

Quality of Work Life and Work Motivation among Garment Sector Executive Employees

Dr. Satheesh Varma M^{1*}

ABSTRACT

The study investigated the relationship between work motivation and quality of work life among garment sector executive employees. Quality of work life conditions and feelings were the independent variables of the study. Autonomy, work speed and routine, task related interaction, personal growth and opportunity, and work complexity were the sub factors of quality of work life conditions. Work motivation was the dependent variable of the study and was defined in terms of satisfaction in six areas i.e. dependence, organizational orientation, work group relations, psychological work incentives, material incentives and job situation. The study adopted convenient sampling method for data collection. The total sample of the study consisted of 31 executive employees of a major garment manufacturing unit in the city of Bangalore. The hypotheses of the study were tested using Pearson's product moment correlation. Results indicate that other than the relationship between few of the sub factors of both variables total quality of work life condition and feelings are not related with total work motivation.

Keywords: *Quality of Work Life, Autonomy, Work Speed and Routine, Task Related Interaction, Personal Growth and Opportunity, Work Complexity Work Motivation, Dependence, Organizational Orientation, Work Group Relations, Psychological Work Incentives, Material Incentives, Job Situation*

Motivation is the activation or energization of goal oriented behavior. It is the psychological feature that arouses an organism to action toward a desired goal. Work motivation is the force that drives an employee to perform well in their job (Aamodt, 2014). Work motivation is highly influenced by the external and internal socio- psychological environment an individual is working (Agarwal, 1988). Quality of work life is set of favourable conditions and environments of a work place that support and promote satisfaction and work motivation (Dhar, Dhar & Roy, 2006). Employees in organizations are desired to satisfy their psychosocial needs by accomplishing various work benefits like financial rewards, job security, growth opportunity, status, decision making power, effective feedback on performance etc. When an organization has a supportive environment the motivation to work increases, on the contrary if the environment is unfavourable and uncontrollable the feeling of helplessness and hopelessness increases which

¹ Assistant Professor, Christ University, Bangalore

[*Corresponding Author](#)

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invariably decreases the motivation to work. Workers also feel estranged from their work when the work has no inherent meaning in it like monotonous and repetitive job, less control or power on deciding their job etc (Saehkin & Lengermann, 1984).

India is one of the largest Garment manufacturers of the world. Garment sector is also one of the largest employment providers of the country. Even though the sector represents huge workforce the work environment needs to be developed much more congenial. Because of the tough competition in the market the employees are placed under pressure to meet the production deadlines set by management (Saha, 2014). Executive employees are the personnel who manage the workforce in factories. They are better educated and well informed about many latest human resource practices and trends. They also have better opportunity compared to the workers to move from one organization to other if they feel the work life as totally uncontrollable. Knowing the relationship of quality of work life and work motivation among this cadre of employees would be useful to many organizations in garment sector to plan innovative HR practices in order to retain and develop their human resources. Present study is carried out with this orientation.

Quality of work life is operationally defined in this study based on quality of work life conditions and feelings concept proposed by Saehkin and Lengermann (1984). According to this concept quality of work life is viewed both as collections of objective favourable or unfavourable job conditions and as collections of subjective feelings of separation and alienation from a person's work self. Autonomy i.e. the freedom of an employee to take independent action on work related issues, work speed and routine i.e. the degree of structured and routine nature of work with less personal contact, task related interaction i.e. the degree to which the job provides interpersonal contacts as a part of the work activity, personal growth and opportunity i.e. the scope of learning and growing in the career ladder, and work complexity i.e. the extent to which the job is meaningful and interesting are the sub areas of quality of work life conditions. The collection of feelings of acceptance and involvement in positive direction and alienation and separation in negative direction consist of quality of work life feeling dimension in the study.

Work motivation in the study is conceptualized based on the definition of Agarwal (1988) where he explained the concept as a force which drives and sustains human behaviour in working life as a result of feeling of satisfaction in terms of extrinsic and intrinsic need fulfillment. The extrinsic and intrinsic need fulfillment is conceptualized in terms of 6 factors namely dependence, organizational orientation, work group relations, psychological work incentives, material incentives and job situation.

