A STUDY ON THE CONCEPT OF QUALITY OF WORK LIFE WITH RESPECT TO JUTE INDUSTRY - A LITERATURE REVIEW

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ABSTRACT

Work is an integral part of everyday life, as it is our livelihood or career or business. On an average we spent twelve hours daily life and it is the one third of our entire life. Quality of work life study considered to be more important at the individual and organization level. Quality of work life is considered for both the employees and organization and it is involved with job satisfaction, productivity, job involvement, job enrichment etc. Every organization’s success is highly dependent on how it attracts recruits, motivates, and retains its workforce. Today's organizations need to be more flexible so that they are equipped to develop their workforce and enjoy their commitment. These findings contribute to an understanding of ways by top management in attempts to attain a career fit between the needs of the employees and the needs of the organization. This article throws light on the existing literature on “quality of work life of employees and other variables which influence and then build a model for study.

Key words: Quality of work life, Job satisfaction, Organization Productivity, Career, Organization culture.


1. INTRODUCTION

According to Campbell (1981), the satisfaction people experience in the domains - self, standard of living, family life, marriage, friends and work which result to have the greatest influence in accounting for the level of satisfaction people feel with their lives in general.

Goodale, Hall, Burke and Joyner (1975) conducted interviews in which they asked the public how they would define the word ‘quality of life’. The most common mentioned
components defining quality of life were psychological well-being, the work environment, realizing or working towards one's aim in life and the social environment provided by the people at work place. It is safe to conclude that the work environment is not only one of the most important domains in people’s lives, but also contains many of the components of quality of life.

Therefore, this area plays an important part in the individual’s general quality of life and sense of well-being. Various segments of our lives are tied to the actions of organisations. Indeed, most of the adults organize their lives around work. Most individuals spend a good deal of their hours in work place or job activities; it prescribes how their days are spent and places certain restrictions on them; it determines their living standards and affects their friendship and relationship patterns. Work goes beyond just influencing behaviour, however. It plays a important role in the adult’s sense of self. Work can represent a number of stressors, but it can also provide satisfaction.

Successfully managing or lacking the ability and resources to manage work stressors affects the self-regard and impacts on health. When meeting a person, one of the first questions that come to mind is “What do you do for a living?” To a large extent, people define themselves and others in terms of their work (Deci & Ryan, 1985). Thus quality of work life in organisations is a major element of quality of life in general (Lawler, Nadler & Cammann, 1980). An individual’s work experience can have positive effects or negative effects on other round of his or her life. The more direct relevance of work to the total life space is perhaps best expressed by Walton (1975) by the concept of balance. A balanced approach to work should incorporate work schedules, career demands and travel requirements which do not infringe on leisure and family time on a regular basis. Even advancement in the work place should not require repeated geographical moves. The common nature of work and family-life balance is debatable as far as cause-and-effect or symptoms are concerned.

Sometimes, the hiring organisation imposes demands that seriously affect the employee’s ability to perform other life roles, such as with personal life (spouse or parent). In other cases, however, work demands are used as an excuse to escape the responsibilities and anxieties of family roles (Walton, 1975). It is, therefore, not always certain which is a cause and which is a sign.

Quality of work life is, however, not only the cover of the individual and of psychological researchers. This also cover how demonstrated globally by the United Nations sponsored International Labour Organisation (ILO). At the core of the ILO’s social agenda is the creation of more and better job opportunities. As far back as 1944, the ILO adopted the Philadelphia Declaration’s principles, which made improving the quality of work life a priority, and dedicate all its member nations to achieving this goal through public policies and programmes. Among its aims were the following:

- full employment and rising living standards;
- employment in occupations that enable workers to enjoy the satisfaction of utilizing their skills and make a contribution to the common well-being; a just distribution of wages, hours and other benefits, including training opportunities; decent working conditions facilities and providing the minimum living wage for all employed; recognition of the right to collective bargaining and to co-operation between management and labour; and safe and healthy work environments (Lowe, 2000).

