CHAPTER – 5

CONCLUSION AND RECOMMENDATIONS
5.1 Summary of the Study

Quality of Work Life (QWL) plays a pivotal role in the life of the human resources working in an organization because an individual devotes a major part of their lives to work. Quality of Work Life is the Quality of Life that a human resource experiences at his/her work place.

Dissatisfaction with working life is a severe problem, which can affect every single individual working in the organization regardless of their position or status. The present study undertook a detailed investigation on the Quality of Work Life of workers working in the textile industry in Rajasthan.

The present study was undertaken to assess the views of workers on Quality of Work Life (QWL) of five selected textile industries (Sangam Spinners, Bhilwara, Nitin Spinners, Bhilwara, RSWM Gulabpura, Shri Rajasthan Syntex Ltd., (SRSL), Dungarpur and Reliance Chemotex Industries Ltd., Udaipur in Rajasthan. A sample of 1200 workers was drawn from five textile industries and from each industry 240 workers were selected randomly. Data were collected from the sample of the five textile industries during the period from 10th January, 2015 to 21st September, 2015. Each respondent was interviewed personally through a questionnaire and data were collected from the respondents after convincing them about the objectives and importance of the present study.

The data were processed through microcomputer, simple percentages were calculated and graphical methods were used for a smooth and accurate analysis of the data, advanced statistical analysis software like the SPSS were also used. Mean and standard deviation values were computed to see the extent of difference and the significance level while studying existing and expected Quality of Work Life (QWL). Correlations between work-related factors like- pay and compensation, participation in decision making, supervision, communication and working environment were calculated to analyse the existing Quality of Work Life of the workers working in the textile industry of Rajasthan. Suitable statistical tools using SPSS like regression analysis have been used to test the hypotheses. Secondary data was used and content review analysis was done to develop the three case studies. Qualitative methodology is an approach to research that facilitates exploration of a phenomenon within its context using a variety of data sources as this ensures that the issue is not explored through one lens, but rather a variety of lenses which allows for multiple facets of the phenomenon to be revealed.
The following are the major findings based on the examination of the hypotheses:

**Hypothesis – 1: Work related factors leads to a better Quality of Work Life.**

Regression analysis was applied to calculate the beta coefficient between the work related factors and Quality of Work Life and t-value was significant at 1% level of significance. This result indicated that work related factors leads to a better Quality of Work Life. It can be said that work related factors like- working environment, welfare, safety and benefit measures of the industry, participation in the decision making, supervision and communication can immensely contribute to the Quality of Work Life of workers working in the industry. So, a proper focus and improvement in these factors can lead to a positive Quality of Work Life.

**Hypothesis- 2: Demographic factors influence the perceived level of Quality of Work Life.**

Regression analysis was applied to calculate the beta coefficient between the demographic factors and Quality of Work Life and t-value was significant at 1% level of significance. This result indicated that demographic factors influence the perceived level of Quality of Work Life. It can be said that demographic factors like- gender, age, educational status, job experience, family size and annual income of the workers influence their perceived level of Quality of Work Life. For example- women workers suggested for a flexible working hours so that they can manage their personal and professional life proficiently. So, all the demographic factors should be kept in mind in order to make a positive impact on the Quality of Work Life of the workers working in the industry.

**Hypothesis- 3: There is a significant gap between the existing and expected Quality of Work Life.**

A comparison of the existing and expected Quality of Work Life mean score showed that there exists a gap between what is present and what is expected. A paired t-test was significant at 1% level of significance. This result indicated that a significant gap exists between the existing and expected Quality of Work Life of textile industry workers. It can be said that the workers in the textile industry want a good working environment which can improve their career growth, financial solvency and job satisfaction.

Quality of Work Life is related to job satisfaction and productivity. A poor Quality of Work Life in an industry has an immense effect on the productivity and job satisfaction of the
workers working in the industry. So, it is immensely important to provide such kind of a working environment to the workers where they can work with great satisfaction in all respects related to their individual, security, safety and social needs because ultimately, workers’ satisfaction can produce a better quality output and can enhance the industrial growth.

5.2 Conclusion and Recommendations

5.2.1 Conclusions

The objectives and results of the research – “A study on Quality of Work Life among workers in Textile Industries in Rajasthan” have been shown in the following table (118).

