

## Quality of Work Life and Dynamics of Work -related Wellbeing: An Exploratory Study of Textile Employees

Shivangi Singh and Nirmala Chaudhary

Research Scholar, University School of Management

Kurukshetra University, Kurukshetra

E-mail [shivangisingh662@gmail.com](mailto:shivangisingh662@gmail.com)

[profnirmala66@gmail.com](mailto:profnirmala66@gmail.com)

**[Abstract]** In today's dynamic environment, employees' wellbeing at work has become a matter of concern. Work-related wellbeing refers to every aspect of work life, from safety and security to quality of work life, work environment, organizational climate, and work culture. The sample consists of 100 employees working in a textile organization. The main objective of the study is to identify the factors affecting employees' wellbeing at work and the impact of demographic variables and quality of work life on wellbeing at work. Data were collected using the snowball sampling method. An independent T-test, ANOVA, and multiple regression analysis were employed for measuring the relationship of the quality of work life and work related wellbeing. The research findings indicated demographic variables do not play significant roles in influencing work-related wellbeing; on the contrary, the quality of work life ameliorates the wellbeing of the textile employees and good wellbeing at work.

**[Keywords]** quality of work life, work related wellbeing, textile employees, satisfaction.

### Introduction

There exist numerous definitions of work-related wellbeing in various disciplines, such as psychology, sociology, anthropology, and management. However, so far there is no single definition in this domain (Danna & Griffin, 1999; Cooper, 2008). The term *work-related wellbeing* is also known by various names, such as wellbeing at work. In this present study, work-related wellbeing and wellbeing at work have been used interchangeably. Work-related wellbeing is more than the absence of disease and is characterized by job satisfaction, engagement, occupational stress, work-life balance benefits, quality of work-life, and happiness at work. It keeps employees motivated, committed, engaged, and satisfied with their job. According to Waddell and Burton (2006), work-related wellbeing can be explained as "the subjective state of being healthy, happy, contented, comfortable, and satisfied with one's life" (Schulte & Vainio, 2010). Work-related wellbeing influences the quality of work life; therefore, it could be seen as a feature of productivity at various levels, such as individual, enterprise, and societal. It encompasses physical, psychological, social, and emotional wellbeing at work. However, quality of work life has been identified as one of the components of work-related wellbeing (Valarmathi & Bhalakarishnan, 2013; Shankar, 2014; Payal, 2016).

### Operational Definition

“QWL is the degree to which the working organization contributes to material and psychological well-being of its members” (Harrison (1985) “Work related wellbeing means safe, healthy and productive work in a well-led organization by competent workers and work communities who see their jobs as meaningful and rewarding, and see work as a factor that supports their life management” (“European Agency for Safety and Health at Work (2013).”

### Quality of Work life as Component of Wellbeing at Work

The quality of work life plays a predominant role in achieving a competitive advantage over other organizations. It is used as strategic tool to attract competent manpower in organization. Arrawatia and Rajshree (2017) explained quality of work life as “the level of satisfaction, motivation, involvement, career growth opportunities, and commitment; which results in higher productivity and profitability of organization.” In 1975, Davis and Cherns discussed the emergence of the concept of quality of work life in an International Labor Relations Conference at Ardens House in Columbia University, New York (Vijay & Sekar, 2013). The quality of work life has been defined as a construct affecting the wellbeing of the employees at a workplace (Vijay & Sekar, 2013). The concept of quality of work life has been interpreted differently by various researchers. Some of the researchers have argued that it is linked with mental health and wellbeing (Danna & Griffin, 1999; Worrall & Cooper, 2006), employee performance and productivity (Horst et al., 2014) and organizational citizenship behavior (Nair, 2013).

The concept of quality of work life got recognition in the late 1960's, influencing the health and over-all wellbeing of employees. In the 1970's, employers focused on improving work design and prevailing work conditions in the workplace. Moreover, in 1980's, the construct of quality of work life encompassed other factors influencing job satisfaction and productivity of employees (Cummings & Worley, 2005). The quality of work life is a very important aspect, as it determines the satisfaction level of employees towards the work environment, relationship with colleagues, job security, promotional opportunities, pay packages, engagement, and commitment level of employees. When the quality of work life is good, employees will be content and more productive in the workplace, which, in turn, happens to be blessed with good overall wellbeing at work.

