FACTORS INFLUENCING THE QUALITY OF WORK LIFE OF EMPLOYEES OF THE GARMENT INDUSTRY

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Abstract
Quality of Work Life (QWL) is a term that had been used to describe the broader job-related experience an individual has. In the life of a working individual, the quality of work life holds prime importance. The study reveals that appropriate remuneration, personal growth, supportive leadership and work environment as the four factors which most significantly influence the quality of work life and hence the morale and motivation levels of the employees engaged in the garment industrial units. The results indicate that there is a significant association between gender and qualify of work life, age and quality of work life, educational qualification and quality of work life, marital status and quality of work life and monthly income and quality of work life of employees of garment industrial units. Besides, remuneration, personal growth, leadership support and work environment are having significant and positive impact on job satisfaction of employees of garment industrial units.

Key Words: Explanatory Factor Analysis - Garment Industry - Quality of Work Life - Regression.

Introduction
Quality of Work Life (QWL) is a term that had been used to describe the broader job-related experience an individual has. Whilst there has, for many years, been much research into job satisfaction, and, more recently, an interest has arisen into the broader concepts of stress and subjective well-being, the precise nature of the relationship between these work is often considered in isolation, wherein it is assessed on the basis that attention to an individual's stress management skills or the sources of stress will prove to provide a good enough basis for effective intervention.

In the life of a working individual, the quality of work life holds prime importance. Over a period of time, numerous opportunities have been created in the corporate world, each offering a more conducive work environment to the employee than the last. This has given rise to employee expectations, which coupled with the acceptance of the importance of employee retention, has forced employers to think even about the minutest of parameters which influence the quality of work life.

Though the quality of work life has always been of paramount importance, its significance came into realization during late 1960's, when various researchers expressed their viewpoints emphasizing the importance of understanding the factors influencing work life and its behavioral impact on performance of individuals. Since then organizations have been continuously striving to understand the determinants of quality of work life (Elizur and Shye,1990).

For different industries, organizations and individuals, there exist different set of factors, which influence the quality of work life and in turn motivate or demotivate the employees. A study of these factors is of extreme importance since a direct relationship between quality of work life and motivation, and motivation and productivity is known to exist (Danna and Griffin, 1999). Further, an in depth comprehension of these factors can also help in reducing the ever escalating levels of conflict and subsequently attrition in the workplace. With this background, the present research is made to identify the factors influencing the quality of work life of employees of garment industry in Tiruppur district.

Methodology
Among the different districts in Tamil Nadu, the Tiruppur district has been purposively selected for the present study based on the number of garment industrial units. The 300 employees of garment industrial units have been selected for the present study by adopting random sampling technique and the data and information pertain to the year 2013-2014. In order to understand the socio-economic status of employees, the frequency and percentage analysis are carried out. In order to identify the factors influencing the quality of work of employees in garment industrial units, the exploratory factor analysis has been employed. The association between socio-economic status of the employees and quality of work life was analyzed by applying Chi-square test. In order to study the impact of factors influencing the quality of work life on job satisfaction of employees, the multiple linear regressions has been applied.

Results and Discussion

Socio-Economic Status of the Employees
The socio-economic status of the employees of garment industrial units was analyzed and the results are presented in Table 1.

TABLE 1-SOCIO-ECONOMIC STATUS OF THE EMPLOYEES

Socio-Economic Profile	Frequency	Percentage
Gender		
Male	102	34.00
Female	198	66.00
Age Group		
Below 25 years	112	37.33
26 - 30 years	76	25.33
31 - 35 years	70	23.33
36 - 40 years	34	11.33
Above 40 years	8	2.68
Educational Qualification		
Illiterates	132	44.00
Secondary	104	34.67
Higher Secondary	64	21.33
Marital Status		
Married	204	68.00
Unmarried	96	32.00
Designation		
Buttoner	124	41.33
Ironer	81	27.00
Tailor	95	31.67
Monthly Income		
Below Rs.4,000	54	18.00
Rs.4,001 – Rs.6,000	142	47.33
Rs.6,001 – Rs.8,000	70	23.33
Above Rs.8,000	34	11.34

Source: Primary Data
The results show that about 66.00 per cent of employees are females and the rest of 34.00 per cent of them are males. The results indicate that about 37.33 per cent of employees belong to the age group of less than 25 years followed by 26-30 years (25.33 per cent), 31-35 years (23.33 per cent), 36-40 years (11.33 per cent) and more than 40 years (2.68 per cent).