<table>
<thead>
<tr>
<th>S. No.</th>
<th>Objectives</th>
<th>Results</th>
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<tr>
<td>1.</td>
<td>To investigate the satisfaction of the workers about the existing and expected Quality of Work Life in the textile industry.</td>
<td>Workers of textile industries in Rajasthan are mostly dissatisfied with the existing Quality of Work Life (QWL). The workers feel that the QWL in textile industries in Rajasthan is not at all conducive for their personal and professional growth. The QWL factors like- pay and allowance, participation in decision making, compensation and interpersonal relations have an adverse impact on job satisfaction and productivity of the workers in textile industry.</td>
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<td>2.</td>
<td>To identify the significant gap between the existing and expected Quality of Work Life.</td>
<td>Workers responses in five textile industries and table (112) and (113) showed that a significant gap exists between the existing and expected Quality of Work Life. The study clearly proved that in the textile industry Quality of Work Life was not a known concept. As per the analysis, majority of the workers were not aware of the concept of existing and expected QWL in the textile sector. So, the companies needed to put in more efforts and make the workers aware and ensure a suitable work setting that enhanced the QWL.</td>
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3. To identify the impact of work-related factors and to see the impact of demographic variables on the Quality of Work Life of workers’ in the textile industries.

The present study revealed that improvement in the work related-factors like- working environment, welfare, safety and benefit measures of the industry, supervision, participation in decision making and communication is required and would lead to a better Quality of Work Life and the analysis clearly indicated that demographic factors especially age and gender had an impact on the QWL of workers in the textile industry.

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

Suitable measures to improve the Quality of Work Life of workers in the five textile industries have been discussed in the recommendations section of this chapter.

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

Workers of textile industries rated pay scale, communication, bonding with the team and proper recognition as crucial factors that are needed to enhance the QWL in the industry. The workers those who get higher pay and a better promotional opportunity in the textile industry have considered the Quality of Work Life as favourable. So, the valuable suggestions related to the improvement of the workers satisfaction in those areas have been discussed in the recommendations section of this chapter.

The studies that narrate the similar or different results are as follows:

**Rochita Ganguly, Mukherjee (2010)**, researched on “Quality of Work Life and job satisfaction of a group of university employees”, the nature of their job satisfaction, the nature of association between QWL and job satisfaction. The results indicate that the selected group of university employees perceived different aspects of their QWL as either uncongenial, that is, autonomy, top management support and worker’s control mainly or they
have had a certain amount of dilemma to comment on a few other aspects such as personal growth opportunities and work complexity mainly bearing the potential involving a slight trend of negative opinion.

**B. Alireza et.al. (2011),** researched on the “relationship between Quality of Work Life and demographic characteristics of information technology staffs”. The dimensions of QWL used were fair compensation, safe and healthy environment, growth and security, social relevance, life span, social integration, development of human capacities and age, gender, work experience and income was been taken as demographic factors. Results showed that there is no significant relation found between gender and QWL but positive significant relationship was found between IT staff work experience and QWL and IT staff income and QWL.

**Subburethina Bharathi, Umaselvi and Senthil Kumar (2011),** conducted a study on “Quality of Work Life: perception of college teachers”. This study found no significant difference between sex, family, age, designation, various income levels and type of college, native place of the respondents and their perceived level of overall QWL in teaching environment. It was also found that there is a significant association between QWL total and QWL in teaching environment total. The study showed that QWL of college teachers is in low level.

**Ayesha T. (2012),** evaluated the “Quality of Work Life of the faculty members of private universities in Bangladesh” with the objective is to investigate the factors affecting the overall perception of QWL. Dimensions of QWL was taken fair competition, growth security, work and life system, development human capacities, social integrate, social relevance. This study results showed dimensions are significantly co-related with QWL. There is highly satisfaction in the female regarding QWL dimensions compared to male. Teaching experience of less than one year is more positive about their QWL and its related dimensions compared to experienced teachers.

**Bhuvaneswari, Sugunya and Vishnu Priya (2012),** in their study examined the “Quality of Work Life among employees in Neyveli Lignite Corporation (NLC) Limited, Tamil Nadu”. The findings revealed that majority of the respondents were satisfied with their job, nature of job, salary, co-operation with colleagues, training and development, freedom to work, rewards and recognitions, social and cultural programmes, health, safety and welfare measure and Quality of Work Life. It was also found that all the employee benefits and other facilities
show above neutral on satisfaction. Thus, the effort of NLC management for upgrading the living standard of the employees is encouraging and unique.

Aloys.N.K (2013), researched on working environment factors that affect Quality of Work Life among attendants in petrol stations in Kitale town in Kenya”. The objective was to identify working environment affect on QWL. The findings showed that positive co-relation exists between work environment and mode of QWL job enrichment, job rotation, autonomous, flexible working time, workgroups, career growth and development, relation with supervisor. The result showed that there is no significant relation between experience, career growth and development. There was the most significant relationship between work environment and organizational trust then physical environment. The relationship between colleagues and supervisor affects the work environment on QWL.

Jerome. S. (2013), undertook a study on “Quality of Work Life of employees at Jeppiaar cement private Ltd.”. Variables used for this study were compensation, work environment, social relation, job satisfaction, safety and healthy environment, welfare and opportunities for use and development of skills and ability. Result showed that there is no significant relationship between the income and QWL. There is no significant relationship between the age of the respondents and their overall QWL and no significant relationship between the educational qualification of the respondents and their overall Quality of Work Life.