There are various determinants influencing the quality of work life; they include an adequate compensation package (Walton, 1975; Seyed et al., 2010; Stephen, 2012; Shiney, 2012; Anand, 2013; Hema, 2013; Rathmani & Valarmathi, 2013; Valarmathi & Bhalakarishnan, 2013), safe and healthy work conditions (Walton, 1975; Seyed & Gholamreza, 2010; Rathmani & Rameshwari, 2013; Valarmathi & Bhalakarishnan, 2013; ), job security (Gunaseelan & Maimunah, 2008; Jeyaratham & Malarvizhi, 2011; Valarmathi & Hema, 2013; Rathmani & Rameshwari, 2013), promotional opportunities for continuous growth and security (Walton, 1975; Seyed et al., 2010; Stephen, 2012; Rathmani & Rameshwari, 2013; Valarmathi & Bhalakarishnan, 2013; Muthukumar, Rajesh, & Vidhya, 2014), opportunity to develop human capacity (Walton, 1975; Stephen, 2012; Rathmani & Ramchandra, 2013; Valarmathi & Bhalakarishnan, 2013).

### *Components of Quality of Work life*

Quality of work life is of utmost importance in today's challenging work environment. The notion of the quality of work life is attracting more recognition from various scholars, academicians, and the corporate sector, which, in turn, necessitated the need for this study. Based on the review of literature, eight determinants of quality of work life were found to be particularly prominent in every domain for measuring the employee's wellbeing at work. These include adequate compensation (Walton, 1975; Seyed et al., 2010; Stephen, 2012; Shiney, 2012; Anand, 2013; Hema, 2013; Rathmani & Valarmathi, 2013; Valarmathi & Bhalakarishnan, 2013), growth opportunities (Walton, 1975; Seyed et al., 2010; Stephen, 2012; Rathmani & Rameshwari, 2013; Valarmathi & Bhalakarishnan, 2013; Muthukumar, Rajesh, & Vidhya, 2014), workplace relationship (Phuyal, 2016), safety measures (Shankar, 2014; Krishna, 2015) job security (Rathamani & Ramchandra, 2013; Valarmathi & Bhalakarishnan, 2013; Shankar, 2014), occupational stress (Muthukumar, Rajesh & Vidhya, 2014; Sivakumar, Soniya, & Perumal, 2017) and participation in decision making (Muthukumar, Rajesh & Vidhya, 2014; Krishna & Murthy, 2015; Phuyal, 2016).

### **Literature Review**

Rathamani & Ramchandra (2013) examined the effect of the quality of work life practices on employees working in the textile sector in Perundurai. The findings indicated that the majority of employees were expecting higher compensation; this idea was followed by concerns with innovative practices to improve technical knowledge for the employees' development and growth. Further, researchers recommended encouraged participation in decision-making and in technical planning for work.

Valarmathi & Bhalakarishnan (2013) identify the satisfaction level of employees with the quality of work life practices and factors influencing the quality of work life in the textile sector. The study concludes that employees were unsatisfied with the salary and compensation package being provided in the organization, compensation, and career opportunities emerged as positive correlates affecting practices of the quality of work life; job security and authority significantly influence the quality of work life practices.

Muthukumar, Rajesh & Vidhya (2014) identified the determinants influencing the quality of work life and measured the satisfaction level of employees on the basis of demographic variables and practices of the quality of work life in Salem Steel. The study found age, monthly income, length of service, and educational qualification as inter-correlated with each other, thus significantly influencing the quality of work life of employees working in an organization. Moreover, there is negative relation between occupational stress and the quality of work life.

Shankar (2014) attempted to establish the relationship between the quality of work and employee motivation. The study concluded that quality of work life is a significant factor contributing to the growth and development of the individual and the organization as a whole. It increases the satisfaction level, motivation, and morale of employees and results in reduced turnover, absenteeism, and attrition rates.

Krishna & Murthy (2015) evaluated the effect of work-related practices on the quality of work life on textile workers in the Godavari district. The findings indicated that of all the demographic variables in the study, age, education, and income were found to affect the quality of the work life of workers, where- as experience, wealth, and family did not influence the quality of work life.

Phuyal, M. (2016) assessed the practices of the quality of work life of employees in the textile sector. The study concluded that compensation rewards, participation in decision-making, growth opportunities, autonomy, constitutionalism, training, and development were found to be positively correlated with quality- of-work life practices in organizations. On the contrary, the majority of young employees were unsatisfied with the work environment, whereas employees with greater work experience were found to be content with the practices of the quality of work life in an organization.

Sivakumar, Soniya, and Perumal (2017) evaluated the determinants influencing the quality of the work life of textile employees. They found that a majority of the employees were satisfied with the prevailing work environment, working conditions, job opportunities, welfare facilities, opportunities for development of special capability, compensation package, rewards, and recognition; however, they had some issues with work-life balance policies and promotional policies.

### **Objectives of the Study**

1. To find out the impact of the quality of work life on wellbeing at work.
2. To find out the impact of demographic variables on the quality of work life and wellbeing at work.

### ***Hypothesis***

The following hypotheses have been framed:

H1: There is significant relationship between demographic variables and wellbeing at work.