According to Lowe (2000), these may be old themes, but they are even more applicable in today’s global economic context. He communicate the concern that quantity may have
become more important since the 1990s and that the preoccupation with it may blind managers and policy makers to underlying problems, which can only be addressed by looking deeper than productivity. Lowe (2000) terminates that “high quality work” is work that is respectable, meaningful and life-enhancing, and, therefore, worker-centred. It, however, still offers benefits to employers and national economic prosperity. Actually, quality of work affects the quality of life in families and communities, as well as the economic push of the nation.

2. QUALITY OF WORK LIFE DEFINED
To Come to an end with an all-encompassing definition, it could be said that satisfaction with quality of work life is experienced when individuals are satisfied with interacting factors, such as optimal external conditions and social aspects, as well as being internally motivated by factors intrinsic in the work itself and which ultimately results in a sense of psychological well-being of employees.

Following is the flow chart showing the various independent variables which influence the quality of work life of employees.

Flow Chart

To answer the questions that were mentioned in the statement of the problem of this article, the researcher has identified the following independent variables in to consideration to study the quality of work life among the employees in jute industry and developed the following model.

- Job security
- Stress levels
- Career opportunities
- Organization Policies

2.1. Job Security

Job Security is an assurance that an individual will keep his or her job without the risk of becoming unemployed. He or she will have continuity in employment and it may be from the terms of a contract of employment, collective bargaining agreement, or labour legislation that prevents arbitrary termination. Employees who settle into a position are more likely to achieve long-term career goals, better position themselves financially, and gain marketable skills that appeal to future employers. All these factors provide sufficient reminders about the importance striving for job security.

Job security has significant relationship with quality of work life. Job satisfaction is found to carry more weight age in explaining the relationship among job satisfaction, job involvement and job security with quality of work life. Job security refers to perceived level of stability and continuance of that job. It is expected that once a person perceives job security, he is more willing to become an active participant which leads to a higher Quality of Work Life.

2.2. Stress Levels

Stress In a medical or biological context stress is a physical, mental, or emotional factor that causes bodily or mental tension. Stresses can be external (from the environment, psychological, or social situations) or internal (illness, or from a medical procedure). It is an
important topic. The release to certain physiological effects, including rapid heart rate, higher blood pressure, and a weakened immune system. When left unmanaged over time, chronic stress can lead to the development of other serious problems, such as stomach ulcers, stroke, asthma, and heart disease.

Job stress is a serious threat to the quality of working life (QWL) of employees and can cause hostility, aggression, absenteeism and turnover, as well as reduced productivity. In addition, job stress among employees affects the quality of services. The major sources of stress were inadequate pay, inequality at work, too much work, staff shortage, lack of recognition and promotion prospects, time pressure, lack of job security and lack of management support. An inverse relationship was found between job stress and QWL among employees. The most important predictor of QWL was disturbance handling, followed by job proud, job security and job stress. Finally, while QWL was negatively associated with turnover intentions, job stress was positively related to employees' intention to quit. Since job stress has a strong correlation with employee QWL and turnover intention, it is very important to apply the right human resources policies to increase employees' QWL and decrease subsequent turnover.

2.3. Career Opportunities
A good definition of "opportunity" might be something like: a favorable or advantageous circumstance or combination of circumstances. This is a very general definition, and can mean different things to different people. What might be a career opportunity for one person might be seen as a setback for another. It is important to recognize opportunities when they present themselves. Employee should realize the long-term career potential of the new job which is far more important than the short-term satisfaction realized by staying in their old job. Career planning is the continuous process of thinking about your interests, values, skills and preferences, exploring the life, work and learning options available to employees and ensuring that employees work fits with their personal circumstances.

There may be a conflict between their personal aspirations for their career and the values of the organization, as when people realize that they entered an occupation with mistaken expectations and which leads to Quality of Work Life. Personal expectations in line with those of the organization and another is to leave the organization in search of more fulfilling career opportunities.