Hosmani A.P. and Shambhushankar, Bindurani. R, (2014), conducted a study on “impact of Quality of Work Life on job performance amongst employees of Secunderabad division of South central Railway”. This paper aims to analyze the impact of Quality of Work Life and employee performance among the employees of Secunderabad division of south central railway. Several aspects of QWL were analyzed including working conditions, safety measures, welfare practices, career development opportunities, etc. The results revealed that the employees in general were satisfied with the different measures of QWL programs in the organizations which enhance the employee job satisfaction which in turn enhances the employee job performance.

Dr. Barkha Gupta (2015), undertook a study on “an empirical study of impact of demographic variables on Quality of Work Life among insurance sector employees in Indore division”. This research study attempted to find out the impact of age, income, gender and experience on Quality of Work Life of Insurance sector employees. The study revealed that
age has a positive impact on QWL. Income and experience also has an impact on QWL of employees but gender has no impact on QWL of employees.

**Saugat Bose (2015)**, conducted a study on “analyses of Quality of Work Life in Bangladesh: a comparative study on software firms”. The research investigated the impact of designation, experience and age factors among software firm employees in Bangladesh on existing and expected Quality of Work Life. For the purpose of this study nine determinants of QWL were selected. The result indicated that the designation, experience and age of software firms employees’ in Bangladesh do not alter their rating of the existing and expected QWL. According to the study few suggestions were proposed to improve the QWL environments of Bangladeshi software firms.

The above studies narrate the similar or different results and all the above studies concludes that Quality of work life is an environment that promotes and maintains employee satisfaction with an aim to improve working conditions for labours and organizational effectiveness for employers. In QWL organizations, work is meaningful and done in a team arrangement. It plays a radical role on employee work performance and productivity. Allowing employees who have knowledge, skill and experience to participate in decision making make them to work enthusiastically and give recognition to them in their work which also promotes cooperation and conflict management, employee commitment, self-efficacy and organizational effectiveness.

### 5.2.2 Recommendations

The following recommendations are made in the light of the findings of the present study and the suggestions provided by the workers at the time of the survey to bring about desired changes in Quality of Work Life of textile industries at Rajasthan which will indeed, improve the level of productivity of workers and would make them satisfied with their present job.

1. Workers wages should be revised as rate of inflation is increasing which results into hike in the prices and the payment should be made on time as most of the workers feel that they are not paid on time and there should be a fewer pay cut at the time of absence especially during an emergency leave because workers get a daily based wages. Work load is more but there is no leave and even if the workers take leave the amount gets deducted from their pay. So, the daily based wage system should get converted into a monthly wage system. Workers have also suggested that management should share profit with workers, that is, a proper
profit-sharing system should be developed within the organisation and a separate workers welfare fund needs to be created in the industry. Working hours should also be less as most of the workers are not satisfied with the working hours in their industry as they feel that they work more but are paid less. On the other hand, few workers feel that working hours should increase as because with the increase in working hours workers would get extra incentives for extra hours as the actual wage is very less but many of the workers feel that the incentives are also not paid on time.

2. Majority of the workers are not at all satisfied with the canteen food and service in their industry because after interacting with the workers the researcher has found that most of the workers fell ill after eating the canteen food which is quite harmful for the health of the workers and they have also disclosed that in the industry canteen, rats roam freely so they feel very scared to eat the canteen food. So, the workers have suggested to improve the quality of canteen food by making it hygienic and to make it more affordable especially the tea as they need to pay for the canteen food. Many of the workers have also suggested that canteen food should be given to them free of cost.

3. ‘Workers participation’ and ‘Workers involvement’ concept is getting boosted-up now-a-days. Management should focus on creating more workers participation programmes so that the workers can get an opportunity to participate and express their views and ideas in organizational decision-making process and the management should listen to workers ideas. This would certainly develop a sense of belongingness in them.

4. It has been found that most of the workers are not satisfied with the air conditioning and illumination facility of their department because of which they get exhausted very easily and very fast especially during summer season because Rajasthan is known for its hot climate, sometimes also get injured because of poor lightning and are unable to work properly especially in the night shift as poor illumination facility leads to many minor and major accidents at night. Workers have suggested that air conditioner temperature must decrease inside the department where workers work so that they can get some cool air especially during the summer season because the management set the temperature at high degree because of which workers feel extreme hot and tired and while working during summer their whole clothes gets very wet. So, the air conditioning and illumination facility needs to improve in each and every department in order to enhance the productivity of the workers in the textile industry.
5. Researcher has found after interacting with the workers that they get only 1 hour for rest which is included in the lunch break itself and the work load is more because of which they feel more exhausted which in turn impact their productivity. It has been found that only 20-25 minutes time has been allotted for lunch break and the management asks workers to take a rest at the lunch time only. So, the workers have suggested that rest time should be of 1-2 hour and it should be separate from the lunch time. Workers have also suggested that time duration for lunch should also increase.

