

# A Study on Quality of Work Life of Employees in Vardhman Knit Garments in Ludhiana District

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**Abstract** – In the modern era, with the rapid growth of technology, industrialization, and enhanced work pressure, stress management has become one of the most significant concepts in the professional arena. It is also seen that in order to improve the efficiency in work, the employees are sometimes unable to maintain a balance between their personal and professional lives. The high level of competition, multifarious responsibilities on the work and in personal life led the employees to face a lot of challenges and consequently in maintaining work-life balance. This has further led to increase the work life stress. The increased pressure on employees which had made organisations to take care of their employees. Therefore, organizations have to formulate employee centric policies that lead to better job performance, less job stress resulting to more job satisfaction. This degree of satisfaction has been referred to as Quality of Work Life (QWL). The study focuses on the key elements of Quality of Work Life like job performance, job security and employee satisfaction etc. The objectives of the study are to study the employees' perception about Quality of Work Life and to determine their overall Quality of Work Life in Vardhman Knit Garments. It is descriptive and exploratory study in nature. The pre-tested structured questionnaire has been used for the collection of primary data from the respondents. The company records, company website and various journals have collected as secondary data for the study. The sample size taken in the organization is around 150 employees and was selected by the convenience sampling method. The Simple percentage analysis, Chi square test have used by the researcher for analysis.

**Keywords** – Employees Perception, Materialistic, Quality of Work Life.

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## 1. INTRODUCTION

The QWL of people and places depends upon many things, the availability of good-paying jobs, access to critical services such as education, health care and communication, strong community and a healthy natural environment to name a few community people and places are equally dependent upon these things, the challenges to well-being look very different in rural areas. Some of these challenges are related to problems in the main stream economy while others, are unique to the institutional frame work of rural area. State and Local Governments are faced with the challenge of balancing the need for sustainable economic growth with the need to deliver key services, maintain a better Quality of Work Life and confront fiscal constraints. Each of these aspects of development is complex since each community has its own growth-related challenges and unique unit circumstances that affect its response to the pressures of growth. These pressures are forcing decision makers at all levels of government to improve their development decisions and to find better ways of delivering servicing and assisting communities attain better Quality of Work Life.

## 2. REVIEW OF LITERATURE

The main reviews of literature of the study are given below:

M. Rajarajan, M. Vetrivel (2012) "Welfare measures and quality of work life among the workers towards Sipcot Industries - An Analysis" this study provokes the people concerned to take some positive measures in order to improve them, the researcher will feel amply rewarded.

Devappa Renuka Swamy, T.S. Nanjundeswaraswamy (2014) in "Review of literature on quality of work life" researcher in general identified seven quality of work life variables to measure the QWL of employees namely, good working environment, job satisfaction, chance of growth, fair compensation, employees' motivation, and communication flow, flexible or suitable working time. Study revealed that QWL is not highly established as per the view of employees.

Syed Robayet Ferdous (2017) in the study "Factors promoting work satisfaction of readymade garment

(RMG) worker in Bangladesh: An empirical analysis" researcher suggests for ensuring satisfactory salary and timely payment, admissible benefits, supervisor behaves, acceptable working environment, hygienic canteen and medical facility to keep the labour satisfied into their work.

Mandira Dey, Pradyumna Tripathy (2015) in the study "Quality of work - life - A Fulcrum to employer-employee relationship" The authors have suggested a quality of work Life Model called "TRACK" that stands on five pillars i.e. transparency, relationship, autonomy, collaboration, and knowledge which demand both the employer as well as employees commitment to the organization and an environment in which this commitment can flourish.

Jnaneswar K (2016) "Study on the level of quality of work life experienced by the employees of public sector units in Kerala" in the study researcher study attempts to find out the level of quality of work life among the employees of public sector unit in Kerala and also finds that male and female employees are experiencing the same level of quality of work life.

Geunpil Ryu (2018) "Public employees' well-being when having long working hours and low-salary working conditions" in this study researcher focused on two main occupational stressors-working hours and inadequate salary - and the interaction effects between the two.

### 3. OBJECTIVES OF THE STUDY

On the basis of the literature reviewed, the following main objectives of the study are envisaged:

1. To study the employees' perception about Quality of Work Life and know about the Work Life of employees working in Vardhman Knit Garments.
2. To study various factors affecting Quality of Work Life among the employees.
3. To analyze the Quality of Work Life and Job Satisfaction of employees.

### 4. METHODOLOGY

The present study is based on primary and secondary data. It is descriptive and exploratory study in nature. The pre-tested structured questionnaire has been used for the collection of primary data from the respondents. The company records, company website and various journals have collected as secondary data for the study. The sample size taken in the organization is around 150 employees and was selected by the convenience sampling method. The Simple percentage analysis, Chi square test have used by the researcher for analysis.