2.4. Organization Policies
A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible. A policy is a course of action or guidelines to be followed whereas a procedure is the 'nitty gritty' of the policy, outlining what has to be done to implement the policy. Organizational policies also help company maintain a degree of accountability in the eyes of internal and external stakeholders. A company’s recognition and support through its stated values and policies of employees’ commitments, interests and pressures, can relieve employees’ external stress.

There is direct and significant relation between organizational policies and quality of employees work life. It is doubtful that economic gains will occur if employees do not believe the work environment or their supervisors are open to their use of the benefits. Work–family initiatives are more likely to be effective when employees believe the organization is truly supportive of their needs to balance work and family obligations. Finally, assessment of
family-support perceptions could be an integral part of quality-of-work life surveys conducted by organizations.

3. LITERATURE REVIEW

The current paper throws light on the earlier researcher’s contributions in order to have better understanding of the concept by exploring the findings and to identify the research gaps which will be able to provide scope for further research. An analysis of literature review is as follows:

M. Shamsuddin Elias and Nitai Kumar Saha (2005) in the study “Environmental Pollution And Quality Of Working Life In Tobacco Industries” researchers attempt to explore the effect of environmental pollution on the quality of working life of the workers in tobacco industries and in the current study that the health, well-being, job satisfaction and quality of working life of the workers are directly related to and depended upon the levels of pollution in their working environment.

Jesu’s Perdomo-Ortiz, Javier Gonzalez-Benito and Jesu’s Galende (2009) in the study “An analysis of the relationship between total quality management based human resource management practices and innovation” researcher educate the relationship between the policies and practices of human resource management from the viewpoint of total quality management and performance in innovation.

R. Saklani (2010) in the paper “Non-managerial Perspective of Quality of Work Life” researcher work is an venture to understand the phenomenon under consideration from the non-managerial perspective.


SSM Sadrul Huda, Nargis Akhtar and Afsana Akhtar (2011) “Employee’s View on Job Satisfaction: A Study on Garments Industry in Bangladesh” in this study researchers detect out what is the lacking of the owners of the RMG sectors towards the performance enhancements of our garments industry.

Mrs. M. Jeyarathnam; Mrs.V.R.Malarvizhi (2011) in the study “Quality Of Work Life Among Sugar Mill Employees – A Study In Tamilnadu” researcher seek to evaluate the quality of work life of sugar mill employees and analyze the relationship between the productivity and quality of work life. The study also Specify that dissatisfaction might happen due to lack of recognition, tedious work, unhealthy peer relations, poor working conditions, low self-esteem, occupational stress, heavy work load, monotony, fatigue, time pressures, job insecurity, instability of job.

Md. Zohurul Islam, Sununta Siengthai (2011) “Quality of work life and organizational performance: Empirical evidence from Dhaka Export Processing Zone” This study identifies factors that are associated with employees’ job satisfaction and Quality of Work Life of Dhaka Export Processing Zone for organizational performance.

A Stephen, D Dhanapal (2011) in the paper “Quality of Work Life and its impact on Organisational Excellence in Small Scale Industrial Units: Employers Perspectives” The present study attempts to analyze the employers perception on QWL in Small Scale Industrial Units.

Yusuf M. Sidania and Zeina T. Al Hakim (2012) “Work–family conflicts and job attitudes of single women: a developing country perspective” In this study, we concentrate on single women because this is an understudied population and because of the unique pressures on them in the Arab context.
Indumathy.R, Kamalraj.S (2012) In the study “A Study On Quality Of Work Life Among Workers With Special Reference to Textile Industry in Tirupur District – A Textile Hub” researcher tried to prove extremely useful for the organization to improve the quality of work life among its workers with the help of the recommendations given by the investigator.

P. Srinivas Subba Rao1 , Mrs. P. Suseela Rani (2012) in the study “Participative Management in Post Liberalisation- A case study of Indian Jute industry” researchers reveals that post liberalization employers recognized the importance of participative management which improve the operational efficiency of the employees and maintain cordial industrial relations.