6. It has been found during the survey that majority workers are not satisfied with their industry’s increment policy as the increments are given to the workers once in a year and that also of rupee 1 or 2 and no special bonus is being given to the workers on special occasions and festivals like- Diwali, Holi, Puja, Id, etc. So, the increment should be regular and should be of more than 1 or 2 rupee in order to satisfy workers financially and incentives provided to the workers should also increase. It has also been found that rules and regulations related to compensation are also not adequate and fair. Compensation rules and regulations needs to be fair and adequate in order to cater to the financial needs of the workers.

7. It has been found that most of the workers found their workplace dirty which leads to pollution. There is a dust and pollution problem within the organisation and the management is not paying any attention to it and it is quite harmful for the health of the workers. So, proper cleanliness needs to be maintained at the workplace. Workers spit on the floors of the industry. Proper cleanliness facility like – dustbins, spittoons should be kept within each department in order to ensure clean, pollution free and healthy environment to the workers.

8. It has been found that majority of the workers are not satisfied with the welfare measures of their industry which affects their morale and well-being. Work place should be run in a systematic manner with equal attention to all the work related factors in order to keep the workers satisfied and happy. The management must develop separate welfare policies for the senior or aged workers for e.g. - more rest time must be provided to the aged or senior workers as most of the workers believe that their industry does not take proper care for the welfare and safety of persons of all ages.

9. It has been found during the survey that most of the workers do not believe that their industry offers a sufficient number of toilets and clean toilets to them. Sufficient number of toilets and clean toilets must be provided to the workers as in one department there are only
two toilets but number of workers working in one department like- in an auto care department of one textile mill there are only 2 toilets and the number of workers working in an auto care department alone are 200-250.

10. Researcher has found after interacting with the workers that in most of the textile industry no rest room and not even a single textile industry provide lunch room facility to the workers. And even if few textile industries provides rest room facility to the workers but the management keeps it locked and does not allow the workers to enter the rest rooms as the workers has clearly stated during the interaction that the management only opens the rest rooms during the time of inspection which shows that even if the management of the industry has created rest rooms for the workers but it serves no purpose at all as they are just trying to impress the inspectors or investigators which needs to end as proper rest room and lunch room facility enhances the efficiency of the workers. No textile industry provides crèche facility for the women workers so women workers has suggested for a crèche facility in the industry so that they can bring their small children along with them and can work tension free as the child will remain in front of their eyes and the workers has also suggested that an appropriate workers child education scholarship and scheme should be developed by the industry.

11. The researcher has found that majority of the workers are not treated with respect at the place where they work. Respect should be given to the senior and older workers and other workers should also be treated with due respect as they are also human beings and everyone’s behaviour towards the workers should be good and cordial.

12. Majority of the workers are not satisfied with the safety facilities provided to them by the industry and do not at all believe that the safety and well-being environment at their work place is safe. Workers do not at all trust the management of the industry because many a times shortcuts are being undertaken as far as the safety of the workers is concerned. Like, one worker has shared during the survey that he gave 40 years of service to the organisation and in return his eye- sight vision has become blurred because while working with the machine many tiny harmful particles got inside the eyes and he also shared that the management only thinks about production and does not at all focus on the welfare and safety of the workers. The management needs to focus on all safety and welfare related factors in order to improve the workers Quality of Work Life.
13. Researcher has found after interacting with the workers that most of them are not at all satisfied with the water facility in their industry for both summer and winter season as during summer season hot water is being provided to the workers. Management should set up water coolers so that the workers can get cold water during the summer season as in Rajasthan it is very hot and they have also expressed their need to be allowed to drink water according to their wish as they always need to take permission to drink water from the supervisors and workers has also suggested that water supply should be of 24 hours.

14. Most of the workers do not agree that they have the liberty to perform their duties independently because for each and every decision they have to depend upon their supervisor or management. Some autonomy and liberty to take decisions regarding their work should be given to the workers. They should be assigned tasks which are full of involvement, challenges and risk. It will boost their need of achievement and would surely improve their performance.

15. It has been found at the time of survey that majority of the workers are not content with the physical working condition in their industry. Workers feel that no one listens to their problems. So, the workers are not happy as the working environment is not cordial. The working condition needs to improve by placing more emphasis on individuals than machines as workers are treated as a liability and not as an asset, making the working conditions in the industry humanised and by making the work place more labour-oriented than production oriented by focusing on each and every Quality of Work Life factors as the workers has clearly stated that they are asked only about production in the meetings and not about their problems and their needs and the management talks only about the production and nothing else within the organization and the organisation focus only on achieving its production goals and workers health, safety and welfare does not matter to the organisation or are completely ignored by the management. Industry needs to take care of the welfare and safety of workers of all age group.

