

**THE QUALITY OF WORK LIFE IN TEXTILE INDUSTRY**  
**A CASE STUDY IN THE HOUSE OF PEARL GLOBAL LTD INDUSTRY,**  
**SOUTH INDIA, CHENNAI**

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**Abstract**

The success of any organization is highly dependent on how it attracts recruits, motivates, and retains its work force. Today's organizations need to be more flexible so that they are equipped to develop their work-force and enjoy their commitment. Therefore, organizations are required to adopt a strategy to improve the employees' 'quality of work life' (QWL) to satisfy both the organizational objectives and employee needs. This article reviews the meaning of QWL and analyses the socio-economic conditions of workers in the house of pearl global industry, Chennai. The present study includes 50 respondents working in the house of pearl global limited, South-India. The salient feature of this study is that to know their working conditions and to evaluate the quality of work life in the house of pearl global Limited south-India. The collected data has been analyzed using the statistical package for social science (SPSS).

**Key Words:** Quality of work life, textile, house of pearl global Ltd and organization.

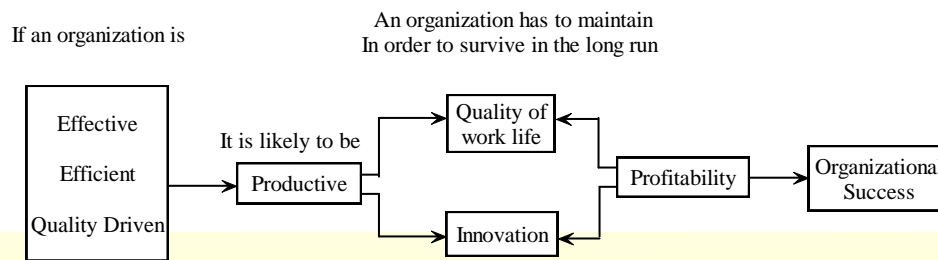
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## Introduction

Quality of work life is the work-cultural that serves as the cornerstone. Hence, work-culture of an organization should be recognized and improved for providing quality of work life for any organization. Quality of work life is a generic phrase that covers the feelings of the workers about every dimension of work including economic rewards and benefits, security, working conditions, organizational and interpersonal relationships and its intrinsic meaning in a person's life. Quality of work life is both an end and a means. It is an end in itself because it is a highly significant component in the quality of life in general and it is a means by which employees can acquire civic competence and skills. Quality of work life is a way of thinking about people, work and organizations. Its distinctive elements are (1) a concern about the impact of work on people as well as on organizational effectiveness and (2) the idea of participation in organizational problem solving and decision making QWL also implies that workers have entitlements beyond money, health and safety issues, and basic rights under collective agreements. They also require the opportunity for personal growth in the jobs they do.

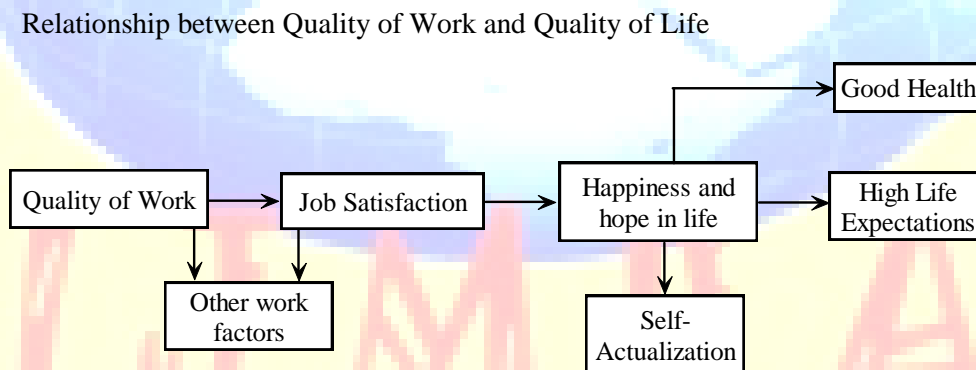
Quality of work life is the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization. The essence of QWL is the substantial influence over their work environment by participating in making of decisions related to their work and thereby enhancing their self esteem and satisfaction of their work. QWL calls for partnership between managerial people and representative chosen from the non-managerial levels for planning, developing and implementing agreed-upon programmes. The major task in developing in viable QWL process is to create a climate that promotes employees job satisfaction. The focus is not on improved productivity or reduced labor costs, but on the creating of an atmosphere in which workers can take part in making decisions on matters that affect them and do this in such a way that expands their opportunities for job satisfaction. According to Thomas S. Bateman and Scott A. Snell (2003) "Quality of work life refers to programmes designed to create a workplace that enhances employee well-being". Further it is said that "Quality of work life is the way participants in a system respond to socio technical aspects of that system. This is an important measure or aspect of an organization's ability to perform". (Sink: 1985). According to Walton R.E, (1973) the Quality of work life is a process by which an organization responds to the employee needs for developing mechanisms to allow them