It is observed that about 44.00 per cent of employees are illiterates followed by secondary (34.67 per cent) and higher secondary (21.33 per cent). It is clear that about 68.00 per cent of employees are married and the rest of 32.00 per cent of them are unmarried.

It is apparent that about 41.33 per cent of employees are buttoner followed by tailor (31.67 per cent) and ironer (27.00 per cent). The results reveal that about 47.33 per cent of employees belong to the monthly income group of Rs.4,001 – Rs.6,000 followed by Rs.6,001 – Rs.8,000 (23.33 per cent), less than Rs.4,000 (18.00 per cent) and more than Rs.8,000 (11.34 per cent).

Factors Influencing the Quality of Work Life of Employees
In order to identify the factors influencing the quality of work of employees in garment industrial units, the exploratory factor analysis has been employed. The principal component method of factor analysis was carried out with Eigen values greater than one through varimax rotation and the results obtained through rotated component matrix are presented in Table 2. The results of Kaiser-Meyer-Olkin (KMO test) measure of sampling adequacy (KMO = 0.792) and Bartlett's test of Sphericity (Chi-square value = 0.0031; significance = 0.000) indicates that the factor analysis method is appropriate.

There are four dependent groups which are extracted accounting for a total of 63.14 per cent of variations on 19 attributes. The each of the four factors contributes to 21.46 per cent, 18.27 per cent, 12.68 per cent and 10.73 per cent respectively.

Table 2-Factors Influencing the Quality of Work Life of Employees - Exploratory Factor Analysis

Factor	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Factor Name
I	Being paid according to individual capabilities and experience	0.92	2.17	21.46	**Remuneration**
	Market wage is considered for remuneration	0.88			
	Adequate compensation for overtime	0.76			
	Free transport facility to employees	0.72			
	Accommodation facility to employees	0.64			
	The facility of contributory provident fund	0.69			
II	Training regarding latest techniques to improve job performance	0.81	2.02	18.27	**Personal Growth**
	Opportunities to upgrade	0.78			

Factor	Item	Rotated Factor Loadings	Eigen Value	% of Variation	Factor Name
	skills / knowledge				
	Fair and transparent appraisal system	0.75			
	Job rotation and enrichment	0.74			
	Career advancement opportunities	0.68			
III	Full clarity of responsibilities and duties	0.81	1.72	12.68	**Leadership Support**
	Quality of supervisory support / cooperation of seniors	0.79			
	Existence of a democratic set up wherein concerns / demands can be raised	0.73			
	Tolerance for mistakes made by the employees	0.81			
IV	Hygienic working conditions	0.69	1.18	10.73	**Work Environment**
	Safety and health policies	0.63			
	Equality at the workplace	0.64			
	Respect and dignity at the workplace	0.70			
	Cumulative % of Variation			**63.14**	
	Cronbach's Alpha				**0.84**

Source: Primary Data
Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
Rotation converged in 9 iterations.

