CHAPTER - 1
INTRODUCTION
1.1 Quality of Work Life - Defined

Quality of Work Life (QWL) can be traced back to the Quality of Work Life movement that largely consists of a number of industrial psychologists in response to a perceived disenchantment with the organisation of work in the late 1960s and early 1970s.

Quality of Work Life represents a concern for the human dimensions of work and concern for improving it has been increasing since 1960s. Originally Quality of Work Life activity occurred during the period 1969 to 1974, when a broad group of researchers, scholars, union leaders and government personnel became interested in how to influence the quality of an individual’s on-the-job experiences (Nadler and Lawler, 1983: p. 21).

Quality of Work Life (QWL) has recently emerged as an important area of concern. QWL is not a phrase to conjure with. In fact the notion of Quality of Work Life is closely related to the quality of life concept. The term Quality of Work Life has become well-known not only to social scientists, but to layman as well. The Quality of Work Life refers to the relationship between a worker and his environment, adding the human dimension to the technical and economic dimensions within which work is normally viewed and designed. Quality of Work Life also represents a real concern for human values with awareness that all individuals devote valuable part of their lives to work. Quality of Work Life covers all aspects of employee’s organizational life and significantly affects the performance levels of the employees. Thus, precisely, in its broadest sense, Quality of Work Life means the sum total of values, both material and non-material, attained by a worker throughout their career life.

The term management has been defined as- “Getting things done through people”- Mary Parker Follett, (1868-1933).

But, in this era of knowledge based economy and globalization the term management can be defined as- “Developing people through work”- Agha Hasan Abedi, (1995).

Quality of Work Life refers to the level of happiness or dissatisfaction with one's career. Those who enjoy their careers are said to have a high quality of work life, while those who are unhappy or whose needs are otherwise unfilled are said to have a low quality of work life.

“Quality of Work Life, in short, refers to the level of satisfaction, motivation, involvement and commitment of individual experience with respect to their lines at work”- Bernardin, (1993).
Quality of work life (QWL) is a comprehensive program designed to enhance service to the public by improving employee satisfaction as it covers all aspects of employees’ work life – economic, social, psychological and organizational. Workplace strength can be achieved by providing training and helping employees to manage change and transition. The strains of fast changing technology on individual and society, and a realization that providing for people’s control over job is a part of social responsibility of government and management have made concern for improving QWL a reality now.

Quality of Work Life can be in the form of a participatory management, in most cases the initiative for implementing the Quality of Work Life programs is up to the employees at the floor level. Nevertheless, strong management support and leadership, usually in the form of joint council is the first step to success. In most firms annual Quality of Work Life plans were developed and implemented at the department levels. Each department would have a Quality of Work Life coordinator who is responsible for coordinating Quality of Work Life activities.

Mahapatra (1992), made an attempt to link the Quality of Work Life (QWL) with Quality Circles (QC) and concluded that QWL covers a number of components as shown below:

**Illustration 1: Components of Quality of Work Life.**

Quality of Work Life includes four major elements:

i. It seeks to promote human dignity and growth.
ii. Employees work collaboratively.
iii. Promotes participation in decision making.
iv. It helps in establishing proper congruence between people and organizational goals.

The major factors that affect the Quality of Work Life are:

i. Pay.
ii. Benefits.
iii. Job security.
iv. Alternative work schedules.
v. Autonomous work groups (AWGs).
vii. Workers participation.
viii. Social integration.
ix. Work-life balance (WLB).

A survey of available literature on QWL leads to a conclusion that there is no universally accepted definition of the term. It means different things to different authors. To Keith Davis (1989), QWL refers to “the favourableness or unfavourableness of a job environment for people”. The basic purpose in this regard is to develop jobs aiming at Human Resource Development as well as production enhancement. The QWL approach is a large step forward from the traditional job design of scientific management, which focused mostly on specialisation and efficiency for the performance of narrow tasks. Two reasons have been pointed out for redesigning jobs and organisation for better QWL.

i. Classical design originally gives inadequate attention to human needs; and
ii. The needs and aspirations of workers themselves are changing.

Thus, QWL has been taken as a new approach to provide careful balance of human imperative and the technological imperative (Davis, 1983).