16. It has been found that majority of the workers found training programmes provided by the industry unsatisfactory. Workers have also disclosed that when they share their ideas in the training programme, the trainer does not pay any heed to their ideas. Management should undertake an adequate training programmes for the workers related to occupational health, safety and first aid as workers clearly stated during the survey that they are not well trained for occupational health, safety and first aid, as these training programmes would make...
workers satisfied, educated and motivated. Personality grooming training should also be given to the workers. Trainings should be provided to the workers frequently in order to upgrade their skills and knowledge related to health, safety and usage of machineries. Workers has also suggested that a proper training, guidance, help and induction need to be given to the new workers as most of the new workers do not get adequate training in the textile industry on how to operate the machines efficiently and effectively. Organisation needs to provide proper training to the new workers about the organisation, machines, safety and welfare because according to workers their organisation gives new workers training through senior workers those who do not cooperate and guide properly because of the work load.

17. Majority of the workers believe that regular medical tests of the workers’ are not done in their industry and benefits of the first aid box and the first aid rooms are also not readily available in their industry which creates a lot of trouble for them especially during the time of injury. The management should always keep one first aid box in each department or outside the department so that in case of a minor injury the workers can get treated without any delay and a regular medical check-up or tests of the workers should be done in the industry because it has been found that doctors are not present within the factory premises and one doctor from outside visits the factory once in a month or once in three months but workers has to go on their own to the doctors if they are facing any kind of a health issue or problem. So, the facility for regular medical tests needs to be made available for the workers along with the first aid box facility at each department with separate first aid rooms in the industry and one doctor should be present inside the industry. It will help in creating a more humanised working environment in the industry.

18. Most of the workers feel that they are being provided no facilities at all by the management which decreases their morale and motivation to work better and also reduces their loyalty towards the industry. They also feel that the fringe benefits are not at all good and the facilities provided by their industry demotivate them and has a negative impact on their performance. Management should take care of the workers basic and individual needs and facilities and amenities at work needs to be improved at the earliest as poor facilities and amenities make the workers dissatisfied and the fringe benefits also needs to improve as most of the workers are not at all satisfied with the fringe benefits provided by their industry. Workers in the textile industry perform major tasks for the betterment of the industry. Management and policy makers should take care in order to keep them satisfied in work and
outside the work. Workers have also revealed during the interaction that though the industry mentions that it does not employ child labour but in reality it does employs child labour below 18 years of age and does not at all look after their needs and wants.

19. It has been found that interpersonal relations within the industry are very poor. Good interpersonal relations result into organizational efficiency. The researcher has also found after interacting with the workers that the working environment is not at all participative and each and every member is selfish in the industry. There is no co-operation and unity among the members within the industry. The members within the organisation should help each other as majority of the workers feel that the members in their industry are so occupied with their job that they cannot spare time for their co-workers. Good and cordial interpersonal relations should prevail within the organisation. The relation between management and workers should be more cordial and co-operative and everyone in the industry should work like a family by sharing their experiences to help each other and each and every member’s should interact with each other in terms of ideas and feelings. Management should hold regular meetings with the workers in order to understand their problems and needs. Each and every members needs to work in a group and the inter-group relations should be good and cordial as the inter-group competition and jealousy is very high. The communication and information flow between the departments and the work group needs to improve as the coordination among the different departments is poor, the members’ of different hierarchy should work as a member of a team in the industry and the different departments should have good cooperation. Management should feel that if they support and take care of the workers social need whole heartedly, the goals of the textile industry would be achieved.

20. It has been found that many of the workers has expressed their desire that to safeguard their welfare, strong trade unions needs to be created within the industry in order to avoid any kind of industrial dispute and it has also been found by interacting with the workers that even if in few industries trade union exists, the members of the trade union are appointed by the management and works for the management only which makes the workers very unhappy as they feel that there is so much of a politics within the organisation so many workers believe that there is no use of trade unions within the organisation if it works only for the management. A worker does not have the right to express their opinions or ideas. So, a proper platform should be created where the workers can freely talk about their ideas or opinions because unions in textile industry work for the management, to the management and by the management. A strong trade union is necessary which should work for the workers, to the
workers and by the workers so that the workers voice can be heard by the management and also to look after the welfare of workers in the industry and the unions should realize the importance of Quality of Work Life (QWL) and must strive towards its improvement. Trade unions can take steps to develop human resource by way of arranging seminars and lectures etc. Unions should also take joint efforts with management for the improvement of Quality of Work Life of workers.

