



# HUMAN RESOURCES DEVELOPMENT ASPECTS OF QUALITY OF WORK LIFE IN TEXTILE INDUSTRY

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Quality of work life is an indicator of how free the society is from exploitation, injustice, inequality, oppression and restriction on continuing growth of human beings leading to their fullest development. The concept of quality of work life covers both job content and participation in decision-making. The essence of QWL is the opportunity for employees to have substantial influence over their work environment by participating in decision making. There by enhancing the self-esteem, and job satisfaction.

The objectives of quality of work life among these includes improvement in learning new skills for the development of human resources, career planning and development, promotion, job rotation and enlargement.

Job design aspects of quality of work life play significant role in enhancing the development of human resources through learning new skills, career planning and development, job rotation and job enlargement in traditional industries. The stagnation in growth of traditional industries and consequent human resources obsolesces can be arrested largely by introducing various aspects of QWL. This is more so in textile industry in India.

But the studies on HRD aspects QWL are rear to find in textile industry in India. Hence, an attempt is made to conduct a study on HRD aspects of QWL in textile industry.

## THE OBJECTS OF THE STUDY ARE

1. To enquiry in to the ability of the job to provide the opportunity for learning new skills.
2. To study the career planning and development and promotion opportunities offered by the job.
3. To analyze the extent of incorporation of job rotation and enlargement as HRD options.

Three-textile industrial unit's viz., pre-cot spinning mills, Hindupur(AP) representing private sector, Nellore cooperative spinning mills ltd., Nellore representing cooperative sector and Thirupathi cotton mills ltd., Renigunta representing public sector units are selected for the study.

Two hundred workers-121 private sectors – 56 cooperative sector – 23 from public sector units have been selected to collect the primary data and information for the study. In addition, secondary data were also collected from the reports and records of the companies.

## LERNING NEW SKILLS ON THE JOB

Repetitive work makes worker perfect over the machinery and result in shaping the skill in order to have command over it. The worker will learn new skills with the involvement of his supervisors and technical experts in the process. In this study, the workers response in learning new, skills on the job in the three sectors are recorded. To, assess the real conditions of workers, according to the strength in their responses and these are presented in the Table 1.

The details relating to the extent of learning the new skills on the job and using skills properly, consultation before decision making and workers participation in management are presented in the table. About all these aspects the workers responses in the three-sector viz., the public, the private and the cooperative sectors are presented. It is observed from the table 1 that 58%, 64% and 79% of the workers in the private the cooperative and the public respectively agreed that they always learn new skills on job, while 19 to 20% of the workers in the private and the cooperative sectors respectively disagree and learning new skills on job. On the other hand only 11% dissatisfied in the public sector and 9 to 10% in the public and the cooperative sectors remained neutral in giving their opinions. Whereas in the private sector 22% of the respondents are neutral about learning on the job.

Regarding using of the worker's existing skills properly more than three - fourths of the workers in all the three sectors in formed that management was not using existing skills properly. Only 5% of the workers in the public sector, 6% in each private, and the cooperative sectors remain non-reactive.

Management consultations in decision-making with workers in three sectors are analyzed in following lines. One-



quarter of the workers in the private sector agreed that the management is consulting them in decision-making, on the other hand, nearly one-half the workers in the public sector agreed that the management is consulting them in decision-making and 64% of workers in the cooperative sector responded positively that management is consulting in decision-making. One-quarter and one fourth of workers in the private and the cooperative sectors are dissatisfied, while 41% in the public sector are dissatisfied about management consultation for decision-making. Nearly one-fourth of the workers in the private sectors remain disinterested and 10 to 16% in the cooperative and the public sector workers are not interested in this matter.

The participation of the workers in management is the new approach to manage workers to create interest and to make workers responsible about work in the factory for quality and quantity aspects of production. So, in this nearly one-half the workers in the public and the cooperative sectors expressed that the management is encouraging workers participation in management. On the other hand 45% of the workers in the three sectors have opined that they are not been given change to participate in the management and 10 to 13% are remained not interested in participation in the management in the public and the cooperative sectors, 18% of the workers not interested in the private sector to participate in the management. On the whole, it is found to be at low in ebb the new skills acquired on job, using existing skills in management, consultation of the workers in decision-making by the management and the workers participation in the management. In the learning new skills the cooperative sector is providing more chances followed by the private sectors. In using existing skills from the three sectors workers responded almost in similar manner that the managements are utilizing workers and extracting work properly. About three-fourth workers and less than one-quarter of workers viewed that the managements are not, using workers' skills properly. With regards to consultation, the cooperative sector is giving more chance to the workers in consultations as expressed by 64% of the workers followed by the public sector 50% and only 25% in the private sector. Sectors are giving same opportunity as expressed by 50% of the workers. Whereas the private sector provides this opportunity to the extent of 25%.