The International conference in New York (1972), set-up a task force to develop a model based on four dimensions of integrity: Integrity of body, social growth and development,
Integrity of self and Integrity of life roles. From this, Davis and Cherns (1975), elaborated a model of the QWL dimensions for the individual as set out as follows:

<table>
<thead>
<tr>
<th>A</th>
<th>Integrity of Self</th>
<th>Integrity of body</th>
<th>Social growth and development</th>
<th>Integrity of life roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>B</td>
<td>Public esteem</td>
<td>Alienation, identity</td>
<td>Salt balance</td>
<td>Maturity</td>
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<td></td>
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<tr>
<td>C</td>
<td>Frequency of appreciation</td>
<td>Occurrence of frustration</td>
<td>Ambient temperature of workplace</td>
<td>Timing of work hours</td>
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<tr>
<td>D</td>
<td></td>
<td>Perception of not being believed</td>
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Collective expression of the ‘basket of needs’ by the citizens of nation leads to emergence of the four fundamental forces viz. forces of Market, State, People and Self that dynamically interact with each other in institutional structures and economic organizations of the nation and the world. Quality of Work Life approach motivates people by equally focusing on satisfying all of their needs by supporting and providing adequate facilities to their people to help them to balance the different needs effectively.

The IT industries have successfully implemented the concept of ‘Ergonomics’ to improve the quality of work and Quality of Work Life of every individual in the organizations.

Stress is a common disease in today’s workplace and there is a direct correlation between the stress, the job satisfaction and the subjective well being of the people working in the organization. So, successful organizations are using various programs to increase productivity and create an efficient, satisfied and committed workforce which aims to achieve organizational objectives by participating in managing their work and making decisions.

The distinction made between job satisfaction and dissatisfaction in Quality of Work Life reflects the influence of job satisfaction theories. 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.

Biswas (1993) says the concept of Quality of Work Life is a complex and multifaceted, implying concern for the members of an organisation irrespective of the level they belong to. It has also noted that the concept is nebulous.

Some authors consider Quality of Work Life as perception of the employees of an organisation regarding the total work environment of the organisation. While other experts consider the programmes and projects that are launched provide benefits to the employees and to increase the performance of the organisation of the Quality of Work Life.

The concept of Quality of Work Life (QWL) suggests comprehensiveness therefore; the canvas of QWL is large. Its activities are not necessarily confined to the work places. Quality of Work Life programmes even propose to improve ‘Quality of Life’ as the problem related to Quality and life may over to QWL. In fact, Quality of Work Life encompasses the sum total of healthy experiences that individual employee gains in the various facets of work life; it includes all the physical, economic, and psychological dimensions of work environment. Therefore, there is no specific technique or model for building QWL programme. It seems to be an open-ended plan to transform the organisation into a better place to work and to make working life more satisfying and enjoying. Therefore, the basic objective of Quality of Work Life is to make the employee satisfied with work environment so that they would be motivated and committed to the organisational activities. As such, Quality of Work Life programmes generally include – employee participation, job enrichment, adequate rewards, job security, skill development, humane and healthy working conditions, better delegation of authority, opportunity for development, etc. However, all these programmes would ultimately improve the productivity and performance of an organisation. This seems to be basic object of Quality of Work Life. However, one can expect that Quality of Work Life movement will ultimately usher an era of peaceful and satisfying working life to the working class.

An individual’s experience of satisfaction or dissatisfaction can be substantially rooted in their perception, rather than simply reflecting their “real world”. Further, an individual’s perception can be affected by relative comparison- “Am I paid as much as that person”- and
comparisons of internalized ideals, aspirations and expectations, for example, with the individual’s current state.

In summary, where it has been considered, authors and surveys differ in their views on the core constituents of Quality of Work Life.

It has generally been agreed however that Quality of Work Life is conceptually similar to well-being of employees but differs from job satisfaction which solely represents the workplace domain.

Quality of Work Life is not a unitary concept, but has been seen as incorporating a hierarchy of perspectives that not only include work-based factors such as- Job satisfaction, satisfaction with pay and relationships with work colleagues, but also factors that broadly reflect life satisfaction and general feelings of well-being. More recently, work-related stress and the relationship between work and non-work life domains have also been identified as factors that should conceptually be included in Quality of Work Life.