21. Many workers have suggested during the survey that proper dress code with safety shoes, identity cards around the neck of workers needs to be made compulsory for the workers within the industry, ear cotton should also be provided to the workers because the machine noise is very high, spectacle for the eyes should also be provided because while working many harmful particles gets inside the eyes and create harm to the eyes and mouth masks should also be provided to the workers to avoid pollution and harmful particles to get inside the mouth while working with the machineries. During interaction with workers researcher have also found that when the investigators come from outside to inspect the work place then the management of the organisation gives the workers safety shoes, ear cotton and other facilities and as soon as the investigators goes away the management again takes away all the facilities given to the workers that were given to showcase the investigators and other officials that their industry is providing all the facilities to the workers but in reality no adequate facility is being provided to the workers in the industry. The management also needs to put into place a feedback system or a grievance redressal system so that the workers can put across their issues with the management. Workers have also suggested that management should follow an open door policy where the workers can freely go to the management and discuss their problems.

22. Management needs to form more teams within the organization and must focus on team work and team incentives as during interaction with the workers it has been found that team building spirit amongst the workers in textile industry is nil or zero and even if team exists within the organization, adequate number of members should be there in it with active involvement of all members within the team as most of the workers feel that they work on their own rather than a team and even if workers work in a team they feel that more members need to be included in it and all team members must work instead of only two or three members as the other members are roaming freely or sitting idle. Management should also
conduct a team building techniques such as - Delphi method and T- training to promote the team spirit within the organisation.

23. It has been found that majority of the workers feel that they do not get appreciated for their performance and skills which demotivate them to perform better. Management needs to appreciate the performance and skills of the workers by establishing a proper performance appraisal system within the industry. Workers have also suggested that management should give rewards to the best workers on special occasion like- Independence day as it would boost up the morale of the workers.

24. Majority of the workers are not satisfied with the career prospects at their work place. They feel that there is no career growth for the older, senior and experienced workers and their job does not give them a feeling of security. Like one worker has revealed during the interaction that he is working for the same position in the industry for the last 7 years. More job growth and job security needs to be provided to the workers by the management. Workers are dissatisfied with management’s cooperation in their career development. Management of textile industry should provide career-counselling facilities to the workers to guide them in their career development.

25. Majority of the workers believe that the leave policy of their industry is not satisfactory. The management needs to amend the leave policies in order to cater to the needs of the workers and the claim of medical benefits provided by the industry should be given to the workers without much hassle because workers does not get claim easily in case of provident fund also and they feel that the claim money goes inside the managements pocket as most of the workers are not satisfied with the medical benefits of their industry.

26. It has been found after interacting with women workers that majority of them are not satisfied with the maternity leave provided to them by the industry as maternity leave is only for the last two months of pregnancy and has suggested that maternity leave should increase and sanitary napkins should also be kept within the factory as none of the textile industry keep it for the women workers and a strong women union is needed to look after the needs and wants of the female workers and job flexibility should be given to the women workers so that they can manage both work and their home proficiently. They have also suggested that there should be proper and separate changing rooms for them and also a separate canteen and a rest room for the women workers. Many male workers whose wife works in the same
industry have suggested that they are doing the same job but their job off timing is different. So, the job off timing for both husband and wife should be same so, that both of them can go at the same time without much hassle and the work timing for the 19 years old children should be such that they can manage and balance both work and study properly and proficiently.

27. It has been found that most of the workers are not satisfied with the conveyance and overtime allowances offered to them by their industry as they feel that payment is low and on the top of that company also deducts conveyance allowance from the payment and they need to pay for the canteen food also. So, workers has suggested that proper transportation facility and conveyance allowance must be provided to them, overtime payment or incentives for extra hours should also increase and proper guest house facility should be provided to the workers those who do overtime duty or work in a night shift in order to enhance motivation and productivity of the workers. Proper care should also be taken of workers working in the night shift by providing them with more time to rest and providing a free tea, snacks and dinner to them as most of the workers feel that they are not being properly taken care of in the night shift.

28. It has been found during the survey that majority of workers consider that their supervisors are not concerned about their welfare and interests, they do not believe that their supervisor treat them partially, they do not feel that their supervisor assists them in completing their task and solving their problems and they also feel that their supervisor does not praise or appreciate their efforts. Workers feel that supervisors, seniors and management do not listen to their problems, they do not guide them properly and they do not listen to workers even when they get injured and they are not at all motivating. The supervisors should also properly guide and assist the new workers within the industry. The behaviour of supervisors, seniors and management needs to be more motivating, appreciating and encouraging in order to build up the morale and motivation level of workers.

29. It has been found that irrespective of the problems many workers would continue with their present job because they feel that they are not so educated and even if in any case they leave the present job they will get a same job in some other textile industry and they know that they have to face the same problems elsewhere. So, despite their problems they are continuing with their present job.
30. Majority of the workers feel that a proper accommodation should be provided to them as they come from the far flung areas to work in a city and even if some textile industries have created workers colony for workers accommodation, it is not well managed and not good as there is no facility and in one room 10-12 workers stays. So, the accommodation for workers should be well managed and 3-4 members should stay in one room.