to share fully in making the decisions that design their lives at work". Thus the quality of work life plays a critical role in the success of an organization as depicted below:



## RELATIONSHIP BETWEEN QW AND QWL

**Emery** and **Philips** conclude their study with summing up the relationship between quality of work and quality of life as illustrated below:



If a person has high-quality, challenging and interesting job-that job will also have other good work factors and altogether lead to high job satisfaction. This leads to happiness and sense of hope about the future. People in such jobs are also likely to have better health, high life expectations and self-actualization.

In India, textile industry is highly labor-oriented, having workers more than all other fields of industries, second, only after agriculture. The textile labors were also participated in the labor union movements in India. The textile workers are facing many problems like poor working conditions and these workers are prone to many diseases due to microbial attacks etc.

Textile industry has been confronted by several other problems including environmental pollution, industrial sickness, inadequate climate to improve the skills and capacities etc. It is necessary to stratify the employees in textile units achieve new standards through providing good quality of work life. Further modernization of these firms may be attempted to enhance production and improve the quality of textile products to withstand global competition.

From the time immemorial, India was the only country in the world to produce cotton fabrics and also export them to other countries. The cotton textile industry assumed national importance by virtue of size, investment output and employment. This industry produces a wide range of fabrics; provide employment to 20 million people in the country. India is one of the largest textile producing countries in the world. The Indian textile industry plays a crucial role with over 1416 organized units, 32 million spindles, 1.17 million power looms, 4 million handlooms, large number of small, medium and large processing houses and approximately one lakh garment and hosiery units. It occupies a unique place in the economy of the country by virtue of its contribution to the industrial output, employment generation and foreign exchange earnings. This industry constitutes 20% industrial outputs with annual growth of 15% and 7.5% GDP. It is also the single largest contributor to India's export earnings 32% foreign exchange earnings through merchandise.

In the above background, the government of India as well as the important state governments having a significant presence of the textile industry reviewed the whole spectrum of textile industry. Based on the above review and discussions, appropriate roadmaps have been drawn up for the development and promotion of all the sectors of the textile industry from cotton to finished products. The National textile policy 2000 has envisaged a foreign exchange earning to the tune of US \$50 billion by the year 2010. Besides, many important measures have been spelt out in the policy document. Before formulating the textile policy, the government of India had set up a committee under the chairmanship of Mr. Sathyam to examine and draw up action points on various sectors of the textile industry. Accordingly, the committee in its report had outlined critical issues for development and growth.

Undertaking the study in the highly industrialized district like Chennai is highly pertinent and relevant. The study by their author entitled "The quality of work life in textile industry: A Case Study in the House of Pearl Global LTD Industry, Chennai. The study focuses on the factors like nature of job, Basic Pay, drinking water, medical facilities, transportation

and rest time, Human relations and social integration, Workers participation in management, Working conditions etc.,

### **BACKGROUND OF THE STUDY**

For a developing country, the issues relating to the QWL are important ones because industrialization has brought in with it the problem of change and adaptation to new ways of working and living. In our country the working conditions at work premises are not conducive for healthy and challenging nature of work. The wages are very poor. Employees are also experiencing alienation which may result from poor design of socio-technical systems. Alienation is a feeling of powerlessness, lack of meaning, loneliness, and boredom, lack of agro involvement and lack of attachment to job. The workers are not satisfied at lower level with their work due to tight schedule of work, speed of machine, close supervision and less social interactions. Frustration can also be due to absence of recognition of tedious conditions, low self-esteem, occupational stress, and work over load, monotony, fatigue, time pressures, lack of stability security etc. The privatization created many avenues for many unemployed people by reducing severity of the problem. Hence, it is absolutely necessary to improve the work environment leading to an improvement in the quality of work life of our country. In industry, for understanding quality of work life, the need for higher productivity also encourages greater automation, requiring better educated workers who must understand machines and be alert to problems even before they develop. The QWL movement draws 'attentions to workers' need for meaningful and satisfying work and for participation in decisions that affect their work situation. Work is a major formative experience which can either promote or limit a man's growth in ways which affect the whole man; it shapes his life outside the job as well as within.