Factor - I: From the results, it is inferred that out of 19 attributes, six variables have their high, relatively tightly grouped factor loadings on factor - I.
This factor consists of:
- Being paid according to individual capabilities and experience (0.92)

- Market wage is considered for remuneration (0.88)
- Adequate compensation for overtime (0.76)
- Free transport facility to employees (0.72)
- Accommodation facility to employees (0.64)
- The facility of contributory provident fund (0.69)

Hence, this factor is named as **"Remuneration".**

Factor - II: is formed with:
- Training regarding latest techniques to improve job performance (0.81)
- Opportunities to upgrade skills / knowledge (0.78)
- Fair and transparent appraisal system (0.75)
- Job rotation and enrichment (0.74)
- Career advancement opportunities (0.68)

These variables are named as **"Personal Growth"**

Factor - III: This factor includes:
- Full clarity of responsibilities and duties (0.81)
- Quality of supervisory support / co-operation of seniors (0.79)
- Existence of a democratic set up wherein concerns / demands can be raised (0.73)
- Tolerance for mistakes made by the employees (0.81)

These variables are named as **"Leadership Support"**

Factor - IV: This factor is formed with:
- Hygienic working conditions (0.69)
- Safety and health policies (0.63)
- Equality at the workplace (0.64)
- Respect and dignity at the workplace (0.70)

This factor is named as **"Work Environment"**

The Cronbach's alpha of the scale was 0.84 indicating that each measure demonstrated acceptable internal consistency. It is inferred that remuneration, personal growth, leadership support and work environment are the factors influencing the quality of work of employees in garment industrial units.

Association Between Socio-Economic Status of The Employees And Quality of Work Life
The association between socio-economic status of the employees and quality of work life was analyzed by applying Chi-square test and the results are presented in Table 3.

Table 3-Association between Socio-Economic Status of the Employees and Quality of Work Life

Socio-Economic Status	Chi-square Value
Gender	4.673[**]
Age Group	4.420[**]
Educational Qualification	3.982[**]
Marital Status	4.392[**]
Designation	1.894[**]
Monthly Income	4.576[**]

Note: [**] indicates significance at one per cent level.

The Chi-square values for socio-economic status of employees and quality of work life are statistically significant at one per cent level of significance except designation of employees and level of quality of work life. The results reveal that there is a significant association between gender and qualify of work life, age group and quality of work life, educational qualification and quality of work life, marital status and quality of work life and monthly income and quality of work life of employees of garment industrial units.

Impact of Factors Influencing the Quality of Work Life on Job Satisfaction of Employees
In order to study the impact of factors influencing the quality of work life on job satisfaction of employees of garment industrial units, the multiple linear regression has been applied and the results are presented in Table 4. The factors influencing the quality of work life are considered as independent variables and the job satisfaction is considered as dependent variable.

The results indicate that the coefficient of multiple determinations (R^2) is 0.68 and adjusted R^2 is 0.66 indicating the regression model is good fit. It is inferred that about 66.00 per cent of the variation in dependent variable (Job Satisfaction) is explained by the independent variables (Factors Influencing the Quality of Work Life). The F-value of 11.647is statistically significant at one per cent level indicating that the model is good fit.

Table 4-Impact of Factors Influencing the Quality of Work Life on Job Satisfaction of Employees

Factors Influencing the Quality of Work Life	Regression Co-efficient	t - Value	Sig.
Intercept	1.124**	3.518	.000
Remuneration (X_1)	0.436**	3.620	.001
Personal growth (X_2)	0.452**	3.426	.010
Leadership support (X_3)	0.394**	3.529	.001
Work environment (X_4)	0.417**	3.712	.000
R^2	0.68		
Adjusted R^2	0.66		
F	11.647		0.00
N	300		

Note: ** Significance at one per cent level

The results show that remuneration, personal growth, leadership support and work environment are having significant and positive impact on job satisfaction of employees of garment industrial units at one per cent level of significance.

Conclusion
The current study clearly brings out appropriate remuneration, personal growth, supportive leadership and work environment as the four factors which most significantly influence the quality of work life and hence the morale and motivation levels of the employees engaged in the garment industrial units. The results indicate that there is a significant association between gender and qualify of work life, age and quality of work life, educational qualification and quality of work life, marital status and quality of work life and monthly income and quality of

work life of employees of garment industrial units. Besides, remuneration, personal growth, leadership support and work environment are having significant and positive impact on job satisfaction of employees of garment industrial units. It is therefore suggested that while drafting HR policies aimed at tackling the high attrition rate of this industry, these four factors must be keep in mind.

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