REVIEW OF LITERATURE

Unmotivated employees make no effort in their jobs and try to avoid the workplace as much as they can. They produce low quality work and leave the organization whenever an opportunity arrives (Aketch, Odera, Chepkuto & Okaka 2012). On the other hand, motivated employees

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produce high quality work and are found to be more involved in their job. Motivation is defined as the driving force inside a person which triggers them to action. It emerges out of persons' needs, perceived goals, values, intentions and expectations. Two factor theory of Herzberg divides motivating factors of work into “hygiene factors” and “motivator factors” (Luthans, 2010). The Hygiene factors are the dissatisfaction-avoidance factors of the job environment such as salary, interpersonal relationships, working conditions etc. Motivator factors are the factors of the job that leads to intrinsic satisfaction of an employee such as job content, responsibility and advancement etc. Hygiene factors operate primarily as demotivators if they are not present in sufficient level but mere presence of it will not increase the motivation. Importantly, the idea is to increase the work motivation by improving the attractiveness of the work itself rather than by improving the working conditions. Following this theoretical thread from an organization development perspective the concept of quality of work life was later introduced (Davis & Trist, 1972; Warr, Cook & Wall, 1979). It is considered as the philosophy of making the man happy at work for enhancing their motivation to work.

Sinha (1976) explained that modern workers demand jobs that satisfy their inner needs and explained quality of work life in terms of content and process theories of motivation. He suggested that the prospects of better quality of work life in India need to take care of sociological and psychological factors of the workers into account. Based on this perspective Karrier and Khurana (1996) examined the relationships between quality of work life and three motivational variables i.e. satisfaction, job involvement and work involvement of 491 managers from the public, private and cooperative sector industries. The findings revealed that managers with higher motivation have higher quality of work life perception. The study also revealed that educational qualification of the managers is a significant factor influencing the perception of quality of work life conditions. Rathamani and Ramchandra (2013) studied the quality of work life conditions of textile workers in Tamil Nadu state of India and found that quality of work life factors are contributing to the increase of employees' productivity.

METHOD

OBJECTIVES

The objectives of the study are stated as follows:

- To study the relationship between quality of work life conditions and work motivation among garment sector executive employees.
- To study the relationship between quality of work life feelings and work motivation among garment sector executive employees.

HYPOTHESES

The hypotheses of the study are as follows:

- There is no significant relationship between quality of work life conditions and work motivation among garment sector executive employees.
- There is no significant relationship between quality of work life feelings and work motivation among garment sector executive employees.

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RESEARCH DESIGN

The study adopted ex-post facto design. Quality of work life conditions and feelings were the independent variables of the study. Autonomy, work speed and routine, task related interaction, personal growth and opportunity, and work complexity were the sub factors of quality of work life conditions. Work motivation was the dependent variable of the study and is defined in terms of satisfaction in six areas i.e. dependence, organizational orientation, work group relations, psychological work incentives, material incentives and job situation.

SAMPLE

The study adopted convenient sampling method for data collection. The total sample of the study consisted of 31 executive employees of a major garment manufacturing unit in the city of Bangalore. A detailed description of the sample is provided in table – 1

Table 1, Socio demographic details of the sample

Gender		Education			Marital Status	
Males	Females	> Graduation	Graduation	< Graduation	Married	Unmarried
12 (39 %)	19 (61 %)	7 (23 %)	16 (51 %)	8 (26 %)	18 (58%)	13 (42%)
Income/anum		Age in years			Experience	
> Rs. 180000	< Rs. 180000	> 30	30-50	< 50	> 5 years	< 5 years
19 (61%)	12 (39%)	20 (64 %)	9 (29 %)	2 (7 %)	18 (58 %)	13 (42 %)

TOOLS USED

The tools used for the present study were:

- **Personal data sheet:** Personal data sheet was used to collect information about the socio-demographic variables i.e. gender, education, marital status, income, age and experience.
- **Work Motivation Questionnaire (Agarwal, 1988):** The tool measures work motivation in terms of satisfaction in six areas i.e. dependence, organizational orientation, work group relations, psychological work incentives, material incentives and job situation. The scale is reported to have high item validity, factorial validity and face validity. The scale also is reported to have high reliability with reliability coefficient of 0.99 using split half method.
- **Quality of work life conditions and feeling scale (Saehkin & Lengermann, 1984):** The tool consists of two separate measurement instruments on quality of work life conditions and feelings. Quality of work life conditions are measured as better standards in the areas of autonomy, work speed and routine, task related interaction, personal growth and opportunity, and work complexity. The scale is reported to have high validity and reliability.