31. Majority of the workers feel that their job is very monotonous and they are not involved in varied things while executing their tasks. There is nothing new to learn and the organisation should precisely state each and every workers their job specification and job description because it has been found after interacting with the workers that after spending three years in the organisation, they are still confused what they actually need to do while performing their task in an organisation and they also feel that they cannot use their skills and abilities while executing the task on hand. There is no role clarity amongst the workers. So, the workers suggested that their job needs to be made interesting by introducing job rotation and by playing soft and light music within the organisation to reduce stress and proper yoga and meditation rooms should be created within the organisation along with a proper yoga instructor. Organisation needs to provide workers with challenging tasks in order to boost up their need of achievement. The industry provides no recreational facilities for the workers. Management should organise some sports programme for the workers in order to boost up their morale. Recreational activities should also be developed for the workers to make them more efficient and productive as workers have disclosed during the interaction that for recreational activities of workers only television has been provided in a workers recreation room. The management needs to provide few games also like ludo, caroom etc. as it will act as a source of entertainment for the workers those who are staying in a workers colony and the workers those who are stressed out and need some fun and will also help in building team spirit of the workers.

32. It has been found during the survey that most of the workers believe that they are not treated equally at their work place in matters like – workers compensation, job security, increment, promotion, gender etc. So, an industry needs to treat all workers equally in terms of compensation, security and gender inequality should also not prevail within the organisation in terms of work and promotion. Organisation must not differentiate amongst the workers on the basis of gender, religion, age, caste and creed. Most of the workers also feel
that their industry is not a socially responsible unit. The workers suggested that the industry should also focus on corporate social responsibility besides production of goods.

33. It has been found that majority of the workers are afraid of work accidents at their workplace and most of them believe that maintenance of the machineries is not done properly and regularly in their industry which results in accidents and the working environment is also not regularly examined at their workplace. Many workers have been adversely impacted by the work-related sickness or work-related accidents in the industry but no one listens to the workers. Workers working in the industry are really not at all happy. Most of the workers disclosed during the interaction that no one listens to their problems within the organisation and workers are treated as slaves because even if the workers get injured like cut in a hand, they get scolding and are blamed for the cut and are told to continue the work because management and supervisor thinks that it is a minor cut but nobody understands their pain and when a worker gets injured or has an accident the treatment is delayed and while working with the machinery if the workers finger get cut or the entire hand gets cut and totally gets disconnected from their body and they become disabled then also organization does not provide extra facilities and care to the disabled workers. When a severe accident occurs it takes several hours for an ambulance to reach the industry and many times because of the delay in the arrival of an ambulance the worker dies on the spot. Maintenance of the machineries should be done periodically in the organisation in order to avoid any kind of workers injuries and accidents and the working environment should also be regularly examined to promote the welfare and safety of the workers.

34. Majority of the workers feel that the working environment of their industry is not good, alive and ready for changes and their workplace is also not administered in an efficient and effortless way. The working environment should adapt to the changes in the advanced technology and needs to be administered in an efficient and effortless way. Work place should be run in a systematic manner with equal attention to all the work related factors. Most of the workers also feel that security precautions are not enough at their work place. Management should also improve security arrangements in the industry. Top management should involve workers to bring new changes within the organisation and to solve the work-related problems workers ideas should be appreciated and encouraged as the workers feel that their ideas to bring new changes is not appreciated and their views in solving work related problems are
also not taken into account. Management and workers should work cooperatively to make the working environment secure and safe.

Though none of the above recommendations has yet been implemented by the textile industries of Rajasthan selected in the research. The recommendations given in the light of the findings of the present study for the improvement of Quality of Work Life of textile industry workers would surely help the workers to perform better, would improve management and workers relations in the industry and would improve the well-being and growth of the textile industry.

5.3 Rationale of the Study

Several studies have been carried out on the Quality of Work Life which influences the satisfaction and performance of employees all around the world. Majority of them analyze the important Quality of Work Life factors that impact the satisfaction and performance of the employees at the workplace. The studies that do exist generally examine the relationship between Quality of Work Life, Job stress and Performance and the results indicate that higher Quality of Work Life leads to greater job satisfaction and some studies found that employees having low educational background and lower income had better perception of Quality of Work Life than those having higher education and higher income and some studies found that Quality of Work Life is positively related to performance and negatively correlated to absenteeism. Some studies found that Quality of Work Life was significantly higher among the private sector women employees than their counterparts among the private sector women employees than their counterparts in the public sector. Those studies also showed that younger group and higher experienced groups had significantly higher perception of Quality of Work Life than the older and the lower experienced groups. Thus researchers have very little understanding of how the chosen factors may influence the Quality of Work Life at the workplace. Moreover, research on this topic is more common in the western world with few of them in countries like India.