## 5. DATA ANALYSIS AND INTERPRETATION

The present study contains 150 respondents for analysis and interpretation. The demographic values are important one to determine the originality of the study. That is given below:

**Table 1 Demographic profile of the respondents**

S. No.	Particulars	No. of Respondents	Percentage
<b>1. Gender</b>			
	Male	107	71.33
	Female	43	28.67
	<b>Total</b>	<b>150</b>	<b>100</b>
<b>2. Age Group</b>			
	18-25	37	24.67
	26-35	86	57.33
	36-45	22	14.67
	46-50	5	3.33
	<b>Total</b>	<b>150</b>	<b>100</b>
<b>3. Marital Status</b>			
	Unmarried	70	46.67
	Married	80	53.33
<b>4. Monthly income</b>			
	5000-10000	135	90.00
	10001-15000	10	6.67
	15001-20000	5	3.33
	<b>Total</b>	<b>150</b>	<b>100</b>
<b>5. Work experience</b>			
	0-5 years	116	77.33
	6-10 years	25	16.67
	11-15 years	7	4.67
	15-20 years	1	0.67
	Above 20 years	1	0.66
	<b>Total</b>	<b>150</b>	<b>100</b>
<b>6. Educational qualification</b>			
	SSLC	90	60.00
	HSC	23	15.33
	Graduate	27	18.00
	Postgraduate	6	4.00
	Professional Qualification	4	2.67
	<b>Total</b>	<b>150</b>	<b>100</b>
<b>7. Level of in the organization</b>			
	Entry level	104	69.33
	First level	22	14.67
	Middle level	20	13.33
	Senior management	4	2.67
	<b>Total</b>	<b>150</b>	<b>100</b>

The above table-1 shows that, 71.33% of the respondents are male Community and remaining 28.67% of the respondents are female community. It is clear that, 24.67% of the respondents are age 18-25 years, 57.33 % of the respondents are age 26-35 years, 14.67% of the respondents are age 36-45 years, 3.33% of the respondents are age 46-50 years. It is inferred from the above table, 46.67% of the respondents are unmarried and remaining 53.33% of the respondents are married. The above table shows that, 90% of the respondents are earning monthly Income of Rs 5000 to 10000, 6.67% of the respondents are earning monthly Income of Rs 10001 to 15000, 3.33% of the respondents are earning monthly Income of Rs 15001 to Rs 20000, and the rest no one earning monthly income of above Rs 20000. It is clear that, 77.33% of the respondents work experience is less than 5 years, 16.67% of the respondents work experience is 6-10 years, 4.67%

respondents work experience is 11-15 years, 0.67% respondents work experience is 15-20 years, and 0.66% respondents work experience of above 20 years. The above table shows that, 60% of the respondents are SSLC level, 15.33% of the respondents are plus two levels, 18% of the respondents are graduates, 4% Of the respondents are postgraduates, and remaining 2.67% of the respondents are professional qualification. It is clear that, 69.33% of the respondents are in entry level, 14.67% of the respondents are in the first level, 13.33% of the respondents are in the middle level and the remaining 2.67% of the employees are in senior management.

**Table 2 Chi-square test**

S. No.	Particulars	Calculated value	Table value	Df	Significance
1.	Gender	28.48	9.488	4	Significant
2.	Age group	55.77	26.29	16	Significant
3.	Marital status	27.45	9.49	4	Significant
4.	Monthly income	26.57	21.03	12	Significant
5.	Work experience	35.57	26.29	16	Significant
6.	Educational qualification	34.23	22.12	14	Significant

The above table - 2 shows Calculate value of gender is 28.48 greater than the table value 9.488. So the null hypothesis is rejected. It shows that there is no association between gender and overall rate of Quality of Work Life. The calculated value of age group is 55.77 greater than the table value 26.296. So the null hypothesis is rejected. Chi-square analysis shows that there is no association between age group and overall rate of Quality of Work Life. The calculated value of marital status is 27.45 greater than the table value 9.488. So the null hypothesis is rejected. Chi-square analysis shows that there is no association between marital status and overall rate of Quality of Work Life. The calculated value of monthly income is 26.57 greater than the table value 21.026. So the null hypothesis is rejected. Chi-square analysis shows that there is no association between income level and overall rate of Quality of Work Life. The calculated value of work experience is 35.57 greater than the table value 26.296. So the null hypothesis is rejected. Chi-square analysis shows that there is no association between the work experience and overall rate of Quality of Work Life. The educational qualification has significant association between the variables.

