widowed	35.26	3.79	43					
4	Educational Qualifications	Illiterate	34.79	4.27	58	8.476		499	3.357	**
		Primary	36.60	3.40	283					
		Higher Secondary	37.71	3.22	137					
		Graduate	38.60	3.42	15					
		Diploma	36.71	2.75	7					
5	Family Members	1 - 3	36.04	3.70	120	4.233		499	3.014	*
		4- 6	36.86	3.59	315					
		Above 6	37.55	2.96	65					
6	Family Income	Rs.5001 - Rs.10000	36.79	3.71	33	2.887		499	2.623	*
		Rs.10001 - Rs.15000	37.03	3.89	71					
		Rs.15001 - Rs.20000	36.25	3.69	222					
		Above Rs.20000	37.28	3.15	174					
7	Family Debt	No	36.11	3.65	88		1.863	498	1.968	Ns
		Yes	36.89	3.53	412					

Source: Primary Data

NS-Non Significant, * - 5 % level of Significance, ** - 1 % Level of Significance

T-test and F-test result shows the calculated value is lower than the table value in the case of family debt at either 5 percent or 1 percent significance level. The hypothesis is accepted and therefore, there is no association found between this personal variable and the employee job satisfaction. At the same time, the calculated value is higher than the table value at either 5 percent or 1 percent significance level in the case of personal variables such as age, gender, marital status, educational qualifications, family size and family income. Therefore, null hypothesis is rejected in these cases.

The respondents who belong to the age group between 18 and 25 years are found to agree more on employee satisfaction compared to the respondents who belong to the age group between 45 and 55 years. Male respondents are found to agree more on satisfaction compared to female respondents. The respondents who are unmarried are found to agree more on satisfaction

compared to the respondents who are widows. The respondents who are educated up to graduate level are found to agree more on satisfaction compared to the respondents who are illiterate. The respondents whose family has above 6 members are found to agree more on satisfaction compared to the respondents whose family members are between 1 and 3. The respondents whose family income is above Rs.20000 are found to agree more on satisfaction compared to the respondents who are earning between Rs.15001 and Rs.20000. The respondents who are have family debt are found to agree more on satisfaction compared to the respondents who do not have family debt.

Occupational profile and employee job satisfaction

Table.3 Distribution of respondents based on the association between occupational profile and their opinion on employee job satisfaction

S.No	Variables	Group	Mean	SD	No.	F test	T Test	df.	Table Value	Sig.
1	Size of Unit	Small	34.74	3.58	200	71.737		499	4.648	**
		Medium	37.74	2.92	200					
		Large	38.79	2.58	100					
2	Type of Job Activity	Fabrication, Compacting and Calendaring	37.81	3.61	106	4.863		499	3.821	**
		Dyeing, Bleaching and Printing	36.90	3.65	52					
		Cutting, Sewing, Embroidering and packing	36.21	3.73	205					
		Composite unit	36.69	3.05	137					
3	Total Experience in Textile Industry	Less than 5	39.61	2.74	59	28.856		499	3.357	**
		5 - 10	37.22	2.74	250					
		10 - 15	34.44	4.35	122					
		15 - 20	37.47	3.83	15					
		Above 20	36.52	2.48	54					
4	Wage (p.m)	Below Rs.3000	36.50	2.55	10	4.773		499	3.357	**
		Rs.3001 -Rs. 6000	37.90	3.64	49					
		Rs.6001 -Rs. 9000	36.51	3.92	107					
		Rs. 9001 -Rs. 12000	35.92	4.04	155					
		Above Rs.12000	37.32	2.66	179					
5	Work Schedule	Day shift	35.88	3.85	165	5.500		499	3.357	**
		Afternoon shift	35.59	3.85	29					
		Night shift	37.56	2.83	9					
		Irregular shift on cal	37.20	3.33	93					
		Rotating shift	37.38	3.24	204					

Source: Primary Data

NS-Non Significant, * - 5 % level of Significance, ** - 1 % Level of Significance

F-test results shows that the calculated value is higher than the table value at 1 percent significance level in the case of unit size, type of job activity, experience, wage and work schedule. The null hypothesis was rejected in these cases and therefore, there is association found between these occupational variables and the employee job satisfaction.

The respondents who are working in large units are found to agree more on employee job satisfaction compared to the respondents who are working in small units. The respondents who are working in fabrication, compacting and calendaring units

are found to agree more on satisfaction compared to the respondents who are working in cutting, sewing, embroidering and packing units. The respondents who have less than 5 years' experience in textile industry are found to agree more on satisfaction compared to respondents who have between 10 and 15 years' experience in textile industry. The respondents who earn between Rs.3001 and Rs.6000 are found to agree more on satisfaction compared to the respondents who earn between Rs.9001 and Rs.12000. The respondents who are working in night shifts are found to agree more on satisfaction compared to the respondents who are working afternoon shifts.