Quality of Work Life information can help understand the nature of different problems of employees in their workplace and this in turn may be helpful in making proper policies for handling these problems effectively. Ultimately, QWL is a concern not only to improve life at work, but also outside work. QWL approach consists of identifying those aspects of work that are seen as desirable by organizational members, that is those aspects that enhance the quality of life at work, and incorporating that information into initial design consideration (Levine, Taylor and Davis, 1984; p. 82).

Thus, for improving Quality of Work Life, working conditions and environment have to be improved and more humane conditions need to be created. Humanization of work, for instance, is often used in a number of languages as a synonym for Quality of Work Life. The programmes and projects aimed at improving Quality of Work Life therefore are required to be initiated simultaneously at macro, sub-macro and micro-levels at the industry, government and community levels.

An annual employee survey would give a snapshot of employee views about the quality of their work life and helps to surface employee issues that require attention. Continuous research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the aim of the organizations to combine
better productivity with job and employee satisfaction which gives rise to Quality of Work Life.

So, we can say that in Quality of Work Life-“The whole is greater than the sum of the parts” as it consider people as an “asset” to the organization rather than as “costs”.

1.2 Areas of Quality of Work Life

Quality of Work Life includes four major elements:

i. It seeks to promote human dignity and growth.
ii. Employees work collaboratively.
iii. Promotes participation in decision making.
iv. It helps in establishing proper congruence between people and organizational goals.

The term ‘Quality of Work Life’ started appearing in research journals in 1970s. Sangeeta Jain (1991) pointed out that Quality of Work Life (QWL) is not single, or a specific notion. Rather, it consists of a whole parcel of terms and notions, all of which really belong under the ‘Quality of Work Life’ umbrella:

i. Industrial effectiveness
ii. Human resource development
iii. Organizational effectiveness
iv. Work restructure
v. Job enrichment
vi. Socio-technical systems
vii. Working humanization
viii. Group work concept
ix. Labour management co-operation
x. Working together, worker’s involvement, worker’s participation
xi. Co-operative work structures

Boisvert and Theriault (1974) have discerned a variety of views concerning Quality of Work Life (QWL) as shown below:
Illustration 4: Quality of Work Life Concept.


In a way, any conscious effort that is aimed at improving working conditions, work content, and its attendant conditions like safety, security, wages and benefits can legitimately qualify as Quality of Work Life (QWL) activity. Ultimately, Quality of Work Life (QWL) is a concern not only to improve life at work, but also life outside work. After all, the two cannot be linked. One notices from the above mentioned figure the widely divergent views of Quality of Work Life (QWL) varying, from global view of the role of work in one's life to as narrow concern as job content.

According to Suri, Singh and Akhtar (1991) areas of Quality of Work Life include:

i. Job and work place redesign
ii. Employees and union attitudes
iii. Working conditions
iv. Human resource development strategies
v. Participative and consultative mechanisms
vi. Small groups activities and quality circles
vii. Sharing gains of productivity and employment generation

**Walton (1974)** one of the major interpreters of the Quality of Work Life movement has proposed eight major conceptual areas as concerns of QWL:

- i. Adequate and fair compensation
- ii. Safe and healthy environment
- iii. Development of human capacities
- iv. Growth and security
- v. Social integration
- vi. Constitutionalism
- vii. The total life space
- viii. Social relevance

**Taylor (in cooper and Mumford, 1979)** suggested that the concept of Quality of Work Life (QWL) includes: emphasis on extrinsic and intrinsic job factors and other aspects like individual power; employee participation in the management process; fairness and equity; social support; use of one’s present skills; self development; a meaningful future at work; social relevance of the work or product; and effect on extra work activities.

**Seashore (1975)** has pointed out that much of the research and theorising in the Quality of Work Life areas has been based primarily on the assumption that it is the individual’s own personal satisfaction or dissatisfaction that defines the quality of his or her work rather than any ‘objective criterion’. However, due to individual differences in culture, social class, family rearing, education and personality, a wide range of human preferences exists and any assessment of improvements in the Quality of Work Life would be especially subject to these differences in personal expectations.

Quality of Work Life (QWL) emphasises on participative mechanism giving freedom to employees in their task performance.