PROCEDURE FOLLOWED FOR DATA COLLECTION

For the purpose of data collection researcher first approached the HR Department of the identified garment manufacturing company and collected necessary permissions to conduct the study. With the help of the HR Manager of the company list of willing participants for the study were identified. Later the researcher personally approached the consumers and after establishing rapport explained the purpose of research and their written consent for participation in the research was obtained by assuring them that the data is collected exclusively for research purpose and would not be used for any other purpose. After assuring them of confidentiality, the participants were then asked to answer all the research tools carefully and doubts were clarified whenever requested. After making sure that the participants had answered all the items in both the tools the completed tools were collected back. The obtained data was then scrutinized, scored and analyzed employing appropriate descriptive and inferential statistics.

DETAILS OF DATA ANALYSES

Since there is a difference in the measurement scale and number of items between work motivation and quality of work life scales the obtained raw scores of the subjects were converted into standardized T scores. The converted standard scores were subjected for further data analyses. The hypotheses of the study were tested using Pearson’s product moment correlation. Details of the analyses are given below.

RESULTS AND DISCUSSION

Descriptive details of the study variables are given in table 2.

Table 2, Descriptive details of the study variables (non-converted raw data)

Quality of work life	Mean	SD	Work Motivation	Mean	SD
Autonomy	12.48	1.99	Dependence	27.90	5.16
Personal growth & opportunity	14.26	2.11	Organizational orientation	20.26	4.55
Work speed and routine	11.35	2.64	Work group relations	14.65	2.81
Work complexity	12.65	3.60	Psychological work incentives	19.00	3.46
Task related interaction	14.00	2.59	Material incentives	15.03	3.50
Total Conditions	64.74	5.93	Job situation	11.68	2.20
Total Feelings	35.61	5.82	Total work motivation	95.06	14.52

Table 3, Pearson’s Product Moment Correlation between work motivation and quality of work life

Variables	Pearson’s coefficient
Total work motivation with	
Quality of work life conditions	0.08 NS
Quality of work life feelings	0.09 NS
Autonomy	0.64**
Personal Growth and Opportunity	0.42**
Work Speed and Routine	-0.21 NS
Work Complexity	-0.43**
Task Related Interaction	-0.43**

** = p value significant at 0.01 level, * = p value significant at 0.05 level,

NA = Not Significant

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According to the results depicted in the above table, total work motivation of the employees were found to be not significantly related to either quality of work life conditions or feelings. But a detail analysis of the relationship of work motivation with quality of work life factors revealed that autonomy and personal growth and opportunity factors of quality of work life was directly and work complexity and task related interaction was inversely related to work motivation.

Autonomy is the freedom of an employee to take independent action on work related issues and personal growth and opportunity factor represents the scope of learning and growing in one's career ladder. Work complexity is the extent to which the job is meaningful and interesting and task related interaction is the degree to which the job provides interpersonal contacts as a part of the work activity. Among the factors correlated, the positive relationship of autonomy and personal growth and opportunity with work motivation is well established in the general theoretical domain (Hackman & Lawler, 1971; Wall & Jackson 1995; Raduan, Loo, Jegak, & Khairuddin, 2006; Rathamani & Ramchandra, 2013; Biswas & Mittar, 2015).

The result of increase of work motivation with decrease of work complexity is justifiable in the context of garment sector. According to Edwards, Scully and Brtek (2000) mechanistically oriented jobs are connected with efficiency-related outcomes not with satisfaction related outcomes. Indian garment industry is a labour intensive industry and the productivity of a supervisory or executive level employee is generally evaluated in terms of their production efficiency (more in quantity not in quality). Hence work complexity hold back production efficiency, complex work unlike in other sector is a de-motivating factor in garment industry. Action manual of International Labour Office (ILO) on improving working conditions and productivity in the garment industry (Hiba, 1998) also pointed out the same and proposed the need for more job simplification in garment units. Results also indicate that garment sector employees are also not expecting more task related interactions. Rathamani & Ramchandra, (2013) found that Job freedom is a factor highly related with quality of work life of textile sector employees in Tamil Nadu a state of Indian Union. Hence textile and garment sector employees prefer more freedom in their work, task related interactions if it is forcefully implement may have inverse effect on employee motivation.