.H2: There is significant relationship between quality of work life and wellbeing at work.

### **Research Methodology**

#### ***Participants***

The study was carried out by taking 100 respondents from three textile manufacturing plants from West Uttar Pradesh; the employees were chosen through a snowball sampling method. The research is descriptive and exploratory in nature.

#### ***Measurement Instruments***

The data has been collected through the schedule survey method because of the low level of literacy among employees. For this purpose, a self-administered questionnaire was developed and data was measured on a 5-point Likert scale (ranging from 1=Strongly disagree, 2=Disagree, 3=Neutral, 4= Agree, 5= Strongly agree). The schedule was divided into two parts consisting of

demographic variables and aspects of the quality of work life and work-related wellbeing.

### ***Data Analysis and Interpretation***

This study focused on identifying the effect of demographic variables on wellbeing at work and the quality of work life. An independent t-test and ANOVA are used for examining the influence of demographic variables on work-related wellbeing. Multiple regression analysis is employed to assess the effect of the quality of work life on wellbeing at work. Cronbach's alpha reliability test is employed to determine whether the self-administered questionnaire is reliable for further analysis.

### ***Reliability Statistics***

The value of Cronbach's Alpha reliability test should be greater than 0.6 for performing further analysis. Since, the reliability value came out to be 0.882, which is  $> 0.6$ , indicating that the reliability is good enough to perform further analysis. Hence, the statements comprising the dimensions of the quality of work life and wellbeing at work are reliable to perform further statistical test.

*H1a: There is a significant relationship between gender and wellbeing at work.*

In Table 1, an independent sample t-test was employed to examine the impact of gender on wellbeing at work. It is evident from the table presented below that there is a mean difference (.895) between the average score with P-value (sign= .026). It was found there was significant difference between the perceptions of males and female employees ( $t_{48} = 2.51, p = .026$ ) on wellbeing at work, as the p-value (.026) is less than the 5 % level of significance that reveals the employees have different outlooks when evaluating the quality of work life and wellbeing at work.

*Table 1*

*Independent T-test of overall quality of work life on gender*

Variables	Mean difference	S.E difference	T-value	df	P-value	Null Hypothesis
Over all quality of worklife	.895	.356	2.51	78	.026	Rejected

*H1b: There is significant relationship between age, income, experience, educational qualification, and wellbeing at work.*

Similarly, the ANOVA was used for measuring the impact of age, income, experience, and educational qualifications on wellbeing at work.

Table 2

Results of ANOVA

	Sum of Squares	Mean of Square	F test	Sig.
Age	148.662	49.554	2.105	.105
Income	17.406	5.802	10.195	.000
Experience	.478	.159	.323	.808
Educational Qualification	1.144	.381	1.071	.365

Source: Primary data

In Table 2, the mean score of different age groups and F-ratio (2.105) with a p-value of age (i.e.  $p = .105$ ) indicates there is insignificant difference in overall quality of work life of employees among different age groups. The result of the ANOVA of different income groups with overall quality of work life compares the mean score of different income groups indicating F-ratio (10.195) with a p-value .000, which is below 0.05, so there is a significant difference between income and the overall quality of work life. An analysis of variance was used to confirm whether there is any significant difference between experience and the overall quality of work life. The results of the comparison of the mean score of experience depicting the F-ratio (.323) with a p-value (.808) that is greater than 0.05 indicates there is no significant difference between the level of experience and the overall quality of work life.

On the other hand, the results represent the comparison of the mean score of different educational qualifications and show the F-value (1.071) with a p-value (.365) that is greater than a 0.05 level of significance. Thus, there is no significant difference between educational qualification and the over- all quality of work life.

*H3: There is significant impact of the quality of work life on wellbeing at work.*

A multiple regression analysis was employed to find out the impact of the quality of work life of textile employees on the wellbeing at work. The result indicated that there is a positive correlation between the quality of work life and wellbeing at work, which is significant at .000 below a 0.05 level of significance. As the value of R is .962, it indicates there is a significance relationship between the quality of work life and employee productivity. On the other hand, the value of R Square is .925, indicating a 92% variance of wellbeing at work that is explained by the quality of work life. The results of ANOVA represent the F-ratio (1213.304) with a p-value (.000), which is less than 0.05, indicates a mean over-all quality of work life significantly affects the wellbeing at work. Thus, the alternative hypothesis is accepted.

The  $T_{count}$  of the overall quality of work life is 30.304. As the  $T_{count}$  is greater than  $T_{table}$ , i.e. 30.304 is greater than 2.002 with a p-value (.000), the null hypothesis is not accepted. Therefore,

the overall quality of work life significantly affects wellbeing at work.