Hajieh Rajabi Farjad, Shahrnaz Varnous (2013) in the study “Study Of Relationship Of Quality Of Work Life (Qwl) And Organizational Commitment” researchers study is about the relationships between independent variables (dimensions of QWL, salary and allowances, health security and work conditions, growth opportunities and future development, balance between work and other life aspects, cooperation and significant social aids, social cohesion in work, development of human capabilities) and dependent variables showed that health security and work conditions and development of human capabilities had the most effect on organizational commitment; also, balance between work and other life aspects and salary and allowances had the least effect on organizational commitment.

R.Gayathiri,Lalitha Ramakrishnan(2013) “Quality of Work Life – Linkage with Job Satisfaction and Performance” The study showed that service organizations that emphasized QWL for their employees tended to have better sales growth, asset growth, and return on asset growth (ROAG) over a five-year period when contrasted to other S&P 500 firms.

Shefali Srivastava, Rooma Kanpur (2014) In the study “A Study On Quality Of Work Life: Key Elements & It’s Implications” in this paper researcher focus on This study focuses on the subjective matter of QWL i.e. its key elements like job security, job performance, employee satisfaction etc.

Harish K , Subashini K(2014) “Quality of Work Life in Indian Industries – A Case Study” The Study include satisfaction of worker depends on adequate provident benefits and supportive financial benefit.

Desti Kannaiah1,G. Sasikumar (2014) in the study “ Quality of work life of Employees in Small Scale Industries (With Special Reference to Tiruvannamalai Town, Tamil Nadu State, India)” researcher’s study aims at analyzing the Emotional Intelligence level and the quality of work life of male and female individuals working in the Small Scale Industries. The study also aims at finding the quality of work life.

Radha Yadav1 , Ashu Khanna(2014) “Literature Review on Quality of Work Life and Their Dimensions” This study discussed the Linkage with Job Satisfaction and Performance.

K Jawahar Rani,T.Chandrasekar(2014) “A Study On Quality Of Work Life Leads Organization Resilience In Automobile Industry With Special Reference To Chennai City” Quality of work life is an internationally designed effort to bring about increased employee management, co-operation to jointly solve the problem of improving Organization performance & employee satisfaction. Industry aims to promote the peaceful industrial relations and good organization which is highlighted by management and the employees.

Hamid Zare , Zolfa Haghgooyan , Zahra Karimi Asl (2014) “Identification the components of quality of work life and measuring them in faculty members of Tehran University” In their study they found that the study was to examine the influence of work life condition on job stresses.

Prem Singh Khetavath (2015) “An Empirical Analysis of Quality of Work Life of Employees in Indian Private Sector Organizations” This study has examined the factors which have effect on Quality of Work Life of the employees working in private sector organizations. It was found that, work condition and work complexity, organizational and interpersonal relations, employee involvement and commitment, and growth feeling opportunities have the significant impact on QWL of the employees.

M. Rajarajan, M. Vetrivel (2015) “Welfare Measures And Quality Of Work Life Among The Workers Towards Sipcot Industries -An Analysis” This study provokes the people concerned to take some positive measures in order to improve them, the researcher will feel amply rewarded.

Devappa Renuka Swamy, T S Nanjundeswaraswamy (2015) In “Review Of Literature On Quality Of Work life” researcher in general identified seven Quality of Work Life variables to measure the QWL of employees namely, good working environment, job satisfaction, chance of growth, fair compensation, employees’ motivation, and communication flow, flexible or suitable working time. Study revealed that QWL is not highly established as per the view of employees.

T S Nanjundeswaraswamy, Swamy D R (2015) In the Study “Review Of Literature On Quality Of Worklife” Researcher identified the link between organizational leadership and business ethics, thereby making contributions toward increasing the quality of organizational life which may have a positive influence on members of the organization and the wider community.