Traditional jobs have various negative effects on social system and make an individual psychologically sick as given below:

<table>
<thead>
<tr>
<th>Traditional Jobs</th>
<th>Effect on Worker</th>
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<tr>
<td>i. District Division of Labour</td>
<td>i. Social isolation</td>
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</table>
ii. Fractionalisation

iii. Simplified for higher output

iv. Task specialization

v. Standardized process

vi. High mechanization

vii. Repetitiveness

ii. Little decision-making and need for job knowledge

iii. Little challenge

iv. Little personal learning and development

v. Almost no autonomy

vi. Monotony

vii. No requirement of mental skill

Gupta (1993), states that these effects lead to high absenteeism, low output, indiscipline, low productivity, high rework and rejection, demand for more money, finding fault in the organisational system.

It was noted that traditionally Quality of Work Life and job redesign have been used synonymously by professionals. It was noted that improvements in QWL can be brought about not only in work re-organisation and job re-design but also in several other areas which affect the QWL of an individual working in an organisation. In this connection, the International Labour Organisation (ILO, 1944) list of areas of concern in improving QWL was noted. It was also suggested that QWL activities could be initiated in any of the areas listed below:

i. Hours of work and arrangement of working time,

ii. Work organisation and job content,

iii. Impact of new technologies on working conditions,

iv. Working conditions of women, young as well as old workers including those employed in special categories,

v. Work-related welfare services and facilities,

vi. Shop floor participation in the improvement of work performance and working conditions, and

vii. Occupational safety and health.

Almost everything that affects the employees at work both physically and psychologically and enrich the employees ability, skill performance, discipline fall in the area of Quality of Work Life (Singh, 1991: p.62).
Quality of Work Life (QWL) is closely related to the quality of life concept. Parallel concepts such as “humanization of work”, “improvement of working conditions”, “working environment”, “workers’ protection” and “democratization of workplace” are also used in different countries worldwide. Ultimately, QWL refers to the total of values, both material and non-material, attained by a worker throughout their career life and the quality of life for the working population has been conceptualized as derived from satisfactions experienced through having a good job and a good life.

1.3 Benefits of Quality of Work Life

In general, the benefits of Quality of Work Life include:

1. Healthier, satisfied and productive employee, and
2. Efficient, adaptive and profitable organization.

Specifically, the benefits are:-

i. More positive feelings towards one’s self (greater self-esteem);
ii. More positive feelings towards one’s job (improved job satisfaction and involvement);
iii. More positive feelings towards the organization (stronger commitment to organization’s goals);
iv. Improved physical and psychological health;
v. Greater growth and development of the individual as a person and as a productive member of the organization;
vi. Decreased absenteeism, turnover, and fewer accidents; and

Quality of Work Life provides a wide range of benefits and social security, which makes improvement in productivity, reduction in absenteeism, turnover, sick leave, alienation etc. QWL benefits also include financial services, consumer services, career counselling, employee information reports, retirement benefits, recreational services and health safety measures.

Though the positive effect of Quality of Work Life is already established, all parties of the organization still resist to any schemes or procedure to improve QWL. The management may feel that the QWL at present level is satisfactory enough and no steps need to be taken to
improve it. They fail to measure the impact of improved QWL on the psyche of the employee, though all employees basically aspire for satisfaction. Employees on the other hand resist to changes with a pre-conceived notion that any scheme the management takes up would be to increase production without extra cost. A major barrier to improve QWL is lack of financial resources. Employers with their limited financial resources think twice before providing better working conditions, offering better wage and implementing other programmes of QWL.

However, the situation is slowly changing for good. All parties of organization, i.e., employer, employees and trade unions are realizing the importance of QWL. Employees also are taking up awareness programmes to educate employees in this regard. Thorsrud (1982, p. 9) a researcher viewed “ Even within the same country, there may be important cultural differences with regard to the relative importance of motivating factors, and therefore, there is a need to find local solutions to QWL problems, rather than applying uniform principles which cannot be adopted to local requirements.”