TABLE.4 Correlations between job satisfaction and quality of work life factors

QWL Factors	Level of satisfaction
Employer-Employee relationship	.498(**)
Incentives	.190(**)
Development and encouragement	.267(**)
Grievance Redressal	.152(**)
Stress management	.536(**)
Wage structure	-.033
Training	.143(**)
Working conditions	.095(*)
Work life balance	.008
Job satisfaction	.101(*)
Autonomy	.010

** Correlation is significant at 0.01 level (2-tailed).

Source: Primary Data

* Correlation is significant at 0.05 level (2-tailed).

The above correlation table shows that there is a moderate positive correlation between quality of work life factors such as employer - employee relationship and stress management with satisfaction. That is, those who have scored high on employee - employer relationship and stress management have expressed a moderately higher level of satisfaction. Other quality of work life factors such as incentives, development and encouragement, grievance redressal, training, working conditions and job satisfaction have low positive correlation with employee satisfaction. Work life balance and autonomy are not found to be significant at either 5% or 1% level and hence they have a very low correlation with employee satisfaction. Wage structure shows a negative correlation with employee satisfaction.

IV. FINDINGS

- Wage and recognition for achievement contributes more towards employees' job satisfaction.
- There is association of employee opinion on job satisfaction with age, gender, marital status, educational qualification, family member and family income is found. The respondents who belong to the age group between 18 and 25 years are found to agree more on employee satisfaction compared to the respondents who belong to the age group between 45 and 55 years. Male respondents are found to agree more on satisfaction compared to female respondents. The respondents who are unmarried are found to agree more on satisfaction compared to the respondents who are widows. The respondents who are educated up to graduate level are found to agree more on satisfaction compared to the respondents who are illiterate. The respondents whose family has above 6 members are found to agree more on satisfaction compared to the respondents whose family members are between 1 and 3. The respondents whose family

income is above Rs.20000 are found to agree more on satisfaction compared to the respondents who are earning between Rs.15001 and Rs.20000.

- There is association of employees' opinion on job satisfaction with unit size, type of job activities, experience, wage and work schedule. The respondents who are working in large units are found to agree more on job satisfaction compared to the respondents who are working in small units. The respondents who are working in fabrication, compacting and calendaring units are found to agree more on satisfaction compared to the respondents who are working in cutting, sewing, embroidering and packing units. The respondents who have less than 5 years' experience in textile industry are found to agree more on satisfaction compared to respondents who have between 10 and 15 years' experience in textile industry. The respondents who earn between Rs.3001 and Rs.6000 are found to agree more on satisfaction compared to the respondents who earn between Rs.9001 and Rs.12000. The respondents who are working in night shifts are found to agree more on satisfaction compared to the respondents who are working afternoon shifts.
- There is a moderate positive correlation between quality of work life factors such as employer - employee relationship and stress management with satisfaction. That is, those who have scored high on employee - employer relationship and stress management have expressed a moderately higher level of satisfaction.

V. SUGGESTIONS

- Employers can arrange seminars focusing employee's sound mental and physical health. This will make employees live a happy life and have a better quality of work life. Seminars should emphasize employees on taking right food at right time, taking enough rest, deep sleep and exercise.
- Employer should give equal weightage to all the quality of work factor as above mentioned . Because only two factor are satisfied. Management give freedom to participate in decision making while company face critical situation. Then only understand the situation by the employee easily and ready to coup with employer in critical situations.
- Wage and recognition of achievements contributes more towards employee job satisfaction. The employees feel that only these two factors will increase their job satisfaction. So employers should concentrate on these two aspects more. Wage plays a pivotal role in deciding the QWL among all units in the textile industry. The employers should provide fair and adequate wages to their employees based on their performance, experience and cost of living.
- 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.

VI. CONCLUSION

In any era, whatever the things change with employees, the employer could not run the firm because employees are the human resource of industry, so every firm should take care of their employees. It helps to get better Quality of Work Life and job satisfaction and also increases productivity. The purpose of this study was conducted to understand the Quality of Work Life in textile firms of Tirupur. From the study it is evident that among the eleven factors, only two factors are that is employer and employee relationship and stress management identified to contribute to QWL, the employees are found comfortable with only two factors. Employees long for job satisfaction through fair wage and recognition of their achievements.

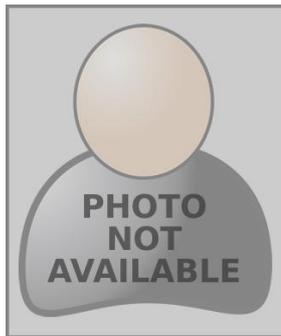
Quality of Work Life not only retains the existing employees but also attracts the potential talented employees. The employers should strongly bear in their minds that the benefit of QWL is all-pervasive and the employers' duty to provide it not only as businessmen but also as responsible citizen of India.

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