## CAREER PLANNING AND DEVELOPMENT

Opportunities for growth are limited either due to educational barriers or due to limited number of jobs at the higher level. Career planning and development provides opportunity for continuous growth and security by expanding one's capabilities, knowledge and qualifications. As for career planning is concerned, it is important to note that the worker formulates career plans for himself. Further, the management formulates succession plans through promotions and up gradations. Sometimes human resource managers/supervisors formulates plan for the worker to look after the workers wellbeing. Most of the companies are taken care of their employees career development i.e., provision for

career planning, communicating and counseling with the employees about the opportunities and career education and development. The career planning should be made by the worker himself i.e., single handedly working towards his own career development regarding either for promotion or for education orfor knowledge.

In the survey undertaken for assessing the career planning and development, the opinions and responses of the selected workers are recorded and classified in a set of tables. The observations made on the aspect of textile workers are discussed hereunder. To assess the conditions of the workers very near to their reality appropriate weights have been assigned to the opinions of the workers according to the strength in their responses of the workers in the three sectors. It is observed from Table 2, that there are about 80% of the workers in the cooperative and the public sectors who formulate career plans for themselves. On the other hand, one-half of the workers in the private sector informed that they prepare career plans for themselves. While only 9 to 11% of the private, the cooperative and the public sectors opined that their companies provide and take care of the workers career plans. In the private sector one quarter remained not worried not worried whereas 7 to 10% in the cooperative and the public sectors remained not worried about their career planning.

The opinions about the superiors preparing career plans for the workers are analyzed. One-half of the workers both in the public and the private sectors expressed that their company superiors prepare career plans for them. On the other hand, an opinion of one-quarter of the workers in the cooperative sector is positive. While one-half in cooperative, one-third in the public sector and one-fourth of the workers in the private sector responded negatively and 30% in private, 18% in the cooperative and 10% of the workers in the public remain not at all thinking about career planning. About company taking care of career development, the opinions of the workers in the public sector and one-quarter in the private sector opined positively, on the other hand one-half and one-quarter of the workers in the cooperative and the public sector opined negatively. While one-half in the private sector, one third in the public sector and only 6.8% in the cooperative sector remain not interested about this matter. Regarding whether the worker strives single handedly about his career development three-fourth of the workers in public, the private and the cooperative sectors responded that they prepare career plans single handedly. On the other hand only 5% in the cooperative and private sectors workers response is negative and 13.3% in the public sector response was also negative. While one-fourth in the private sector and 10% to 15% in the public and the cooperative sectors remain not worried about it.

Regarding career counseling, one-half of the employees in the cooperative sector responded that it is true, on the other hand, one-fifth of the employees in private and the public sectors told it is true. While nearly one-half of the workers in the public sector told they did not agree with this statement, whereas



one-third of the workers both in the cooperative and the private sectors, the responses was negative (i.e., career counseling is provided by company) and one-third in the private sector and one-fourth in the public sector and only 6% in the cooperative sector remain not at all interested.

### **BASIS FOR PROMOTION**

Promotion is the upward reassignment of an individual in an organization hierarchy, accompanied by increased responsibilities, enhanced status, and usually with increased income, though not always so. The basis for promotion differs from position to position in the organization. The basis for promotion includes merit, experience and merit-cum-experience. In an enquiry (Table 3), it is found that the basis for promotion in the public sector and cooperative sector nearly two-thirds employees expressed their opinion that experience is the basis for promotion. While one-fourth of the workers responded with the similar opinion, whereas other one-fourth employees are with different opinions that promotion is based on merit-cum-experience and only 6% of the workers expressed that merit is the only the basis for promotion.

### **NUMBER OF PROMOTIONS**

In the career of an employee there is scope for getting number of promotions, but some employees are not having scope to get even single promotion. Table 4 reveals that 61.98% of the respondents did not get even a single promotion in the private sector while 23% respondents got one promotion, 15(12.39%) respondents got to promotions and 8(6.61%) respondents got three promotions. In the public sector the workers are having wide scope to get promotions for more number of times. It shows that 65.22% of the respondents got three promotions and there are only 8.69% of respondents did not even get single promotion. There is better scope for promotions in the cooperative sector also. It indicates that 66% of respondents got four promotions and 17% of employees got three promotions, 8.93% of the employees have got two promotions and 3.57% respondents only one promotion.