Lahrer (1982) indicated certain conditions which help to overcome the Quality of work life difficulties:

1. Acknowledgement by both parties of ‘mutuality of concerns’ and specific identification of these concerns;

2. An understanding that joint activities will, in fact, be joint and supportive of continuing integrity of both parties;

3. Acceptance of QWL concepts as the norm by the management, by union leadership and by middle management and supervision;

4. An administrative structure to provide guidance for QWL project activities;

5. An established character for QWL committees and project activities, specifying ground rules, responsibilities, authorities, etc.;

6. A clear-cut understanding that joint ownership of the entire QWL is a reality and open acknowledgement of what each party express to receive as benefits; and

7. A mechanism for involvement, handling substantive issues, worthwhile participation in personal terms and influencing affairs of the organization and a provision for knowledge and skills to deal with such problems effectively [cited in Venkatachalam
1.4 Statement of the Problem

The quest for improving productivity through human resources has its beginning in the early 1900s. Since then continuous research and experiments have been undertaken to understand human beings at work and the ways to improve their job satisfaction, balanced with the organizational goal so as to combine better productivity with job and employee satisfaction.

Quality of Work Life in an organization is essential for the smooth running and success of its workers. The work-life balance must be maintained effectively to ensure that all workers are running at their peak potential and free from stress and strain. The Quality of Work Life can affect such things as workers timings, his or her work output, his or her available leaves, etc. Quality of Work Life helps the workers to feel secure and like they are being thought of and cared for by the organization in which they work. An organization’s Human Resource department assumes responsibility for the effective running of the Quality of Work Life for their workers.

An organization fulfils itself through work, which gets accomplished through persons in their mental and manual engagement. Work is the core of life, it means autonomy, it pays off in success, and establishes self-respect or self worth (Rosow, 1974). The quality of organization depends on the quality of work, which is further controlled by employees. Hence employee satisfaction is a very important matter for an organization’s growth and development. Dissatisfaction with working life is a considerable factor that affects almost all employees, regardless of position or status. This being the real fact and since there was absenteeism and lack of job satisfaction among the workers in Rajasthan, this research would make an attempt in this regard and has undertaken the current study on Quality of Work Life among workers working in textile industries in Rajasthan and to offer suitable suggestions and recommendations for the organization to take necessary steps to improve the Quality of Work Life among its workers.

The present study undertakes detail investigation on the different approaches of Quality of Work Life of textile industries workers’ in Rajasthan. Textile industries of Rajasthan are suffering from many problems. Poor quality of work life may be a major cause for inefficient functioning of the textile industries in Rajasthan, which needs proper emphasis. Therefore, it
is very important to investigate the views of employees on QWL and the present state of Quality of Work Life of textile industries workers’ in Rajasthan.

Rajasthan is located in the north-west of India is famously known as the "Land of Princes". Sprawling over an area of 3,42,239 sq.km, Rajasthan is the largest state in the country, in terms of area. The state along with its capital city of Jaipur and 33 districts leads the other Indian states in respect of heritage as shown below:

Illustration 5: Map Showing the State Capital and Different Districts of Rajasthan.


The state of Rajasthan with a population of 72,307,157 and the state have a growth rate of about 21% percent which is the 11th highest growth rate in the country. In this state, literacy rate is 66.1% as per the census of 2011, population density 200 per sq. km, total labour force during the year 2010-11 in Rajasthan is estimated to around 18.03 lakhs and a large segment of the labour force remains outside the organized labour market and wage labour system and the nominal wage rate index registered an increase compared to the earlier years.

Rajasthan started experiencing industrial development between 1950 and 1960. The main industries of Rajasthan include textile, rugs, woollen goods, vegetable oil and dyes. Heavy industries consist of copper and zinc smelting and the manufacture of railway rolling stock. The other industries related to Private Sector include steel, cement, ceramics and glass wares, electronic, leather and footwear, stone and other chemical industries. The industrial sector accounts for about 32.5 per cent of the total share of the state's economy.

Textile Industry is the oldest industry of the country and of Rajasthan also. Presently, Textile industry is the back bone of the Rajasthan state’s economy and is also the largest employer in
organized and unorganized sector after agriculture. Rajasthan is considered as India's second largest producer of Polyester Fibre. Besides these, Rajasthan is also involved in the large scale production of cotton and wool in the country. In total the production of Textiles accounts 21.96% in the state. Rajasthan also produces huge quantities of spun yarn and hence is the fourth largest producer in India. Rajasthan contributes over 7.5 per cent of India’s production of cotton and blended yarn.