Thousands of studies have been previously conducted to study the various aspects of Quality of Work Life but this topic as far from being exhausted as a research area. The current topic analysed was an absorbing and engaging one. There are various perspectives which need to be considered in context of the theme being investigated. The current study can prove beneficial not only to analysts but also to airports that intend to provide superior services.
The current study however has been restricted to a limited sample and location. Specifically, new studies can be conducted in the area of Quality of Work Life to analyze the impact of Quality of Work Life on the productivity and morale of the employees. It is suggested similar studies in future may expand their scope. Future researches undertaken must also be expanded to include in-depth interviews of the senior management as their support is crucial for the theme being investigated. Alternatively, the impacts of the Quality of Work Life can be studied in an in-depth manner. It is also recommended that analysts employ the interview technique to add comprehensive data in their analysis. Any future study related to the topic thus needs to be expanded and conducted in the different nations. Thus any future researches have a lot of scope for modification and further expansion. All researchers intending to study the topic have a variety of domains to select and proceed with their studies.

The essence of Quality of Work Life of workers’ in textile industries in Rajasthan is to identify the existing gap between the existing and expected Quality of Work Life of workers’ in textile industries and to suggest certain measures to mitigate the gap and to also identify the influence of demographic and work-related factors on the Quality of Work Life of workers’ to provide a perfect solution to the low level of Quality of Work Life of workers’ in the textile industries in Rajasthan in order to enhance their morale and productivity.

The researcher associate her career aspirations with becoming an human resource manager or executive in the textile industry and therefore an in-depth knowledge of employee motivation in this industry is going to contribute to the chances of her success in the chosen career path.

5.4 List of Publications

Publication of results is an integral and essential component of research. As the aim of research is to promote the advancement and dissemination of knowledge, publication and presentations of results to the specialist research and wider community is recognized a fundamental part of the research process. Researcher has discussed few publications. They are as follows:

**Normala, Daud (2010),** conducted a study on “investigating the relationship between Quality of Work Life and organizational commitment amongst employees in Malaysian firms”. The purpose of this paper was to investigate the relationship between Quality of Work Life and organizational commitment among a sample of employees in Malaysia. Seven QWL
variables were examined namely growth and development, participation, physical environment, supervision, pay and benefits and social relevance were examined to determine their relationship with organizational commitment. The results showed that there was a relationship between QWL and organizational commitment and provide insights on how Malaysian firms could improve upon their employees’ commitment.

S. Naganandini Selvaraj (2014), conducted a study on “Review of Quality of Work Life on employee retention in private companies”. This paper aims to discuss the dimensions of Quality of Work Life and factors influencing Quality of Work Life in private companies. The success of any organization depends on how it attracts recruits, motivates, and retains its workforce. The private companies have to realize, creating Quality of Work Life balance among the employees is the best way to retain the talented employees. Quality of Working Life is the secret to attracting and keeping the best employees. The suggestions for private companies to improve the Quality of Work Life for employees are job enrichment, job enlargement, job rotation, counselling, mentoring, considering personal issues of the employees, creating safety and healthy working condition, providing fair salary and compensation, flexi-timing, flexible work, organising office trip, family engagement trip, common lunch, party, yoga, meditation, gym, stress management workshop, offering membership in clubs and associations, outbound training. It was concluded in this study that a high Quality of Work Life (QWL) is essential for all organizations to continue to attract and retain employee and it will positively nurture a more flexible, loyal, and motivated workforce.

Prof. Preeti Nair (2015), conducted a study on “Quality of Work Life: a proactive empowerment approach by organizations - a study of Quality of Work Life in government and private organizations”. This paper attempts to find out the Quality of Work Life in government and private sector organizations. An attempt is made to understand the organization’s approach towards all the human resource aspects. This study enhances the areas in which the organizations can go for a proactive approach through Quality of Work Life and ensure a climate of employee engagement. It was clearly evident from the data that employees of government and private sector both are of the opinion that Quality of Work Life is important and is affected by many factors. Those being motivation, job satisfaction, decision making process, work environment, interpersonal relationship, organisational culture and hygiene factors. However, it was noticed that in both the organizations, employees feel
that they are stressed and do not get enough time to address their family matters. The employees are having participative decision making and good work environment to showcase their best involvement which is an important factor for good Quality of Work Life. The idea is that human resources should be developed and not simply used. The results of the research show that organizations should focus more on culture and interpersonal relationship to have a good Quality of Work Life for the employees for both the sectors. The study revealed that if the two factors are taken care of the Quality of Work Life in government as well as private sector would definitely improve upon.