### **Discussion**

Human resources plays a prominent role in increasing the productivity of an organization. Demographic variables play a crucial role in influencing wellbeing at work. From the results stated above, it is inferred that there is a significant and positive relationship between gender and wellbeing at work. It does show, however, that the employees have different outlooks when evaluating the quality of work life and wellbeing at work. On the other hand, the results also report that there does not exist any kind of relationship among all other four demographic variables, i.e. age, income, experience, and educational qualification, with wellbeing at work. This is because the nature of work and demographic variables play an insignificant role. According to multiple regression results, all the dimensions of the quality of work have a significant effect on wellbeing at work. Hence, it is inferred that the quality of work life significantly affects wellbeing at work. There is a positive relationship between the quality of work life and wellbeing at work, which increases employee productivity. Whenever employees are content with the quality of work life, they will be satisfied with the physical, mental, social, and psychological wellbeing of the workplace, making them productive (Rathamani & Ramchandra, 2013). The findings of this study are determined to be congruent with Emor, Kindangen, and Worang (2017) on how the quality of work life plays an important role in keeping employees happy, satisfied, motivated, and committed in the workplace.

### **Conclusion**

This research study aimed at identifying the impact of demographic variables and quality of work life on wellbeing at work. It concludes that dimensions of the quality of work life includes adequate compensation, growth opportunities, workplace relationships, safety measures, job security, occupational stress, and participation in decision-making directly influence employees' wellbeing at work. When employees are content with the quality of work life practices, they tend to be more productive and maintain good wellbeing at work.

### ***Managerial Implications***

It is postulated that an organization must offer remuneration according to employees' educational qualifications and work experience so that they will be more likely to be productive for and loyal to the organization. Based on observation, it was found out from their behavior that they were not at all content with the remuneration provided by organization. For keeping employees committed and engaged in the workplace, there is a need to focus more on employees' wellbeing at work. The textile organization should certainly focus on improving the practices affecting employees' quality of work life. They must also offer promotion opportunities for the growth of employees and organize training programs for the development of skills of employees, as well.

**Bibliography**

- Arrawatia & Rajshree. (2017). A comparative study of quality of work life in context of organizational commitment & participative management among private sector company employees. *PhD Synopsis, Department of Management & Commerce Faculty of Management & Humanities, Jayoti Vidhyapeeth Women's University, India.*
- Cooper, C.L. (2018). *The Routledge Companion to Wellbeing at Work.* Taylor Francis Ltd, London, United Kingdom.
- Danna, K., & Griffin, R. (1999). Health and well-being in the workplace: A review and synthesis of the literature, *Journal of Management*, 25(3), 357-384.
- Harrison T.M. (1985). Communication and participative decision making: An exploratory study. *Personnel Psychology*, 5(1), 97-116.
- Horst, Broday, Bondarick, Serpe & Pilatti. (2014). Quality of working life and productivity: An overview of the conceptual framework. *International Journal of Managerial Studies and Research*, 2(5), 87-98.
- Krishna & Murthy. (2015). A Study on perception of quality of work life among textile manufacturing workers in east Godavari district. *International Journal of Science and Research*, 4(10), 1487-1491.
- Muthukumar, Rajesh & Vidhya. (2014). A critical analysis of quality of work life practices at SALEM steel plant and JSW steel limited, Tamil Nadu. *International Journal of Business and Administration Research Review*, 2(3),92-99.
- Nair, S. (2013). A study on the effect of quality of work life on organizational citizenship behaviour with special reference to college teachers, Thrissur District, Kerala. *Integral Review- A Journal of Management*, 6(1), 34-46.
- Phuyal, M. (2016). A study on quality of work life of workers in Textile Production Firm. *International Journal of Advanced Research*, 4(6), 1525-1537.
- Schulte, P., & Vainio, H. M. D. (2010). Well-being at work - overview and perspective. *Scandinavian Journal of Work, Environment & Health*, 36(5), 422-429.
- Shankar, Vignesh. (2014). A study on quality of work life and employee motivational strategies. *International Journal of scientific research and management*, 2(5),901-908.
- Sivakumar, Soniya, & Perumal. (2017). A Study on quality of work life of textile industry employees with special reference to Nithya Tex Private Limited Sankarankovil, Tirunelveli District. 10<sup>th</sup> *International Conference on Recent Innovation in Science, Engineering and Management*, Telangana State.
- Valarmathi & Bhalakarishnan. (2013). A study on quality of work life in textile sector in and around Coimbatore District. *Journal of Business Management & Social Sciences Research*, 2, 42-46.
- Vijay & Sekar. (2013). Work- Related quality of work life and its association with work productivity among the employees of the information technology enabled service Industries in India. *International Journal of Human Resources Management*, 2(2), 17-26.