The key factor responsible for development of textile industry in Rajasthan is availability of cotton and wool in the state. Abundant availability of this key raw material has prompted many textile units to locate in the state. With a network of backward and forward linkage, Rajasthan’s textile industry offers significant competitive advantage to the industry. Availability of trained labour is another factor contributing to the success of the industry in the state.

The Quality of Work Life improvement was not considered as an important factor in Rajasthan’s Textile industries but now the Government of Rajasthan, Honourable Chief Minister, Ministry of Textiles, Government of India and the State Industry Minister has put in place a comprehensive array of policies aimed at bringing about significant socio-economic improvement so that Rajasthan always occupy a prominent state position on the Textile map of the country and will help it to become a textile hub in the country. The management, workers and trade unions are also taking an initiative to improve the industrial environment from the viewpoint of economic, social, and political for greater prosperity and productivity.

In Rajasthan, there is a vast group of workforce that is unorganized. So, the proper time has come to consider the need to improve their Quality of Work Life and Quality of Life. Dissatisfaction among workers against job, monotonous job profile and lack of responsibility, low productivity, continuous updating of technology and entry of more global companies in Indian market has increased the need for improving Quality of Work Life in Rajasthan.

Job creation is a very important issue in Rajasthan. But it is also equally important to improve the Quality of Work Life for those already employed in different organizations and industries.

Therefore, now the scholars, managers, administrators, government and behavioural scientists are devoting attention on Quality of Work Life for a better work environment and productivity, national development and prosperity and finally for a better work satisfaction and better life.
Mewar Chamber of Commerce & Industry (MCCI) is the recognized Divisional Chamber of 7 Districts of South Rajasthan – Bhilwara, Chittorgarh, Rajsamand, Udaipur, Dungarpur, Banswara and Pratap Garh. South Rajasthan is the main industrial hub having large number of Cement, Textiles and Mining industries, almost entire textile industry of the State is concentrated in this region and Bhilwara has emerged as India’s largest manufacturer of fabrics. Also known as Textile City of India, it is a famous industrial town in Rajasthan. MCCI represent all spectrum of textile industry; it is also known as one of the main textile industry organization of the Country.

Since the initial years, this Chamber has been active to safeguard the interests of the trading and industrial communities and to promote the industrial environment in the Region and gradually its efforts were recognized and it was given representations in various District and State level committees and other platforms by the Government. There are 16 textile mills working under MCCI.

Workers’ from 5 (five) textile industries were selected for the present study. The following are short descriptions of the five textile mills selected for the study:

1. **Sangam Spinners Ltd., Bhilwara:** Sangam's Textile Industries at Bhilwara, Rajasthan born in 1984, are one of the largest and most modernised industries in the country with 10,000 employees. The Group's Spinning division is ranked amongst world's largest PV Dyed yarn industry. The flagship brands 'Sangam Suitings' and 'Sangam Denim' are the most trusted brands of premium textiles in the Country.

2. **Nitin Spinners Ltd., Hamirgarh:** Nitin Spinners Ltd., established in 1993, is an ISO 9001:2008 company and a Government of India recognized Export House, is one of the largest producers of 100% cotton yarn and fabrics in India. It has combined installed capacity of nearly 80000 spindles and 4000 rotors, manufacturing 25000 tons of yarn and threads per annum, the company has carved a niche for itself on the textile map of the country and possesses one of the best pool of skilled workforce in the textile industry.

3. **Rajasthan Spinning and Weaving Mill Ltd., (RSWM), Gulabpura:** RSWM Limited, the flagship company of the LNJ Bhilwara Group established in 1961, is a professionally managed, progressive and growth oriented company with business interests in Yarn, Fabrics, Garments and Denim. It is one of the largest producers and exporters of polyester viscose blended yarn in the country with employee strength of
The company operates around 3,60,000 spindles and produces 1,00,000 MT of yarn per year. It is equipped with in-house fabric weaving and processing facilities, with an installed capacity of 12 million metres per annum. Modern technologies and world-class skills have enabled the company to produce the finest quality adhering to stringent international norms.