### **JOB ROTATION AND ENLARGEMENT**

Quality of work life (QWL) includes various motivational factors which satisfying the employees as well as increases production. Frederick Herzberg in his motivation theory emphasized on motivators. The job rotation and enlargements are part of these motivations. Job rotation means shifting the employee from one job to another job in particular time-periods. So, that the employee will always feel interest on the new job. On the other hand, the job enlargement means the deliberate up graduation of responsibility, scope and challenge in work.

Job rotation, job enrichment and job enlargement helps the employee to broaden his skills and understanding. Thorough job enrichment higher order needs like pride, and ego can be satisfied job rotation transfers knowledge and gives idea of

different jobs, it gives employees respect and scope for demand job enlargement gives scope for increasing work and carrying a sense of achievement and recognition to increase interest and motivation. No doubt, provided job rotation, enrichment, enlargements, workers can contribute more towards the company.

In the survey under taken in the textile industrial units for assessing the quality of work life and various aspects in this are job rotation and enlargement, benefits of job rotation, enrichment and enlargement, relations and communications between line workers staff, social relevance of work, interest in work and pressures on the workers according to Walton criteria for measuring QWL. The opinions and responses of the selected workers are recorded and classified in a set of tables. To assess the quality of work life and quality of life very nearer to their reality appropriate weights have been assigned to the opinions of the workers according to the strength in the tables.

Table 5 presents the details relating to quality of work life workers in textile industry in sectors of public, the private and the cooperative industrial units. Three fourth of the selected workers in the public sector expressed their opinion that they were often rotated among different jobs. While one-third of the selected workers said that they were never rotated among different jobs, others remain not worried much. On the other hand one-half of the workers said that they were rotated among different jobs often. While one-third of the selected workers of the cooperative and the private sectors said that they were never rotated among different jobs.

When asked about job enlargement and enrichment, three-fourth of the workers from the cooperative sector and 62% from the public sector said that it was done often and only fourth in the private sector. While 40% in the private sector opinion that it was done rarely and one-third of the workers in the private and the public sectors remain not interested about this aspect to comment.

As per training before job enlargement and enrichment in concerned three-fourth in the private sector and one-third from cooperative and the public sector said that it was given often. While one-third of the workers from the cooperative sectors and one-fourth in the public sector said that it was given rarely and one-fourth of the cooperative and the private sectors one-third from the public sector remain not worried much.

It is found that job rotation is done well in the sectors. But equal in private, the cooperative sectors that is 25% less than the public sector. About job enlargement/enrichment, the cooperative management, first place goes to in the cooperative and second to the public sectors and less in the private sector (25%). The training in the private sector it is given often (70%) but very less in the cooperative and the public sectors.

### **BENEFITS OF JOB ROTATION, ENRICHMENT AND ENLARGEMENT**

When the scheme of the job rotation, enrichment and enlargement is implemented in the organization, it contributes to



the overall growth of the employees. The employees may feel more responsive about their job and also the feeling of achievement. Table 6 reveals that over three-fourths of the respondents from the cooperative sector and 90% from the public and the private sectors are strongly agreed that job rotation, enlargement and enrichment help in general growth of the employee. While 18% from the cooperative sector disagreed with the above aspects. Only 3% to 6% from the private and the public sector did disagree: others remained not worried much. About 90% of the respondents agreed or strongly agreed that they could contribute more if the scheme of job rotation, enlargement and enrichment is implemented in the organizations. While only 2 to 4 % from all the three sectors disagreed, others constituting 7 to 11 % of the three sectors remained not thinking much. It is found that the benefits of job rotation, job enrichment and enlargement in all the three sectors, workers opinion was favorable. They help in overall growth of an employee and provisions excellent in the three sectors for these aspects.

## CONCLUSIONS

Job design provides autonomy and challengeable work to the employees. These aspects significantly contribute to the increasing the level of QWL. The analysis of the data indicates that the job design provides adequate scope for the employees to learn and acquire new skills on the job. However, the management is unable to utilize even the present skills of the employees. This practice in turn the-motivates employees to acquire additional skills though the job design provides the opportunities. Further, it is observed that though the job design offer scope for career planning and scope for promotion to the higher levels, the nature of the industry (i.e., the sun setting industry) hinders the growth of the employee. Added to this both job rotation and enlargement are embodied in the job design in practice the workers are rarely rotated among the jobs. Hence, it is suggested that the managements of the textile industry should view the benefits of the QWL and make use of their concept for the revival and development of the industrial units by improving the quality of work life.

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