**Table 3 Customer satisfaction level on QWL of the Respondents**

S. No.	Particular	No. of Respondents	Percentage
1.	<b>Physical/psychological health on QWL</b>		
	Strongly Agree	93	62.00
	Agree	40	26.67
	Neutral	17	11.33
	<b>Total</b>	<b>150</b>	<b>100</b>
2.	<b>Socializing improves QWL</b>		
	Strongly Agree	81	54.00
	Agree	49	32.67
	Neutral	17	11.33
	Disagree	3	2.00
	<b>Total</b>	<b>150</b>	<b>100</b>
3.	<b>Spending quality time with family members</b>		
	Strongly Agree	78	52.00
	Agree	44	29.33
	Neutral	25	16.67
	Disagree	3	2.00
	<b>Total</b>	<b>150</b>	<b>100</b>
4.	<b>Security and stableness of job</b>		
	Strongly Agree	71	47.33
	Agree	56	37.33
	Neutral	20	13.34
	Disagree	3	2.00
	<b>Total</b>	<b>150</b>	<b>100</b>
5.	<b>Satisfied with welfare measures</b>		
	Strongly Agree	89	59.33
	Agree	33	22.00
	Neutral	23	15.34
	Disagree	3	2.00
	Strongly Disagree	2	1.33
	<b>Total</b>	<b>150</b>	<b>100</b>
6.	<b>Management attitude on employees</b>		
	Strongly Agree	50	33.33
	Agree	63	42.00
	Neutral	34	22.67
	Disagree	3	2.00
	<b>Total</b>	<b>150</b>	<b>100</b>

The above table-3 shows that satisfaction level in quality workers life of the study. In this present study, the respondents were strongly agreeing all variables in the organization. The quality of workers life is dependent on the whole the variables in the present study.

## 6. FINDINGS OF THE STUDY

The Quality of Work Life is an inevitable aspect in the modern Industrial scenario and more over the corporate Industries are coming out from Industry and participate in the employee's society. So corporate are also having the hands in the Quality of Work Life about its employees. Most of the respondents (71.33%) in this study are male, so gender doesn't make any difference among employees QWL and Perception. Mostly the respondents (57.33%) have come under the age group of 26-35 years. Most of the respondents (64%) have their rented house. Most of the respondents (81.33%) belong to joint family. The work life satisfaction towards the QWL is very high in both the joint and nuclear family. Most of the employees (53.33%) were married. The most of the respondents (90%) are coming under the monthly income between Rs. 5000-10000 and also the researcher concludes that the work life satisfaction towards QWL is very high in the different income level. Most of the respondents (77.33%) are coming under the 0-5 years' work experience. Most of them come under entry level and middle level in the organization. The perception or knowledge of



employees about QWL is very good in this organization and the most of the respondents believe that good physical/psychological health (62%), education (58%) and Socializing (54%) improve QWL. The researcher analyzed that there is very high work life satisfaction (59.33%) towards QWL in different work experience. Almost every respondent (47.33%) believe that security and stableness of job gives good position in the society there by improves QWL. In this organization there is good satisfaction of organizational policy (42%) and welfare measures. The management attitude is so good in this organization that more than half of the respondents are satisfied with management attitude towards the employee. Most of the employees (46%) have the opinion that organization gives motivation for self-development. The study proves that the organization provide training for all level employees in different field. So this organizational training influences their life in a good manner and they improve their quality through this training. Most of the respondents (42.67%) believe that interpersonal relationship has great role in QWL. The organization has a very good relationship (52.66%) with their coworkers and management. So they feel secure within the organization. From this study the researcher find that most of the employees in the organization have very good awareness about the Quality of Work Life (QWL).

## 7. SUGGESTIONS

The researcher suggestions to the company are the employees should be motivated to express their reasonable feelings freely with their supervisors. Employee suggestion schemes should be welcomed in the field of various routine and strategic decision making areas. Vardhman Knit Garments should give priority to safety and mental and physical health of the work force. The top management should arrange some work-life programmes to improve their work - life balance. The employee should be given proper opportunities to utilize their learnt exposure. More encouragement should be given to employees to try out their creative ideas. The company should give more awareness about importance of life with their work life. The top management of this organization should make some further effort to identify the potential of the employees and utilize the same.

## 8. LIMITATION OF THE STUDY

The major limitations of the study are:

- As the period of study is limited, the researcher cannot get the opinion of all employees within the stipulated time.
- Data is totally dependent on the respondent's view which could be bias in future.
- In-depth analysis was not possible in certain highly confidential areas.

## 9. CONCLUSION

The Vardhman Knit Garments is being a well-established and reputed profit making monopolistic Indian company with an annual turnover of above 6250 cores, has an enthusiastic and committed work force. This human capital asset of Vardhman Knit Garments can be called a boon to the company. The company provided immense information regarding factors of Quality of Work Life, attitude of employees towards their work life, coworkers and management. This study leads me to the conclusion that in Vardhman Knit Garments each and every employee of the organization perceive his work life, social life, family life there by perceive his overall Quality of Work Life. The researcher got a very informative interaction between the employees of Vardhman Knit Garments so from this study the researcher can improve their level of knowledge about QWL. The researcher gave some suggestions to improve their work - life balance. As a whole the researcher finds that in Vardhman Knit Garments, the work life satisfaction towards the QWL is high and the awareness about QWL is very impressive in Vardhman Knit Garments.

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