Syed Robayet Ferdous (2015) in the study “Factors promoting work satisfaction of readymade garment (RMG) worker in Bangladesh: An empirical analysis” researcher suggests for ensuring satisfactory salary and timely payment, admissible benefits, supervisor behaves, acceptable working environment, hygienic canteen and medical facility to keep the labour satisfied into their work.

Mandira Dey, Pradyumna Tripathy (2015) in the study “Quality Of Work- Life-A Fulcrum To Employer-Employee Relationship” The authors have suggested a Quality of Work Life Model called “TRACK” that stands on five pillars i.e. Transparency, Relationship, Autonomy, Collaboration, and Knowledge which demand both the employer as well as employees commitment to the organization and an environment in which this commitment can flourish.

Curtis K. Chan and Michel Anteby (2015) “Task Segregation as a Mechanism for With in job Inequality: Women and Men of the Transportation Security Administration” In this study, Researchers document and articulate the processes by which task segregation can lead to workplace inequality in job quality through a study of airport security screening workers.

Jnaneswar K. (2016) “Study on the Level of Quality of Work Life Experienced by the Employees of Public Sector Units in Kerala” in the study researcher study attempts to find out the level of quality of work life among the employees of public sector units in Kerala and also finds that male and female employees are experiencing the same level of Quality of work life.

Geunpil Ryu (2016) “Public Employees’ Well-Being When Having Long Working Hours and Low-Salary Working Conditions” in this study researcher focused on two main occupational stressors—working hours and inadequate salary—and the interaction effects between the two.
4. STATEMENT OF THE PROBLEM
In the contemporary environment of the organizations, employer and employee relationship plays major role. Each and every organization today concentrate more in acquiring and retaining the most powerful and dynamic work force in order to flourish in this busy competitive world. Jute Mills are not constrained to this phenomenon, with its peculiar work environment and high demand for its product, it is highly necessary for the organization to provide better quality of work life to its employees to enhance their productivity. In order to measure its present quality of work life it is essential to scrutinize the aspects regarding work environment, organizational culture and climate, compensation and rewards, welfare facilities, training and development, adequacy of resources, relation and co-operation, freedom of work, job satisfaction and job security and work life balance. Since, the employees stay away from their family for long period and have to work in difficult circumstances, provision of good and comfortable environment becomes inevitable. Though Jute Mills provides better work environment to its employees, it sometimes fails to compensate their needs, demands and requirements in some aspects which leads to work life balance disturbances. This creates stress among employees which eventually affect their work life and social life as well as the organizations overall productivity. With the unusual work nature and schedule the Jute Mills employees struggle a lot to balance their work life as well as their social life. Hence, there is a requirement to study the quality of work life aspects of Jute Mills employees. At this juncture, it becomes essential to determine the answers for the following questions:

- What are the factors that influence the quality of work life of the employees of Jute Mills?
- What is the level of association between the various dimensions of quality of work life?
- How the employees of Jute Mills manage their work life and social life?
- What is the range between which the work life balance of the Jute Mills employees stretches out?

5. RESEARCH METHODOLOGY
The present study is an attempt to conceptualize the linkage between Quality of work life and other important independent variables such as job security, Stress levels, career opportunities and organizational policies. A careful and extensive review of literature is undertaken to identify a conceptual frame work which can be used to build a theoretical model and to assess the impact of these variables on quality of work life of employees in jute industry. The logical linkage between the various dimensions of quality of work life were identified and put in the form of a flow chart. A model built is subjected to verification based on empirical data that is beyond the scope of the present study.

6. CONCLUSIONS
The main objective of the present study is to explore and suggest a conceptual frame work linking the quality of work life and other independent variables. Meticulous review of literature was undertaken and based on the content analysis of literature review various dimensions were identified. A conceptual model was proposed and explained the linkage between quality of work life and other variables. This is completely conceptual study and needs validation by data at ground level.
REFERENCES


A Study on the Concept of Quality of Work Life with Respect to Jute Industry
- A Literature Review