Since few of the quality of work life factors were found to be significantly related with work motivation a further in depth analysis was conducted between work motivation factors and quality of work life factors.

Details of the analyses are given in table 3.

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Table 3, Pearson's Product Moment Correlation between work motivation and quality of work life factors

Variables	Pearson's coefficient	Variables	Pearson's coefficient
Dependence with		Intrinsic motivation with	
Quality of work life conditions	0.18 NS	Quality of work life conditions	- 0.23
Quality of work life feelings	0.19 NS	Quality of work life feelings	0.01
Autonomy	0.68 **	Autonomy	0.34
Personal growth and opportunity	0.43 *	Personal growth and opportunity	0.07
Work speed and routine	-0.16 NS	Work speed and routine	- 0.17
Work complexity	-0.38 NS	Work complexity	- 0.23
Task related interaction	-0.38 NS	Task related interaction	- 0.25
Organizational Orientation with		Material Incentives with	
Quality of work life conditions	-0.15 NS	Quality of work life conditions	-0.07
Quality of work life feelings	0.12 NS	Quality of work life feelings	-0.12
Autonomy	0.51**	Autonomy	0.37*
Personal Growth and Opportunity	0.96 NS	Personal Growth and Opportunity	0.22
Work Speed and Routine	-0.36*	Work Speed and Routine	-0.09
Work Complexity	-0.45*	Work Complexity	-0.42*
Task related interaction	-0.46*	Task related interaction	-0.10
Work Group Relations		Job Situation with	
Quality of work life conditions	0.19 NS	Quality of work life conditions	-0.05 NS
Quality of work life feelings	0.07 NS	Quality of work life feelings	-0.13 NS
Autonomy	0.63**	Autonomy	0.43*
Personal Growth and Opportunity	0.39*	Personal Growth and Opportunity	0.42*
Work Speed and Routine	-0.72 NS	Work Speed and Routine	-0.11 NS
Work Complexity	-0.23 NS	Work Complexity	-0.31 NS

According to the results described in the above table dependence, work group relations and job situation factors of work motivation were found to be directly related with autonomy and personal growth opportunity factors of quality of work life conditions. This indicates that those employees' who are experiencing more independence and growth opportunities in the organization have high trust and confidence on people in the work and are highly motivated to do the work with the support and cooperation of their colleagues and immediate supervisors and are concerned over the situational aspects of the job. Organizational orientation and material incentive factors of work motivation were also found to be positively related with autonomy. This indicates that employees who are experiencing more autonomy in their work place are expecting more material incentives and are more oriented towards the organization. The result also depicts an interesting finding that material incentive factor of work motivation is negatively

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related with work complexity. This indicates that employees who are experiencing less work complexity in the organization are more motivated by monetary rewards than their counterparts.

Work motivation is a multi-dimensional construct influenced by the “intrinsic” and “extrinsic” factors (Cimete, Gencalp & Keskin, 2003). Employees’ perception of their work environment is determined by their motivational needs as well as the material and social factors present in the organization (Parker, Wall & Cordery., 2001). So in an urban place like Bangalore where life demands are high it is not a wonder that the perception of autonomy, personal growth opportunity and work complexity is related with their dependence needs, work group relations and job situation.

FINDINGS OF THE STUDY

- Quality of work life condition and work motivation is not significantly related among garment sector executive employees.
- Quality of work life feeling and work motivation is not significantly related among garment sector executive employees.
- Even though total quality of work life condition is found to be not related with total work motivation among garment sector executive employees few of its sub factors like autonomy, personal growth and opportunity, work complexity and task related interaction were found to be related with work motivation.
- Further analyses revealed that autonomy, personal growth opportunity and work complexity factors of quality of work life is related with dependence, work group relations and job situation factors of work motivation among garment sector executive employees.

CONCLUSION

In this research, the investigator has studied about the work motivation and quality of work life among garment sector executive employees. Even though a correlation is not found between the total score of these two variables the relation between its sub factors reveals the importance of considering material and social factors to motivate employees while designing work in Indian garment sector.

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