The quality of work life becomes relevant in developing countries like India because "in a developing country, the quality of work life can become both ends and means. It is an end in itself; because it is a highly significant component in the quality of life-the goal of all development. It is a means because the experience of participation in the decision making at the work place and of progressive learning-help, workers acquire the civic competences and skills on which a country developing in the social democratic mode must rely"

The increase in QWL results in the increase in productivity. Improved QWL leads to improved performance. 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.

### **AREA OF STUDY**

In order to study the quality of work life in the house of pearl global Ltd. South India industry was selected for study with the objectives stated below. This house of pearl global Ltd South India is located in the special Economic Zone, Madras Export processing Zone (MEPZ) at Tambaram, Chennai. The factory area covers more than 120,000 sq ft of space and provides an efficient and spacious layout.

### **OBJECTIVES OF THE STUDY**

- a) To study the working condition of employees in the house of pearl global south India.
- b) To evaluate the overall quality of work life in the house of pearl global Ltd.

### **METHODOLOGY OF THE STUDY**

This study is an explanatory one and Endeavour's to investigate the quality of work life in the house of pearl global Ltd. A random sample of 50 workers was selected for the study. The personal interview method was preferred to the rigid, questionnaire technique in an attempt to elicit true and reliable data from the respondents.

### **TOOLS FOR DATA COLLECTION**

Both primary and secondary data were used for the study. The former was obtained in a personal interview while the latter was compiled from books and website. Statistical tools like MS Excel and Statistical Package for the Social Sciences (SPSS) software were used to analyze the data.

## HYPOTHESIS

1. The lower the level of total family income, the greater is the percentage of women working in Exports Company.
2. The lower or the poor levels of working conditions the greater percentage of workers are falling sick.
3. High job satisfaction leads to high work performance, less employee turnover and less absenteeism.

## Review of Literature

It is note worthy that employees perception of Quality of Work Life varies based on demographic and organizational variables. Understanding this perception would help the leaders of the industries to work on improving the Quality of Work Life. Rice ( 1985) has emphasized the relationship between work satisfaction and Quality of people 's lives. He contended that work experiences and out comes can affect person's general Quality of life, both directly and indirectly through their effects on family interactions, leisure activities and levels of health and energy. The study conducted by Karris and Khurana (1996) found significant correlations of Quality of work life of managers from three sectors of industry viz. , Public, Private and Co operative, with some of the back ground variables (education qualification, native/migrant status, income level) and with all of the motivational variables like job satisfaction and job involvement. Singh ( 1983) conducted studies in chemical and textile factories in India that were designed to improve the Quality of Work Life by reorganizing the work and introducing participatory management. Bhatia and Valecha ( 1981) studied the absenteeism rates of textile factory and recommended that closer attention should be paid to improve the Quality of Work Life. Kavoussi ( 1978) compared the unauthorized absenteeism rates in two large textile factories and recommended that closer attention be paid for improving the Quality of Work Life. Raghvan (1978), the Ex-Chairman of BHEL, a public sector organization, stressed the need for worker's participation in management. According to him, "participation of workers in the management of undertakings, establishments, or other organizations engaged in any industry is under scored by Constitution of India".

Besides improved working conditions in the organization, there are ample evidence to highlight the implication of autonomy and participation at work to foster the meaning to work. In a study, Sirota (1973) found that underutilization of worker's skill and abilities cause low Quality of Work Life and suggested job enrichment programme to correct the problems of worker's skill and abilities. Trist (1981) suggested that there should be optimum level of autonomy according to requirements of technology system. Allenspach's (1975) report on flexible working hours based on experiments in Switzerland, discussed its advantages and disadvantages, including its effects on job satisfaction and employee and management attitude.