4. Shri Rajasthan Syntex Ltd., (SRSL), Dungarpur:- Founded in the year 1981, Shree Rajasthan Syntex Ltd. (SRSL) is an integrated producer of textile raw materials including Synthetic Spun Yarns, Cotton Yarns and Polypropylene Yarns. The company employs more than 3500 workmen at 2 different manufacturing facilities in the state of Rajasthan in India. The company produces 2500 MT of yarn every month and has installed the latest state of art machinery in its plants.

5. Reliance Chemotex Industries Ltd., Udaipur:- Reliance Chemotex Industries Ltd., an export house recognized by the government of India, is a synthetic spinning unit set up in 1979 at Udaipur, Rajasthan. Reliance Chemotex Industries Ltd. has a versatile product mix of fibre-dyed and blended yarns of polyester, viscose, and acrylic. Production of good quality ring spun, fibre-dyed 100% viscose and 100% polyester yarn is the specialty of the company and at present, the plant has 38,400 spindles with state of the art machinery from the blow room to spinning and finishing.

1.5 Significance of the Present Study

“Workers and management related problems lead to the lockout of Maruti Suzuki’s Manesar factory”. This is the current hot topic that highlights that a lack of cordial relationship between management and the workers can hamper the growth and survival of the company.

Post liberalization environment give rise to number of industries which brings competitive business war in India and among them, textile industries are the one.

Textile industries in India are the largest employment generator. The outlook for textile industry in India is very optimistic. It is expected that Indian textile industry would continue to grow at an impressive rate. But, every organization is facing unique problems, some organizations may have old technology, some may lag in financial strength and some may have obsolete products, some may not provide good working environment, and some may not have job security and the presence of any of these factors may affect the quality of life and Quality of Work Life of an individuals working in an industry.
Textile industry is a subsystem of the society, the performance of this subsystem will certainly affect the social system. If textile industry performs in the effective and efficient manner, it will certainly add to the development of our society as well as nation. In addition to the other factors responsible for inefficient functioning of the textile industry, poor Quality of Work Life may be a factor, which needs proper emphasis. The problem of employees’ adjustment to their work situation is reflected through their job satisfaction and perception of QWL. The knowledge of Quality of Work Life is vital towards understanding their problems with their work place and also towards adopting suitable policies for making them happier with their work situation.

However, many Indian textile industries are also not spared from the same kind of problems and any attempt to improve 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 “Favourableness or unfavourableness of a total job environment for peoples”- Davis and Newstrom (1985).

Walton (1974) attributes the evolution of Quality of work life to various phases in history. Legislations enacted in early twentieth century to protect employees from job-injury and to eliminate hazardous working conditions, followed by the unionization movement in the 1930’s and 1940’s were the initial steps in this direction. Emphasis was given to job security, due process at the work place and economic gains for the workers. The 1950’s and the 1960’s saw the development of different theories by psychologists proposing a positive relationship between morale and productivity that improved human relations. Attempts at reform to acquire equal employment opportunity and job enrichment schemes were also introduced. Finally in the 1970’s the idea of Quality of Work Life was conceived which according to Walton, is broader than these earlier developments and is something that must include the values that were at the heart of these earlier reform movements, and human needs and aspirations.

There are two ways of looking at what we mean by Quality of Work Life. One way equates Quality of Work Life with a set of objective organizational conditions and practices. The other way equates Quality of Work Life with employees perception that they are safe, relatively well satisfied and are able to grow and develop as human beings and this way relates Quality of Work Life to the degree to which the full range of human needs is met and will lead to a common determination of whether a good Quality of Work Life exists.
A growing number of industries recognized that employees are more likely to choose a firm and stay there if they believe that it offers a high Quality of Work Life because a high Quality of Work Life is related to job satisfaction which in turn is a strong predictor of employee absenteeism and turnover. A firm’s investment in improving the Quality of Work Life also pays off in the form of better customer service and helps the industries to survive in the period of increased globalization and competition threat.

To improve the Quality of Work Life, the work satisfaction of employees is to be considered as a motivational strategy. The improvement in the Quality of Work Life is sought to be achieved through re-organizational and re-structuring of job content. Quality of Work Life scheme involves changes in values, norms, systems, styles, processes, and structures in the organizational process. The main thrust is in optimizing the job satisfaction available to employees. In the total system of Quality of Work Life, the process of bringing desired change itself is very important. It has been proved that participative process where the employees concerned are involved in bringing the change brings more effective results.

In the views of Johnstone (1993), Quality of work life is more than simply a concept, means or an end. It embodies the following inter-related sets of ideas:

i. Ideas dealing with a body of knowledge, concepts, experiences related to the nature, meaning, and structure of work.

ii. Ideas dealing with the nature and process of introducing and managing organizational change, and

iii. Ideas dealing with outcomes of results of the change process.

The concept of Quality of Work Life views work as a process of interaction and joint problem solving by working people- managers, supervisors, and workers.

The present study will be conducted to examine whether the work related factors and the demographic factors have any relationship with Quality of Work Life and to investigate the perceptions of the workers about the existing and expected Quality of Work Life in textile industries located in and around Rajasthan. The work related factors are combined in seven categories:

i. **Working Environment**: Quality of work environment is an essential element for Quality of Work Life. The management can normally ensure such an environment in the following way- continuous, committed and concerted housekeeping, safety
provisions and promotion, welfare amenities upkeep and environment, and occupational health and medical services.

ii. **Welfare Measures**: Quality of welfare measures is an essential element for Quality of Work Life. The welfare measures need not be in monetary terms only but can be in any kind or forms. Employee welfare measures include monitoring of working conditions and creation of industrial harmony such as having a proper grievance redressal procedure is a must for an organization because it helps in revealing the problems of the workers not only at the workplace but also beyond its periphery.

iii. **Safety Measures**: Quality of safety measures is an essential element for Quality of Work Life. An organization must create working conditions that are physically and psychologically safe for its workers. The emergence of ergonomics in the 1950’s has significantly improved equipment design and plant layout to enhance the physical as well as psychological comfort and safety of the workers.

iv. **Benefit Measures**: Quality of benefit measures is an essential element for Quality of Work Life. Benefit measures are the benefits in kind (also called fringe benefits, perquisites or perks) is various non-wage compensation provided to employees in addition to their normal wages or salaries like canteen facilities have become a must today. Canteen facilities form an important factor in determining the estimation of worker on the company’s care for them.

v. **Supervision**: Quality of supervision is an essential element for Quality of Work Life. Supervision means to watch over or to oversee the work or tasks of another and a good and cordial employer-employee relationship would ensure a high Quality of Work Life.

vi. **Participation in decision-making**: To maximize enrichment of Quality of Work Life, the management has to generate a sense of involvement among the workers. For instance the activities like celebration of the anniversary of the departments, by involving all the staff can give a sense of togetherness among them. Formation of participative group like Quality circles enable the committed work teams, voluntarily take up improvements in their area of work can also help to enrich the Quality of work life in an organization.

vii. **Communication**: Proper communication is an essential element for Quality of Work Life because it helps to motivate the workers to reach their full potential for contribution and growth by boosting up the confidence level of the workers.
So, it can be said that a good and a high Quality of Work Life can result into a happy and healthy employee who would give better turnover and would make good decisions and would positively contribute to organizational goals and an assured good Quality of Work Life would not only attract young and new talents but would also help in retaining the existing experienced talents and the regular assessment of Quality of Work Life can potentially provide organizations with important information about the working environment, welfare, safety, benefit, supervision, participation and intercommunication of their people.

No substantial work has so far been carried out on QWL of textile industries in the context of Rajasthan. This study attempts to analyze and compare the Quality of Work Life across textile industries in Rajasthan and it is expected that the results of this study may be a major contribution to the existing literature. In addition the researchers and academicians will also get relevant information that will be helpful for their research and teaching in the respective fields. It will also be useful guide to formulate pragmatic industrial policy at the national level.

1.6 Objectives of the Study

The main objective of the study is to assess the views of employees’ on Quality of Work Life. However, the present study will attempt to achieve the following objectives:

OBJECTIVES:

i. To investigate the satisfaction of workers about the existing and expected Quality of Work Life in the textile industry.

ii. To identify the significant gap between the existing and expected Quality of Work Life.

iii. To identify the impact of work-related factors and to see the impact of demographic variables on the existing Quality of Work Life of workers in the textile industries.

iv. To suggest suitable measures to improve the Quality of Work Life.

v. To identify the major areas of dissatisfaction if any, and provide valuable suggestions related to the improvement of the workers satisfaction in those areas.
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