### **ANALYSIS AND DISCUSSIONS**

The data analysis is carried out to extract meaningful information from the collected data. It could be done after the data has been collected. The collected data are first edited, coded and tabulated for the purpose of analyzing them. It is found that employees at the grass-root level experience a sense of frustration because of unfavorable terms, treatment by their superiors, lack of freedom etc.

**TABLE: 1. RESPONDENTS' PROFILE**

Percentage

Items	Basis	Frequency	Percentage
Gender	Male	6	12.5%
	Female	42	87%
Age group	19 years	13	27%
	21years	7	14.6 %
Education	Educated	34	70.8%
	Elementary School	12	25%
	Higher secondary	2	4%
	School		
Marital status	Single	41	81%
	Married	9	19%



Source: Primary Data

The significant **findings** are provided below:

- ❖ It is found that 27% of the respondents are belonging to the same age group working in the house of pearl global limited company.
- ❖ The study proved that the highest percentages of women (i.e. 87.51) are working in this export company.
- ❖ It is good to know that 70.8% of the respondents have completed their elementary and high schools.
- ❖ It is found that most of them are unmarried (81%) and few are married. It is said that the reasons behind the high percentage for the unmarried respondents are that they are very young and energetic to perform the work in the textile industry.

**Table; 2: Opinion Level of the Respondents**

Items	Strongly disagree	Disagree	Average	Agree	Strongly Agree
Basic Pay	5(10.4%)	14(29.2%)	21(43.8%)	4(8.3%)	4(8.3%)
Drinking Water	12(25%)	23(47.9%)	7(14.6%)	3(6.3%)	3(6.3%)
Food	8(16.7%)	9(18.8%)	13(27%)	12(25%)	6(12.5%)
Medical facilities	17(35.4%)	23(47.9%)	3(6.3%)	1(2%)	4(8.35%)
Transportation	12(25%)	26(54.2%)	2(4.2%)	3(6.3%)	5(10.4%)
Rest Time	9(18.8%)	11(22.9%)	17(35.4%)	7(17.6%)	4(8.3%)

Source: Primary Data

- ❖ It is found that 12.5% of the respondents earn Rs. 3000/- per month with which some respondents are satisfied and most of them are not satisfied with their monthly income.
- ❖ The revealed that 23 respondents are not happy with the water facilities which is provided in the house of pearl Global Ltd. Company.
- ❖ It is stated that 27.1 percent of the employees are satisfied with the food, which are provided by the company's canteen.

- ❖ From the table the data indicated that 47.9% of the respondents are not happy with medical facilities that are provided in the company.
- ❖ It is found that 54.2% of the respondents are not happy with the transport facilities.
- ❖ The study revealed that 95.8% of the respondents feel that they are given opportunity to develop their skills and improve their talents while they work.
- ❖ The majority of the samples i.e., 45 out of 48 feel that their decision is taken into consideration.

### **RECOMMENDATIONS AND SUGGESTIONS**

- ❖ To improve the quality of work life, the textile company / the house of pearl global limited should provide them with (a) fair and equitable compensation (b) safe and healthy workplace (c) personal and professional development (d) ethical organizational actions (e) job security (f) employee privacy issues (g) supportive work culture (h) good medical and transport facilities etc.
- ❖ Management should be open to the employees in all decisions and activities of the organization. The employees should be given freedom to express their views regarding the working condition.
- ❖ Supervisors must be trained to function their job effectively and to get the jobs done in an efficient manner.
- ❖ The barrier between the management and the employees must be broken and there should be provision for face to face. A trustful environment should be established in the company.
- ❖ Employees should be given feedback for their performance so as to boost them or to help them improve the quality of work.
- ❖ Employees should be promoted for their excellent work.
- ❖ There should be a continuous research on the activities of the company so as to ensure that there is no hindrance in the in the performance of the employees or the machineries.

## CONCLUSIONS

Globalization and other dynamics of business have considerably changed trends in employment and have brought chaos and turbulence organizations and individual employees alike. It is the time to reorganize the work place around the idea of that meaningful work-work that offers personal development, a social purpose, a decent standard of living, and a sense of economic security. Quality of work life can lay the ground work for better lives for employees and increased organizational performance. Quality of work life hence can help an organization to increase its overall effectiveness in the long run. Employee satisfaction and perception of quality of work life have an impact on the organization as a whole.

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